

ATTACHMENT: Gender Equality Plan 2026-2028 (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 2026-2028



Foreword:

The Gender Equality Plan (GEP) is defined as *"a set of commitments and actions that aim to promote gender equality in an organisation through a process of structural change"*.

With the start of the Horizon Europe programme, the European Commission has made the GEP, the gender equality plan, a fundamental requirement for participation in its research framework programme.

IOV's Gender Equality Plan (GEP) for the years 2026-2028 is meant to be an inclusive tool aimed at all, and to enhance the full participation of all people in the Institute's life, fostering a culture of respect, combating gender discrimination and promoting effective gender equality.

The annual updating of the GEP, which considers not only internal data but also the results of organisational climate surveys or audits, has also involved the Single Guarantee Committee (CUG) since 2024, in particular with regard to defining objectives and positive actions on the basis of previously identified strategic lines of action.

For this GEP (2026-2028), account was taken of the CUG's review of the actions identified in the previous year by means of a number of workgroups developed during field training. These actions were then shared with Strategic Management.

The European Context

The European Union pursues the goal of gender equality by adopting strategies that systematically integrate the gender perspective into all policies, flanked by specific measures and initiatives such as the "EU Gender Equality Strategy 2020-2025", the goal of which is 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 thrive, and can equally participate in and lead our European society.

The key objectives are ending gender-based violence; challenging gender stereotypes; closing gender gaps in the labour market; achieving equal participation across different sectors of the economy; addressing the gender pay and pension gaps; closing the gender care gap and achieving gender balance in decision-making and in politics. The Strategy pursues the dual approach of gender mainstreaming and targeted actions with their implementation being based on intersectionality. While the Strategy focuses on actions within the EU, it is coherent with the EU's external policy on gender equality and women's empowerment.

Concrete actions taken included the presentation by the European Commission of binding pay transparency measures and a new proposal for a directive to combat violence against women and domestic violence.

The National Context

To counter the multiple dimensions of gender discrimination, which the pandemic helped to highlight, the National Gender Equality Strategy 2021-2026 has been implemented at the national level, inspired by the EU Gender Equality Strategy 2020-2025. This represents, through a long-term perspective, the pattern of values, the direction of the policies to be implemented and the end point in terms of gender equality. The Strategy is one of the cross-cutting priorities of the National Recovery and Resilience Plan and the reference for the implementation of the Family Act reform (Delegated Law No. 32/2022).

The strategic document is the result of a wide-ranging and participatory process that has involved administrations, parts of industries and the main associations. There are five priorities: Work, Income, Skills, Time and Power, with detailed and measurable goals and targets to be achieved by 2026. Through this strategy, Italy aims to achieve by 2026 a five-point increase in the ranking of the Gender Equality Index drawn up by the European Institute for Gender Equality (EIGE), which currently sees our country in 14th place among the EU-27 countries.

In the EIGE's 2025 Gender Equality Index, Italy scored 61.9 points out of 100, placing it 12th in the European Union. The score in this index has increased by 9.4 points since 2015 and by 3.9 points since 2020. Though this score is below the EU average, the gap with the European average is narrowing, highlighting how our country is making progress on gender equality.

The document for each of the priorities defines the interventions to be made (including measures across several areas), as well as the relevant indicators (aimed at measuring the main aspects of gender inequality) and targets (the specific, measurable objective to be achieved). The indicators and targets serve to guide government action and monitor the effectiveness of the interventions put in place.

In order to strengthen the governance of the 2021-2026 Strategy, the 2022 Budget Law, in addition to providing for the adoption of a National Strategic Plan for Gender Equality, ordered the establishment of a cross-departmental steering committee and a National Observatory for the integration of gender equality policies at the Department for Equal Opportunities.

According to the aforementioned regulations, the National Strategic Plan for Gender Equality has the following objectives:

1. identify good practices to combat gender stereotypes;
2. close the gender gap in the labour market;
3. achieve equality in participation in the different economic sectors;
4. address the wage and pension gap;
5. achieve gender balance in decision-making.

The Regional Context

The Veneto Region recognises gender equality as a fundamental prerequisite for a fair and inclusive system of civil coexistence aimed at its social progress and socio-economic development and, with a view to the dissemination of equal opportunities and personal development according to the

aspirations and inclinations of each person, promotes the affirmation of the role of women in society and the dissemination of an anti-discriminatory culture at all levels, in compliance with and in implementation of the provisions of the Charter of Fundamental Rights of the European Union, the Italian Constitution and the Regional Statute.

