

Penta Gender Equality Plan (2025-2027)

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INTRODUCTION

Penta is a scientific organisation dedicated to paediatric research. It is a global independent scientific network dedicated to child health. The mission of Penta is to build a global network that conducts excellent research to help health systems achieve optimal outcomes for children.

The Penta Foundation coordinates and sponsors research projects that operate in the following scientific areas: HIV & viral infections, severe sepsis and antimicrobial resistance, Covid-19, infection in pregnancy and neglected or emerging childhood infections and diseases.

Penta research embraces basic, pharmacological, clinical, social and population sciences. Results from Penta studies have been used for regulatory purposes and have accelerated the time for drugs to be accessible to children in Europe, Africa and Asia.

We strongly believe that our internal policies should be designed for all. Since 2018 Penta has put in place several policies to ensure an equal and inclusive work environment in line with its own vision. These policies and/or codes and/or Standard Operating Procedures (SOPs) are:

- Penta Welfare Policy (renewed every year)
- Code of Conduct (2018, updated in 2023)
- Code of Ethics (2019, updated in 2022)
- Safeguarding Children & Young People Policy (2022)
- Human Resources Policy (2023)
- Gender Equality Policy (2023)
- Penta Staff Recruitment SOP (2023, updated in 2024)
- Salary and Reward SOP (2023)
- Reporting of Misconduct and Harassment SOP (2024)

All these documents are always available to the staff members on the Penta SharePoint at the section “Penta Quality System” - “policies and procedures” ([Policies & Procedures](#)).

In April 2022 we adopted our first Gender Equality Plan, considering it as **an opportunity for us to form a structural plan of objectives and actions**. Thus, we actively took into consideration the gender dimension to better achieve Gender Equality in our organisation.

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According to our values, policies, and SOPs we strongly believe that a Gender Equality Plan is essential for fostering an inclusive and fair work environment where all individuals, irrespective of gender, have equal opportunities to succeed and contribute. Implementing a GEP not only has helped us in addressing and eliminating gender biases and disparities but has also promoted diversity, which is crucial for innovation and growth. By setting clear objectives and actions, we were able to systematically work towards closing the gender gap, enhancing employee satisfaction, and improving overall organizational performance. Furthermore, we consider our GEP and all related activities as a commitment to social responsibility and ethical practices. Including the gender dimension in policies has ensured that the unique perspectives and needs of all employees have been and are considered, leading to more effective and balanced decision-making. Our GEP has contributed and continuously contributes to a harmonious and productive workplace where everyone feels valued and respected.

The gender dimension present in our policies and specifically in the policies and SOPs written in consequence of the 2022-2024 GEP have been analysed annually through a Gender Equality Assessment. **The last available data collected shows that Penta has achieved 68,57% (2023) and 75-80% in 2024 (not all 2024 data are available to date) of the Gender Equality Assessment Implementation (GEAI).** According with 2022-2024 GEP the **main objective was to achieve 70% by 2023 and 80% of GEAI by 2024;** according with the Horizon GEP requirements, in 2023 the percentage was already 87,5%.

All the requirements are “Partially implemented” (50% or more) or “Implemented” (100%). Some important actions already taken are going in the right direction, especially for “Work-Life Balance and Organizational Culture” (59,09%) and “Gender Equality in Human Resources Processes” (83,33%). There was also a good implementation in the “Measures Against Gender-Based Offenses and Violence” (80%). This is a good result, considering the legal aspects related. Likely, with an additional effort, it is possible to achieve superior results. The main objective of the 2025-2027 GEP is to achieve 90% of the Gender Equality Assessment Implementation (GEAI) by 2027.

Every year the Gender Equality Assessment is performed and data referring to the Gender Budget are collected by the Chief People, Communications and Culture officer (CPCC). All these data are diligently stored and analysed by the CPCC and the Equality Officer.

In March 2022 Penta obtained the UNI PDR 125_2022 certification for Equality in the workplace with the score of 96/100; the certification was renewed in August 2024 with the score of 96/100. The objective for 2025 is to renew the certification with the score of 100/100.

In 2022 a Gender Equality Work Group has been formed to monitor the progress of GEP; in 2023 an Equality officer was appointed to monitor all the gender related topics and actions. The Equality officer reports to the Chief People, Communications and Culture Officer who oversees implementing the Gender Equality Plan.

GEP of Penta is a public document, signed and agreed upon by our Senior Leadership Team (SLT) and published on our website. The appointed person to lead the implementation of the plan is Giuseppe Emiliano Bonura, Chief People, Communications and Culture Department.

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METHOD, DEFINITIONS AND SUSTAINABILITY

We have established quantitative and qualitative indicators for the respective targets. The objectives will be gradually achieved by 2027. The objectives and measures are feasible within the three-year timeframe and within the available resources forecast for the years 2025-2027. Our objectives and measures will be presented schematically in this document and in chronological order.

