



Gender Equality Plan 2023-2025

**Approved by the Executive Board
on November 22nd 2022**

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1. Introduction

The Gender Equality Plan (GEP) of *Azienda Ospedaliero Universitaria Meyer e Istituto di Cura a Carattere Scientifico* (AOU Meyer IRCCS, University Hospital Meyer and Scientific Institute for Research, Hospitalization and Healthcare) represents the hospital's concrete commitment to conceive, design and implement a set of actions and policies to promote inclusion and gender equality to all company levels, for both employees and collaborators, to foster individual and collective wellbeing in an equal work environment.

GEP is a programmatic and strategic instrument to promote gender equality. It is required by the European Commission, starting from the year 2021 onwards, for public sector, universities, and research centres in order to be eligible for grants and funding. The GEP has become a mandatory requirement to participate in the European research and innovation program '*Horizon Europe*¹'; a core value for the European Union is, indeed, to pursue gender equality in the labour force working in research and innovation with the aim to bring benefits by improving the quality and relevance of projects, attracting, and retaining more talent and ensuring that each worker can maximize his/her potential.

At the national level and in harmony with the decisions of the European Union, the PNRR² (National Recovery and Resilience Plan), adopted by the Italian Government, established a National Strategy for Gender Equality 2021-2026, which is developed through the missions included in the Plan on five priority areas: work, income, skills, time, and power. The Italian Government has recognized the respect for gender equality as a prerequisite for obtaining PNRR funding and therefore, through this plan, AOU Meyer IRCCS intends to fulfil this requirement as well.

This document is the work result of a group made up by members belonging to multiple Offices and Structures of AOU Meyer IRCCS, coordinated by a manager appointed by the Management who performs the function of Director of Execution (DEC) of the consultancy service entrusted to Assolombarda Servizi Spa.

The document consists of two main sections: the first part describes the actual state (As-Is analysis) with respect to some organizational areas with focus on gender equality and the second part explains the action plan and the improvement objectives to be pursued and achieved in the next three years.

Some methodological choices were necessary in the creation of the document and some more general reflections were done in relation to the approach to gender equality in the context of an hospital with a paediatric mission such as the Meyer Hospital, included in the European network of paediatric hospitals. In summary: the Meyer Hospital acquired Joint Commission certification in December 2020.

¹ Horizon Europe Guidance on Gender Equality Plans, European Commission, Sept 2021, First edition

²

PNRR text available at the link: <https://www.governo.it/sites/governo.it/files/PNRR.pdf>

Despite the work done and the efforts made to achieve an excellent result and to ensure equal opportunities, the decision to analyse the As-Is situation of the Hospital goes back to 1/2/2021, the date of the formal adoption of the company Statute and the current organizational structure.

As confirmed by what is illustrated below, the evolution of the Hospital and its organizational, managerial and facilities development are based on activities that are still in the expected adaptation process during Training and Research, as well as in the provision of Care.

Finally, with reference to the mission of the Meyer Hospital, the issue of gender, in addition to the themes dealt with in this document, constitutes a constant focus for all the operators engaged in the hospital. The care of the young patients, from birth to adolescence, makes the gender issues arise periodically while going even beyond the traditional binary approach (female/male) characterizing the perspective adopted in the following paragraphs.

1.1. The recent evolution: AOU Meyer IRCCS

AOU Meyer IRCCS is a public university hospital, integrated with the University of Florence; it is part of the National Health Service, in particular the Health Service of the Tuscany region. It was founded in 1891 as a Paediatric Hospital for the healthcare of children and young people. Its mission, as stated in Article 3 of the company statute, is *“the care and wellbeing of children, clinical care integrated with education, scientific research as well as the provision of training activities necessary for the transfer of paediatric skills to students, residents and paediatric operators”*. This mission translates into daily activities for the production, acquisition and provision of health and social care services, according to the principle of health integration in order to maintain, promote and recover the psycho-physical health of young patients. To offer the best possible care, for AOU Meyer IRCCS is fundamental the accompaniment and the support of the families involved throughout the entire care pathway. AOU Meyer IRCCS’s mission is focused on human relationships, and it operates with the help of a team of professionals and operators who work daily in an integrated and multidisciplinary way to provide effective clinical results and a positive experience to its patients. Research and teaching are core activities for AOU Meyer IRCCS and represent the indispensable way through which the institutional aims can be achieved and realised. The project of adopting this GEP comes at a corporate moment of structural and organizational changes: AOU Meyer, from 2nd August 2022, has been officially recognized as an IRCCS (Institute of Hospitalization and Scientific Care) in the discipline of “paediatric”³. This legal change will have an important impact on the hospital’s mission and governance, requiring changes to the regional law of reference. This important recognition in its operational declination will constitute, if necessary, an impulse for the updating of the GEP and for the

³ Decree by Ministry of Health GU Serie generale n. 200 del 27.8.2022

implementation of the analyses and the actions aimed at strengthening the development and the transformation process of the Hospital, also from a gender perspective.

1.2. Team

The team for the creation of the GEP is coordinated by Beatrice Sassi and it was set up by AOU Meyer IRCCS with protocol note n. 7525 of 15/09/2022; the starting team was subsequently extended to gather any useful contribution in the areas of interest. The same group, if applicable further, will remain operational even after the adoption of the document for monitoring and updating the plan for the implementation of the actions.