In addition to the Regional Equality Adviser – a figure established by Law 125/1991, which merged into Legislative Decree 198/2006 “Equal opportunities between men and women code”, with the aim of promoting and monitoring the implementation of the principles of equality, opportunities and non-discrimination between women and men – the Veneto Region has recently enacted Regional Law No. 3 of 15 February 2022, which introduces significant measures to promote equal pay between women and men and support stable and quality female employment.

A further initiative promoted during 2022 was a participatory consultation to define the Veneto Region's strategy to reduce gender inequalities, in particular within the ESF+ Regional Programme for the 2021-2027 programming cycle.

IOV's Context

The Istituto Oncologico Veneto IRCCS adopting the Gender Equality Plan is an opportunity to define, consistent with European, national and regional strategies, lines of consolidation and development to promote gender equality within the organisation.

General aspects have already been covered in other sections, so here we will focus on gender distribution in the various areas, from management to post holders and research staff, as well on the use of leave according to gender.

All these indicators are monitored annually.

The distributions below refer to staffing level as at 31/12/2025.

Figure 21 – Gender distribution in Top Management positions and Department Directors as at 31/12/2025

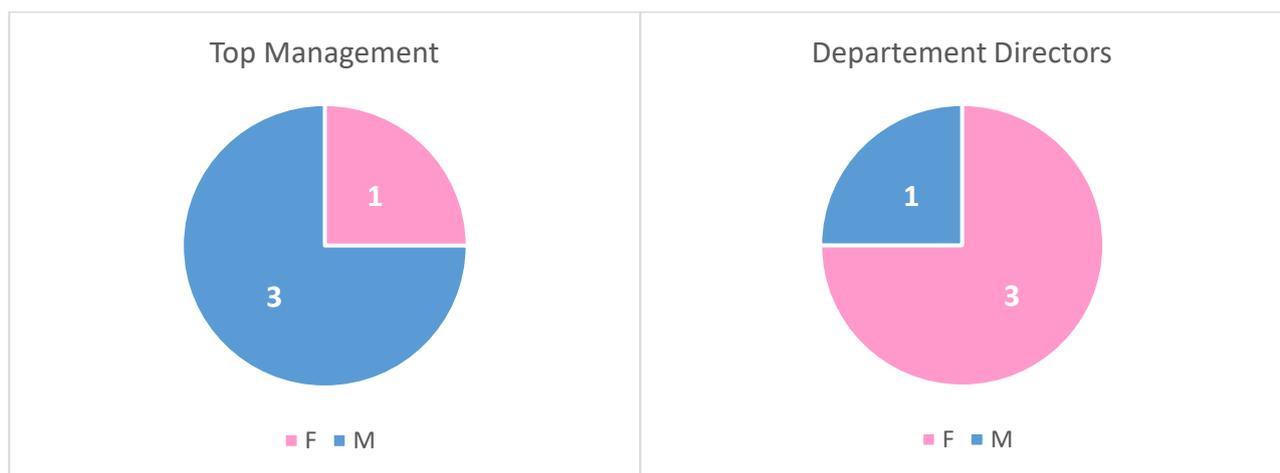


Figure 22 – Gender distribution of staff by age group as at 31/12/2025

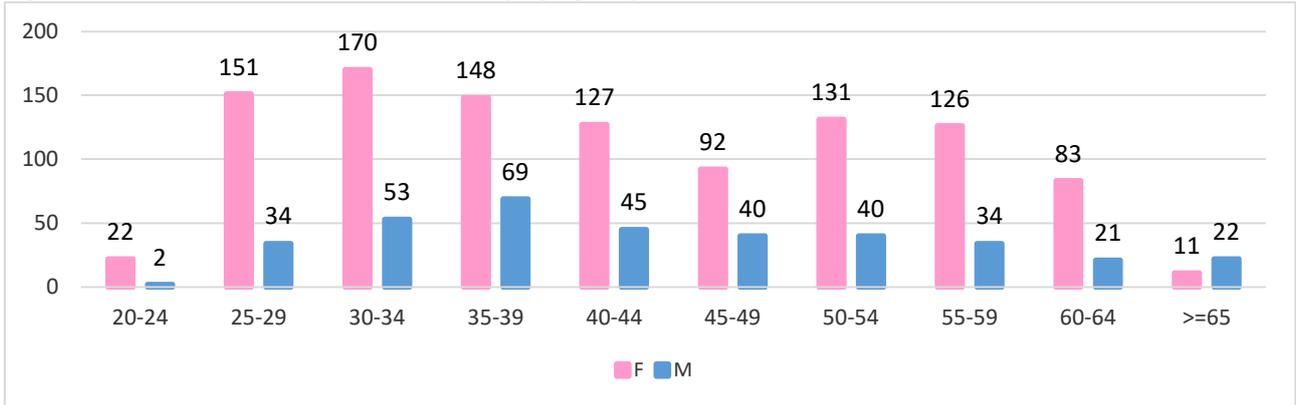


Figure 23 – Gender distribution by role (management) as at 31/12/2025

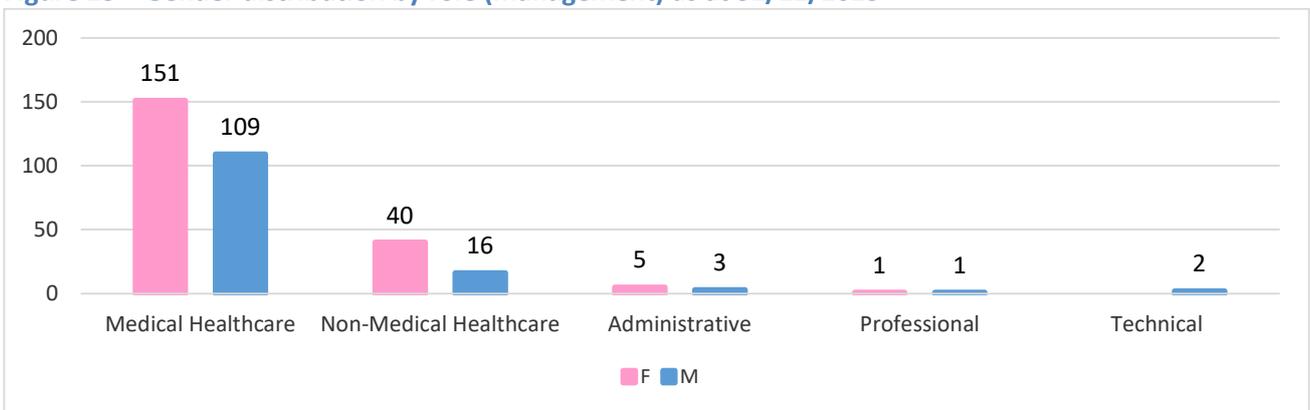


Figure 24 – Gender distribution by role (sector) as at 31/12/2025

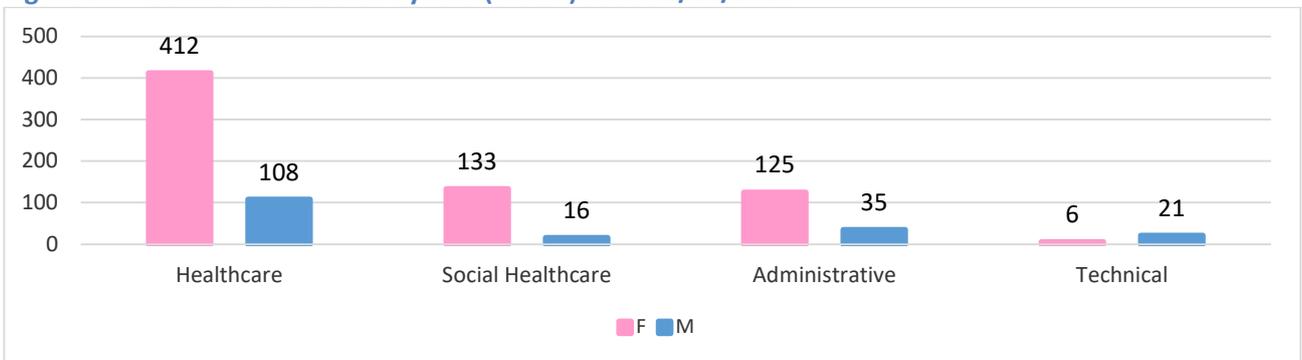


Figure 25 – Gender distribution by role (scholarship and health research staff) as at 31/12/2025