There are several basic elements we considered in setting up the Gender Equality Plan and related objectives:

- **Measures**
- **Indicators**
- **Targets**
- **Timeline**
- **Data Collection and Monitoring**
- **Division of responsibilities**
- **Resources**
- **Training**
- **Periodical progress review**

GENDER EQUALITY WORKING GROUP (GEWG)

All the topics regarding the monitoring and the implementation of the GEP will be managed by the **Gender Equality Working Group (GEWG)** approved by the Senior Leadership Team. The working group, and division of responsibilities, is formed by (in alphabetical order):

- ❖ Bonura Emiliano Giuseppe - Chief People, Communications and Culture Officer. Member of the Senior Leadership Team.
Role within Working group: as Executive he supports the Workgroup and offers an adequate liaison between the Workgroup and the SLT (Senior Leadership Team), and the Board of Directors.
- ❖ Brugiolo Eleonora - HR Generalist appointed as Equality Officer.
Role within Working group: Penta Foundation GEP implementation monitoring and first point of contact for any GEP-related matters.
- ❖ Ching'andu Musakanya – Communication Specialist.

Role within the Working group: responsible for integration of the gender dimension within the Penta communication activities

- ❖ Braga Glauca Karime - Quality Assurance and Auditing Manager.
Role within the Working group: responsible for integration of the gender dimension within policies and SOPs (Standard Operative Procedures).
- ❖ Hunter Lindsey Ann – Network Education and Training team leader.
Role within the Working group: responsible for integration of the gender dimension within the Penta Network (and its related activities)
- ❖ Messina Chiara - Head of Program Operations.
Role within the Working group: responsible for integration of the gender dimension within the research field.
- ❖ Santalena Costanza – Head of Legal Office.
Role within Working group: responsible for the legal oversight of relevant aspects in GEP. She is also the direct contact person for the Surveillance body, as foreseen by the D.Lgs. 231/2001.

Compared to the previous Gender Equality Plan (GEP), the number of members in the group has increased, now covering almost all key areas of the Foundation. As an improvement in 2025-2027, we anticipate the inclusion of at least one more male member.

As highlighted by the **Gender Equality in Academia and Research toolkit (GEAR)**, the changes to be implemented are expected to have a long-term impact, so **we are aware that we must ensure the sustainability of gender equality actions**. Our commitment is to implement procedures, policies and actions which can be sustainable in a long-term period. In addition to the planned new actions, we will have periodical reviews of evaluation. In order to do so, firstly, we identified our existing resources in procedures in place. In some cases, the objectives set are attained without additional costs.

OUR CURRENT DISAGGREGATED DATA ON THE SEX AND/OR GENDER OF PERSONNEL

The data presented here is data collected via three channels:

- The HR Management Software Cézanne adopted by Penta to monitor data related to personnel and generates statistics, thus providing HR analytics.
- Recurrent aggregation of data by HR Office regarding actions for Education calls.

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- Documents listed in the “Supplementary and/or preparatory documentation to the Gender Equality Plan of the Penta Foundation – worktable and division of tasks”, stored in the HR restricted area of the Penta SharePoint. All documents included in this master document are regularly updated to ensure the consistency and accuracy of the information provided.

Penta staff 2024:

Below are some data considered or available for 2024. These data are monitored annually. The data appear stable, confirming the imbalance against women in the composition of the Senior Leadership Team, partially offset by the imbalance against men in internal managerial roles.

We also register a significant improvement in the involvement of women in leadership roles available in scientific projects in which Penta participates.

1. **The Penta Board of Directors** is composed of 6 members, 50% women and 50% men. The President of Penta is male.
2. **The Senior Leadership Team:** is composed of 4 members, 75% men, 25% women.
3. **The current number of employees working at Penta is 41** of whom 65% women and 35% men.
4. **Line managers or area managers (1st level or Quadro)** are 12: 66% women and 34% men.
5. **People with disabilities:** 5% of employees, of whom 50% are women. According to Italian law, severely disabled people are entitled to 2 days of leave per month. Persons with minor disabilities are not entitled to these permits. Penta has introduced 50 hours a year of permits for non-severely disabled people.
6. **Part-time personnel:** are 8, 19.5% of employees have part-time contracts, of whom 87,5% are women. Full-time contracts, according to the Penta employment contract, are 40 hours per week. Part-time is considered any contract with less than 40 hours per week. For part-time contracts the average percentage of working hours is 73%, which corresponds to an average of 29 hours per week of work for a part-time employee. Among women employees the average percentage of hours per week is 75% (30 h. per week), among men employees is 62% (25 h. per week).
7. **Penta staff dedicated to roles within safety 2024** is 11: 4 women (=36% F of safety roles), 7 men (=64% M of safety roles). These roles can be subdivided by kind of training
 - Firefighting 3F (=60% F of firefighting role) / 2M (=40%M)

