

EQUALITY AND DIVERSITY STRATEGY

ST. ANNE'S UNIVERSITY
HOSPITAL BRNO

EQUALITY AND DIVERSITY STRATEGY

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Purpose

The equality and diversity strategy defines basic visions, goals and values in gender equality and diversity. The Strategy includes the Gender Equality Plan, a practical tool implementing this strategy at St. Anne's University Hospital (FNUSA).

1. Scope of Validity

The document is binding on all FNUSA employees. The HR Section – the HR Development Division (hereinafter the HRDD) is responsible for the implementation of the strategy including the Gender Equality Plan in conjunction with other FNUSA's organisation units.

2. Terms and Acronyms/Abbreviations

3.1 Terms¹

Term	Explanation of the term
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 is a socially and culturally constructed category that determines the expectations and roles associated with individuals based on their sex. 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).
Gender audit	A tool for assessing the state of gender equality within an organisation, which serves, among other things, to identify areas requiring a change. Based on the audit outputs and recommendations, the objectives and measures in the Gender Equality Plan are formulated.

3.2 Acronyms

Acronym	Explanation of the acronym
FNUSA	St. Anne's University Hospital Brno
GFD	ICRC Grants and Finance Division
ICRC	International Clinical Research Centre at St. Anne's University Hospital Brno
GEP	Gender Equality Plan
HR Section	HR Section
OPR / HRDD	HR Development Division (part of HR Section)
PR	PR and Marketing Department
ÚIRT / SIDTO	Investment Development, Technology and Operations Section
ÚOP / NCS	Nursing Care Section
OŘK / QMD	Quality Management Division
OPV / LAD	Legal Affairs Division

¹ https://genderaveda.cz/wp-content/uploads/2021/01/NKC_Jak-na-zmenu-A5_2021_WEB-1.pdf

3. Introductory Information on the Institution

The St. Anne's University Hospital Brno is one of the most important medical facilities in the Czech Republic and with more than three and a half thousand employees, it is also one of the largest employers in the South Moravian Region. Most employees are women, accounting for 74% of the employed population. These includes physicians (16%), pharmacists (1%), non-medical staff including general nurses (59%), administrative and research staff members (18%), and operational staff (6%). Most people work full-time, but part-time and outside employment (DPP, DPČ) are also used. The employee age structure is relatively balanced with the highest representation in the 40-49 years (29%) and 50-59 years (26%) groups. In terms of education, individuals with university education (44%), and secondary education (35%) predominate. Challenges for the institution include the horizontal segregation typical of the feminised healthcare sector, the vertical segregation characterised by the unequal representation of women in leadership positions, and the systematic work with gender stereotypes, which are not only manifested during the recruitment process, but are reflected in other areas of human resource management or the culture of the organisation.

In addition to 30 specialist departments and 17 highly specialised care centres, the organisation has the status of a comprehensive cardiovascular, cerebrovascular and oncology centre, and its departments are teaching bases for the Masaryk University Faculty of Medicine and medical schools. An integral part of the hospital is a unique research infrastructure: the International Clinical Research Centre (ICRC).

The 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). 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.

In 2021, the first activities related to the implementation of equal opportunity policy were launched. An equal opportunity audit was performed and based on its results, the first [2022-2024 ICRC Gender Equality Plan](#) was formulated.

Since 2023, FNUSA, with aid from the Operational Programme Employment Plus, has been implementing a project entitled "Hrajeme fér_Férová Fakultní nemocnice u sv. Anny" (We play fair), reg. No. CZ.03.01.02/00/22_012/0003787, which focuses on equality, diversity and flexibility with the aim of changing the corporate culture and improving the working environment at FNUSA. The hospital follows on steps that have been already taken in this field within the ICRC at the level of the entire organisation and commits to include gender equality and diversity policies among its long-term development strategies by means of implementing the Equality and Diversity Strategy, including the Gender Equality Plan. In order to make sure that the adopted measures are as effective as possible at the level of the entire institution, the FNUSA Strategy and the Gender Equality Plan will be aligned with the 2022-2024 ICRC Gender Equality Plan under which measures have been successfully implemented since 2022.

4. Equality and Diversity Strategy

The Equality and Diversity Strategy defines the vision, values and goals in the field of equal opportunities that are key to setting the corporate culture. The strategy strives to create a working environment that is inclusive and respectful of all employees regardless of their gender, age, ethnicity, health, sexual orientation and/or other characteristics, and seeks to ensure that every employee has equal opportunities for professional growth and development.