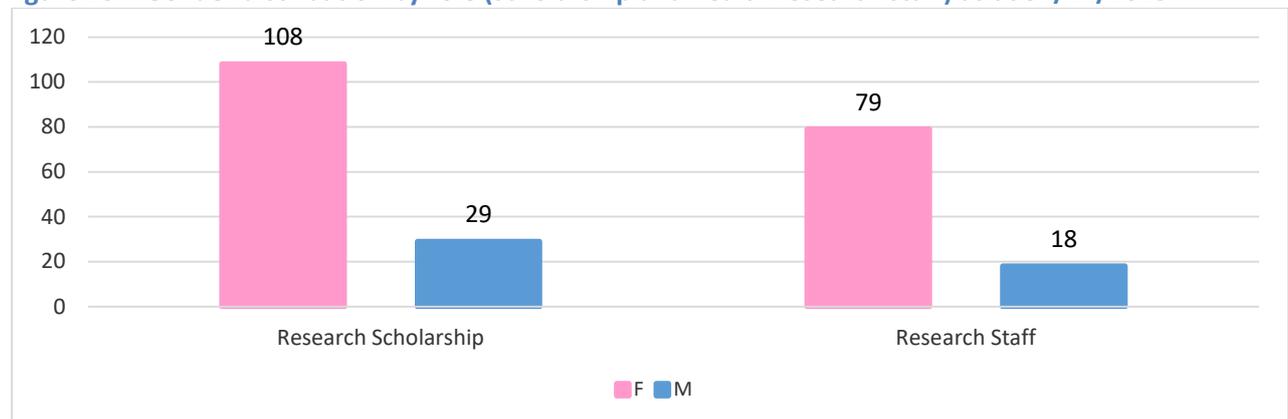
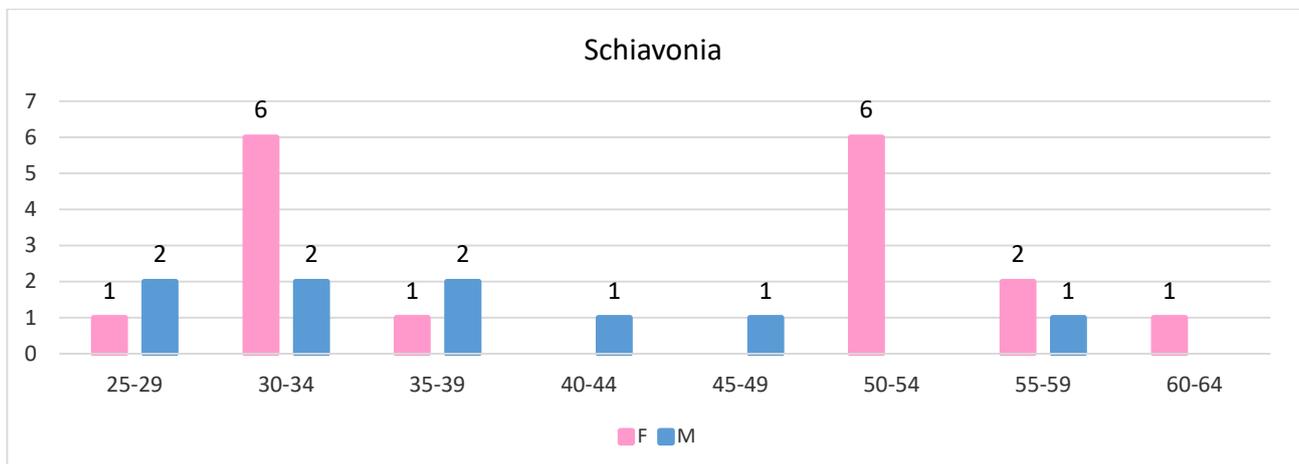
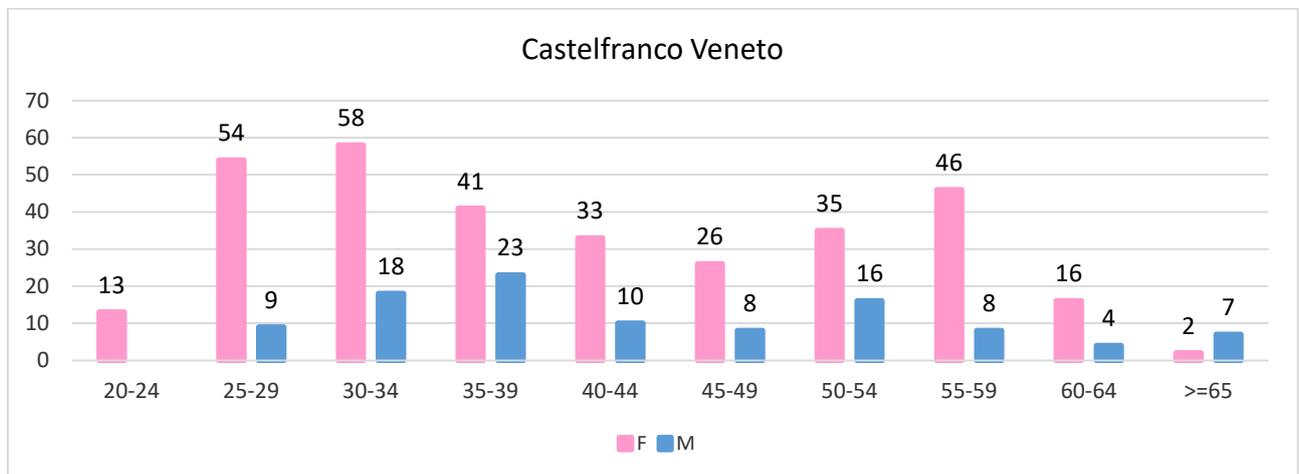
