

**SERVIZIO SANITARIO REGIONALE
EMILIA-ROMAGNA**

**Istituto Romagnolo per lo Studio dei Tumori "Dino Amadori"
Istituto di Ricovero e Cura a Carattere Scientifico**

ISTITUT
ROMAGNOLO
PER LO STUDIO
DEI TUMORI
DINO AMADORI

GENDER EQUALITY PLAN

**ISTITUTO ROMAGNOLO PER LO STUDIO DEI TUMORI
DINO AMADORI – IRST IRCCS**

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GLOSSARY

ENTRY	DESCRIPTION
BoD	Board of Directors
BoSA	Board of Statutory Auditors
CEB	Corporate Evaluation Body
ERA	European Research Area
EU	European Union
GM	General Manager
GEP	Gender Equality Plan
HD	Health Director
HRMS	Human Resources Management Service
IRST	Istituto Romagnolo per lo Studio dei Tumori "Dino Amadori"
ITS	Information Technology Service
PPS	Prevention and Protection Service
PRO	Public Relations Office
ROTTT	Research Office Transfer of Technology and Training
SB	Supervisory Body
SD	Scientific Director
SW	Smart Working
SM	Shareholders' Meeting

1. Introduction

The Istituto Romagnolo per lo Studio dei Tumori "Dino Amadori" (IRST) is a Science-based Institution (IRCCS) dedicated to care, research, and training in the field of oncology. The foundation of the Institute is represented by its Articles of Association which, drafted in accordance with Legislative Decree 175/16 (Consolidated Law on public administration investee companies) given its nature as a publicly controlled investee company S.r.l., constitutes the reference point of the entire organisation, identifying the Bodies, powers and respective functions and tasks.

Mission

The objective of the Institute, in carrying out its role as a reference centre in the field of oncology, is to strengthen the link between treatment and research, ensuring quality, originality, innovation and transferability of laboratory results to clinical practice. Safety, respect for the person and the global approach to the patient are at the heart of every action and every project, in compliance with the principles of the International Health System: universality, equity, appropriateness, continuity of care, participation and transparency, efficiency, effectiveness and quality, cost-effectiveness.

Vision

The constant progress made in prevention and the effectiveness of treatments, as well as the brilliant results in research, testify to the Institute's constant commitment to the fight against cancer. A subject of the Health Service of the Emilia-Romagna Region, in accordance with the most accredited international experiences, IRST is the promoter along with the Local Health Service of Romagna of a coordinated government path of the oncology service of the territory based on principles of cooperation and collaboration between the nodes of the network, and at the same time it is able to enhance the skills of the individual centres and the proximity of assistance for all citizens.

Locations

IRST carries out its activities in several locations, the management of which has progressively grown over the years. Operating since 2007 within the facilities of the former Civil Hospital of Meldola, IRST has other premises at the "Morgagni-Pierantoni" Hospital in Forlì, "Bufalini" in Cesena and "Santa Maria delle Croci" in Ravenna (Radiotherapy and Skin Cancer Unit).

THE ORGANISATIONAL STRUCTURE

Consistent with the proposed model of Legislative Decree 288/2003 (Reorganisation of the discipline of hospitalisation and care institutions of a scientific nature: **IRCCS**), the Institute adopts the governance model, inspired by the principle of separation between the functions of strategic direction and verification from those of management and the administration of activities. To this end, the political-administrative leaders of IRST S.r.l. are composed of the Shareholders' Meeting, the Board of Directors and Management.

Assembly of Members

The Assembly carries out guiding, control, and verification activities, strategic for the operation of the Institute in the interest of members and the results achieved. The Shareholders' Meeting appoints the members of the Board of Directors (BoD), the Chairman of the BoD and the members of the Board of Statutory Auditors (BoSA). Pursuant to art. 17 of the IRST Statute, the shareholders of public and private parties, in jointly making appointments of their respective competence must ensure, in order to guarantee a balance between the genders of the Board of Directors, that at least one third of the members appointed by them must belong to the less represented gender. In addition, if during the year one or more directors are missing, they will be replaced pursuant to art. 2386, paragraph 1 of the Civil Code, ensuring compliance with current legislation on gender balance.

