

## ATTACHMENT: Gender Equality Plan 2025-2027 (English Version)



Regione del Veneto  
**Istituto Oncologico Veneto**  
Istituto di Ricovero e Cura a Carattere Scientifico  
Veneto Institute of Oncology IOV-IRCCS  
**Gender Equality Plan 2025-2027**



### Introduction:

With the launch of the Horizon Europe program, the European Commission made Gender Equality Plans (GEPs) a basic requirement for participation in its Research Framework Program. The GEP is defined as "*a set of commitments and actions aimed at promoting gender equality within an organization through a process of structural change*", i.e. a planning document containing commitments and actions aimed at promoting gender equality within an organization.

The Gender Equality Plan (GEP) of the Veneto Institute of Oncology (IOV-IRCCS) serves as a planning document for the years 2025-2027. It is intended to be an inclusive tool aimed at everyone, to promote the full participation of all individuals in the life of the Institute, to foster a culture of respect, to combat gender discrimination and to promote effective gender equality. The update of the GEP for the next three years (2025-2027) involved the Single Guarantee Committee (CUG). The CUG, through several working groups, developed and defined several objectives and positive actions based on the strategic lines of intervention identified in the Institute's previous Equality Plan. Subsequently, through a questionnaire, each CUG member, based on their specific perspective within the organization, assigned a level of priority to each action. Based on this evaluation, positive actions were identified and proposed to the working group in charge of drafting the Integrated Activity and Organizational Plan (PIAO) and to the Institute's management for inclusion in the 2025-2027 Gender Equality Plan.

### European Context:

The European Union's Strategy for Equality between Women and Men 2020-2025 sets the goal of making significant progress towards a gender equal Europe, "*a Union where women and men, girls and boys, in all their diversity, are free to pursue their chosen path in life, have equal opportunities to prosper and can participate and lead our European society on an equal footing*". The main objectives are to end gender-based violence, combat sexist stereotypes, close the gender gap in the labour market, achieve gender equality in all sectors of the economy, close the gender pay and pension gap, close the gender gap in leadership and ensure gender balance in decision-making and politics.

The strategy adopts a dual approach, combining gender mainstreaming with targeted actions, and its implementation is based on the cross-cutting principle of intersectionality. While focusing on actions within the EU, the strategy is consistent with the EU's external policies on gender equality and women's empowerment. Concrete actions include the European Commission's presentation of binding measures on pay transparency and a new proposal for a directive to combat violence against women and domestic violence, including online violence.

### **National Context:**

To address the multiple dimensions of gender discrimination that the pandemic has further highlighted, Italy has implemented the National Strategy for Gender Equality 2021-2026, inspired by the EU Gender Equality Strategy 2020-2025.

This strategy provides a long-term framework of values, policy direction and the ultimate goal of achieving gender equality. It is one of the cross-cutting priorities of the National Recovery and Resilience Plan and serves as a reference for the implementation of the Family Act reform.

The strategic document is the result of a broad and participatory process involving administrations, social partners and major associations. Five priorities were defined: Work, Income, Skills, Time and Power, with detailed and measurable goals and targets to be achieved by 2026.

With this strategy, Italy aims to improve its ranking in the Gender Equality Index developed by the European Institute for Gender Equality (EIGE) by five points by 2026. Italy currently ranks 14th among the EU-27 countries (in 2020 Italy's GEI scored 63.5 out of 100). This score is below the EU average in all sectors except health. For each priority, the document outlines the measures to be taken (including cross-cutting measures), the relevant indicators (to measure key aspects of gender inequality) and targets (specific and measurable objectives). The indicators and targets will be used to guide government action and monitor the effectiveness of the measures taken.

In order to strengthen the governance of the 2021-2026 strategy, the 2022 budget law mandated the adoption of a National Strategic Plan for Gender Equality and established an inter-institutional steering committee and a National Observatory for the Integration of Gender Equality Policies within the Ministry of Equal Opportunities. According to the aforementioned provisions, the National Strategic Plan for Gender Equality has the following objectives:

- To identify best practices to combat gender stereotypes;
- To close the gender gap in the labour market;
- To achieve gender equality across different sectors of the economy;
- To address the gender pay and pension gap;
- To ensure gender balance in decision-making processes.