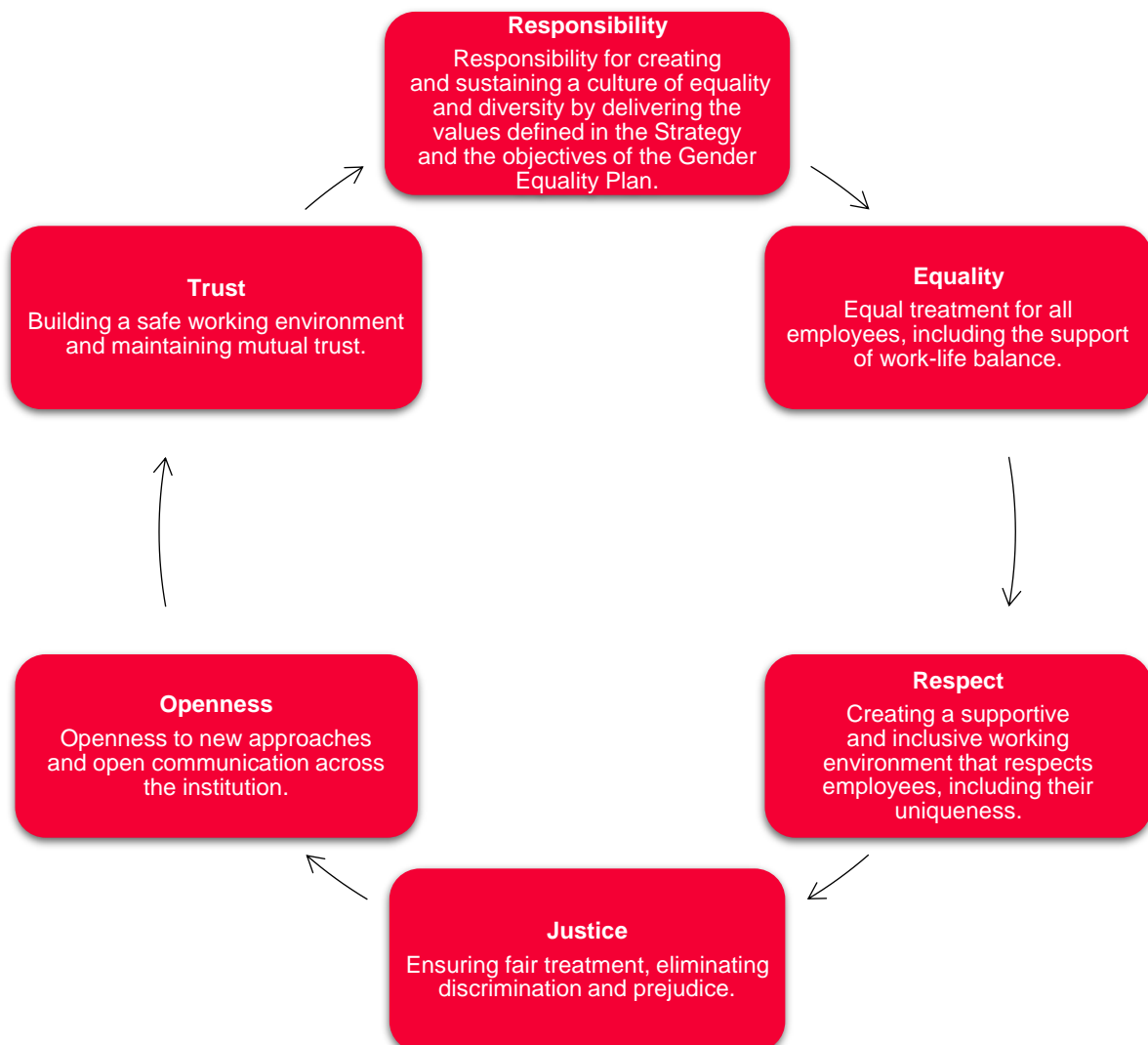
4.1. Vision, values and goals

VISION

We strive to ensure that St. Anne's University Hospital Brno is perceived as a leading employer, actively promoting equality and diversity and creating an inclusive and supportive working environment. Our vision is based on the belief that each employee brings something unique and is valued and respected for that. We want to be an organisation where everybody feels welcome and supported regardless of their sex, age, race, religion, sexual orientation, health condition and/or another aspect of their personal identity.

Our ambition is to create a working environment that promotes professional growth and development of all employees through fair treatment, flexible working conditions and open communication. We want to be a leader in the fields of equality and diversity in health care with our values embedded in everyday practice.

VALUES



GOALS



4.2. Strategy implementation and funding

Implementation of the strategy, including monitoring and evaluation of the Gender Equality Plan fulfilment will be addressed at the level of the HRDD. The necessary financial resources and capacities have also been allocated for the implementation process and the next steps (monitoring and evaluation), including adequate time of key staff in the implementation process, and resources to provide/obtain analyses, training and expert support.

During the implementation of the Strategy and the implementation of the specific activities under the Plan, the cooperation of all FNUSA units is expected and it will be coordinated by the HRDD. The full implementation is planned in two phases when the impact of the implemented and adopted measures of the Gender Equality Plan will be monitored and evaluated.

1. Short-term implementation:

- 1 July 2024 – 30 June 2025
- As part of the HRajeme fér_Férová Fakultní nemocnice u sv. Anny, reg. No. CZ.03.01.02/00/22_012/0003787. In this phase, the activities are funded under the HRajeme fér project, exclusively in accordance with the approved legal act, the project budget and the rules of the 03_22_012 Diverse and Flexible Work Culture call.
- Activities outside the HRajeme fér project are financed from the FNUSA's own funds.

2. Long-term implementation (the period of 3 years from the end of the HRajeme fér project implementation):

- a. 1 July 2025 – 30 June 2028
- b. In this phase, the activities are funded from FNUSA's own resources or from other appropriate grant sources.

4.3. Monitoring and evaluation

Short-term monitoring and evaluation:

- An ongoing evaluation of how successful the implementation of the measures under the Gender Equality Plan is at the HRDD level:
 - Monitoring (a continuous systematic collection of data on established indicators).
 - Evaluation (an in-depth evaluation of the objectives and impacts of individual activities) will be performed via an output questionnaire survey organised by the Ministry of Labour and Social Affairs, the outputs of which will be evaluated by FNUSA itself in order to compare progress over time against the initial analysis carried out before the commencement of the HRajeme fér project.
- Regular reporting to the grant provider in accordance with the legal act of the HRajeme fér project.
- Regular reporting of results to FNUSA management always after the approval of the Implementation Report (IR) and Request for Payment (RfP) under the HRajeme fér project.
- The final evaluation of the strategy will include examples of implemented measures, highlighting potential risks, and assess their transferability to similar organisations operating in the same field.

Long-term monitoring and evaluation:

- An ongoing evaluation of how successful the implementation of the measures under the Gender Equality Plan is at the HRDD level in the form of a written report. The report will evaluate the implementation of each of the measures that were planned for the relevant time period, summarizing the implementation process, outputs and any further sub-steps towards its successful implementation.
 - Monitoring (a continuous systematic collection of data on established indicators).
 - Evaluation (in-depth assessment of the objectives and impacts of individual activities – verification of the achievement of planned results).
- Regular reporting of results to the management of the institution.
- Re-audit at about two-year intervals and GEP updates according to the new recommendations.

4.4. Communication

Communication is key to the transfer of information, knowledge and experience, both between employees (internal communication) and between other institutions and the public (external communication).

Internal communication

Sharing information with employees helps their understanding of the issue, but also increases their commitment to the implementation of individual measures. By participating in regular satisfaction surveys in various areas (adaptation, career development, undesirable workplace behaviour, work-life balance, etc.), employees are given the opportunity to contribute to improving the institution's processes. Traditional communication channels at FNUSA will be used for internal communication, such as management and workplace meetings, Intranet,

notice boards located on the hospital premises, workshops, training sessions, leaflets and individual personal consultations.