- First aid 3F (= 37,5% F of first aid role) / 5M (= 62,5%), imbalance between women and men decreased, as in 2022 the percentage of women in this role used to be 25% and that of men used to be 75%.
 - Preposto 2F (=50% of preposto role) / 2M (=50%)
 - RLS (Worker Safety Representative) 1 M
- 2024 financed Education calls for employees:** the rule to distribute the access to Education calls equally among sexes was introduced. Resources being allocated are 90% among women employees and 10% among men employees. 100% of applications were accepted or an alternative was proposed.
 - Menstrual leave** for painful symptoms associated with the menstrual cycle: all the requests presented were 100% authorised.
 - According to the national employment contract adopted by Penta, employees are entitled to **150 hours of leave for their training** over a period of 3 years. **Penta has increased these hours to 400 hours in three years**, of which the maximum usable amount of study leaves per single year was increased **up to 250 (permits available for up to 10% of the staff; 50% for both sexes)**.
 - Overall Turnover Rate:** The overall turnover rate in 2024 is 2.38%.
 - Total Penta ID Network Members:** We have 593 members, of whom 59.5% women, 40.3% men, and 0.2% unspecified.
 - People involved in current Penta studies (per se or within a project) or projects where Penta is the Coordinator, Sponsor or Lead:**

*PI: Principal Investigator
CI: Chief Investigator*

Type	Name	Penta Role	Coordinator		WP Leader		CI		PI	
			Female	Male	Female	Male	Female	Male	Female	Male
Project	EPPICC pregnancy	Coordinator	1	0	0	0	0	0	5	4
Project	EPPICC paediatrics	Coordinator	2	0	0	0	0	0	12	4
Study	SHIELD	Sponsor	0	0	0	0	0	2	9	4
Study	D3	Sponsor	0	0	0	0	1	0	5	7
Project	UNIVERSAL	Coordinator	0	1	8	1	1	1	5	3
Project	VERDI	Sponsor	1	1	0	0	0	0	3	1
Project	C4C	Coordinator	2	2	15	14	1	2	0	0
Project	NeoIPC	Sponsor	1	1	0	0	2	0	0	0

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Study	ODYSSEY	Sponsor	0	0	0	0	1	1	9	13
Project	Value-DX	Sponsor	0	1	0	0	0	0	1	0
Project	PediCap	Coordinator	0	1	4	6	0	1	2	4
Project	SNIP-Africa	Coordinator	1	0	5	2	0	0	0	0
Project	GAPf	Lead	0	2	0	0	0	0	0	0
Study	NeoVanc LTFU	Sponsor	0	0	0	0	1	1	7	6
Study	rUTI	Sponsor	0	0	0	0	1	0	TBD	TBD
Project	PIPELINE	Coordinator	2	1	4	3	1	2	TBD	TBD
			10	10	36	26	9	10	58	46
			F	M	F	M	F	M	F	M
			50%	50%	58%	42%	47%	53%	56%	44%
			F	M	F	M	F	M	F	M
GEP 2022-2024 (data from year the 2022)			7	13	32	28	7	10	74	58
			35%	65%	53%	47%	41%	59%	56%	44%

Compared to 2022, 2024 shows a significant improvement in the percentage of women in coordinating roles, increasing from 35% to 50%, reaching gender-balance in this role. Similarly, there is an improvement in the CI roles, with an increase from 41% to 47%. Overall, all parameters observed in 2024 show an improvement compared to 2022.

All the data presented in this chapter are meticulously monitored and stored every year by the Foundation. This ensures ongoing compliance and enables continuous improvements in our policies and practices.

CURRENT HR POLICIES FOR GENDER EQUALITY AND INCLUSION MANAGEMENT - WHAT WE DO:

a) Penta Company Welfare Policy:

- **Flexible work options:** In 2022 the hybrid mode was introduced, which is a form of smart-working combined with on-site work.

- **Support for care responsibilities:** employees can use their Company Welfare budget to help pay daycare fees.
- **Paternity leave:** In 2022 Penta introduced 21 days per year in addition to the 10 days already provided by law; starting with 2024 the days are increased to 25. For new fathers (following birth, adoption or fostering) who take optional parental leave, as from January 2025, the Foundation shall supplement the allowance guaranteed by the Italian Social Security Service (INPS) by up to 20% (twenty per cent), up to a maximum of 2 (two) months, taking the average global salary as a reference. The measure applies to new fathers, except in cases where only the mother is present, who may take advantage of it upon request. by up to 20% (twenty per cent), up to a maximum of 2 (two) months, taking the average global salary as a reference. The measure applies to new fathers, except in cases where only the mother is present, who may take advantage of it upon request.
- **Menstrual leave:** 2 days per month permit for certified dysmenorrhea.
- **Smart working for new parents:** New parents, regardless of sex or gender, who are male or female workers may take advantage of a smart working period of 120 days to be used within 24 (twenty-four) months following the birth and/or adoption and/or fostering of the child.
- **Funds for Education calls:** for 2024 are equally ensured between female and male employees.
- **Penta Loan funds** (with low-rate interest): we have guaranteed a fair distribution between sexes.
- **Periods of unpaid leave** for reasons not covered by law or national collective agreement.