Board of Directors

The Board of Directors is composed of five directors appointed by the Shareholders' Meeting: three appointed by the Public Party Shareholders and two by the Private Party Shareholders. The Chairman of the Board of Directors, appointed by the Shareholders' Meeting on the recommendation of the Shareholders of the private party, holds the legal representation of the Company. The President shall ensure the overall management of the Institute in compliance with the mission and the principles of impartiality, good performance and transparency.

The Board of Directors is the collegial body prepared for the economic and financial management of the Institute, as well as for the approval of the Organisational Structure and for the identification of strategic objectives (in compliance with the guidelines established by regional and territorial planning and the prerogatives of the Members).

The Board of Directors of the Institute also appoints the following bodies:

- The Board of Statutory Auditors, a collegial body that exercises control and supervisory functions over administrative regularity. The accounting control is entrusted to an audit firm, responsible for verifying the regular keeping of accounting records and the regular performance of economic, financial and asset management.
- The Supervisory Body (SB) which has the task of supervising the operation and compliance with the organisational and management model pursuant to Legislative Decree 231 of 2001, of IRST Srl and to update it.
- The Corporate Evaluation Body (CEB) verifies the methodological correctness of the Institute's measurement and evaluation processes; verifies and certifies compliance with the transparency obligations provided for by Legislative Decree 33/2013.

The Directors

The **General Manager**, appointed by the Board of Directors on the indication of the Public Shareholders outside of the members of the Board of Directors, performs ordinary and overall management functions and tasks of the Institute. In implementation of the guidelines of the Board of Directors, it is responsible for the financial, technical and administrative management of the Institute.

The **Scientific Director**, appointed by the Board of Directors after an agreement between public and private partners, is responsible for the promotion, coordination, and management of the Institute's scientific research activities in line with regional and state programming on the subject.

The **Health Director**, appointed by the Board of Directors as proposed by the General Manager, has the hygienic-organisational responsibility and the *Clinical governance* and risk management activities.

2. Internal context

The first workforce survey carried out at 31/12/2021 showed the following composition:

- No. 469 workers directly employed by IRST in fixed-term and permanent positions (72% women – 28% men) **figure no. 1**.
- No. 80 workers assigned to service by the Local Health Authority of Romagna (ASL) (82% women – 18% men) **figure no. 2**

The top positions, which are held by men for 58% in senior management against 42% represented by women (**figure no. 3**) and for 60% of men at the top (Chairman and Board of Directors) **figure n. 4**

Figure n. 1 and 2 Distribution of direct and assigned staff in IRST (year 2021)