### **Regional Context:**

The Veneto Region recognizes gender equality as a fundamental prerequisite for a fair and inclusive system of civil coexistence aimed at social progress and the socio-economic development of its territory. In line with the promotion of equal opportunities and the development of individuals according to their aspirations and inclinations, the Region supports the affirmation of the role of women in society and the dissemination of an anti-discrimination culture at all levels, in compliance with and implementation of the principles enshrined in the Charter of Fundamental Rights of the European Union, the Italian Constitution and the Regional Statute.

In addition to the role of the Regional Equality Advisor, established by Italian Law 125/1991 and incorporated into Italian Legislative Decree 198/2006, the "Code of Equal Opportunities for Men and Women", to promote and monitor the implementation of the principles of equality, opportunity and non-discrimination between men and women, the Veneto Region has recently enacted Regional Law 3/2022, which introduces important measures to promote equal pay for men and women and to support stable and quality employment for women.

Another initiative undertaken in 2022 was the launch of a participatory consultation to further detail the Veneto Region's strategy to reduce disparities between women and men, particularly in the context of the FSE+ regional program for the 2021-2027 programming cycle.

### The IOV Context:

The adoption of the Gender Equality Plan by the Veneto Oncology Institute (IOV) IRCCS represents an opportunity to define guidelines for consolidation and development aimed at promoting gender equality within the organization, according to European, national and regional strategies, While the general aspects have been covered in other sections, this section focuses on the gender distribution across various areas, including management, officials, and research personnel, as well as a specific focus on the utilization of paid leave by gender. The distributions reported below refer to staff data as of December 31, 2024.

Figure 1 – Gender distribution of Top Management and Department Director Positions (31/12/2024 Update)

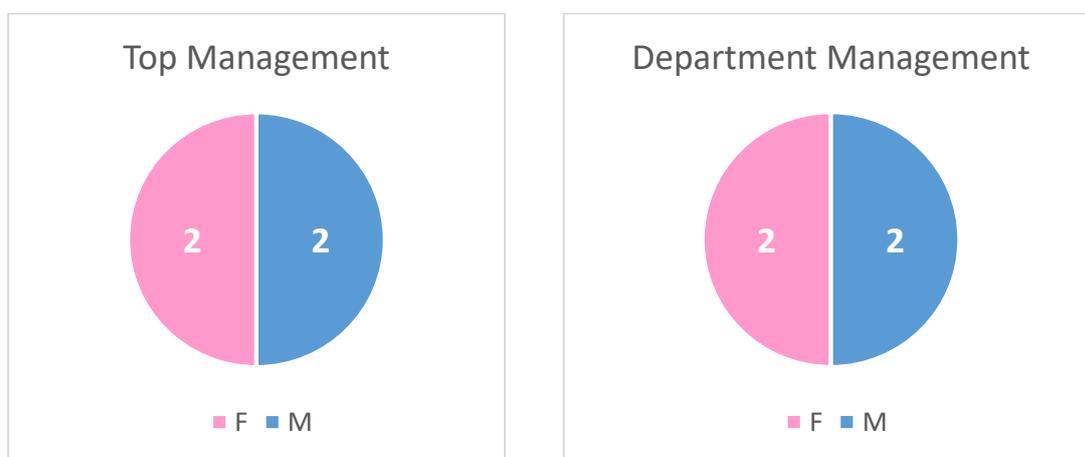


Figure 2 – Gender and Age distribution of IOV Staff (31/12/2024 Update)

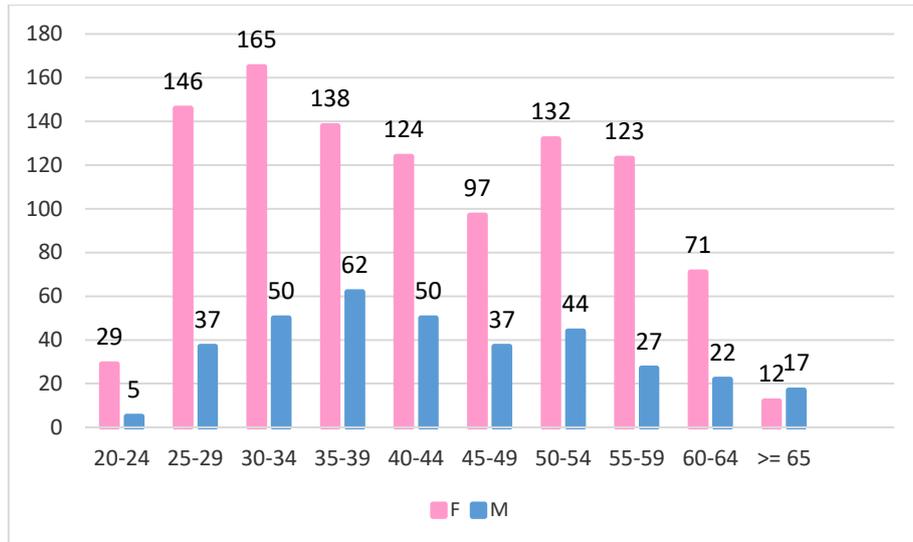


Figure 3 – Gender and Role distribution of IOV Managers and Medical Doctors (31/12/2024 Update)