These measures are crucial in establishing a supportive and progressive workplace culture that values gender equality and inclusion. By introducing flexible work options, Penta acknowledges the diverse needs of its employees, allowing them to balance their professional and personal responsibilities effectively. The support for care responsibilities and the implementation of additional paternity leave days demonstrate the organization's commitment to shared parenting and the active involvement of both parents in caregiving roles.

Furthermore, the menstrual leave policy addresses a critical aspect of women's health, ensuring that female employees can work comfortably and without stigma. The smart-working period for new parents reflects an understanding of the significant changes that

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come with welcoming a new child into the family, promoting a smoother transition back to work.

Overall, these initiatives not only promote gender equality but also contribute to a positive and inclusive workplace culture. By fostering an environment where all employees feel supported and valued, Penta enhances job satisfaction, loyalty, and productivity, thereby driving the organization's success.

b) Code of conduct and Code of Ethics: The Penta Foundation is fully committed to continue ensuring fundamental staff rights, including the right to healthy and safe working conditions and an environment free from harassment, bullying and violence. Staff are entitled to be treated fairly, equally and without any discrimination. Penta will not condone or tolerate unacceptable behaviour. If proven, such behaviour will result in disciplinary action. The **Code of Conduct** aims to respect and protect these rights and to provide a superior quality working environment. The purpose of this policy is to set out expected standards of behaviour to ensure that the Penta values are transferred to all staff.

This policy is aimed at all staff working at Penta and applies to all interactions between staff (permanent or temporary) and collaborators, consultants, stakeholders and all visitors to Penta.

Penta expects all staff to contribute to maintaining the existing friendly and respectful environment which is deeply embedded in the Foundation's history, mission and vision. As such it will continue to guarantee effective communication, co-operation and support for colleagues and to treat each other with dignity, courtesy, and with sensitivity whilst valuing the skills, contribution and expertise of staff and colleagues at all levels.

a) The **Code of Ethics** forms an integral part of the Organisation, Management and Control Model described in Art. 6 of Legislative Decree no. 231 of 8 June 2001, adopted by the Foundation. It identifies the Foundation's guiding values and ethical principles, highlighting the rights, duties and responsibilities of all those who, in whatever capacity, work within the Foundation or collaborate with it must follow.

Salary and Reward policy: The purpose of the Salary Policy is to make Penta Foundation Salary and Reward policy public, clear and transparent to all staff members. Penta Foundation is committed to:

- Equality of treatment among all its staff members.
- Making its salary and reward policies public, understandable, and accessible to all its employees.
- Acknowledge the achievement of individual professional results to promote individual growth and professional satisfaction.

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Fondazione Penta has adopted a **Reward Policy** based on principles of merit. The measurability of these elements is obtained in accordance with the following steps:

- The Line Manager of a specific employee proceeds with an ex-post comparison between the previous Annual Assessment and the analysis of the objectives achieved, based on the personal objective for the annual year. The evaluation derived from the comparison is expressed in percentage, so that to the complete achievement of the objectives corresponds to 100%.
- The Line Manager then shares the result with the CPCCO who will share them with the Senior Leadership Team, which is in charge of drawing up a Penta employees list of reward beneficiaries, based on the order given by the individual percentage.
- The total financial allocation for the Reward Policy is defined on a yearly basis, compatible with Penta Foundation's financial resources.

It is important to emphasise that Penta has adopted a wage and salary policy that ensures fairness and transparency, especially with regards to gender equality. By promoting equitable pay and recognition practices, the Foundation addresses and mitigates gender disparities in the workplace. This policy is instrumental in creating an environment where all employees, regardless of sex or gender, feel valued and treated with respect. It reinforces the organization's commitment to diversity and inclusion, ensuring that everyone has equal opportunities for advancement and reward. As a result, this approach not only enhances employee motivation and satisfaction but also strengthens the overall integrity and reputation of the Foundation.

- c) Recruitment Policy:** we have adopted a policy of “blind selection”. Elements that can form grounds for discrimination based on potential biases are removed from a CV and cover letters, with the aim of zeroing bias.

The blind selection process is essential in fostering diversity and inclusion in the workplace. By removing elements that could lead to potential biases, such as photo, names, genders, ages, and ethnic backgrounds from CVs and cover letters, we can ensure that candidates are evaluated solely on their skills, qualifications, and experiences. This approach helps to create a more equitable recruitment process, where all applicants have an equal opportunity to be considered based on their merit and potential. Implementing a blind selection process not only mitigates unconscious biases but also encourages a more diverse and inclusive work environment. A workforce that reflects a variety of perspectives, backgrounds, and experiences is invaluable, as it enhances creativity, problem-solving, and decision-making within the organization. By prioritizing diversity and inclusion through our recruitment practices, we are better positioned to attract and retain top talent, drive innovation, and achieve

our mission as a Foundation. Furthermore, a commitment to blind selection demonstrates to our employees, stakeholders, and the community that the Penta Foundation values fairness, equity, and inclusivity. This strengthens our organizational culture and fosters a sense of belonging among all staff members, contributing to a more dynamic and resilient organization.