A specific communication tool on the borderline between internal and external communication is *Svatoanenské listy*, a quarterly magazine published by FNUSA and distributed to individual departments of the hospital. It targets employees, patients and the public.

External communication

The public and other stakeholders will be informed mainly via the hospital's website, social media and annual reports. Experience and knowledge will be further shared at conferences, training events and round tables, or in the form of individual consultations and advice in the field of equal opportunities to institutions with a similar focus.

5. FNUSA Gender Equality Plan

5.1. Basic principles of the Plan

In terms of equal opportunities, the FNUSA endorses the objectives of the European Commission's Gender Equality Strategy 2020–2025 and the Gender Equality Strategy for 2021–2030 (the 2021+ Strategy) of the Office of the Government of the Czech Republic.

At the organisational level, the FNUSA is committed to include gender equality and diversity policies among the institution's long-term development strategies through implementing the Equality and Diversity Strategy including the FNUSA Gender Equality Plan for 2024–2028.

The plan is based on the results of a questionnaire survey conducted in FNUSA in May 2023 by the Ministry of Labour and Social Affairs² and the recommendations resulting from an equal opportunities audit conducted between September and December 2023 by Gender Studies o.p.s. This audit included a questionnaire survey, analysis of provided statistics, document analysis, individual and group interviews. As part of the questionnaire survey, 818 responses from employees (78% women, 17.5% men) were processed, achieving a questionnaire return rate of almost 20%. The qualitative survey included 9 discussion group meetings and 8 individual interviews. Both internal documents and publicly available information on the website were subjected to content analysis.

The purpose of the individual parts of the audit was to obtain information on the vertical and horizontal structure of the employee population, recruitment, career development, evaluation and remuneration, work-life balance, workplace culture, including risks of discriminatory behaviour including sexual harassment and bullying. An executive summary of the survey report is included in Annex 2 to add context to this plan.

5.2. The fields and objectives of the FNUSA Gender Equality Plan are:

FNUSA's Gender Equality Plan (sometimes referred to as the Equal Opportunities Plan) is an integral part of the Equality and Diversity Strategy and the main tool for promoting gender equality in the institution. It focuses on supporting changes both at the cultural/symbolic level (=supporting leadership, presentation of the institution internally and externally, communication), the structural level (=processes, measures, responsibilities, decision-making), and at the personal level (=actions by specific people – expertise, attitudes,

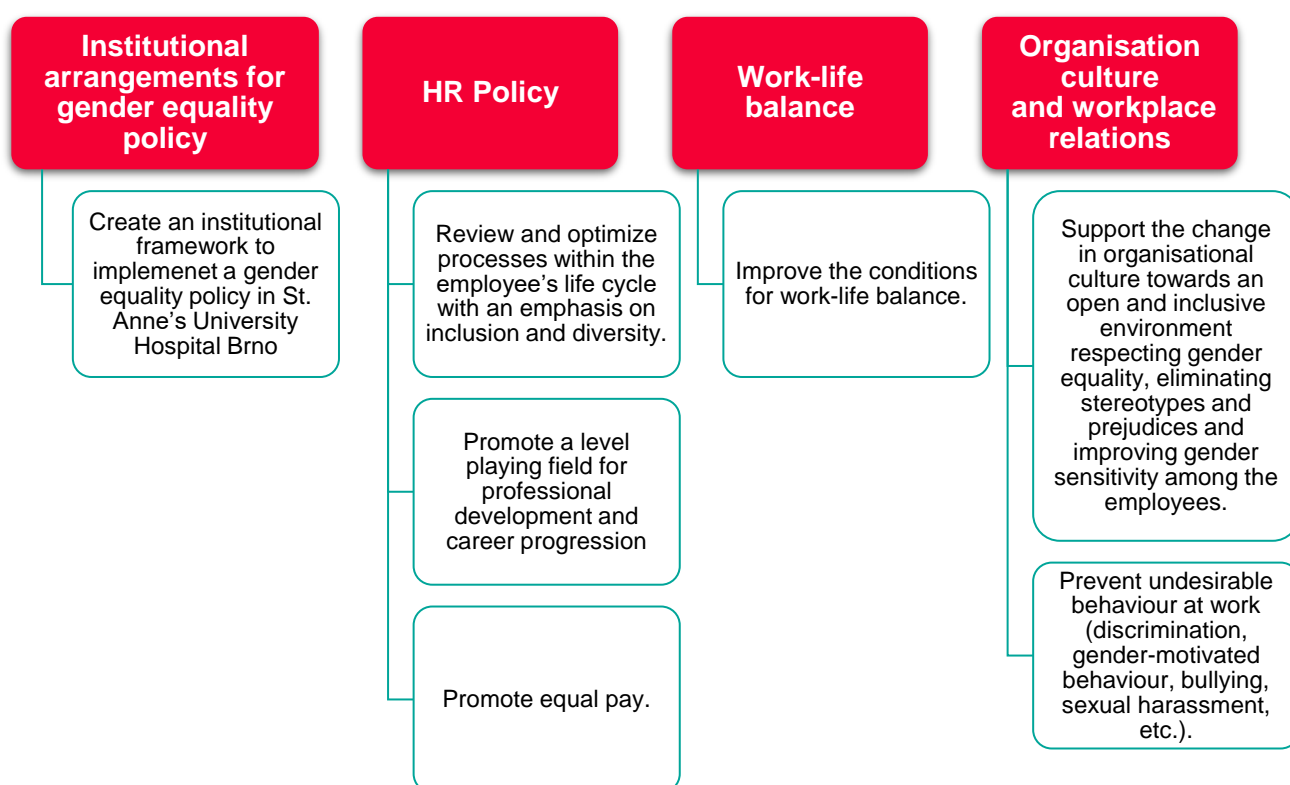
² Surveys focused on diversity and flexible work culture and its outputs were a mandatory annex to the request for support and subsequently one of the annexes of the supported project HRajeme fér_érová Fakultní nemocnice u sv. Anny, reg. No. CZ.03.01.02/00/22_012/0003787.

unconscious biases). Based on the key findings, key areas have been identified and developed into specific objectives, concrete measures and actions.