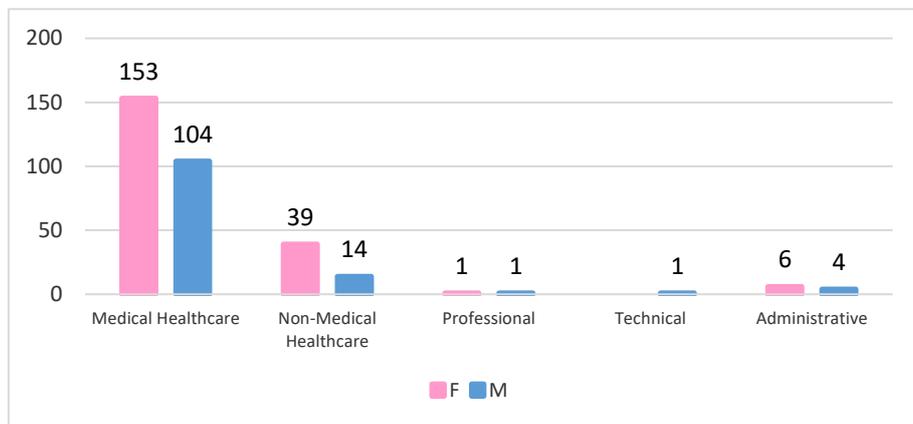


Figure 4 – Gender and Role distribution of IOV Nurses and technical workers (31/12/2024 Update)

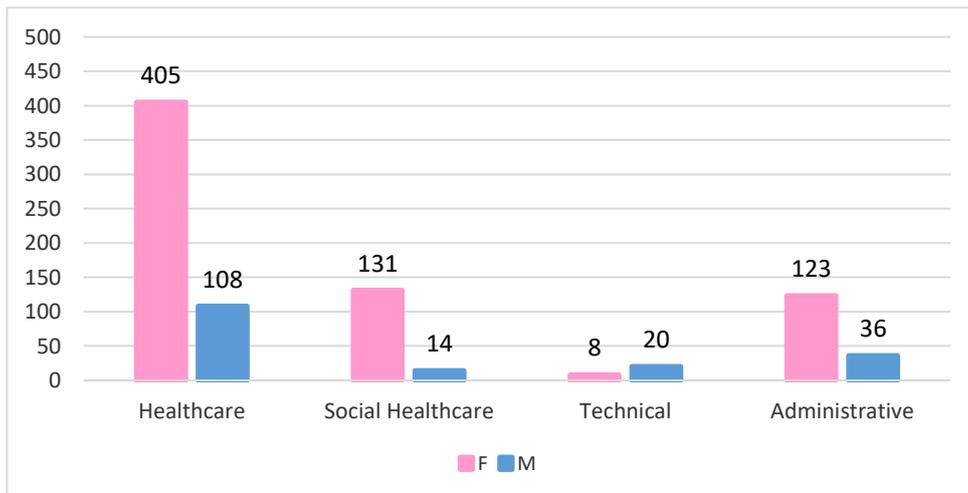


Figure 5 – Gender and Role distribution of IOV Research Staff and Scholarship holders (31/12/2024 Update)