AREAS OF COMMITMENT IN APPLYING GEP - WHAT WE CAN DO: GOALS, COMMITMENTS, ACTIONS, RESOURCES AND PLANNED OUTCOMES:

a) **Work-life balance and organisational culture: future potential changes and additions to the Penta welfare policy**

- **Flexitime:** it is a type of alternative scheduling which aims to give the employees greater latitude in choosing their work hours, freedom to change their schedules from one week to the next, according to their personal needs, still in respect of their working commitments. With a Flexitime arrangement an employee might be required to work a standard number of core hours within a specific day-hours, thus allowing the employee greater flexibility in starting and ending hours. We hope that having a Flexitime option will be an opportunity for our employees to better organise and balance their workload depending on their personal needs, thus improving their work-life balance.

Initially, in the GEP 2022-2024, we had planned to implement Flexitime by 2023. However, this was not possible as our organizational model and workflow were not yet ready to accommodate such a change. We plan to test Flexitime by 2027. Implementing Flexitime is essential because it offers numerous benefits, including increased employee satisfaction, better work-life balance, and improved productivity. It allows employees to manage their time more effectively, which can lead to higher morale and reduced absenteeism. Additionally, Flexitime can help attract and retain top talent by providing a more flexible and accommodating work environment.

- **Menstrual leave:** In 2024 we have expanded the measure to all women suffering from any painful symptoms related to the menstrual cycle, not only dysmenorrhea.

- **Maternity leave:** In addition to the compulsory maternity leave required by law (following birth, adoption or fostering), which consists of 5 months and the 100% smart-working scheme we mention below, we plan to introduce 100% smart-working for up to 6 months (by January 2026).
- **Paternity leave:** We plan to expand paid paternity leave from the 25 days allowed in year 2025 up to 28 days, by year 2026. Starting with 2025, for new fathers (following birth, adoption or fostering) who take optional parental leave, the Foundation shall supplement the allowance guaranteed by INPS (the Italian social security service) by up to 20% (twenty per cent), up to a maximum of 2 (two) months. The measure applies to new fathers, except in cases where only the mother is present, who may take advantage of it upon request.
Increasing paternity leave is crucial in achieving gender equality as it promotes shared parenting responsibilities and dismantles traditional gender roles. By providing fathers with more time to bond with their children, it encourages active involvement in early childcare, which has long-lasting benefits for both children and parents. This policy helps to balance the caregiving duties between mothers and fathers, reducing the burden often placed solely on women. Furthermore, extended paternity leave can foster a more supportive and inclusive workplace culture, where both men and women feel equally valued in their roles as parents and professionals. This not only enhances employee satisfaction and retention but also contributes to a more equitable and progressive society in which we believe.
- **Smart-working for new parents:** We plan to introduce 100% smart-working for new parents for up to 6 months within the first 2 years of becoming a new parent (by January 2026).
- **Penta Loan funds** (with low-rate interest): For the next three years, we will continue to provide our employees with access to loans at favourable rates, subject to market developments, and with attention to an equal distribution.
- **Blind Recruitment:** Starting with 2023 Penta has adopted a standard operative procedure (SOP) for applying the Blind Recruitment procedure. The system in place is operationally semi-automated, so it does not guarantee a full blind recruitment procedure; by the 2026 we intend to introduce an automated system (by using a specific applicant tracking system, that we have already selected) to ensure that the selection process is fully blind.

b) Gender balance in leadership and decision-making

Penta is committed to maintaining equal representation on the Board of Directors. We also hope to achieve equal representation in the Senior Leadership Team. During the

last three years, Penta has structured a decision-making method that takes into account the gender dimension by using new and innovative policies and SOPs, and the aim now is to continue to improve them by updating them with the latest best practices. Considering the gender dimension in decision-making processes is essential for fostering equality, eliminating biases, and promoting diversity, Penta is planning to introduce another step to this method: the Gender Impact Assessment (GIA). Before making any major decision, the Foundation should conduct a thorough Gender Impact Assessment (GIA). This involves analysing how the decision will affect different genders within the organization. Key questions to consider include:

- Will the decision disproportionately affect one gender over another?
 - Are there any potential gender biases that could arise from the decision?
 - How can the decision promote gender equality and inclusion?
- While Penta already considers gender impact in decision-making processes, it has not yet implemented these practices in a standardized and structured manner.

c) Gender equality in human resources processes

- **Experimental evaluation of workload percentage distribution** between employees of each sex (strive to zeroing unfair/unequal distribution based on gender) was introduced in December 2022. We have introduced this mode of workload assessment to the “Program Operations” team; the goal is to extend this mode to all Penta teams by 2027.
- **Public and accessible to all employees Job descriptions** for all roles by 2025. This measure is currently included in the employee appraisal process but has not been formalised and standardised. The aim is to extend and structure this approach.
- **Pay transparency:** Pay transparency, whether internal, external, or both, allows employees to compare their salary scales with those of their colleagues (not individually, but by job description group) and be assured that they are being paid fairly for their own job description. As a matter of fact, salary transparency reduces gender, ethnicity, background and many other demographic and characteristic-based biases that fuel wage gaps. In fact, a clear formula for how salary and rewards are determined, leaves less room for biases to creep into the salary figure by guaranteeing more accountability for equal pay.