The Gender Equality Plan meets the minimal requirements (or building blocks) as specified by the European Commission ³and FNUSA commits to the following:

- **The publication** of the GEP signed by the FNUSA's management on its website.
- **Allocation of financial and human resources** with sufficient gender equality skills to ensure the implementation, monitoring and evaluation of GEP activities.
- **Collecting and monitoring data** on employees based on the gender and other relevant variables and sharing them in the institution's annual reports.
- **Raising awareness of gender equality and unconscious gender biases** for employees and decision-makers. The Plan includes support for training and development of FNUSA employees in the form of seminars, training sessions and workshops for various target groups aimed at building capacities and developing expertise.

Areas of intervention of the GEP and the objectives set for each area:



The specific measures for each area and objective are further detailed in the Plan itself.

³ <https://genderaveda.cz/plany-genderove-rovnosti-geps/>

5.3. Risks and measures to eliminate them

GEP area of intervention	Objective	Area of risk	Definition of risk	Elimination of risk
A. institutional arrangements for gender equality policy	1. Create an institutional framework for the implementation of gender equality policies at St. Anne's Hospital.	Corporate culture	Reluctance of employees to adopt new values in the field of gender equality.	Active management involvement in policy enforcement, regular training and communication of values to all employees.
B. HR Policy	2. Review and optimize processes within the employee's life cycle with an emphasis on inclusion and diversity.	Legislative changes	Legislative changes affect the new processes.	Monitor changes and keep internal documents updated accordingly and communicate changes to employees.
		Human factor	Selection committees will not respect the principles of diversity and inclusion when recruiting new employees.	Providing training for selection committees members on diversity and inclusion, monitor the recruitment processes.
	3. Promote a level playing field for professional development and career progression	Gender imbalance in leadership positions and in key organisational structures.	Gender imbalance in leadership positions and key organisational structures can lead to a lower diversity, a failure to realise the full potential of the team, and a lower attractiveness of the institution as an employer.	Regularly monitor the gender composition of teams, put in place measures to support the under-represented gender and ensure transparent and equitable procedures for staffing leadership positions.
	4. Promote equal pay.	Corporate culture	Ongoing pay inequalities, vertical and horizontal gender segregation.	Regular pay audits and taking action to eliminate inequalities.
		Legislative changes	New requirements from the EU to adjust equal pay policies. Difficulty of implementation in the institution.	Ensuring sufficient financial and human resources to implement the changes.
C. Work-life balance	5. Improve the conditions for work-life balance.	Human factor / Operational limits of workplaces	Reluctance of persons in management positions to allow employees to use flexible working conditions. / The operation of workplaces will not allow the introduction	Training for managers on the importance of work-life balance, including the benefits for productivity and job satisfaction. / Enable employees to move between workplaces.

			of flexible forms of work.	
		Human factor	Some employees may be hesitant to use flexible working conditions as they will worry about their career advancement.	Communicating the benefits of flexible working, including successful examples and assurances that taking advantage of these opportunities will not affect career progression.
D. Corporate culture and workplace relations	6. Support the change in organisational culture towards an open and inclusive environment respecting gender equality, eliminating stereotypes and prejudices and improving gender sensitivity among the employees.	Human factor	The persistence of stereotypical thinking and retention of employees towards change, new processes and terminology related to gender equality.	Ongoing communication of planned changes, explaining the importance and reducing resistance via dialogue. Employee involvement in process modification.
	7. Prevent undesirable behaviour at work (discrimination, gender-motivated behaviour, bullying, sexual harassment).	Subconscious biases	Persistent stereotypes and prejudices leading to inappropriate behaviour in the workplace.	Introduction of internal training aimed at identifying and eliminating prejudices.
		Lack of trust.	Employees may be apprehensive about reporting unwanted behaviour due to a lack of trust in anonymity and fair handling of reports.	Implementing an anonymous reporting system and ensuring independent investigation of all reported incidents together with regular communication about the importance and security of these processes.
General risk	All objectives	Departure of key experts	Key people may leave the organisation which will jeopardize the implementation of gender equality policies.	Implementation of retention programmes, improvement of the working environment, promotion of career development and competitive remuneration.

1. Additional information

The Equality and Diversity Strategy and the Gender Equality Plan were prepared by the HR Development Division.

Responsible Person

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Approved by:

Ing. Vlastimil Vajdák

Director of St Ann's University Hospital Brno

In Brno on

Related Documents

- Collective Agreement
- Code of Ethics for FNUSA Employees
- FNUSA Organisational Rules
- The European Commission's Gender Equality Strategy 2020–2025⁴
- Gender Equality Strategy for 2021–2030 (the 2021+ Strategy) of the Office of the Government of the Czech Republic

2. Annexes

Annex 2 Executive Summary

In the field of recruitment, selection procedures and the adaptation process, FNUSA has effectively developed documents and guideline that are familiar to managers who use them in their work. However, gender stereotypes are reflected in recruitment, including the advertising of job offers and selection procedures. We appreciate the development of new recruitment rules, which bring more demands on the selection procedures but contribute to the professionalisation of the processes, which has a positive effect on everybody involved.

In term of equal treatment, female medical and non-medical employees express concerns about the different rules for men and women. Women feel that they are disadvantaged because of potential parenthood, which they may perceive as unfair compared to men. Moreover, they observe pay gaps between male and female hires, along with a preference for male candidates. Cases were recorded of women facing personal questions about starting a family and parenthood during the admission process. It is essential to pursue the efforts to eliminate gender stereotypes within the organisational culture of the hospital and to ensure that HR processes reflect equality and inclusiveness in all aspects. A positive element of the recruitment process is the cooperation with university students and namely the onboarding process for new employees.

In the field of HR processes, we recommend working with job advertisements and selection procedures to reflect the requirements for a friendly and welcoming working environment. We

⁴ https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_cs

suggest updating the text of advertisements and actively working with gender-neutral language. It is recommended to indicate that the advertised positions are suitable for both men and women. At the same time, it is desirable to include information on the starting salary in the advertisements. Pay transparency can positively influence the interest of potential candidates in a given position. In this way, financial conditions can be actively communicated while promoting equality in the working environment.