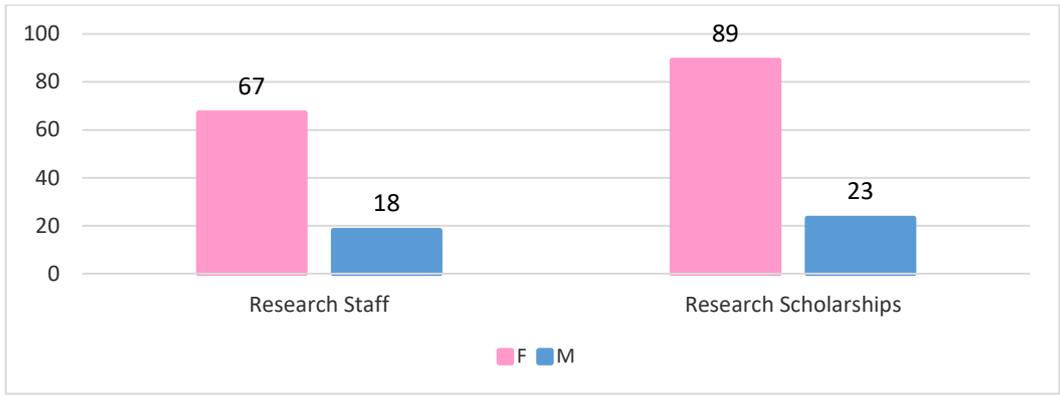
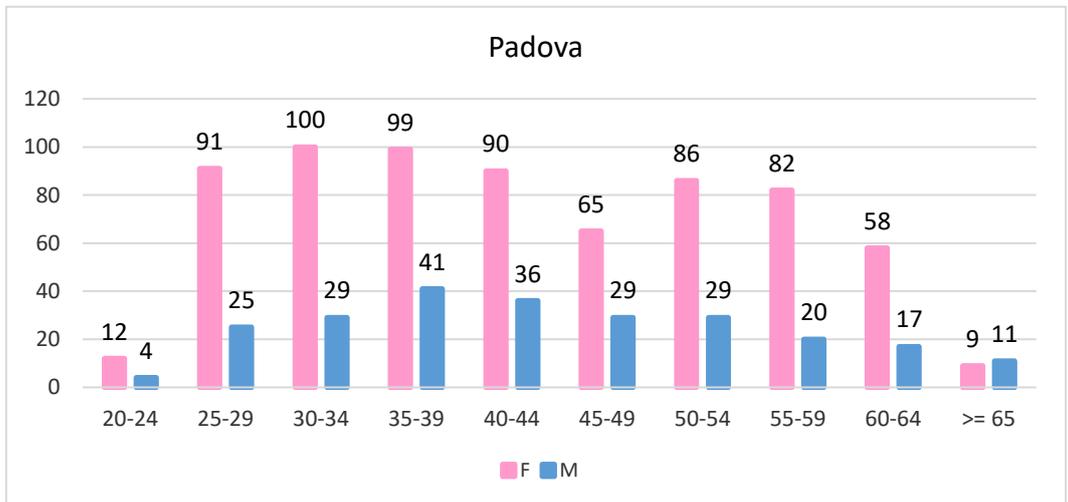
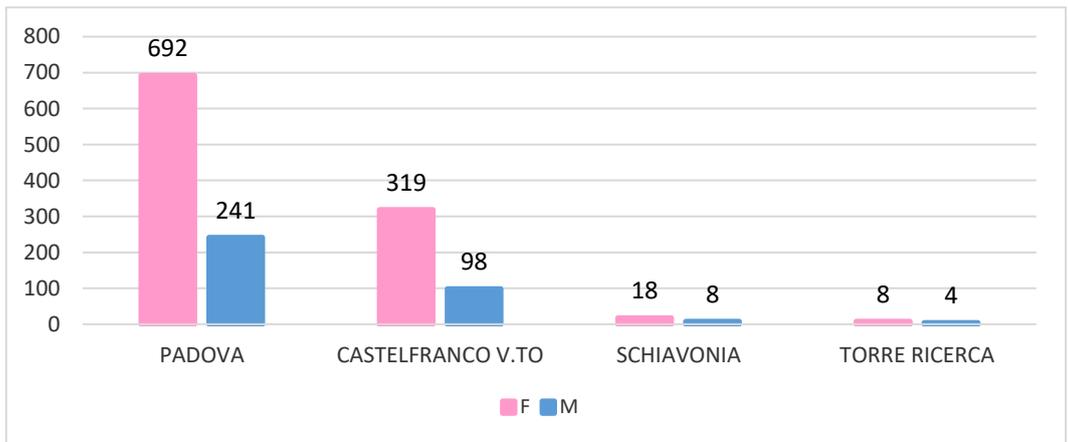


Figure 6 – Gender distribution at different IOV sites (31/12/2024 Update)



