

GENDER EQUALITY PLAN

Institute for Oncology and Radiology of Serbia

Based on Article 25 of the Statute of the Institute for Oncology and Radiology of Serbia, and in connection with Article 16 of the Law on Gender Equality ("Službeni glasnik RS", No. 52/21), on a meeting held on June 02, 2022, the Board of Directors of the Institute for Oncology and Radiology of Serbia has adopted

THE GENDER EQUALITY PLAN OF THE INSTITUTE FOR ONCOLOGY AND RADIOLOGY OF SERBIA

The Institute for Oncology and Radiology of Serbia (hereinafter referred to as the Institute) has great evidence of establishing and promoting gender equality. As a socially responsible institution that primarily performs health care activities, and also research and education activities, the Institute with its good practice in the field of gender equality, serves as an example to other institutions in Serbia. Special effort has been made to increase women's participation in leadership and decision-making positions and to promote workplace flexibility. Currently, 78% of our employees are women, 73% of our managers are women, and we have one of the highest rates of female medical staff (79%) in the health care sector and female researchers (76%) in the scientific sector.

The Gender Equality Plan (hereinafter referred to as the Plan) should be Institute's reference instrument to further advance the effective equality between women and men. The goal of the Plan is to identify the current inequality gaps and the factors that produce them, to define tools to analyze them and design procedures that will promote changes in this regard. The Plan, which will be implemented over the next five years, is intended to be a dynamic and adaptable document able to respond to new situations of inequality and future challenges. This is why its monitoring and evaluation will be key factors during its implementation. To implement the Plan, the Institute will establish the Gender Equality Team that will assist in the implementation of the *IORS GEP 2022-2027*. This Plan seeks to support the Institute's efforts in identifying and implementing innovative strategies to correct gender or any bias. Furthermore, the Plan also seeks to develop and achieve a deeper understanding and commitment to gender equality across the Institute.

1 Current situation

In this section, current data from the Institute are presented as of reporting date of December 31, 2021.

1.1 Distribution of the Institute's employees and management staff

On the reporting date, the Institute employed 751 women and 204 men, including medical, research, administrative and support staff.

Table 1. Gender distribution of all employees and management staff.

	Male	Female	Total
All employees	204	751	955
Manager positions	42	111	153

Table 1 shows that the Institute employs 78% women and 22% men. Also, there are more women (73%) than men (27%) in leadership positions.

1.2 Distribution of the Institute's employees by professional qualifications

Table 2. Distribution of employees by professional qualifications.

Gender/Professional qualifications	PhD	Master	Bachelor	High school	Primary school
Female	55	189	202	314	44
Male	23	94	47	63	0
Total	78	283	249	377	44

1.3 Distribution of the Institute's medical staff

Table 3. Distribution of medical staff by Categories.

Medical Category/Gender	Male	Female	Total
Primarius/Medical Doctor	6	14	20
Medical Doctor	64	114	178
Doctor of Dentistry	0	1	1
Master of Pharmacy/Biochemistry	2	9	11
Nurse	85	455	540
Health Associate	11	41	52
Total	168	634	802

1.4 Distribution of the Institute's research staff

Table 4. Distribution of research staff by Categories.

Research Category/Gender	Male	Female	Total
Research Trainee	0	3	3
Research Assistant	1	3	4
Research Associate	12	19	31
Senior Research Associate	1	18	19
Principal Research Fellow	1	4	5
Expert Associate	0	1	
Total	15	48	63

1.5 Distribution of the Institute's non-medical staff

Table 5. Distribution of non-medical staff by Categories.

Category/Gender	Male	Female	Total
Non-medical technical staff	23	73	96
Non-medical administrative staff	13	43	53

Tables 2-5 represent the distribution of medical, research, administrative and technical staff by different categories and gender. In all categories, there are more women than men, while in most cases this number is higher by more than 50%.

