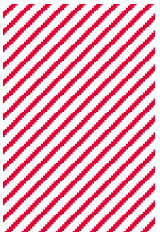


# GENDER EQUALITY PLAN

## FOR 2022-2024

International Clinical Research Centre  
at St. Anne's University Hospital in Brno





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## PURPOSE

The purpose of this document is to prepare a Gender Equality Plan as a practical tool to systematically promote gender equality and diversity at FNUSA-ICRC.



## SCOPE OF APPLICATION

The document is binding on all FNUSA-ICRC employees. The Head of the FNUSA-ICRC HR Department is the guarantor responsible for implementing and improving the defined procedures.



## TERMS AND ACRONYMS

### Terms<sup>1</sup>

Term	Term explanation
Sex	The differences between men and women are biological and social in nature. Sex refers to the biologically defined differences between men and women.
Gender	Gender refers to the social differences between women and men that are learned. Gender refers to what is perceived as feminine and masculine in society. Although gender is often built on biological sex, it is a category that changes based on the situation: place, time, culture and individual choice.
Gender equality	A situation where individuals – regardless of sex and gender – are free to develop their personal abilities and make choices without the constraints imposed by culturally and socially constructed gender roles (and associated stereotypes).

### Acronyms

Acronym	Acronym explanation
FNUSA	St. Anne's University Hospital in Brno
FNUSA-ICRC	International Clinical Research Centre at St. Anne's University Hospital in Brno
GEP	Gender Equality Plan
HR	Human Resources Department, FNUSA-ICRC
GSC	Grant Department, FNUSA-ICRC
PR	PR and Marketing Department, FNUSA-ICRC

1) [https://genderaveda.cz/wp-content/uploads/2021/01/NKC\\_Jak-na-zmenu-A5\\_2021\\_WEB-1.pdf](https://genderaveda.cz/wp-content/uploads/2021/01/NKC_Jak-na-zmenu-A5_2021_WEB-1.pdf)



## INTRODUCTION

The International Clinical Research Centre (FNUSA-ICRC) was established in 2011 as an integral part of the St. Anne's University Hospital in Brno (FNUSA). It is a leading scientific and research centre in Central Europe with more than 400 employees, 56.3% of whom are women and 43.7% men<sup>2</sup>. Established as a unique research infrastructure within FNUSA, the FNUSA-ICRC aims to test clinical findings and translate them into basic research, and basic research into clinical practice. It has autonomy in research, management and funding in order to integrate international multidisciplinary research with education and training through an intensive international exchange of ideas and personnel for the benefit of patients, not only within FNUSA. We focus on research and development, especially in the field of cardiovascular and neurological diseases, and we strive to find new ways to prevent, diagnose and treat these diseases.

The mission of the FNUSA-ICRC is "to be a professional, internationally recognised and externally visible institution with excellent research that is based on high-quality research infrastructure, and an attractive employer with a professional internal environment that conforms to a high standard."<sup>3</sup> In fulfilling this mission, the FNUSA-ICRC is committed to upholding the principle of equal treatment and non-discrimination in its strategic and policy documents.<sup>4</sup>

The FNUSA-ICRC is also committed to the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (the Charter and the Code). And since 2021, it has been the holder of the HR Excellence in Research Award which is granted by the European Commission to research institutions both as a recognition of quality, and as a permanent commitment to develop and create friendly conditions for employees in the institution in accordance with the above documents. At the present time, the various measures that have been planned in the Action Plan are being implemented. These also include activities related to promoting gender equality. Specifically, these includes preparing a Gender Equality Plan and training male and female academics on gender equality policies.

In terms of equal opportunities, the FNUSA-ICRC endorses the objectives of the European Commission's Gender Equality Strategy 2020–2025<sup>5</sup> and the Gender Equality Strategy for 2021–2030 (the 2021+ Strategy) of the Office of the Government of the Czech Republic<sup>6</sup>. At the organisational level, the FNUSA-ICRC is committed to include gender equality and diversity policies among the Centre's long-term development strategies through implementing the FNUSA-ICRC Gender Equality Plan for 2022–2024.