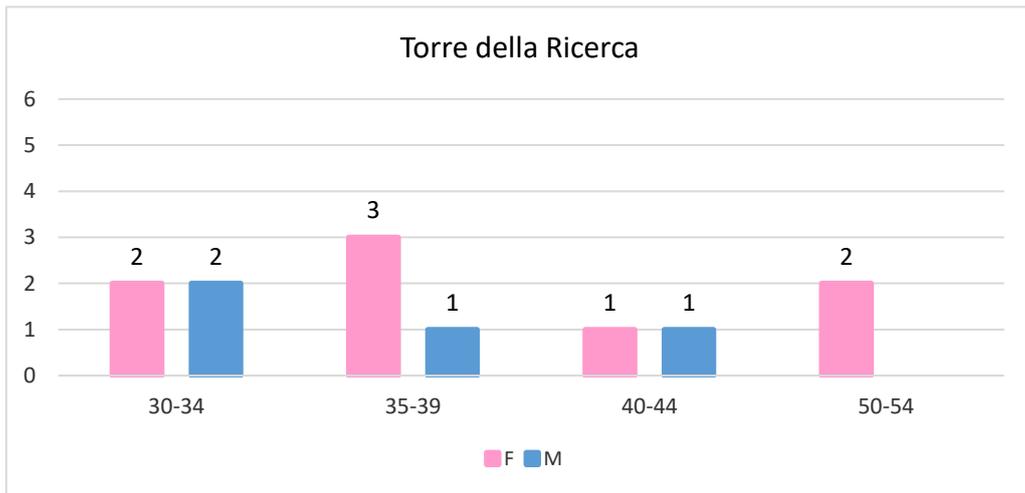
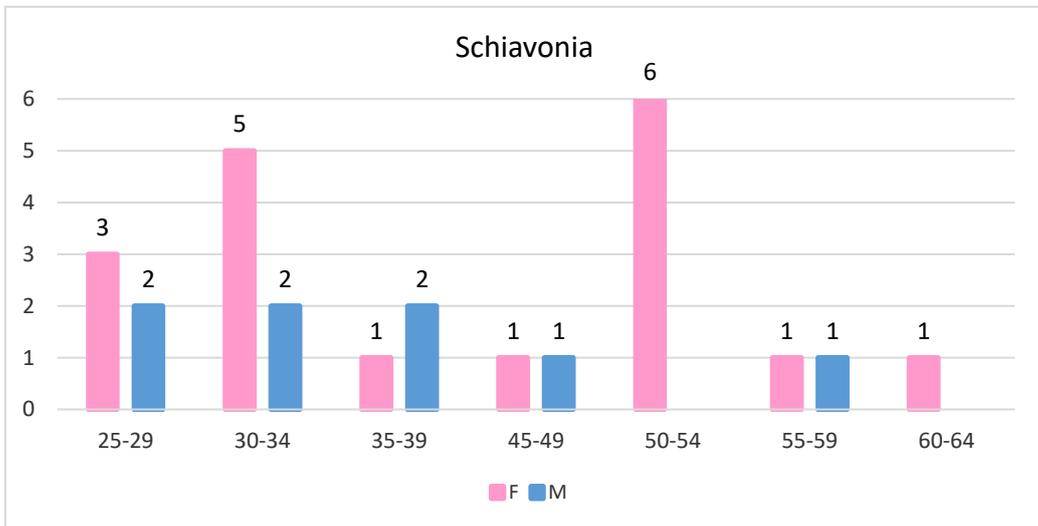