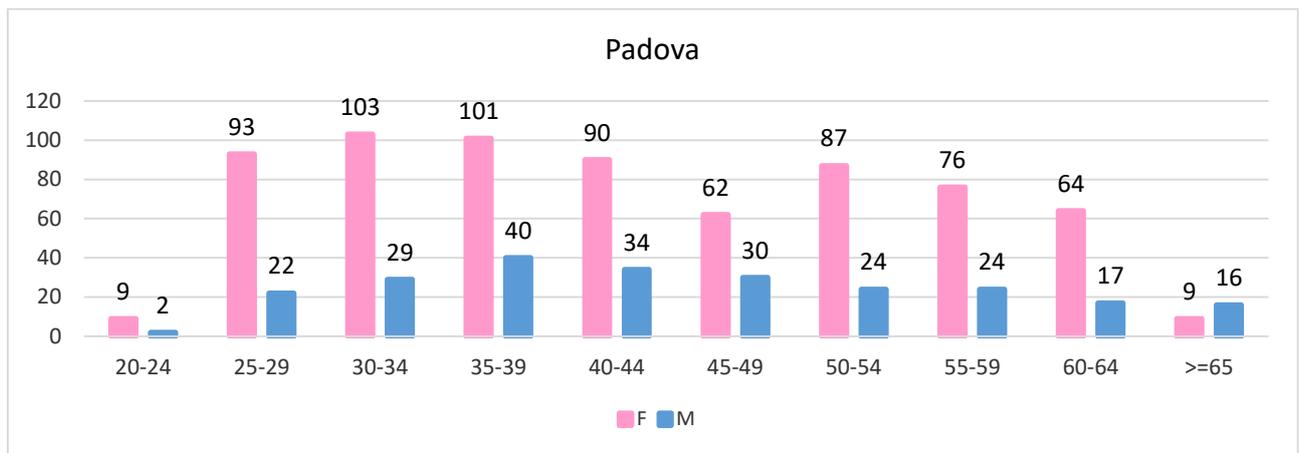
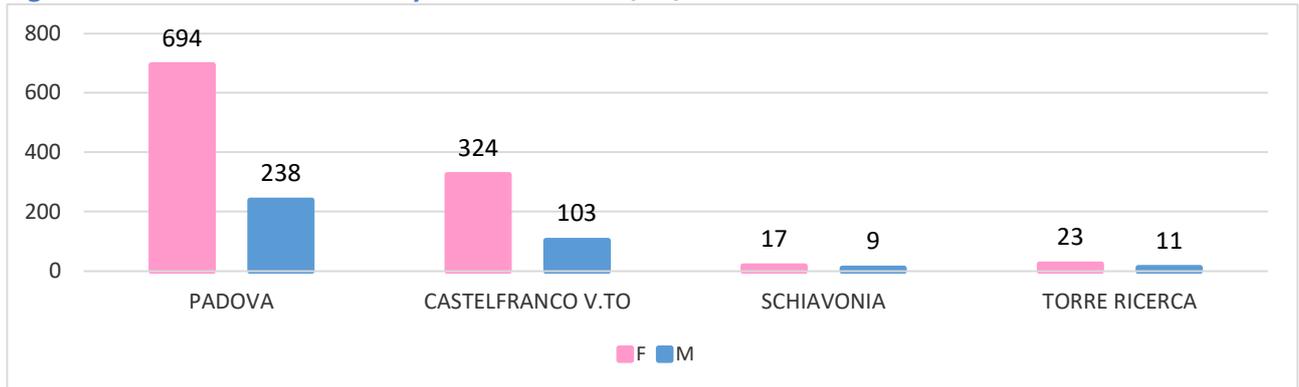