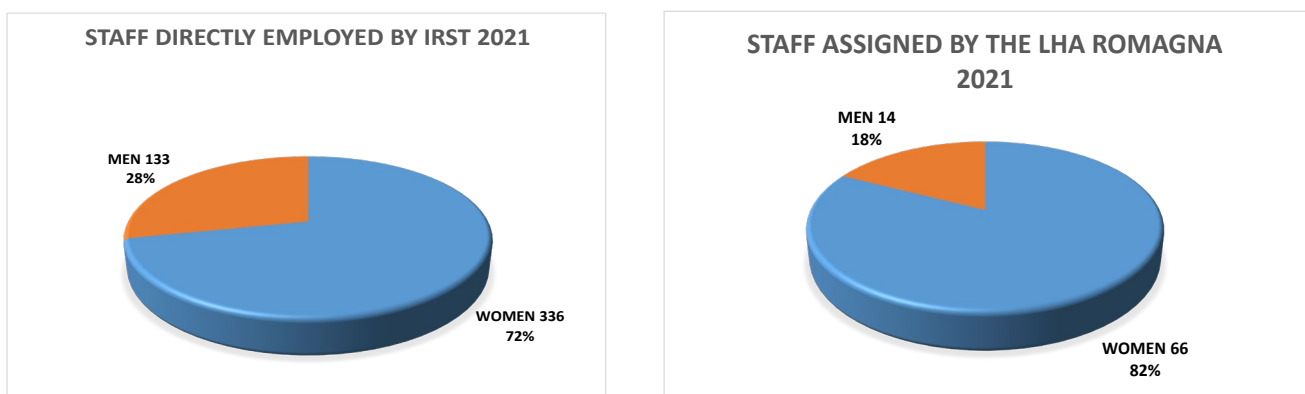
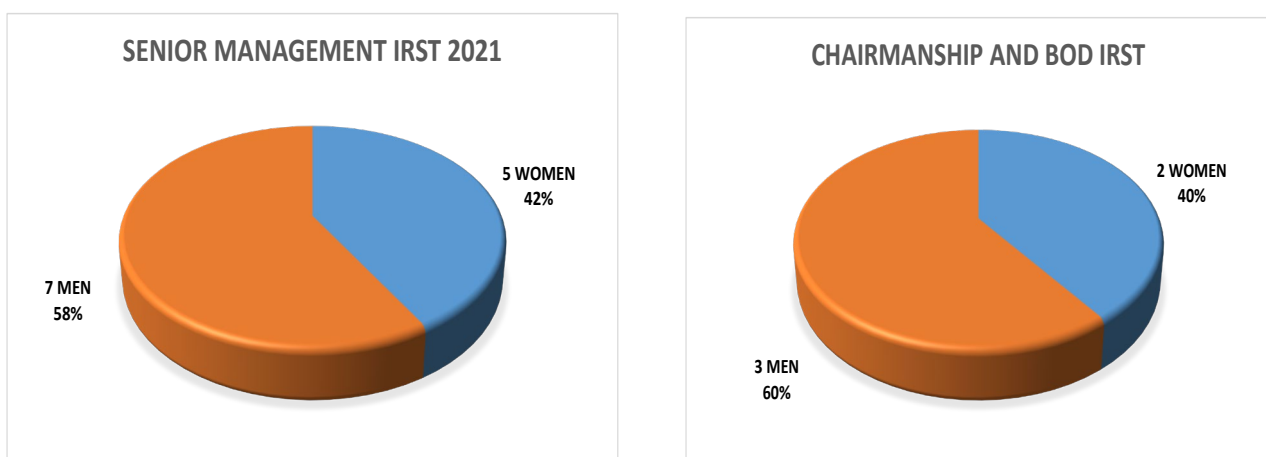


Figure n. 3 and 4 Senior Management, Chairman and Board of Directors 2021



3. Areas of action

The enhancement of gender equality is a fundamental pillar of the European Union (EU), which has been integrated into the European Commission's strategy for gender equality for the period 2020-2025. The EU provides a regulatory framework on gender equality, based on binding directives that apply not only to the labour market but also to the research sector.

The peculiarities of this sector have promoted the research and definition of targeted actions that have found their realisation within the European Research Area (ERA) and its main funding instrument in Horizon Europe. Both contribute synergistically to fostering collaboration and enhancing the impact of research and innovation in the development, support, and implementation of the same EU policies.

In this context, gender equality is an indispensable cross-cutting priority in the European Commission's strategy, as it aims at ensuring an innovative, competitive, and flourishing European economy. The first pages of the document *A Union of Equality: Gender Equality strategy 2020-2025* recites:

"The promotion of equality between women and men is a task for the European Union, in all its activities, required by the Treaties. Gender equality is a core value of the EU, a fundamental right and key principle of the European Pillar of Social Rights. It is a reflection of who we are. It is also an essential condition for an innovative, competitive, and thriving European."

To realise this project, the European Commission has adopted Gender Mainstreaming as the ideal method for promoting equal opportunities for men and women. The pivotal thought of Gender Mainstreaming is that no programming initiative can be considered gender neutral, given the influence that gender has as a social construct in influencing the behaviour of citizens.

The origins of this approach are rooted in the desire to provide a more faithful representation of society, emphasising the differences in behaviours between men and women. Supporting gender neutrality implies adopting a model characterised by "standard" individuals who not only do not exist in reality, but who in the political and social imagination are male, middle-aged without specific needs and requirements (disability, illness, need for aids or support for treatment). The aim of gender mainstreaming is to promote the development of policies that consider these differences, as well as gender differences, in order to foster inclusiveness and to guide

institutional and social structures and organisations towards greater equity for men and women.

The realisation of this design requires the identification of clear and concrete objectives and targets, which in turn make it possible to set measurable indicators, so as to facilitate the transition from the theoretical to the practical dimension.