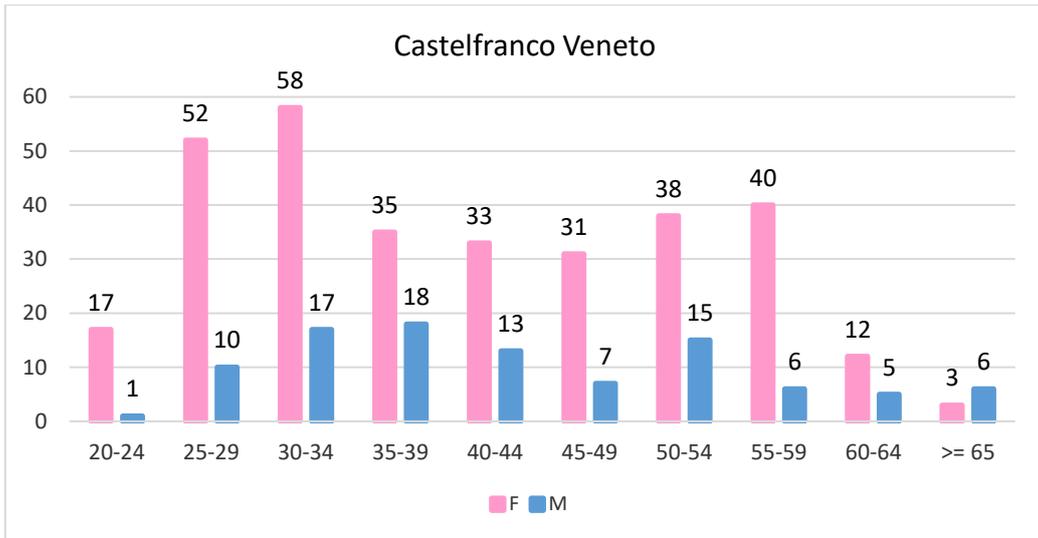
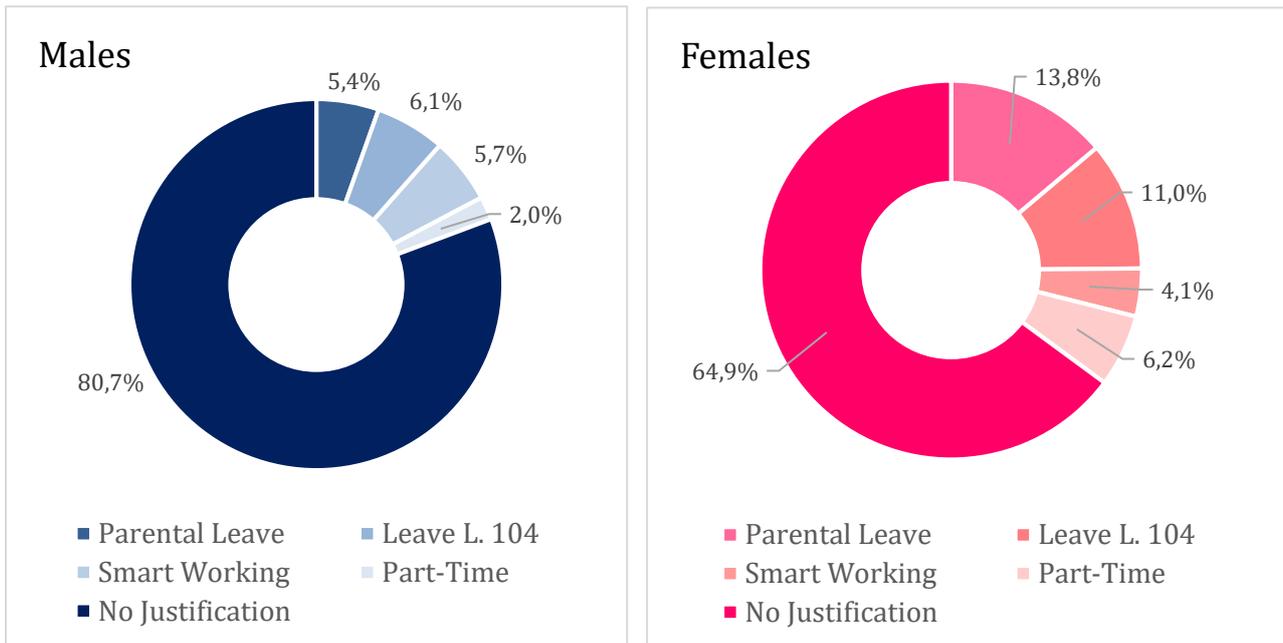