According to our Salary Policy, in 2023 we decided to adopt a salary range for each role (Penta Salary Scales) accessible for all staff members of the same team. By 2025, we want to make salary scales available and freely searchable by creating a database that all employees can access.

Adopting pay transparency is critical not only for fostering equality but also for building trust within the organization. The European directive on pay transparency highlights the importance of such measures in reducing gender pay gaps and ensuring equal pay for equal work. By making salary information accessible, we want to create an environment where employees feel valued and assured that their compensation reflects their skills and contributions. This transparency acts as a deterrent to biases and promotes a culture of fairness, leading to increased employee satisfaction and retention.

d) Integration of the gender dimension in research and training

Penta is already committed to considering the Gender Dimension in Research and Training. The strive to concrete gender equality in research and training, both on the side of researchers and trainers, and on the side of patients and trainees is actively brought along by Penta through its daily activities. Since founded, Penta aims to develop studies and project to improve the life of patients which historically have been under-represented in clinical and preclinical research, namely women (mothers) and children. To achieve this, Penta has embedded gender considerations into the core of its research and training methodologies.

e) Surveys and focus groups

Penta is committed to conduct anonymous surveys once a year (twice if there is a specific need) on various issues related to the GEP and Diversity and Inclusion management. These will help to monitor the progress of new policies and listen to the problems and/or suggestions for action from employees.

f) Measures against gender-based offences and violence

The Human Resources Office is the first point of contact for reporting any misconduct or borderline behaviour by other colleagues, consultants or employees, with the guarantee of confidentiality and the possibility for employees to choose the HR Office member with whom they feel more comfortable (male or female). The Chief People, Communications and Culture Officer is responsible for investigating any report received and is empowered, independently and autonomously from the President and the Board of Directors, to take disciplinary action, up to and including termination of employment, against any person (employee, consultant or associate) whose conduct is not in compliance with the Code of Conduct and the SOP "Reporting of Misconduct and Harassment". The Chief People, Communications and Culture

Officer may inform the Equality Officer and the GEWG (Gender Equality Working Group), omitting any reference to the victim and offender person.

The Foundation also has a Surveillance Body, which is also independent of the management of the Foundation and can receive – inter alia – any reports on these matters. Since 2024, as required by law, Penta adopted an online reporting system that also envisages the possibility for whistleblowers to remain anonymous. The aim is to train at least five people within Penta to recognise and identify violence and harassment in the workplace by 2026; by 2025, the HR office will be trained to assess the gender dimension within the Risk Assessment Document (DVR) required by the Italian Occupational Health and Safety Act (D.Lgs. 81/08).

g) Training

The Chief People, Communications and Culture Officer together with the Equality Officer and the Gender Equality Working Group plan adequate training for all employees (including top management) in raising awareness of gender bias. Collecting data from these training sessions and carrying out satisfaction questionnaires is the responsibility of the Equality Officer.

It has been noted that gender-based bias frequently intersect with other forms of biases, prejudices and stereotypes, which often lead to discrimination. Differences in culture, nationality or sexual orientations and gender identities (members of LGBTQIA+ community) cannot be the basis for any kind of discrimination. The Foundation plans to address these important subjects via training and workshops periodically. In addition, line managers will receive specific training in learning how to address and manage diversity in their work groups and to recognise their own biases.

As part of balanced diversity management, team manager feedback towards their team will be integrated as a core aspect. This initiative aims to cultivate an environment where team leaders provide constructive and supportive feedback, fostering an inclusive atmosphere conducive to personal and professional growth. Penta is committed to developing and implementing this feedback mechanism between 2025 and 2027.

In this direction, the assessment system introduced in 2020 aims to make the interaction between team managers and team members a structured element of discussion. Although further tools need to be developed to ensure that every voice is heard and valued, progress is being made in the right direction. This will help to ensure an environment that is increasingly inclusive and respectful.

h) Dedicated resources and gender budgeting: the Importance of Gender Budgeting Analysis in Improving Gender Equality in the Workplace

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Gender budgeting analysis is a critical tool in advancing gender equality within the workplace. At its core, it involves the breakdown and evaluation of budget allocations and expenditures through a gendered lens, ensuring that financial resources are equitably distributed and utilized to support both men and women. This practice promotes transparency and accountability, holding organizations responsible for their commitment to gender equality. One of the primary benefits of gender budgeting analysis is that it highlights disparities in resource allocation. By identifying differences in how funds are directed, organizations can address systemic inequities that may inadvertently favour one gender over another. For instance, through this analysis, it may become evident that training programs or professional development opportunities disproportionately benefit male employees, prompting corrective measures to balance these opportunities.