Gender stereotypes are not only manifested in the recruitment process but are reflected in other areas of human resource management and the culture of the organisation. Within the work culture, there is a belief that female physicians offer a lower quality which is associated with going on maternity and parental leave and other caring responsibilities. Female doctors face the dual pressures of career advancement, specifically through certification, and then starting a family and caring for offspring. Horizontal gender segregation is evident in the distribution of positions within FNUSA. This disbalance can create barriers to careers and reinforce prejudices about gender suitability for certain professional roles. It is crucial to take measures to eliminate gender bias and ensure that male and female employees in all positions have equal opportunities for professional development and further training. This will improve the working environment and contribute to the overall efficiency and diversity at FNUSA.

FNUSA allows work-life balance for all its employees but it is necessary to harmonise the different practices of individual clinics and institutes regarding the provision of flexible working conditions. For most positions, part-time flexibility is available for parents returning from maternity and parental leave. However, a key aspect is to ensure that the part-time FTEs match the amount of work to be handled, a problem that has been noted primarily among female administrative staff. A welcome option would be working from home and more flexible working hours, which the nature of administrative work may allow, as opposed to shift work. For nurses, adjusting the amount of time according to the needs of the matching employee works very well. To facilitate the return after maternity/parental leave, the introduction of e-learning focused on the guidelines and other necessary procedures to know before returning to work is a consideration. For returning female doctors, we recommend a needs analysis to identify what needs female doctors have to be able to fully engage in their work and have the opportunity for career advancement. One of the requested measures is the establishment of a children's group on the FNUSA premises which would be appreciated by all groups of male and female employees.

The audit reported an increased incidence of negative phenomena such as various forms of bullying/mobbing and harassment. Victims often find it difficult and problematic to report situations and they also fear that their situation will not improve or even worsen after reporting. Therefore, we welcome the creation of a guideline to address undesirable behaviour in the workplace as a step in the right direction. We also appreciate initiatives such as training and coaching of contact persons aimed at identifying and addressing problematic phenomena in the workplace. However, the results of these initiatives have not been reflected in the analysis presented here as the audit preceded their implementation. Consistent implementation of policies and procedures in practice remains the key aspect so that all male and female employees are familiar with them. We propose that in addition to the above measures, emphasis should be placed on eliminating inappropriate behaviour through further training of management and rank-and-file employees in the prevention and resolution of conflict situations. It is desirable to declare from the management level that any form of bullying and harassment is not an accepted part of the work culture and that in FNUSA, this behaviour is unacceptable at all levels both between persons at the same organisational level and in supervisor-subordinate relationships (in both directions).

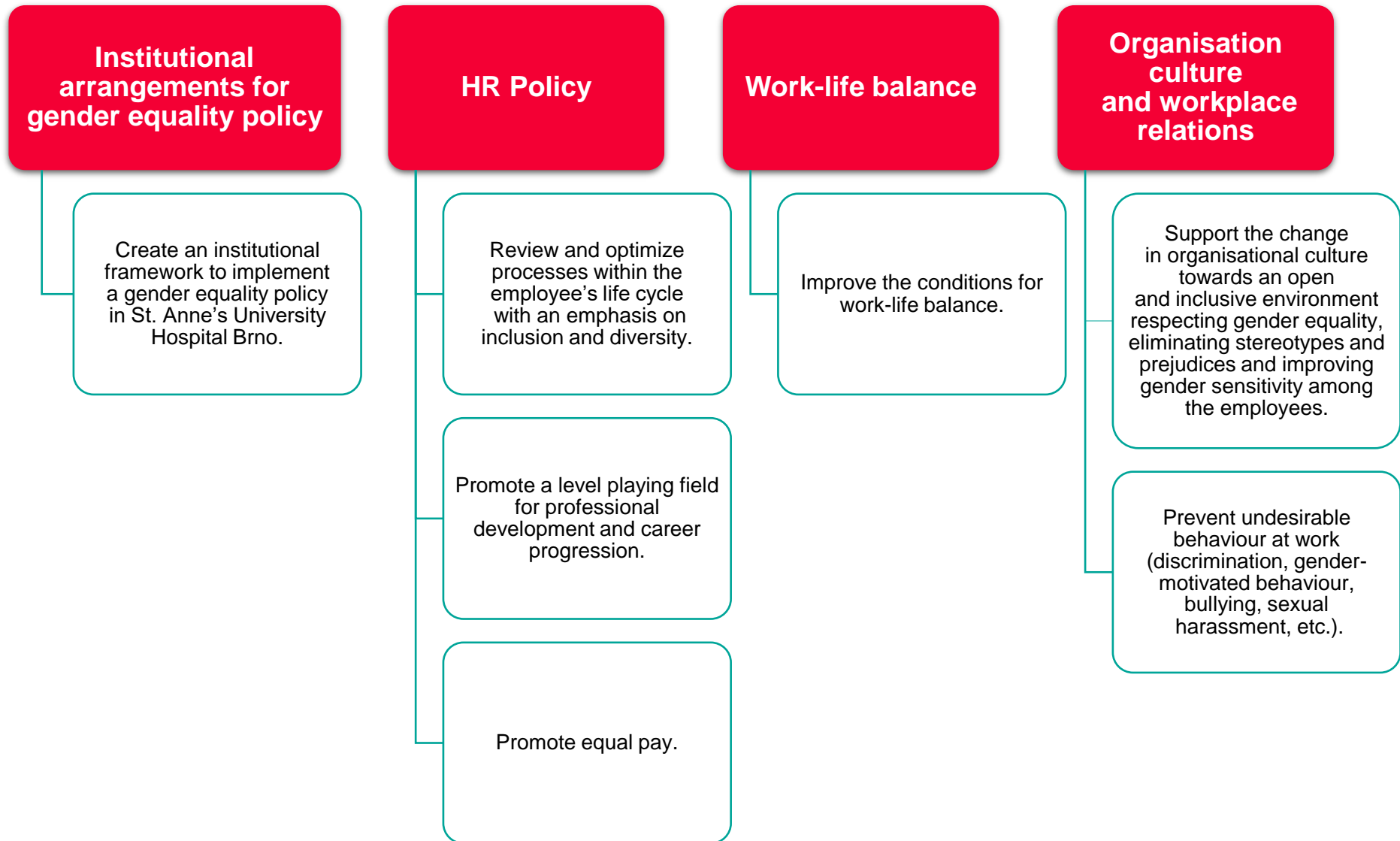
Annex No. 3 Simplified budget of the HRajeme fér project