Figure 26 – Gender distribution by location as at 31/12/2025



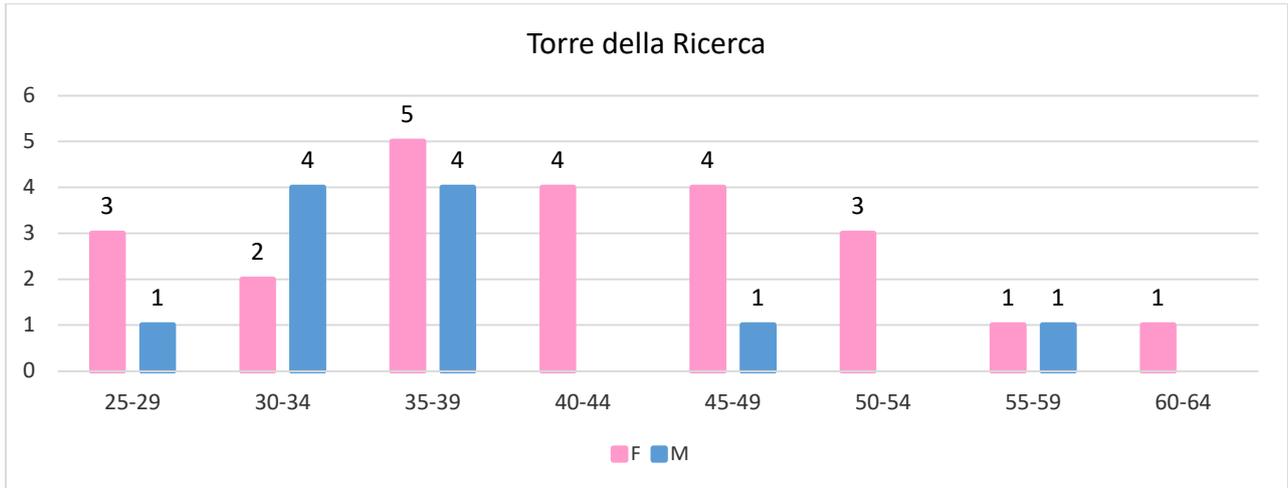
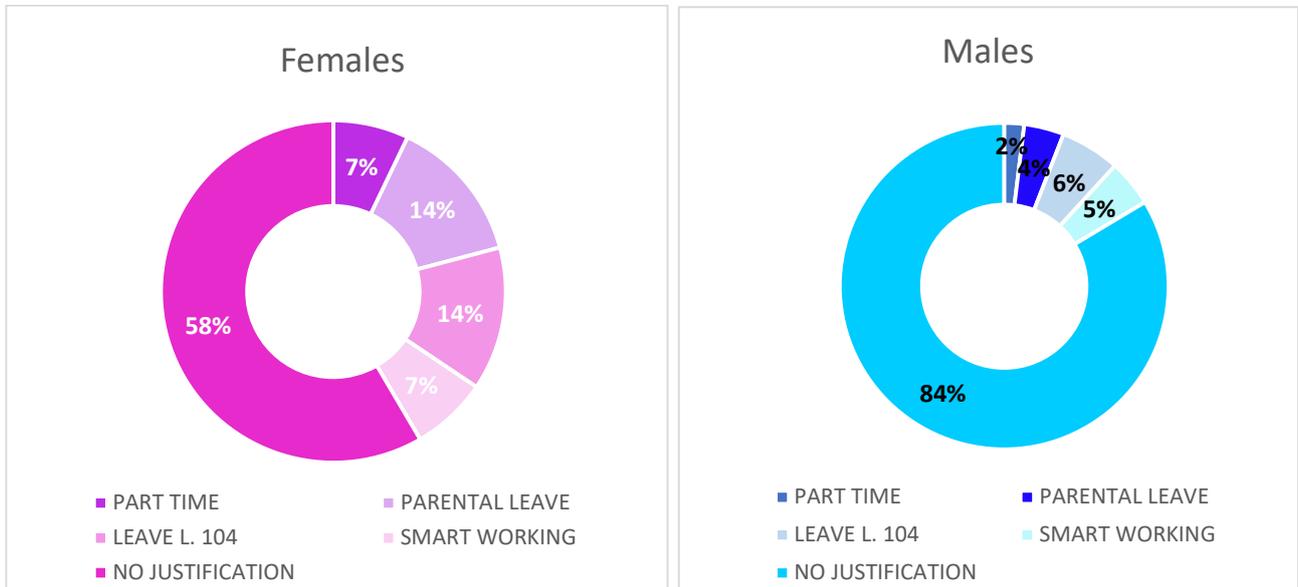


Figure 27 – % distribution of time off work utilised by gender (Year 2025)



Initiatives supporting gender equality already activated at IOV

Below are some initiatives and activities already implemented by IOV to promote gender equality.

- **Single Guarantee Committee (CUG)**

The composition of IOV's Single Guarantee Committee (CUG) for equal opportunities, the well-being of those who work and against discrimination was updated by Director General Resolution No. 808 of 14/09/2023 and the body took office in 2024.

The CUG replaces the Equal Opportunities Committee and the Joint Committee on Harassment, combining their remits; it has equal representation and is made up of an equal number of trade union and management representatives.