2 Planning phase

2.1 Regulations

In its commitment to gender equality, every health care, research and teaching institution in Serbia, including the Institute, relies on the existing relevant national legal framework regarding this area:

Ustav Republike Srbije (2006)

Zakon o zabrani diskriminacije (2009)

Zakon o ravnopravnosti polova (2009)

Zakon o rodnoj ravnopravnosti (2021)

Zakon o Zaštitniku građana (2009)

Nacionalna strategija za rodnu ravnopravnost za period od 2016. do 2020. godine

Nacionalni akcioni plan za rodnu ravnopravnost za period od 2016. do 2018. Godine

Nacionalni akcioni plan za primenu Rezolucije 1325 Saveta bezbednosti Ujedinjenih nacija – Žene, mir i bezbednost u Republici Srbiji (2017-2020)

2.2 Gender Equality Team

Although the data show that there is a gender balance at the Institute, any discrimination that may occur in staff management practices and a gender mainstreaming approach in those policies, with special attention to the selection/recruitment, training, promotion, and termination processes, must be eliminated. To manage the human resources of the organization and analyze whether there is direct or indirect discrimination based on gender in the processes mentioned above, the Institute should establish a Gender Equality Team in the next few months. The Team

should deal with all issues related to gender equality, including monitoring the implementation of domestic laws related to gender equality and the implementation of the Plan.

2.2.1 Person in charge of gender equality in cooperation with the Gender Equality Team:

- 1) monitors the implementation of policies and measures for the realization and improvement of gender equality at the Institute;
- 2) monitors the situation on the gender structure of employees and employees in the Institute and compiles reports on the established situation in terms of the achieved level of achievement gender equality in the field within the scope of the Institute;
- 3) submits reports from the item of this paragraph to the director of the Institute
- 4) cooperates with the Ministry and bodies for gender equality on issues important for achieving and promoting gender equality;
- 5) prepares data, analyzes and materials necessary for the work of the Gender Equality Team equality,
- 6) perform other tasks in accordance with the act of determining the person in charge of gender equality.

2.2.2 Participation in job interviews and support of hiring processes

The person in charge of gender equality should be involved in all recruitment processes, including job interviews.

2.2.3 Involvement of the person in charge of gender equality

The person in charge of gender equality should participate in meetings, conferences and sessions of the Institute and promote equality and reduce discrimination within the workplace.

2.2.4 Promoting gender-neutral language

The person in charge of gender equality should promote the use of gender-neutral language in all forms of communication.

2.2.5 Responsibilities

The main responsibilities of the person in charge of gender equality should be: running training sessions, maintaining records and information systems, advising about the effects of discrimination on grounds of age, disability, gender, race, religion and sexual orientation, and acting as an advocate for and presenting the needs of members of ethnic minority groups and other sensitive groups, interpreting and ensuring compliance with legislation, preparing and delivering presentations and raising awareness of equality issues and promoting change.

2.2.6 Areas of intervention

To recognize what are important weaknesses related to gender equality at the Institute and to identify areas of intervention the Gender Equality Team should carry out the following steps:

- Detailed review of international, national and Institute’s policies, practices, initiatives on gender equality
- Collecting and analyzing gender-related quantitative data about IORS employees
- Collecting and analyzing gender-related quantitative data on gender equality issues by conducting surveys among the Institute employees, collaborators and patients
- Formal and informal discussions, talks and interviews with the Institute employees, collaborators and patients

2.3 Goals, measures and fields of action

The fields of action, measures and goals are broken down in time in the following in order to be able to evaluate the achievement of goals better.

2.3 Designing institutional change toward gender equality

Goals	Measures	Responsibility
Establish and operate the Gender Equality Office supporting change in gender equality area	The person in charge of gender equality establishes and engages in gender equality actions with the support of the Gender Equality Team	Director Director's Assistant
Ensure gender equality as an integral part of the Institute’s ethics policy	The ethical committee should gender equality in the ethics policy	Director Director's Assistant
Include gender equality issues in some Institute’s regulatory documents affecting gender equality	Revision of the Institute’s regulatory documents	Director Director's Assistants
Design and maintain continuous gender equality monitoring based on indicators- procedures, data collection, tools, and methods	Design gender equality monitoring Perform monitoring of established gender equality indicators	Director Director's Assistants The person in charge of gender equality
Raise awareness of all Institute’s bodies and staff about the importance of the results from gender equality monitoring	Awareness initiatives on monitoring data carried out A significant number of participants	Director Director's Assistants
Stimulate better gender balance at the Institute where it is destroyed	Organize stimulation initiatives Cover different unbalanced areas	Director Heads of organizational units

		The person in charge of gender equality
Analyze career progression of employees from a gender equality perspective	Perform analysis of institutional documents	Director Heads of organizational units The person in charge of gender equality