HRajeme fér, reg. No. CZ.03.01.02/00/22_012/0003787	Total
Employment contracts	
Senior HR Specialist of Diversity and Inclusion	0.5 FTE (24 months)
Senior HR Specialist	1.0 FTE (24 months)
HR Specialist	1.0 FTE (24 months)
Consultant	0.6 FTE (24 months)
Lawyer	0.2 FTE (6 months)
Agreement on the execution of work	
Lecturer	280 hours
Graphic designer/programmer	140 hours
Consultant	150 hours
Travel expenses	CZK 46,550.00
Trips taken by foreign experts Perdiems	CZK 46,550.00
Furnishing and equipment, including rental and depreciation	CZK 136,470.00
Equipment of the premises (Club) - furniture	CZK 40,000.00
IT equipment (Klub) - notebook, printer, etc.	CZK 96,470.00
Purchase of services (max. 60% directly)	CZK 840,000.00
Training under KA1	CZK 158,000.00
Training under KA2	CZK 98,000.00
Training under KA3	CZK 150,000.00
Analysis of the organisation (Equal Opportunities Audit)	CZK 250,000.00
Purchase of SW licences (NNTB)	CZK 24,000.00
Software as service	CZK 75,000.00
Translations of internal documents and directives into English	CZK 60,000.00
Conference fees, membership fees	CZK 25,000.00
Minor building modifications	CZK 40,000.00
Building modifications – Parents' Club on Výstavní street	CZK 40,000.00
Travel expenses and accommodation	CZK 40,000.00

GENDER EQUALITY PLAN

OF ST. ANNE'S UNIVERSITY HOSPITAL BRNO

2024 — 2026



INSTITUTIONAL ARRANGEMENTS FOR GENDER EQUALITY POLICY

Objective: Create an institutional framework for the implementation of gender equality policies at FNUSA

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Create and implement an equality and diversity strategy including a gender equality plan.	<ul style="list-style-type: none"> Developing and implementing equality and diversity strategy including GEP involving the implementation, continuous monitoring and regular evaluation of planned activities at the institution-wide level. Performing gender re-audit and implementing audit-based recommendations 	Q2/2024/ev ery 2 years	HR	<ul style="list-style-type: none"> Revised document (2024, 2026). Final audit report (2024, 2026). 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787 (2024)/ FNUSA's own resources 2026
Establish the HR Development Division (OPR/HRDD) in the FNUSA's Rules of Organisation. Ensure sufficient staffing and professional capacities of the OPR/HDDD to implement the gender equality strategy and plan.	<ul style="list-style-type: none"> Establishing the HR Development Division and appointing at least one person with the declared specialisation in the field of gender equality and diversity. Publishing information about the division's work including FTEs and information on GEP compliance. 	Q1/2024/an nually	HR, FNUSA Management	<ul style="list-style-type: none"> Revised Rules of Organisation. An annual revision of FTE and HDDD's professional capacities. Report on GEP compliance. 	FNUSA's own resources
Strengthen FNUSA's employer brand as one supporting gender equality, diversity, flexibility and inclusion	<ul style="list-style-type: none"> Public declaring of FNUSA's commitment to support gender equality and diversity on the website and the Intranet (an internal information system). Obtaining the HR Award. 	Q4/2024 Q2/2026	HR	<ul style="list-style-type: none"> Publishing the gender equality plan and information on diversity and inclusion support at the website and the Intranet. Obtaining the HR Award 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787/ FNUSA's own resources
Introduce systematic recording and work with gender-segregated data.	<ul style="list-style-type: none"> Identify key areas where it is important to monitor gender-segregated data. Conduct regular analyses in order to identify inequalities and opportunities for improvement. Regularly update and share information on progress and conclusions from analyses in internal communication. Submit reports and recommendations to support decisions aimed at gender equality improvement. 	Q2/2025/an nually	HR	<ul style="list-style-type: none"> Identifying key areas and introducing regular gender-segregated data analyses. (yes/no). Information on gender-segregated data is part of the institution's annual report. (yes/no). Number of identified inequalities and measures taken to address them. Organised event/participation. 	FNUSA's own resources

Actively search for funding opportunities for projects supporting gender equality and diversity.	<ul style="list-style-type: none">• Regularly monitoring national and European calls, preparation and submission of project applications to support gender policy implementation at FNUSA.	Q4/2026	OGF, HR Section	<ul style="list-style-type: none">• Number of submitted project applications.• Number of supported projects that are being implemented.	FNUSA's own resources
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HR POLICY

Objective: Revise and optimise employee life cycle processes with an emphasis on inclusion and diversity

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Optimise and unify employee life cycle processes in order to support inclusion and diversity.	<ul style="list-style-type: none"> Analysing and revising key processes (employer's promotion, recruitment and selection, onboarding, evaluation, training concept, offboarding management and administration. Strategic recommendations for optimisation and unification of processes at FNUSA and ICRC Creating a system (catalogue) of job positions including job descriptions and competences. Introducing digitalisation of individual parts of the processes to achieve more efficient administration. Organisation of training for responsible persons or members of selection committees on topics related to the individual processes (such as objective evaluation, OTM-R principles, recognition of unconscious bias, etc.). 	Q4/2028	HR	<ul style="list-style-type: none"> Completed analysis process harmonisation (yes/no). Continuous monitoring of annual progress. Completed system of job positions and competence models (yes/no). The share of processes that have been at least 80% digitalised by Q4/2028. Organised event/participation. 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787 (training only)
Enhance the principle of transparent and inclusive recruitment and selection of employees while ensuring diversity in selection committees (gender, age, and other) in order to take into account different perspectives and experience.	<ul style="list-style-type: none"> Update the career section of the FNUSA's website including information on transparency, the course and rules of the recruitment process, emphasizing the commitment to inclusion and diversity. A record from the selection procedure will include information on the composition of the selection committee in line with the "Rules for Selection Procedures" Directive. 	Q2/2026	HR	<ul style="list-style-type: none"> Updated website. The recruitment and selection process is annually revised by the HR Section. Information on the composition of selection committees is part of the selection committees' records. 	FNUSA's own resources
Revise job advertisements with an emphasis on inclusive language and promoting diversity in work teams.	<ul style="list-style-type: none"> Modify job advertisement templates to use inclusive language and reflect the organisation's commitment to work team diversity. Regularly monitor the gender composition of applicants/candidates to ensure equal access. 	Q4/2024	HR	<ul style="list-style-type: none"> Revised job advertisement template with inclusive language and commitment to diversity. 	FNUSA's own resources