Pursuant to Article 57, paragraph 3 of Legislative Decree 165/2001 and Article 89 of the "Rules for the functioning of the Single Guarantee Committee of the Istituto Oncologico Veneto di Padova I.R.C.C.S.", the Committee has proposal, advisory and verification duties and works in collaboration

with the confidential counsellor. It contributes to optimising public work productivity, improving the efficiency of performance linked to the guarantee of a working environment characterised by respect for the principles of equal opportunities, organisational well-being and the fight against any form of discrimination and moral or psychological violence against workers.

- **Corporate Welfare Institutions**

For the year 2025, the Human Resources Operational Unit has confirmed its special focus on the implementation of the following facilities:

- ✓ Remote working
- ✓ Solidarity leave

Remote working

By Director General Resolution No. 928 of 30/10/2023, the new Regulation for Remote Working for staff in the sector was approved, and, as mentioned above, the Company Regulation for Professional, Technical and Administrative Management Staff – Local Functions Area was adopted by Commissioner Resolution No. 929 of 31/10/2025.

The introduction of this different way of working aims to achieve the following:

- ✓ facilitate work-life balance by promoting greater flexibility in the performance of work tasks;
- ✓ improve performances, including with the psycho-physical well-being of employees;
- ✓ value and empower human resources, fostering and ensuring the development of a result-oriented management culture;
- ✓ promote mutual trust between employer and employee, without linking it to the circumstance of presence on duty, but to the achievement of objectives;
- ✓ strengthen performance measurement and evaluation systems based on results and service levels;
- ✓ promote the use of information technology and digitisation;
- ✓ spread the culture of sustainable mobility, aiming to reduce travel, with a view to an environmental policy sensitive to the reduction of urban traffic in terms of volumes and distances;
- ✓ rationalise workspaces, with management and cost savings.

The Regulation applies to all staff in the administrative, health research and research support roles. Remote work is granted for two days per week at most; research staff carrying out laboratory activities may work remotely for two days per month at most; research staff not carrying out laboratory activities may work remotely for eight days per month at most.

Remote work is also granted, within each Facility, to a number of employees not exceeding 50%, including on a rotating basis (rounded down to the nearest unit and subject to the exceptions set out in the Regulation), based on the following priorities:

- workers with children up to the age of 12 / no age limit if disabled;
- workers with severe disabilities under Art. 4, para. 1 of Law 104/1992;
- workers caregivers under Art. 1 para. 255 of Law 205/2017;
- workers who take advantage of the permits referred to in Article 33, paras. 2-3 of Law 104/1992.

Provision is made, under specific proven conditions, for authorising remote work – on a case-by-case basis – for commuting workers domiciled more than 20 km from their place of work, as well as for workers in special situations (other than those falling within the above categories): in these circumstances, the 50% limit may be waived.

The procedure for granting remote work is as follows:

- a. filling in the form by the employee (available on the official website);
- b. authorising signature by the head of the service;
- c. transmission of the form to the Human Resources Operational Unit;
- d. drafting of the agreement by the Human Resources Operational Unit;
- e. transmission of the agreement to the employee for signature by the employee and the head of the service;
- f. transmission of the agreement with the signatures, in its original, to the Human Resources Management Unit.

Solidarity leave

IOV has adopted specific regulations for the “Solidarity Leave” option pursuant to Art. 34 of the CCNL [National Collective Labour Agreement] of 21.05.2018 – sector personnel and the CCNL of 19.12.2019 – healthcare area, art. 1, paragraph 4 of the CCNL of 11.07.2019 – research and health research support staff and art. 17 of the CCNL of 17.12.2020 – local functions area.

In particular, with the aforementioned regulation, the Institute wishes to support workers who need to care for minors requiring constant care due to particular health conditions.

The application of this Regulation does not entail any additional costs for the entity and is aimed at increasing the company's organisational well-being, by means of solidarity among colleagues forming part of work-life balance measures.

The Regulation governs the transfer, on a voluntary basis and free of charge, by an employee to another employee who needs to care for minors who require constant care due to particular health conditions, of part of his or her leave, in accordance with the terms and conditions set out in the Regulation itself, and applies to all staff in service at the Institute, with an open-ended or fixed-term employment relationship, including research and support staff, without any gender distinction.