2.4 Building gender-related capacities

Goals	Measures	Responsibility
Build knowledge about gender equality through various initiatives	Organize capacity-building initiatives Cover different sensitive groups Involve all employees, collaborators, and patients	Heads of organizational units The person in charge of gender equality
Study and raise the Institute's staff awareness of supporting options in career and professional development	Study awareness on career supporting options Organize initiatives on career supporting options	Heads of organizational units The person in charge of gender equality
Raise awareness on the use of gender-sensitive language in professional communication	Organize initiatives on the use of gender-sensitive language Cover different groups	Heads of organizational units The person in charge of gender equality
Communicate and analyze on equal treatment relating to gender among Institute's staff	Perform analysis on gender equality among staff Communicate on analysis on equal treatment Involve as many participants as possible	Heads of organizational units The person in charge of gender equality

2.5 Establishing a gender-sensitive culture at the Institute

Goals	Measures	Responsibility
Focusing employees on the importance of gender equality culture (by organizing and participating in trainings, publishing promotional and information material)	Organize initiatives on the importance of gender equality culture Use different methods and techniques	Director Heads of organizational units The person in charge of gender equality
Raise awareness of different forms of gender-based harassment and society's stereotypes	Organize awareness initiatives on gender-based stereotypes and behaviors Cover different groups	Director Heads of organizational units The person in charge of gender equality
Analyze and communicate the hidden gender inequality issues	Study hidden gender inequality issues Communicate hidden gender inequality issues	Director Heads of organizational units The person in charge of gender equality

	Involve as many participants as possible	
Promote professional role models	Collect the examples of role models Organize initiatives to popularize them	Director Heads of organizational units The person in charge of gender equality
Promote understanding of current trends in changing the roles of women and men in family life and a culture of equal family responsibilities among medical, research, administrative and technical staff	Organize initiatives to promote understanding of new family roles Encourage men to take parental leave on equal terms Increase the availability of childcare at important events	Director Heads of organizational units The person in charge of gender equality

2.6 Establishing and promoting work-life balance

Goals	Measures	Responsibility
Propagate measures supporting the balance between work and private life laid down by national, international laws and Institute's regulations	Collect regulatory measures supporting work-life balance Use different methods to popularize them	Director Heads of organizational units The person in charge of gender equality
Analyze satisfaction of employees with personal development and work-life balance	Communicate with employees about personal development Communicate with employees about work-life balance Involve as many participants as possible	Director Heads of organizational units The person in charge of gender equality
Organize courses, trainings, discussions and mentoring programs on work-life balance for all employees	Conduct trainings and guidance activities on work-life balance and time management Involve as many participants as possible	Director Heads of organizational units The person in charge of gender equality

2.7 Gender dimension in health care, research and education

Goals	Measures	Responsibility
Optimal health status and wellbeing for men and women	Provide optimal health status and wellbeing for men and women Cover different groups	Director Heads of organizational units The person in charge of gender equality
Equal participation and empowerment of men and women in relation to their health	Promote the equal participation of men and women in the exercise of their rights to health care Cover different groups	Director Head of Administration The person in charge of gender equality
Study, communicate and stimulate gender balance in research project participation	Organize initiatives on gender balance in research projects participation Cover different types of projects	Director Heads of organizational units The person in charge of gender equality
Provide project management useful showcases	Collect project management showcases and success stories and analyze them	Director Heads of organizational units The person in charge of gender equality
Carry out a gender-sensitive expert evaluation of training courses and materials related to health care, research, and education	Perform gender-sensitive evaluation of training courses Organize the appropriate number of evaluated courses	Director Heads of organizational units The person in charge of gender equality

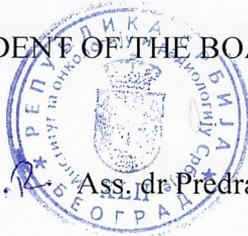
2.8 Evaluation

The evaluation of the measures and goals of the Plan will illustrate the achieved goals, as well as the new challenges.

The compatibility of work and family should be continuously improved. The Plan should provide support in all matters related to parental leave, childcare, reimbursement of childcare costs, etc.

The visibility of gender equality work on equal opportunities should be continuously revised. The Institute's website should serve both as a repository and as a basis for discussion. The person in charge of gender equality should be involved in many important organizational and strategic meetings which promote the visibility of gender equality work.

PRESIDENT OF THE BOARD OF DIRECTORS



Ass. dr Predrag Savić