HR POLICY

Objective: Promote a level playing field for professional development and career advancement

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Create a single HR development concept with respect to equal opportunities (clear criteria for career development, information on learning opportunities available to all across the institution).	<ul style="list-style-type: none"> • Development of an education system and its link to the career rules and remuneration. • Development of a sustainable concept of management training. 	Q4/2028	HR	<ul style="list-style-type: none"> • Document – HR Development Concept. • Introduction of digitalisation (yes/no). • Concept of management courses. • Events organised/ % of trained managers trained. 	FNUSA's own resources
Prevent horizontal and vertical gender segregation and strive for a more balanced representation in management and decision-making positions.	<ul style="list-style-type: none"> • Regularly monitor the gender composition of teams and introduce measures to support the under-represented gender. 	continuousl y/ annual evaluation	HR Section, FNUSA Management, ICRC	<ul style="list-style-type: none"> • Report. 	FNUSA's own resources
Create, test and evaluate the concept of a mentoring programme for under-represented groups (gender, age, etc.). Support women in research career.	<ul style="list-style-type: none"> • Create the concept of mentoring programme functioning. • Preparation of documents – mentoring guide, a personal development plan. • Featuring female experts and specialists and their career achievements (inspiration for a successful work-life balance). (including experts from abroad) • Visits to foreign institutions where mentoring cooperation has been already successfully established. (for persons who are responsible for this field) 	Q2/2025	HR	<ul style="list-style-type: none"> • Creating the programme concept, offering and using it, evaluation. • Document – Mentoring Guide, Personal Development Plan. • Organised event/participation. 	We Play Fair, CZ.03.01.02/00/22_012/0003787
Enhance the visibility of the expertise of women and under-represented groups with respect to the public.	<ul style="list-style-type: none"> • Gender-segregated data used in PR. • Promotion of positive role models including the presentation of gender representatives in non-traditional roles on the website, on social and other media 	Q4/2025	HR Section, PR	<ul style="list-style-type: none"> • Modified website, article, interview, social media post. • Organised event/participation. 	FNUSA's own resources

HR POLICY

Objective: Promote equal pay

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Monitor pay gaps between men and women and adopt measures to close them (preparation for the implementation of the EU directive on pay transparency).	Analysis of the state of gender pay at the level of the entire institution and adoption of corrective measures.	annually	HR	• Analysis output / Proposals of specific measures, year-on-year comparison of analysis outputs.	FNUSA's own resources
Publish the minimum salary in job advertisements (preparation for implementation of the EU directive on pay transparency).	Revision of job advertisements.	Q4/2024	HR	• Revised advertisement template.	FNUSA's own resources
Raise awareness of how individual salary components are calculated. Ensure transparent sharing of information on pays at each workplace.	<ul style="list-style-type: none">• Preparation of information materials and their publication on the FNUSA intranet, including the possibility of individual consultations. No to prohibit employees from sharing information about their pays.• Organisation of internal awareness-raising training seminars.	Q2/2025	HR Section, heads of FNUSA's organisational units	<ul style="list-style-type: none">• Information materials on the intranet, information e-mail.• Organised event/participation.	FNUSA's own resources

WORK-LIFE BALANCE

Objective: Improve conditions for work-life balance

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Introduce maternity leave/parental leave management to support systematic work with parents of young children before, during and after their return from parental leave.	<ul style="list-style-type: none"> • Development of a methodology focused on the process of leaving and returning and communicating communication with carers during maternity/parental leave. • Training of employees working at the HR Section and managers with respect to flexible forms of work and maternity/parental leave management • Development of a communication strategy – establishing rules for transparent communication of internal rules across the organisation. 	Q4/2024	HR Section, heads of FNUSA's organisational units	<ul style="list-style-type: none"> • Document – methodology, communication strategy. • Handbook for managers and parents. • Organised event/participation. 	We Play Fair, CZ.03.01.02/00/22_012/0003787
Implement the system of regular communication with parents on maternity/parental leave / caregivers.	<ul style="list-style-type: none"> • Creating a database of contact details of persons on maternity/parental leave. • Establishing FNUSA Parents' Club including the identification and renovation of appropriate premises at FNUSA, the purchase of equipment, and the development of the club's functioning. 	Q2/2025	HR	<ul style="list-style-type: none"> • Database of contacts for parents on maternity/parental leave. • Establishment of the Parents' Club. 	We Play Fair, CZ.03.01.02/00/22_012/0003787
Introduce comprehensive Age Management including prevention of age stereotypes and related training in order to support equal job opportunities and inter-generational cooperation.	<ul style="list-style-type: none"> • Analysis, recommendations and setting the concept of operation including succession to ensure continuity and transfer of knowledge between generations. • Organisation of training/workshops focused on the prevention of age discrimination and stereotypes regarding older working people, adaptation to new technologies and digital tools, etc. 	Q4/2026	HR	<ul style="list-style-type: none"> • Analysis output, recommendations. • Organised event/participation. 	FNUSA's own resources
Unify the practice of offering and providing flexible forms of work.	Analysis and establishment of the possibilities of using flexible forms of work for individual employee groups/workplace type.	Q2/2025	HR	<ul style="list-style-type: none"> • Analysis output. • Revised document. 	We Play Fair, CZ.03.01.02/00/22_012/0003787
Set up a children's group "Klubík u sv. Anny" at FNUSA.	Identification and renovation of suitable premises within FNUSA.	Q4/2026	FNUSA management, IIRT, HR Section, NCS	<ul style="list-style-type: none"> • Identification of suitable premises, feasibility study. • Organised event/participation. 	FNUSA's own resources

Set up a children's play area, a place for breastfeeding, changing tables at FNUSA.	Internal discussion of options at the level of FNUSA management and pilot testing of the operation	Q4/2026	FNUSA management, IIRT, HR Section, NCS	• Feasibility study	FNUSA's own resources
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ORGANISATION CULTURE AND WORKPLACE RELATIONS

Objective: Support the change in organisational culture towards an open and inclusive environment respecting gender equality, eliminating stereotypes and prejudices and improving gender sensitivity among the employees.