2) V době realizace auditu

3) <https://www.fnusa-icrc.org/cs/o-nas/>

4) Kolektivní smlouva FNUSA, Etický kodex zaměstnanců FNUSA a směrnice Odměňování zaměstnanců ICRC

5) [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_cs](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_cs)

6) [https://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Aktuality/Strategie\\_rovnosti\\_zen\\_a\\_muzu.pdf](https://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Aktuality/Strategie_rovnosti_zen_a_muzu.pdf)



## GENERAL STARTING POINTS FOR THE GENDER EQUALITY PLAN

The Gender Equality Plan was developed based on the outcomes of the Equal Opportunities Audit that was carried out at the FNUSA-ICRC from August to November 2021 by Genderové informační centrum NORA o.p.s. in line with the requirements defined by the Gender Audit Standards of the Office of the Government of the Czech Republic.

Four methods of data collection and analysis were used in implementing the audit. A questionnaire survey was conducted, in which responses from a total of 144 employees (68% women, 32% men) were processed, achieving a questionnaire return rate of almost 30%. The qualitative survey included 4 discussion group meetings and 7 individual interviews. Both internal documents and publicly available information on the website were subjected to content analysis. The aim of all parts of the audit was to obtain information from the following key thematic areas – Organisational objectives and institutional arrangements for gender equality policy, HR policy, Pay policy, Work-life balance, Organisational culture and workplace relations.



## AREAS OF OBJECTIVES SET BY THE GENDER EQUALITY PLAN

The aim of the Gender Equality Plan is to improve the overall working environment, particularly in terms of work-life balance and establishing equal opportunities among employees. The plan's activities will be aimed at promoting change both at the level of organisational structure and culture, and at the level of activities that directly support employees. The Gender Equality Plan is a set of systematic activities aimed at promoting gender equality and implementing gender mainstreaming (integrating the concept of gender equality into all key policies, processes and their evaluation) at FNUSA-ICRC.

The FNUSA-ICRC Gender Equality Plan meets the following minimal requirements (or building blocks) as specified by the European Commission<sup>7</sup> :

- **Publication:** a formal document published on the institution's website and signed by top management;
- **Dedicates resources:** a commitment of resources and expertise in gender equality to implement the plan;

- **Data collection and monitoring:** gender-disaggregated data on persons employed, and annual reporting based on established indicators;
- **Training:** awareness raising/training on gender equality and unconscious gender biases for employees and decision makers. The GEP includes support for training and development of FNUSA-ICRC employees in the form of seminars, training sessions and workshops for various target groups aimed at building capacities and developing expertise.

The Gender Equality Plan itself is based on the outputs of a gender audit that has been conducted. Based on the key findings, key areas have been identified and developed into specific objectives, measures and actions.

#### **Areas of intervention:**

1. Organisational objectives and institutional arrangements for gender equality policy
2. HR policy
3. Wage policy
4. Work-life balance
5. Organisational culture and workplace relations

#### **Objectives set in the various areas of the FNUSA-ICRC Gender Equality Plan:**

1. Implement gender equality policies within the FNUSA-ICRC
2. Raise awareness/provide training on gender equality and unconscious gender biases for employees (gender dimension, use of gender sensitive language, gender bias, etc.)
3. Improve the way selection procedures are carried out
4. Set up an onboarding process for new employees
5. Promote a level playing field for professional development and career progression
6. Promote equal pay for men and women
7. Promote work-life balance
8. Prevent undesirable behaviour in the workplace (bullying, sexual harassment)



## GEP IMPLEMENTATION AND RESPONSIBILITIES

The topic of gender equality, including the monitoring of the implementation of the Action Plan, will be addressed at the level of a working group within the HR Department. The position of Diversity and Inclusion Officer has been created in the organisation to work with all relevant departments in implementing the activities of the Gender Equality Plan. In terms of specific steps, the implementation of the Gender Equality Plan will be ensured through the above position. However, the necessary financial resources and capacities have also been allocated for the implementation process and the next steps within the GEP cycle (monitoring and evaluation), including adequate time of key staff in the implementation process, and resources to provide/obtain analyses, training and expert support.