The Gender Equality Plans (GEPs) are documents that allow its fulfilment, since they allow to define not only the legal, organisational, economic, and social framework, but also the operational conditions to implement gender equality. These are the strategic, operational, and tailor-made tools necessary to bring systematic institutional change through the identification of strategies for the development of human resources, institutional governance, the allocation of research funding, institutional leadership, and decision-making and research programmes.

The development of effective GEPs should encourage self-reflection by staff and the institutions' decision-making bodies, while supporting a continuous review process involving the whole organisation. For this reason, in the development of the following GEP, respect and awareness of the steps that constitute its life cycle were followed:

- **An audit phase.** Elements of this phase include the collection of gender data and the review of relevant national and regional laws, regulations, or funding requirements.
- **A planning phase.** The objectives of the EDM are set out together with a table showing the actions and measures to be taken, as well as the identification of specific resources for its implementation.
- **An implementation phase,** in which the activity roadmap is implemented, including the creation of working groups to develop and implement new policies and procedures.
- **A monitoring and evaluation phase,** in which the review of the plan and the progress with respect to its aims and objectives are regularly and annually evaluated.

In line with the main objectives supported by the European Commission to combat stereotypes and bridge the gender gap in the labour market, the document addresses the following areas:

- *Work-life balance and organisational culture*
- *Gender balance in top positions and in decision-making bodies*

- *Gender equality in recruitment and career progression*
- *Gender mainstreaming in research*
- *Contrasting gender-based violence*

3.1 PROMOTING BALANCE BETWEEN PRIVATE LIFE AND WORKING LIFE AND THE CULTURE OF THE ORGANISATION

The main objective of this macro-area is to identify the actions to be taken to promote the reconciliation of work and private life. In this regard, IRST in 2022 adopted an internal regulation, designed to regulate agile work, introduced by Law No. 81/2017 whose art. 18 defines and promotes agile work "in order to increase competitiveness and facilitate the reconciliation of life and work time (...) as a method of execution of the subordinate employment relationship established by agreement between the parties, also with forms of organisation by phases, cycles and objectives and without precise constraints of time or place of work, with the possible use of technological tools".

In the definition of the law, as well as in the discipline dictated by the National Protocol on agile work in the private sector signed between the social partners on 7 December 2021, we find, therefore, the objective of increasing competitiveness through work by phases, cycles, and objectives, which is essential for working without constraints of time and space. Without time constraints – but in compliance with the time limits established by law - because the performance is aimed at a result and without space constraints, because in the face of a broader trust and responsibility of the employee relying on his or her ability to regulate the phases of work according to a result, there must be a renunciation by the employer to "visually" control the collaborator. From a psychological point of view, this means the liberation from the axiom: attendance = work, with the consequent abandoning of control over the performance in favour of a verification of the results expected from the performance.

Trust constitutes the fundamental prerequisite of the Smart working organisational structure of work.

