

GENDER EQUALITY PLAN 2026-2027

1. Company overview and baseline assessment

LUCENSE is an innovation centre established in 1984, providing applied research, technology transfer and innovation services aimed at enhancing the competitiveness and sustainability of enterprises and territorial economic systems.

Its operational areas encompass both cross-sectoral and sector-specific markets. Cross-sectoral activities focus on **Information and Communication Technologies** (ICT) and **environmental sustainability**, while sector-specific activities primarily address the **paper industry** value chain, a strategic sector strongly rooted in the Lucca area.

The organisation is structured into four Operational Units:

- General Services, including Administration, Secretariat, Human Resources Management and Communication;
- ICT and digitalisation (LUNET);
- Testing and experimental laboratory for the paper industry (Laboratorio CQC – Centro Qualità Carta);
- Research projects and innovation funding (Research & Innovation).

LUCENSE employs a total of 39 staff members (30.6 FTEs – Full-Time Equivalent employees). The workforce is characterised by a medium-to-high professional qualification profile and by an organisational culture that is open to change and grounded in the values of respect, collaboration and inclusion.

At the time of drafting this Plan, 19 of the 39 employees are women (49%). Among the four Operational Unit Managers, two are women, while the position of Director is currently held by a man.

Gender Pay Gap (*updated to 30.06.2026*)

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Calculation Method:

- conversion of the RAL of part-time employees into full-time equivalent RAL;
- division of the 37 employees into clusters based on CCNL levels;
- application of a formula comparing the difference between the average male RAL and the average female RAL against the average male RAL.

Results:

- Middle-Managers: 1,6%
- Level 1: 2.1%
- Level 2: 12.5%
- Level 3: N/A (100% male employees)
- Level 4: N/A (100% female employees)
- Level 5: 4.1%

The company commits to monitoring the above-mentioned disaggregated data on personnel and publishing it in an annual report.

2. Gender Equality Plan (GEP) 2026-2027: Actions, Objectives and Monitoring Indicators

Intervention area	Objectives	Existing Actions	Actions to be Implemented	Type	Indicator	Timeline
CULTURE AND STRATEGY	1a. Formalisation and implementation of a Strategic Plan aimed at promoting an inclusive work environment and corporate values consistent with an inclusive culture	GEP published on the institution's website and signed by the Direttore General	Gender Equality Policy approved by the Board of Directors	Qualitative	YES/NO	12/2026
	1b. Presence of Internal communication and awareness-raising activities promoting the use of behaviours and language capable of ensuring an inclusive working environment that is respectful of gender diversity	Awareness-raising activities addressed to all staff are ongoing	Include specific communication and awareness-raising initiatives in future Operational Plans	Qualitative	YES/NO	12/2027
	1c. Implementation during the previous two-year period of training activities at all organizational levels, including senior management, on gender differences and their value, stereotypes, and unconscious bias	-	Include specific awareness-raising and training initiatives in future Operational Plans.	Qualitative	YES/NO	12/2026
GOVERNANCE	2a. Establishment within the organization's governance structure of a dedicated body (e.g. committee, unit, function, or organizational role) responsible for inclusion, gender equality, and integration monitoring.	The Gender Equality Officer has been appointed by the Director General (Head of Human Resources Management Area)		Qualitative	YES/NO	
	2b. Presence of processes to identify, assess and address any form of non-inclusiveness	-	Define and formalize dedicated procedures	Qualitative	YES/NO	06/2027

HUMAN RESOURCES	3a. Definition of HR management and development processes promoting inclusion, gender equality and integration, including recruitment, general employment conditions, gender-neutral onboarding, and performance evaluation.	-	Improve the neutrality and inclusiveness of language recruitment. Engage external recruitment providers to ensure balanced representation of both genders among candidates.	Qualitative	YES/NO	06/2027
	3b. Presence of Internal mobility and succession policies for managerial positions consistent with gender equality principles	The Staff Development Plan includes and may continue to include objectives related to internal mobility and succession planning for managerial positions		Qualitative	YES/NO	
	3c. Presence of designated contact person and company practices aimed at safeguarding the workplace, with particular reference to incidents of harassment and workplace bullying (mobbing)		Define the role of the Gender Equality Officer, reporting and case-management procedures.	Qualitative	YES/NO	03/2027
WOMEN'S CAREER DEVELOPMENT AND INCLUSION	4a. Percentage of women in the total workforce	Current percentage of women: 49%	Maintain the gender balance already achieved, acknowledging the underrepresentation of women in the ICT sector.	Quantitative	<i>Maintain gap <10%</i>	

	4b. Percentage of women in executive/managerial positions (For family-owned businesses, women in executive or managerial positions associated with ownership should also be considered)	0% women executives (NOTE: 1 executive position currently exists; women represent 50% of middle-management positions)	Apply the same recruitment and appointment criteria to future executive-level positions (Action 3a)	Qualitative	YES/NO	06/2027
GENDER PAY EQUITY	5a. Gender pay gap at equivalent job classification and competency level	Welfare benefits are allocated according to objective and non-discriminatory criteria.	Work towards reducing existing pay differences	Qualitative	YES/NO	12/2027
PARENTAL SUPPORT AND WORK-LIFE BALANCE	6a. Policies supporting maternity, paternity and work-life balance beyond the provisions of the collective agreement.	Flexible working hours with adjustable start and finish time. Reversible part-time arrangements and flexible smart working opportunities.	Support the project of establishment of a company nursery within the Lucca Technology Hub	Qualitative	YES/NO	12/2027

Lucca, 10 September 2026

Director General

Enrico Fontana

LUCENSE S.p.A.

Il Direttore Generale
Enrico Fontana