All departments of FNUSA-ICRC are expected to work together in implementing both the GEP and the various specific activities. The working group will regularly report on its activities and results to the FNUSA-ICRC management, which fully supports the implementation of equality policies in the organisation



## RELATED DOCUMENTS

- FNUSA Collective Agreement
- Code of Ethics for FNUSA Employees
- Remuneration of ICRC Employees
- The European Commission's Gender Equality Strategy 2020–2025
- Gender Equality Strategy for 2021–2030 (the 2021+ Strategy) of the Office of the Government of the Czech Republic

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Approved by **prof. MUDr. Irena Rektorová , Ph.D.**  
Director of FNUSA-ICRC  
In Brno on 27.5.2022



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# MEASURES/ACTIONS PROPOSED FOR THE FNUSA-ICRC GEP

## Institutional arrangements for gender equality policy

Objective	Measure/action – description	Time frame/ deadline	Responsibility	Indicator(s)/outputs
<b>1. Implement gender equality policies within the FNUSA-ICRC</b>	Develop a Gender Equality Plan in the form of a formal document.	Q2/2022	HR	<ul style="list-style-type: none"> <li>• An official document published on the organisation's website.</li> </ul>
	Designate a person responsible for the gender equality agenda within the organisation.	Q1/2022	HR	<ul style="list-style-type: none"> <li>• Establishment and filling of the Diversity and Inclusion Officer position, integration of the position in the organisational structure.</li> </ul>
	Establish a working group on gender equality to monitor GEP implementation.	Q1/2022	HR	<ul style="list-style-type: none"> <li>• Establishment of a working group as an advisory body on gender equality and diversity issues.</li> <li>• Regular group meetings once a month.</li> </ul>
	Participate in the Community for Change initiative organised by the National Contact Centre for Gender and Science.	Q1/2022	HR	<ul style="list-style-type: none"> <li>• Establishment of a working group as an advisory body on gender equality and diversity issues.</li> <li>• Regular group meetings once a month.</li> </ul>
	Regularly report on the status of GEP implementation.	Q4/2024	HR	<ul style="list-style-type: none"> <li>• Annual report on activities for each year..</li> </ul>
	Monitor appropriate calls at both the national and the European level, and submit a project aimed at implementing the Gender Equality Plan (GEP).	Q3/2024	GSC, HR	<ul style="list-style-type: none"> <li>• On-going monitoring of calls.</li> <li>• Submission of a project application.</li> </ul>
	Implement a gender re-audit.	Q4/2024	HR	<ul style="list-style-type: none"> <li>• Completion of a gender re-audit every two/three years.</li> </ul>
<b>2. Raise awareness/provide training on gender equality and unconscious gender biases for employees (gender dimension, use of gender sensitive language, gender bias, etc.)</b>	Set up the use of gender-sensitive language in internal documents and in presenting the institution.	Q3/2023	HR, PR	<ul style="list-style-type: none"> <li>• Implementation of seminars for the personnel concerned.</li> <li>• Development of a guide for the use of gender-sensitive language.</li> <li>• Revision of the institution's website.</li> </ul>
	Raise awareness of gender equality and diversity issues.	Q2/2023	HR	<ul style="list-style-type: none"> <li>• Introduction of an informative section in the Newsweek in-house magazine to share information on gender equality and diversity.</li> <li>• Organisation of seminars aimed at increasing insight into gender equality and diversity.</li> </ul>
	Integrate the gender dimension into research and innovation.	Q3/2023	HR, GSC	<ul style="list-style-type: none"> <li>• Organisation of seminars on the integration of the gender dimension into research, the use of specific methods and procedures in the various stages of the research process, etc.</li> </ul>