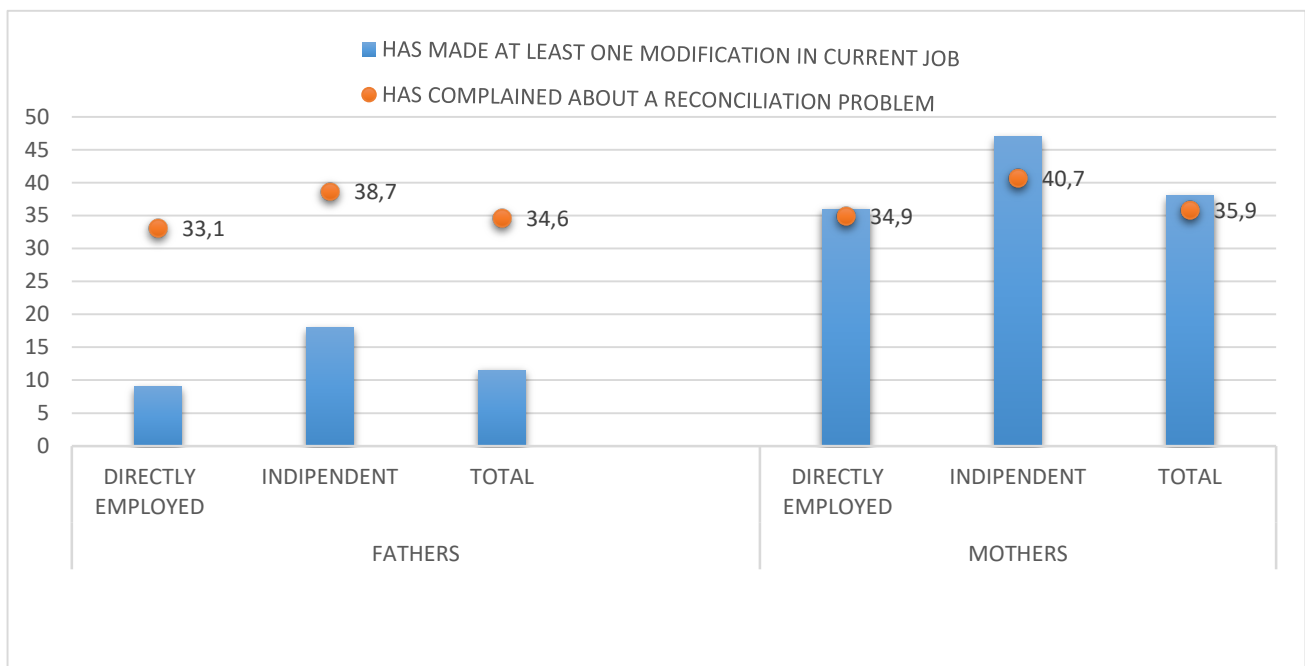
In the definition we also find that the objective of increasing competitiveness is achieved through the facilitation of reconciliation of life and work time. And here the other fundamental component of this new way of working intervenes, the theme of well-being must be seen in its typical components of smart working, that is, in the human, technological and workspace component, which is flanked by the fundamental objective of the legislator regarding the protection of well-being in terms of health and safety; therefore, both in terms of a disconnection from work tools and in terms of protection against accidents, including accidents on the go.

Once the emergency phase, currently set for 30/06/2022, will be concluded, the customised individual agreements will be signed (with the employees who will request

it), in order to regulate SW in a timely manner. Access to this mode of work, will allow staff to reconcile working time with private time, in order to meet family and personal needs.

Below is an ISTAT graph (**figure no. 5**), in which the data relating to the change in work activity can be observed, due to problems of reconciliation of private life with working life (data 2018).

Figure 5 – Employed persons with children aged 0-14 who have changed their job and who have problems of reconciliation, by gender and professional position
Year 2018
 (percentages)



Source: Istat, labour force survey

Action 1) Agile work enhancement and monitoring

ACTION	Implementation and monitoring of agile work
Responsibility	Human Resources Management Service;
Recipients	All 1rst employees
Financial resources	Based on requests of the workers per Unit (possible annual rotation forecast). No budget established
Indicators and targets	Biennial report on % of staff using agile mode

Action 2) Enhancement and implementation of facilitation services

ACTION	Implementation of services (e.g., nursery school agreements, employee transport shuttle)
Responsibility	Public Relations Office
Recipients	All Irsst employees
Financial resources	In the annual budget of the Institute
Indicators and targets	Report on the % of posts occupied

3.2 **GENDER BALANCE IN TOP POSITIONS AND IN DECISION-MAKING BODIES**

The objectives of this macro-area are intended to remove organisational and cultural barriers in the career path of women and to try to fill the existing gender gap in managerial or professional coordination positions.

Action 1) Awareness and support for women

ACTION	Organisation of training courses articulated in group seminars on specific topics (leadership, communication, decision-making, problem solving, empowerment)
Responsibility	Human Resources Management Service, Training Office, Public Relations Office
Recipients	All 1st employees
Financial resources	In the annual budget of the Institute's personal training
Indicators and targets	Monitoring with structured descriptive cards, questionnaires, and other tools, which allow the analysis and reporting of the results. Expected results: acquisition of a greater degree of awareness of the role and the functions by each participant, enrichment of skills with respect to the soft skills necessary to hold positions of high managerial responsibility. Annual report

3.3 **GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION**

This macro-area is intended as the preparation of specific monitoring tools to ensure compliance with the regulations on the composition of the Competition Examination Commissions, which ensures – as far as possible – that at least one third of their members are female.