Figure 7 – % distribution of leave taken, broken down by gender (Year 2024)



### Activities already implemented in support of gender equality

Below is a summary of some of the initiatives and activities already undertaken by IOV to promote gender equality.

#### The Single Guarantee Committee (CUG)

The Single Guarantee Committee (CUG) for equal opportunities, improvement of the well-being at work and against discrimination was updated in its composition at IOV by the General Director's Resolution No. 808 of 14/09/2023 and was established during 2024.

The CUG replaces and merges the Equal Opportunities Committee and the Joint Commission on Bullying. It has a balanced composition, with an equal number of union and management representatives.

The Committee has an advisory, consultative and monitoring role (pursuant to art. 57, paragraph 3 of Italian Legislative Decree 165/2001 and art. 9 of the "Regulations for the functioning of the Single Guarantee Committee of the Veneto Oncology Institute of Padua IRCCS") and collaborates with the Trusted Advisor.

It contributes to the optimization of the productivity of the public sector by improving the efficiency of performance, ensuring a working environment characterized by respect for the principles of equal opportunities, organizational well-being and opposition to any form of discrimination or moral or psychological harassment in the workplace.

## Smart working

The Director General's Resolution No. 928 of 30/10/2023 approved the new Smart Working Regulation. The introduction of this alternative working method aims to achieve the following main objectives:

1. To promote greater flexibility in work activities to facilitate work-life balance;
2. To improve the quality of work performance through the psychological and physical well-being of employees;
3. To enhance and empower human resources by promoting and ensuring the development of a results-driven management culture;
4. To promote mutual trust between employer and employee by focusing on goal achievement rather than physical presence;
5. To strengthen performance measurement and evaluation systems based on results and service levels;
6. To promote the use of IT technologies and digitalization;
7. To promote a culture of sustainable mobility by reducing commuting in line with environmentally conscious policies aimed at reducing urban traffic;
8. To rationalize office space to achieve management and cost savings.

The policy applies to administrative and health research personnel.

Smart working is allowed for a maximum of two days per week; research staff involved in laboratory activities may use smart working up to two days per month; research staff not involved in laboratory activities may use smart working up to eight days per month.

Smart working is also permitted for up to 50% of employees in each individual structure, including on a rotating basis (rounded down and subject to exceptions provided for in the Regulation) and according to the following priorities:

- Workers with children up to 12 years old / without age limits if disabled;
- Workers with severe disabilities under Article 4, paragraph 1, Italian Law 104/1992;
- Workers who are caregivers under Article 1, paragraph 255, Italian Law 205/2017;
- Workers who benefit from special permissions under paragraphs 2-3, Article 33, Italian Law 104/1992.

Exceptions to the 50% limit may be made in certain documented circumstances for employees who are commuters and live more than 20 km from the workplace, or for employees in special circumstances (other than those listed above).

The procedure for granting smart working is as follows:

- Completion of the form by the employee (available on the institutional website);
- Authorization signature of the service manager;
- Submission of the form to the UOC Human Resources Management;
- Preparation of the agreement by the UOC Human Resources Management;

- Sending the agreement to the employee for signing by both the employee and the service manager;
- Submission of the original signed agreement to the UOC Human Resources Management.

### **“Time-off donation”**

The IOV has adopted a specific regulation for the management of "time-off donation", in accordance with article 34 of the CCNL of 21/05/2018 - for sector personnel and other relevant CCNL provisions. Through this regulation, the Institute aims to support employees who need to take care of minors who require continuous attention due to specific health conditions. This policy, which does not involve any additional administrative costs, is intended to improve the well-being of the organization by implementing a solidarity action among colleagues. It complements the measures taken to promote work-life balance.

The policy governs the voluntary and gratuitous transfer of a portion of an employee's leave to another employee who must care for minors who require constant attention due to certain health conditions. It applies to all employees of the Institute, regardless of their employment status or gender.

### **“Gender Balanced” Selection Committees**

The Director General’s Resolution no. 499 dated 08.11.2011 approves the regulation for the organization of selection procedures for the management staff of the Veneto Oncology Institute IRCCS. The Director General appoints the Selection Board and provides the necessary staff for its activities. At least one third of the committee members must be women, unless this is objectively impossible, in accordance with Article 57 of Italian Legislative Decree 165/2001, as amended.

### **Three-Year Plan of Positive Actions – PPA 2025-2027**

As in previous years, the Three-Year Plan for Positive Action 2025-2027 was drawn up using the PDCA (Plan Do Check Act) methodology, adapted to the guidelines promoted by the European Institute for Gender Equality (EIGE) for drawing up gender equality plans.

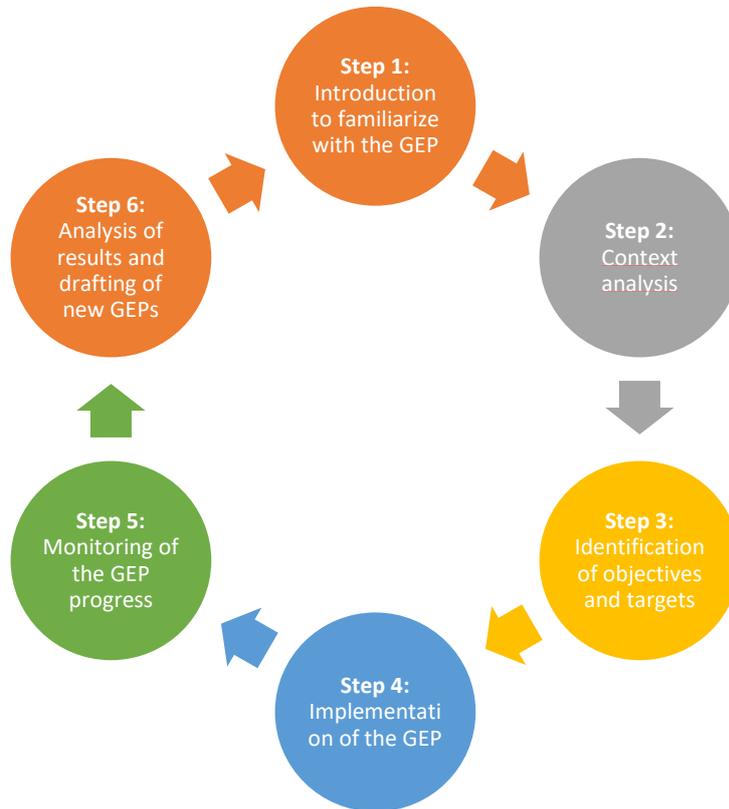
The plan includes the following steps:

1. **The strategic lines of intervention** to promote positive action reflect the recommendations of the European Commission for the preparation of the GEP and are summarized below:
  1. Work-life balance and organizational culture;
  2. Gender balance in leadership and decision-making bodies;
  3. Gender equality in recruitment and career progression;
  4. Integration of gender dimensions into research and training;
  5. Combating gender violence, bullying, harassment, and sexual harassment.
  
2. A series of **positive actions** were identified for each strategic line, with the contribution of specific working groups within the CUG.

3. The relevance of each action was determined through a **questionnaire** administered to primary and alternate members of the CUG. Based on relevance, actions were proposed to the Strategic Directorate for inclusion in the plan.

4. For each positive action, **objectives and related targets** were identified.

Figure 8 – PDCA Cycle for Drafting the GEP



### Three-Year Plan of Positive Actions – PPA 2025-2027

Strategic intervention Line	Objective	Action	Recipients	Involved Units	Indicators	Timeline	Monitoring Reference
Work-life balance and organizational culture	Implementation of services to support staff, to promote work-life balance	Development of a working group for the design and evaluation of the sustainability of services to support personnel	All the staff	Human Resources Management	Formalization of the working group	By June 2025	Human Resources Management
				Accounting and Budgeting	At least two meetings per year	By December 2025	
	Increased availability and usability of parking for staff	Reorganization of parking access at Busonera Hospital	Busonera Hospital Staff	Technical and Patrimonial Services	Launch of the new organization	First Quarter 2025	Hospital Health Professionals
		Busonera parking lighting	Busonera Hospital Staff	Technical and Patrimonial Services	Development of a lighting project for the Busonera Hospital parking lot	By December 2025	Hospital Health Professionals
Support for the well-being of the staff	Meditation and Stress management training course	All the staff	Hospital Psychology	Course Launch	First semester 2025	Hospital Psychology	
Gender balance in leadership and decision-making bodies	Highlighting gender imbalances in leadership, within work groups	Survey on the gender distribution of the main working groups (for organizational aspects)	All the staff	Staff DG DS DMO Quality, Accreditation, and IRCCS Recognition	Reconnaissance document	By December 2025	Quality, Accreditation, and IRCCS Recognition
Gender equality in recruitment and career progression	Consolidating the culture of gender balance	Survey on the gender distribution of recruited subjects and career progression	All the staff	Human Resources Management	Monitoring of recruitment and progressions	2025, 2026, 2027	Human Resources Management

Strategic intervention Line	Objective	Action	Recipients	Involved Units	Indicators	Timeline	Monitoring Reference
Integration of gender dimensions into research and training	Consolidating the culture of gender balance	Survey of the gender distribution of principal investigators	All the staff	Development and Coordination of Health Research	Identificazione PI gender equity	2025, 2026, 2027	Development and Coordination of Health Research
Combating gender violence, mobbing, harassment, and sexual harassment	Improving knowledge and awareness on mobbing, harassment and gender-based violence	Training and communication	All the staff	Communication and Marketing Training	Report on communication and training activities on the topic	By December 2025	Communication and Marketing
	Psychological support for employees who are victims of violence or mobbing	Support Center Reorganization	Employees victims of violence or mobbing and other employees in difficulty	UOSD Psychology	Project Report	By December 2025	Hospital Psychology
					Increasing of users	By December 2026	Hospital Psychology
	Support in case of suspected mobbing	Activation of the process with the trusted advisor	Employees victims of violence or mobbing	CUG General and Legal Affairs	Active agreement with the trusted advisor	By December 2025	General and Legal Affairs