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Set up the use of gender-sensitive language in internal documents and in presenting the institution.	<ul style="list-style-type: none"> • Gradual modification of internal documentation and the FNUSA's website so that they reflect gender-sensitive language. • Organisation of thematic workshops focused on gender-sensitive communication. 	Q4/2025	HR Section, PR	<ul style="list-style-type: none"> • Revised managed documentation. • Revised website. • Created training materials, handbook. • Organised event/participation. 	FNUSA's own resources
Increase employee gender expertise.	Organisation of training for managers and the HR Section / Internal training for employees focused on explaining stereotypes regarding the roles of women and men and their relationship to inequality (the status of women in health care, gender dimension in research, the use of gender-sensitive language, gender bias, etc.).	Q4/2024/annually	HR	<ul style="list-style-type: none"> • Organised event/participation. 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787/ FNUSA's own resources
Promote open communication and active participation of employees when developing an inclusive workplace.	<ul style="list-style-type: none"> • Introduction of regular satisfaction surveys in the fields such as adaptation, career development, undesirable behaviour in the workplace, and work-life balance, etc. • Implementation of an electronic tool to efficiently collect and evaluate employee feedback. • Expanding the use of the online helpdesk (originally designed for reporting unwanted behaviour) as a tool for sharing experience and suggestions for improving the working environment, with particular attention to the needs of groups facing different forms of disadvantage (such as gender, age, ethnicity, sexual orientation, health status, and other characteristics). • Organisation of open focus groups with representatives of employee groups in order to identify their needs more precisely. 	Q2/2025	HR	<ul style="list-style-type: none"> • Number of conducted surveys per year. • Percentage return in each survey. • Introduction of an electronic surveying tool. • Number of focus groups held. • Number of implemented measures based on the results of surveys and discussion groups. 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787/ FNUSA's own resources

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Promote the integration of foreign workers.	<ul style="list-style-type: none"> • Providing support including relocation and adaptation assistance provided by the Welcome (part of the HR Section). • Bilingual internal communication CS/EN at least at the level of ICRC or workplaces with foreign employees. • Managed documentation available in CS/EN. 	continuously/ annual evaluation	HR ICRC HR Section / OMD	<ul style="list-style-type: none"> • Information materials (YES/NO). • Internal communication takes place in Czech/English. • Documents available in EN. 	FNUSA's own resources FNUSA's own resources We Play Fair, CZ.03.01.02/00/22_012/0003787
	<ul style="list-style-type: none"> • GEP available in CS/EN. 	Q4/2024	HR Section	<ul style="list-style-type: none"> • GEP available in CS/EN. 	
Integrate the gender dimension into research and innovation.	<ul style="list-style-type: none"> • Introducing the obligation to take into account the gender dimension in every new submitted project in the relevant managed documentation. • Organisation of a workshop / developing e-learning focused on integrating the gender dimension into research. 	Q2/2025	HR Section, GFD	<ul style="list-style-type: none"> • Revised document. • Organised event/participation. 	FNUSA's own resources

ORGANISATION CULTURE AND WORKPLACE RELATIONS

Objective: Prevent undesirable behaviour at work (discrimination, gender-motivated behaviour, bullying, sexual harassment).

Partial objective	Measures	Timeframe	Responsibility	KPI/Indicators/Outputs	Source of funding
Define a process for the institutional management of undesirable behaviour, including a process for the submission, evaluation, resolution and recording of individual reports.	<ul style="list-style-type: none"> • Develop a directive regulating the procedure for dealing with undesirable behaviour at work (discrimination, gender-motivated behaviour, bullying, sexual harassment). Regular process evaluation and review. • Provision of an electronic system for the receipt and recording of unwanted behaviour reports. • Identification and training of contact persons to receive and address reports of unwanted behaviour in the workplace. 	Q1/2024-Q2/2025 Q4/2023	HR Section, LAD, QMD, NCS, IT	<ul style="list-style-type: none"> • Document. • Licence. • Trained contact persons. • Organised event/participation. 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787/ FNUSA's own resources
Provide methodical support in addressing undesirable behaviour in the workplace.	<ul style="list-style-type: none"> • Preparation of methodological documents concerning the directive for employees and contact persons. • Preparation of an information campaign (leaflets, information on the intranet, website, social media). 	Q2/2024	HR Section	<ul style="list-style-type: none"> • Documents. • Information campaign. 	HRajeme fér (We play fair), CZ.03.01.02/00/22_012/0003787/ FNUSA's own resources
Procedure for addressing unwanted behaviour at work	<ul style="list-style-type: none"> • Consider creating an "ombudsman" position for employees. A person with the required qualifications, experience, communication skills and also the necessary authority with an established position within the organisational structure of FNUSA. 	Q4/2025	HR Div, FNUSA Management	<ul style="list-style-type: none"> • Internal analysis of the possibility to introduce the position of an ombudsman / creating a systematised post. 	FNUSA's own resources
Strengthen the prevention of unwanted behaviour in the workplace and raise employees' awareness of the options for addressing it.	<ul style="list-style-type: none"> • Implementation of work climate analyses/audits of clinics and individual workplaces. • Organisation of internal training for managers / employees / trainees / students on internship programmes at FNUSA regarding the topics of unwanted behaviour at work. 	continuously/ annual evaluation	HR Section, heads of FNUSA's organisational units	<ul style="list-style-type: none"> • Number of analyses per year. • Organised event/participation. 	FNUSA's own resources