Action 1) Promote gender balance in selection/competition boards

ACTION	Monitoring the composition of selection/competition committees
Responsibility	Human Resources Management Service;
Recipients	All staff
Financial resources	In the dedicated annual budget of the Institute
Indicators and targets	Preparation of annual reports

3.4 **GENDER MAINSTREAMING IN RESEARCH**

Gender dimension must be integrated not only into company policy but must also be considered and evaluated in the world of research. For this purpose, actions have been aimed at its enhancement, which aim both at monitoring its inclusion, as well as increasing awareness of its role in the context of research.

Action 1) Enhancing the role of women researchers

ACTION	Prepare prizes/awards aimed at encouraging and enhancing the contribution to research by women researchers
Responsibility	Research Office, Human Resources Management Service
Recipients	Scientific community
Financial resources	In the dedicated annual budget of the Institute
Indicators and targets	The General and Scientific Directorate undertakes to prepare annual awards for contribution to science. Biennial report

Action 2) Evaluate participation as Principal Investigator (PI)

<p>ACTIONS</p>	<p>Analyse participation as Principal Investigator (PI) in calls for research funding on a competitive basis.</p> <p>Analyse the membership as Principal Investigator (PI) on research projects funded by competitive calls, compared to those presented</p>
<p>Responsibility</p>	<p>Research Office</p>
<p>Recipients</p>	<p>Scientific community</p>
<p>Financial resources</p>	<p>In the dedicated annual budget of the Institute</p>
<p>Indicators and targets</p>	<p>Indicators to be assessed annually:</p> <ul style="list-style-type: none"> - N absolute and % of IP men and women participating in competitive calls for funding calculated on the total number of proposals submitted by the Institute - Absolute N and % of men and women PIs responsible for research projects, approved and funded by competitive calls, calculated on the total number of project proposals funded

Action 3) To increase awareness on the importance of gender mainstreaming in research

ACTIONS	Organisation of training events to address the issue of gender mainstreaming in research processes and methodology
Responsibility	Research Office
Recipients	Scientific community
Financial resources	Budget for staff training
Indicators and targets	Organisation of an information event or events to be carried out annually to promote knowledge and skills on gender equality applied to research.

3.5 **CONTRASTING GENDER-BASED VIOLENCE**

Gender-based violence, harassment and bullying are complex situations that can in turn lead to isolation and discrimination of victims. These situations represent critical issues that can occur in different circumstances and environments, including research organisations and research funding organisations.

According to Article 5 c. 3 lett. b.2. of the Code of Conduct (approved by the Board of Directors on 11/06/2018), IRST recognises and guarantees equal opportunities, organisational well-being, the protection from bullying and sexual harassment. However, there are no specific actions aimed at preventing and raising awareness of gender-based violence. In order to foster the birth of a work culture based on respect, and the enhancement of differences, the following actions have been identified.

Action 1) Raise awareness on the issues of gender violence, gender identity, prevention and combating harassment within the Institute

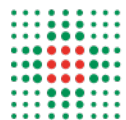
ACTION	Organisation of events and initiatives against harassment and gender-based violence
Responsibility	Public Relations Office, Training Office, Human Resources Management Service
Recipients	All staff of the Institute
Financial resources	Budget Training of the Institute
Indicators and targets	Annual organisation of training events on the different facets and roots of discrimination and gender-based violence, as well as on the valorisation of differences, with related satisfaction questionnaires Biennial monitoring

Action 2) Prevention of sexual harassment

ACTION	Preparation of predefined forms for reporting sexual harassment
Responsibility	Public Relations Office, Training Office, Human Resources Management Service
Recipients	All staff of the Institute
Financial resources	No definition required
Indicators and targets	<p>All episodes of gender-based violence, bullying and harassment must be reported using the appropriate form. The Director (or the Board of Directors, if the Director is directly involved) intervenes to remedy a possible situation, through the establishment of formal disciplinary sanctions</p> <p>Actions: Creation of an annual Report</p>