- **Gender Equality in Job Application Procedures**

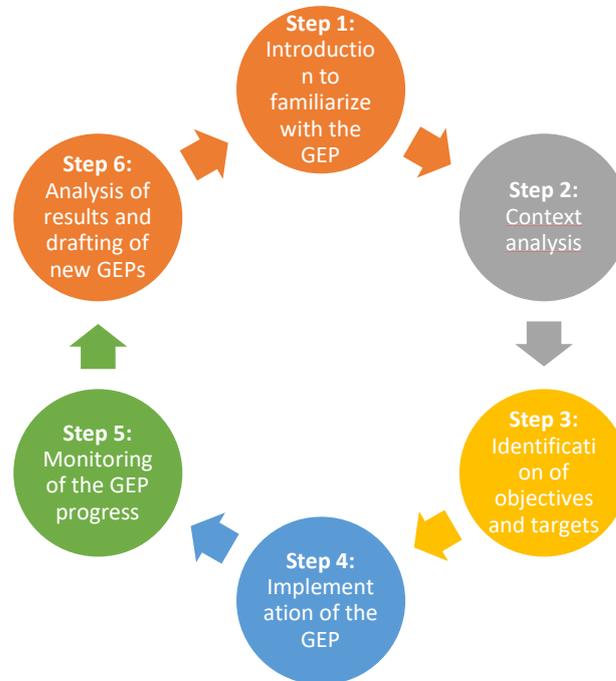
Director General Resolution No. 499 of 08/11/2011 approved the Regulation for the conduct of job application procedures for management staff of Istituto Oncologico Veneto IRCCS.

The Director General appoints the selection board after the expiry of the deadline for applications and provides the necessary staff for its work. Except for proven impossibility, at least one-third of the positions on the selection board is reserved for women, in accordance with Article 57 of Legislative Decree No. 165 of 30 March 2001, as amended and supplemented. The Human Resources Management Unit's special focus in the implementation of this regulation has been confirmed for the year 2025 too.

Three-year Positive Action Plan – 2026-2028 PTAP

The 2025-2027 Three-year Positive Action Plan was drafted, as in previous years, according to the PDCA (Plan Do Check Act) methodology adapted to the dedicated guidelines promoted by the European Institute for Gender Equality (EIGE) for drafting Gender Equality Plans.

Figure 28 – PDCA cycle GEP drafting



Its steps are detailed below:

- **Strategic intervention lines:** The proposed actions that will be promoted over the three-year period are linked to one or more of the recommendations put forward by the European Commission for drawing up the GEP, as summarised below:
 - ✓ Work-life balance and organisational culture;
 - ✓ Gender balance in leadership and decision-making bodies;
 - ✓ Gender equality in recruitment and career advancement;
 - ✓ Combating gender-based violence, bullying, harassment and sexual harassment.
- For each strategic line, the possibility of identifying a series of **positive actions** was considered, also with the contribution of specific workgroups within the CUG.
- For each action, relevance, feasibility and sustainability were assessed in order to identify the **actions to be proposed to Strategic Management for inclusion in the plan**.
- For each positive action selected, objectives were identified with associated targets, **indicators and contact persons for monitoring**.

Three-year Positive Action Plan – 2026-2028 PTAP

Strategic Line	Objective	Action	Recipients	Operational Units involved	Indicators	Timetable	Contact person for monitoring
Work-life balance and organisational culture	Implementation of staff support services to facilitate work-life balance	Involve competent offices for potential agreements for services such as a gym or crèche	All employees	Human Resources; General Affairs; Superintendency; Technical Office; Hospital Administrative Management; Administrative Management	No. of meetings held	2026	Human Resources
	Supporting staff welfare	Project dedicated to employees on meditation and stress management	All employees	Hospital Psychology	No. of participants in the meditation and stress management course	2026	Hospital Psychology/ Health Professions/Health Directorate Malihe Shams
Combating gender-based violence, bullying, harassment and sexual harassment	Improving knowledge and awareness of bullying, harassment and gender-based violence	Training and Communication	All employees	Hospital Psychology (Dr. Shams); Communication and Marketing; Training	Report on communication and training on the topic	second half of 2026	Communication and Marketing Training Office
		Continuing information campaign on the role of confidential counsellor	All employees	Hospital Psychology (Dr Shams); Training	Report on communication and training on the topic	2026	Communication and Marketing Training Office
	Psychological support for employees who are victims of violence or mobbing	Monitoring the activity of the SPAS Listening Space	Employees subjected to violence or bullying and other struggling employees	Hospital Psychology	Report on Reorganisation of Listening Centre	2026	Hospital Psychology Administrative Management
					Increase in accesses to the Listening Centre compared to previous year	First half of 2026	Hospital Psychology
Decision-making support in cases of suspected bullying	Activation of confidential counsellor support	Employees subjected to	General Management/Health Management	Active agreement with confidential counsellor	By December 2026	General Affairs DAO (Hospital Directorate)	

Strategic Line	Objective	Action	Recipients	Operational Units involved	Indicators	Timetable	Contact person for monitoring
			violence or bullying	Human Resources Training Office CUG	Monitoring of cases dealt with by the confidential counsellor	By December 2026	confidential counsellor
					Information campaign	By December 2026	Communication and marketing
					Involvement of confidential counsellor in training	By December 2026	Training CUG