Furthermore, gender budgeting facilitates the implementation of targeted initiatives aimed at reducing gender gaps. Resources can be allocated to specific programs such as childcare support, or training sessions on gender biases and diversity. The process also encourages the disaggregation of data by gender, providing a clearer picture of the workforce composition and the impact of various policies. This data-driven approach allows Penta to make informed decisions and set measurable goals towards achieving gender parity.

In addition, gender budgeting fosters a culture of inclusivity and respect, where the contributions of all employees are valued equally. It sends a strong message that the organization is dedicated to creating a fair and supportive workplace, which can significantly enhance employee morale and engagement.

Gender budgeting analysis is not just about fair financial distribution; it is about embedding gender equality into the organisational fabric. It ensures that gender considerations are an integral part of strategic planning and operational execution, leading to a more balanced, diverse and equitable workplace. This proactive approach is essential to fostering an environment where everyone has the opportunity to thrive, thereby driving overall organisational success and sustainability.

Examples of costs that Penta has quantified from a gender perspective include those associated with parental leave policies that cater to both mothers and fathers, thus promoting shared childcare responsibilities. In addition, gender-specific healthcare initiatives, such as wellness programmes that address the unique health concerns of men and women, are another tangible cost that Penta plans to invest in 2026-2027.

Costs Quantifiable from a Gender Perspective that we will monitor in 2025-2027:

- Parental leave policies for both mothers and fathers (already monitored)
- Gender-specific healthcare initiatives

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- Staff salaries (already monitored)
- Resources for training or education grants (already monitored)
- Resources for scholarships
- Work-life balance resources (e.g., contributions for kindergartens, summer camps)
- Specific training programs related to gender equality
- Employees working on the execution of the Gender Equality Plan (already monitored)
- Specific permits, such as menstrual leave (already monitored)
- Mentorship programs aimed at supporting women in leadership roles
- Diversity and inclusion initiatives in recruitment processes
- Anti-discrimination and harassment resources and training
- Support for women returning to work after a career break

These costs will be categorized accordingly in our gender budgeting framework to ensure a comprehensive approach to achieving gender equality.

PENTA GENDER BUDGETING FRAMEWORK

Between 2022 and 2024, Penta monitored several key gender-sensitive costs and focused on reducing gender inequalities. Now, with the implementation of a specific and structured framework, the process is becoming operationally sustainable, allowing for year-to-year data comparability.

Our gender budgeting framework is designed to ensure that all expenditures are evaluated for their impact on gender equality and inclusivity. This framework will categorize costs into two macro-categories to provide a clear and structured approach to gender budgeting.

Category A: Costs that Cannot Be Quantified from a Gender Perspective

These are general operating expenses that do not have a direct or quantifiable impact on gender equality. They include:

- Rents, royalties, and utilities
- Security and surveillance on workplaces
- Amortization

These costs will be marked as code A in our budget.

Category B: Gender-Sensitive Costs

These costs relate to measures that have different impacts on women and men. They include:

- Staff salaries
- Resources for training and education grants
- Resources for scholarships

Payroll accounting statements disaggregated by gender are part of this category, and this process was implemented in March 2022. These costs will be marked as code B.

Category C: Costs Focused on Reducing Gender Inequalities

These costs are directly aimed at favouring equal opportunities and reducing gender inequalities. They include:

- Resources allocated to work-life balance (contributions for kindergartens, summer camps, etc.)
- Specific training programs related to gender equality
- Employees working on the execution of the Gender Equality Plan (GEP)
- Specific permits, such as menstrual leave
- Mentorship programs aimed at supporting women in leadership roles
- Diversity and inclusion initiatives in recruitment processes
- Anti-discrimination and harassment resources and training
- Support for women returning to work after a career break

These costs will be marked as code C.

The implementation of this gender budgeting framework is a critical step in ensuring that Penta remains at the forefront of promoting gender equality. By categorizing and monitoring our expenditures, we are confident that we can create a more inclusive and equitable work environment for all employees. We are committed to reviewing and updating this framework annually to reflect our ongoing efforts and progress in achieving gender equality.

CONCLUSION

In conclusion, the 2022-2024 Gender Equality Plan (GEP) has been instrumental in formulating the new 2025-2027 GEP. The significant achievements and progress made during this period have laid a solid foundation for our ongoing efforts. We have successfully introduced numerous policies, Standard Operating Procedures (SOPs), activities, and analyses that have

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collectively enhanced inclusivity and gender equity within our working environment. The initiatives undertaken in the GEP 2022-2024 have addressed critical gaps, promoted awareness, and fostered a positive shift towards a more inclusive culture. Through dedicated efforts, we have seen tangible improvements in the representation and participation of all genders, creating a more balanced and equitable workplace.