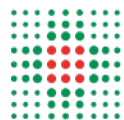
4. TIME SCHEDULE

Area of action	Action	Indicators and targets	Recipients	Time schedule					Responsible Office	Financial resources
				2021	2022	2023	2024	2025		
3.1 Promote balance between private and working life and the culture of the organisation	1 Implementation and monitoring of agile work	Biennial report on % of staff using agile mode	<ul style="list-style-type: none"> All Irst employees 	X		X		X	<ul style="list-style-type: none"> HRMS 	No definition required
	2 enhancement and implementation of facilitation services	Report on the % of posts occupied	<ul style="list-style-type: none"> All Irst employees 	X		X		X	<ul style="list-style-type: none"> PRO 	Dedicated annual Institute budget

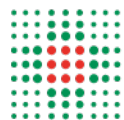


Area of action	Action	Indicators and targets	Recipients	Time schedule					Managers	Financial resources
				2021	2022	2023	2024	2025		
3.2 Gender balance in top positions in decision-making bodies	1 Awareness and support for women	Monitoring with structured cards, descriptions, questionnaires, and other tools that allow the analysis and reporting of results	<ul style="list-style-type: none"> All Irst employees 			X	X	X	<ul style="list-style-type: none"> PRO ROTTT HRMS 	Annual budget for the Institute's personal training

Area of action	Action	Indicators and targets	Recipients	Time schedule					Managers	Financial resources
				2021	2022	2023	2024	2025		
3.3 Gender equality in recruitment and career progression	1 Promote gender balance in internal selection/competition boards that are not subjected to a draw	Preparation of annual reports	<ul style="list-style-type: none"> All Irst employees 			X	X	X	<ul style="list-style-type: none"> HRMS 	Dedicated annual Institute budget



Area of action	Action	Indicators and targets	Recipients	Time schedule					Managers	Financial resources
				2021	2022	2023	2024	2025		
3.4 Mainstreaming gender dimension into research	1 Enhancing the role of women researchers	Biennial Report/Recognition	• Scientific community			X		X	• ROTTT • HRMS	Dedicated annual Institute budget
	2 Evaluate PI's participation	Annual report (see GEP)	• Scientific community	X	X	X	X	x	• ROTTT	Dedicated annual Institute budget
	Action 3 Increased awareness on the importance of gender mainstreaming in research	Organisation of information events to be held annually. Monitoring with structured cards, descriptions, questionnaires, and other tools that allow the analysis and reporting of results	• Scientific community			X	X	X	• ROTTT	Budget for staff training



Area of action	Action	Indicators and targets	Recipients	Time schedule					Managers	Financial resources
				2021	2022	2023	2024	2025		
3.5 Contrasting gender-based violence	1 Raise awareness on the issues of gender-based violence, gender identity, prevention and combating harassment within the Institute	Annual organisation of training events on the different facets and roots of discrimination and gender-based violence, as well as on the valorisation of differences, with related satisfaction questionnaires Biennial report	<ul style="list-style-type: none"> All Irst employees 			X		X	<ul style="list-style-type: none"> PRO ROTTT HRMS 	Budget Training of the Institute
	2 Prevention of sexual harassment	Preparation of predefined forms for reporting sexual harassment	<ul style="list-style-type: none"> All Irst employees 			X	X	X	<ul style="list-style-type: none"> PRO ROTTT HRMS 	No definition required

5. **SITOGRAHY, BIBLIOGRAPHY AND DOCUMENTATION CONSULTED FOR THE DRAFTING OF THE GEP-IRST:**

- a) Horizon Europe Guidance on Gender Equality Plans, 2021, European Commission Directorate-General for Research and Innovation
- a) <https://www.istat.it/en/archive/250219>
- b) 2020 IRST social balance sheet
- c) Article: "a plan for equality, gender equality plans" by Barbara De Micheli Silvia Sansonetti <https://www.ingenere.it/en/node/6697>
- d) European Commission website: https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/democracy-and-rights/gender-equality-research-and-innovation_en https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/democracy-and-rights/gender-equality-research-and-innovation_en Gender equality in research and innovation. Achieving gender equality in research, how it relates to the European Research Area, networks, and news.
- e) European Institute for Gender Equality (EIGE): https://european-union.europa.eu/institutions-law-budget/institutions-and-bodies/institutions-and-bodies-profiles/eige_en https://european-union.europa.eu/institutions-law-budget/institutions-and-bodies/institutions-and-bodies-profiles/eige_it