## HR policy – selection, recruitment and development of employees

Objective	Measure/action – description	Time frame/ deadline	Responsibility	Indicator(s)/outputs
<b>3. Improve the way selection procedures are carried out</b>	Set up the selection procedure process.	Q4/2022	HR	<ul style="list-style-type: none"> <li>• Creation of a guideline for selection procedures (Selection Procedure Rules).</li> <li>• Creation of the document titled "Principles for Open and Transparent Recruitment of FNUSA-ICRC Personnel" as part of the OTM-R Policy.</li> </ul>
	Strive to ensure that HR representatives are present at each interview.	Q4/2022	HR	<ul style="list-style-type: none"> <li>• A guide for selection committee members – a part of the OTM-R Policy.</li> </ul>
	Strive for a gender-balanced composition of committees in selection procedures.	Q4/2022	HR	<ul style="list-style-type: none"> <li>• In accordance with the Selection Procedure Rules, records of selection procedures will be kept to record the composition of the committees.</li> </ul>
	Enter into employment contracts for the duration of projects, where possible.	Q2/2022	HR, Management	<ul style="list-style-type: none"> <li>• Contracts that are entered into for the duration of the project.</li> <li>• Already in place as of 1 January 2022 if the employee is funded only by the project.</li> </ul>
	Promote gender balance in leadership and decision-making positions.	Q4/2024	HR	<ul style="list-style-type: none"> <li>• Monitoring the representation of men and women, analysing the situation every year.</li> </ul>
	Promote gender balance in research teams, with a focus on promoting women in science.	Q4/2024	HR, Management, Research	<ul style="list-style-type: none"> <li>• Presentation of successful women's careers on the institution's website.</li> <li>• Neutrally worded advertisements for new positions.</li> <li>• Organising meetings at times that are also convenient for carers.</li> <li>• Analysing the situation every year.</li> </ul>
<b>4. Set up an onboarding process for new employees</b>	Set up onboarding processes for new employees.	Q3/2023	HR	<ul style="list-style-type: none"> <li>• Revision of the guideline entitled FNUSA Employee Onboarding Process / Operating Procedure.</li> </ul>
	Prepare an onboarding plan template for new employees, including instructions for evaluation.	Q3/2023	HR	<ul style="list-style-type: none"> <li>• Onboarding plan, including its evaluation.</li> </ul>
	Consider setting up a mentoring programme for new employees (a special programme for women scientists to support their career growth), a mentor at each organisational unit.	Q3/2023	HR, Research	<ul style="list-style-type: none"> <li>• An analysis and proposed solutions.</li> </ul>

<b>5. Promote a level playing field for professional development and career progression</b>	Set up an employee assessment system.	Q3/2023	HR, Research	<ul style="list-style-type: none"> <li>• Creation of a guideline/operating procedure for ICRC/training on conducting assessment interviews.</li> </ul>
	Create development plans and set up a system to update them regularly, link the development plans to the assessment system and the remuneration process.	Q3/2023	HR	<ul style="list-style-type: none"> <li>• Development plans linked to the assessment and remuneration systems.</li> </ul>
	Keep gender-segregated statistics on the number of women and men across different job positions.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• An analysis every year.</li> </ul>
	Monitor reasons why employees leave and take into account the gender perspective.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• Exit interviews with employees, creating a questionnaire.</li> <li>• Keeping records of the reasons why employees leave, at the end of each year.</li> <li>• An analysis every year.</li> </ul>

### Wage policy

Objective	Measure/action – description	Time frame/ deadline	Responsibility	Indicator(s)/outputs
<b>6. Promote equal pay for men and women</b>	Analyse the remuneration system using a suitable analytical tool (LOGIB).	Q4/2022	HR	<ul style="list-style-type: none"> <li>• An analysis performed.</li> </ul>
	Collect gender-segregated data on remuneration, and evaluate the date regularly.	Q4/2024	HR	<ul style="list-style-type: none"> <li>• Data collection and evaluation.</li> </ul>