Penta remains steadfast in its commitment to fostering an inclusive and equitable workplace for all employees, and we will continue to build on the successes of the past as we move forward. By leveraging the insights and experiences gained from the previous plan, we aim to further refine our strategies and introduce even more effective measures in the new GEP 2025-2027. This continuous commitment ensures that our organization not only meets but exceeds the standards of gender equity and inclusivity. Our journey is ongoing, and with the collective effort of our teams, we are confident that we can achieve even greater milestones in the upcoming years.

Padova, 30 Dicembre 2024

Approvals:

Date and signature

<p>Carlo Giaquinto President of the Board of Directors Senior Leadership Team</p>	<p><i>carlo giaquinto</i></p> <p>Electronically signed by: carlo Giaquinto Reason: Agree Date: Jan 27, 2025 08:38 GMT+1</p>
<p>Giuseppe Emiliano Bonura Chief People, Communication and Culture Officer Senior Leadership Team</p>	<p><i>Giuseppe Emiliano Bonura</i></p> <p>Electronically signed by: Giuseppe Emiliano Bonura Reason: Chief People Communications Culture Date: Jan 27, 2025 09:05 GMT+1</p>
<p>Luigi Comacchio Chief Financial and Administrative Officer Senior Leadership Team</p>	<p><i>Luigi Comacchio</i></p> <p>Electronically signed by: Luigi Comacchio Reason: Approval Date: Jan 27, 2025 10:10 GMT+1</p>

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Laura Mangiarini
Chief Program Officer
Senior Leadership Team

Laura Mangiarini

Electronically signed by: Laura
Mangiarini
Reason: APPROVE
Date: Jan 27, 2025 08:34 GMT+1









GEP_2025-2027_DEFINITIVO (5)

Final Audit Report

2025-01-27


Created:	2025-01-27
By:	Anna Ferrario (administration@pentafoundation.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAABbmocrxYv_IzvrRd1Y_rSsIfqbU4Wua

"GEP_2025-2027_DEFINITIVO (5)" History

-  Document created by Anna Ferrario (administration@pentafoundation.org)
2025-01-27 - 07:17:52 GMT
-  Document emailed to giuseppe.bonura@pentafoundation.org for signature
2025-01-27 - 07:19:22 GMT
-  Document emailed to luigi.comacchio@pentafoundation.org for signature
2025-01-27 - 07:19:22 GMT
-  Document emailed to Laura Mangiarini (laura.mangiarini@pentafoundation.org) for signature
2025-01-27 - 07:19:23 GMT
-  Document emailed to carlo Giaquinto (carlo.giaquinto@unipd.it) for signature
2025-01-27 - 07:19:23 GMT
-  Email viewed by Laura Mangiarini (laura.mangiarini@pentafoundation.org)
2025-01-27 - 07:33:04 GMT
-  Laura Mangiarini (laura.mangiarini@pentafoundation.org) authenticated with Email OTP by verifying one-time code sent via email
Challenge: The user completed the signing ceremony.
2025-01-27 - 07:34:41 GMT
-  Document e-signed by Laura Mangiarini (laura.mangiarini@pentafoundation.org)
Signing reason: APPROVE
Signature Date: 2025-01-27 - 07:34:42 GMT - Time Source: server
-  Email viewed by carlo Giaquinto (carlo.giaquinto@unipd.it)
2025-01-27 - 07:37:37 GMT
-  Document e-signed by carlo Giaquinto (carlo.giaquinto@unipd.it)
Signing reason: Agree
Signature Date: 2025-01-27 - 07:38:00 GMT - Time Source: server

 Email viewed by giuseppe.bonura@pentafoundation.org

2025-01-27 - 07:45:14 GMT


 Signer giuseppe.bonura@pentafoundation.org entered name at signing as Giuseppe Emiliano Bonura

2025-01-27 - 08:05:12 GMT

 Document e-signed by Giuseppe Emiliano Bonura (giuseppe.bonura@pentafoundation.org)


Signing reason: Chief People Communications Culture Officer

Signature Date: 2025-01-27 - 08:05:14 GMT - Time Source: server

 giuseppe.bonura@pentafoundation.org authenticated with Email OTP by verifying one-time code sent via email

Challenge: The user completed the signing ceremony.


2025-01-27 - 08:05:14 GMT

 Email viewed by luigi.comacchio@pentafoundation.org

2025-01-27 - 08:42:38 GMT

 Signer luigi.comacchio@pentafoundation.org entered name at signing as Luigi Comacchio

2025-01-27 - 09:10:42 GMT

 luigi.comacchio@pentafoundation.org authenticated with Email OTP by verifying one-time code sent via email

Challenge: The user completed the signing ceremony.

2025-01-27 - 09:10:43 GMT

 Document e-signed by Luigi Comacchio (luigi.comacchio@pentafoundation.org)

Signing reason: Approval

Signature Date: 2025-01-27 - 09:10:44 GMT - Time Source: server

 Agreement completed.

2025-01-27 - 09:10:44 GMT