## Work-life balance

Objective	Measure/action – description	Time frame/ deadline	Responsibility	Indicator(s)/outputs
<b>7. Promote work-life balance</b>	Consider the possibility of introducing flexible working hours and taking account of working from home.	Q3/2023	FNUSA-ICRC and FNUSA management	<ul style="list-style-type: none"> <li>• Internal discussion of options at the level of FNUSA management.</li> </ul>
	In cooperation with the National Contact Centre for Gender and Science, seek legislative changes that take into account the reporting of scientific work that is compatible with the reality of scientific work in the Czech Republic.	Q4/2022	Research, HR, Management	<ul style="list-style-type: none"> <li>• Discussions with the NCC Gender and Science, provision of assistance.</li> <li>• Cooperation within Alliance4life.</li> <li>• Creation of a document with recommendations.</li> </ul>
	Support cooperation with persons on Maternity/Parental Leave.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• Creation of and updates to a guide for parents</li> </ul>
		Q3/2022	HR	<ul style="list-style-type: none"> <li>• Creation of a database of contacts, information from the institution (e.g. the Newsweek internal magazine) is regularly sent to people.</li> </ul>
	Establish a children's play area, baby changing tables in FNUSA-ICRC premises.	Q4/2022	FNUSA-ICRC and FNUSA management	<ul style="list-style-type: none"> <li>• Internal discussion of options at the level of FNUSA management.</li> </ul>
	Contribution for kindergarten fees as one of the benefits.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• Considering the inclusion of the contribution as an employee benefit.</li> </ul>
	Support carers.	Q3/2022	HR, Secretariat	<ul style="list-style-type: none"> <li>• Organising activities to support carers.</li> <li>• Creation of an information leaflet on support options for carers.</li> </ul>
	Examine the possibility of providing childcare – setting up a children's group/kindergarten.	Q4/2023	FNUSA-ICRC and FNUSA management	<ul style="list-style-type: none"> <li>• Examination of the possibility within the FNUSA institution.</li> </ul>

## Organisational culture and workplace relations

Objective	Measure/action – description	Time frame/ deadline	Responsibility	Indicator(s)/outputs
<b>8. Prevent undesirable behaviour in the workplace (bullying, sexual harassment)</b>	Definition of the institution's code of decent and preferred behaviour.	Q4/2022	HR, Legal	<ul style="list-style-type: none"> <li>• Creation of a guideline/code of decent and preferred behaviour.</li> </ul>
	Define a procedure to address incidents at the institutional level.	Q4/2022	HR, Legal	<ul style="list-style-type: none"> <li>• Creation of a guideline on the procedure for addressing negative work behaviour (bullying, sexual harassment).</li> <li>• Linkage with addressing the issue of Whistleblowing.</li> </ul>
	Provide support to employees in dealing with difficult situations.	Q4/2023	HR	<ul style="list-style-type: none"> <li>• Establishing cooperation with support organisations, e.g. proFem or konsent.</li> </ul>
	Set up the complaints/recognition process.	Q4/2022	HR/Quality	<ul style="list-style-type: none"> <li>• An update to the Complaints and Recognition internal directive/operating procedure.</li> </ul>
	Train FNUSA-ICRC employees (both male and female) on topics related to workplace bullying and sexual harassment.	Q4/2022	HR	<ul style="list-style-type: none"> <li>• Creation of information materials.</li> <li>• Communication campaigns.</li> <li>• Organisation of training courses on prevention of undesirable behaviour.</li> </ul>
<b>9. Promote the integration of foreign workers</b>	Regular training courses for foreign workers on different cultural patterns and interculturality (consider including such training as part of the onboarding process).	Q3/2023	HR	<ul style="list-style-type: none"> <li>• Provide information on training courses organised by external organisations.</li> </ul>
	Establish cooperation with institutions that support foreign workers during their stay in Brno.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• Establishing cooperation.</li> </ul>
	Offer training courses for foreign workers in English.	Q3/2022	HR	<ul style="list-style-type: none"> <li>• An offering of training courses in English.</li> </ul>
	Bilingual internal communication in Czech/English.	Q1/2022	FNUSA-ICRC	<ul style="list-style-type: none"> <li>• Internal communication takes place in Czech/English.</li> </ul>
	Provide an English version of the Gender Equality Plan.	Q2/2022	HR	<ul style="list-style-type: none"> <li>• The GEP is available to all employees in Czech/English.</li> </ul>