The work of the group was opened by the Administrative Director, Tito Berti. The team has been constituted as follows:

Table 1 – Team GEP

Name and surname	Role
Donatella Accolla	Human Resources Development Office
Giulia Bazzani	Operative Direction of Health Meyer Campus
Carla Bini	Administrative area coordinator
Eng. Fabrizio Dori	Staff General Director: Service of prevention and protection
Mariangela Ferrigno	General Affairs and Development
Salvatore Iannucci	SOC Administration of Human Resources
Kathleen McGreevy	Operative Direction of Meyer Children's Research Institute
Francesca Menegazzo	Medical Direction in Staff Medical Director
Lucia Macucci	Healthcare Professions Department
Iva Pollini	CUG
Simona Quaglierini	Healthcare pProfessions Department
Tiziana Romanelli	Meyer Academy: Training Office
Luigi Rufo	Personal Data Protection and Management of privacy

1.3. Methodology adopted

The GEP of AOU Meyer IRCCS is written according to the methodology proposed by the European Commission in the “*Horizon Europe Guidance on Gender Equality Plans*”.

In the preliminary phase, the timing and working methods were agreed upon based on the specific needs of AOU Meyer IRCCS; then the entire working group (described in section 1.2.) was identified and involved in a plenary session (described in section 1.2).

The first phase of the project was characterised by gender auditing i.e., by the collection of quantitative and qualitative data, deeds, and documents with respect to the gender equality policies currently in force in AOU Meyer IRCCS to demonstrate a complete picture of the actual situation and the design of an action plan aimed at improving organisational wellbeing. The gender auditing process was oriented by taking as an initial reference the five thematic areas suggested by the European Commission (work-life balance and organisational culture; gender balance in top management positions and decision-making bodies; gender equality in recruitment and career progressions; integration of the gender dimension in research and teaching; contrasting sexual harassment and gender-based violence); taking into account the analysis conducted, the final plan of action is indeed based on those five areas of intervention.

As mentioned in the introduction, it was decided to represent the hospital's situation as of 1/2/2021, the entry date of the current Company Statute, which has, among other things, redesigned the organization of the structures and assets. This first phase of analysis was conducted by a series of interviews with the members of the working group who were subdivided into groups based on their specific skills and roles held in the hospital. In the second phase, possible actions and coherent objectives were discussed to help achieve broader results in terms of gender equality and inclusion. The results are the plan of action characterised by 5 areas and 15 general objectives, with which AOU Meyer IRCCS aims to focus with commitment and perseverance on combating discrimination, inequalities, and disparities in the workplace through a set of initiatives that contribute to determining an environment based on fairness and individual respect, regardless of the gender and/or sex of anyone who works in or enters into contact with the Hospital. This GEP plans the actions over a three-year period, 2023-2025, in which AOU Meyer IRCCS will follow the implementation and monitoring of the achievement of the objectives with an annual review of the document, which may possibly require modifications and possible adjustments depending on the activities carried out and to the progressive evolution of Meyer as IRCCS.

2. Gender equality in AOU Meyer IRCCS

The creation of the GEP of AOU Meyer IRCCS began with the analysis of the current status with respect to a series of corporate issues that have an impact on gender equality and inclusion, considering the

complexity of the organisation, its governance and the multiple activities and institutional purposes (clinical, research and teaching).

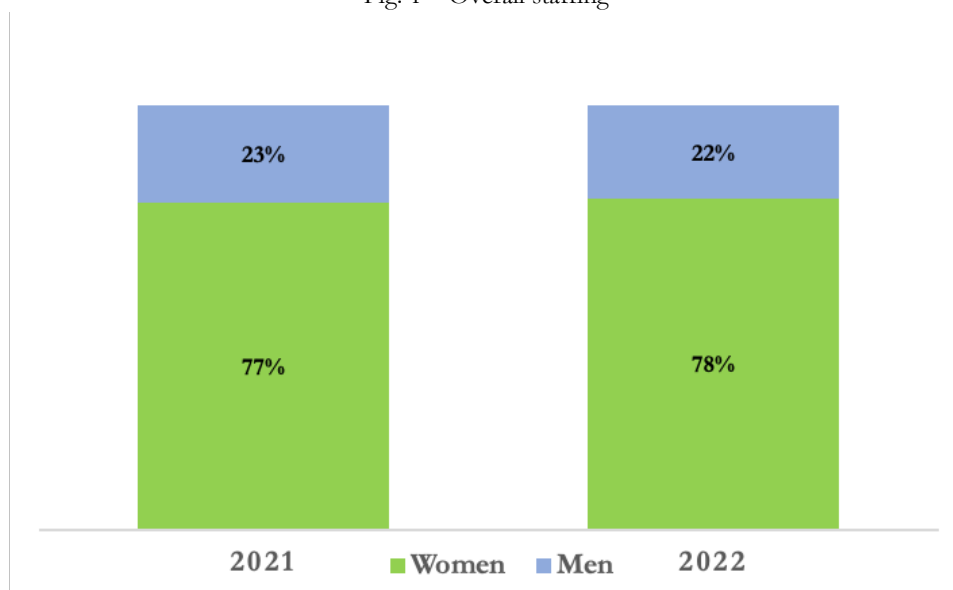
The following data refers to the two-year period 2021-2022 (for the year 2022 up until 31/08/2022, as the year 2022 has not yet ended at the time of writing). Where the available data refers to different periods, the correct period is indicated.

2.1. Staff analysis

AOU Meyer IRCCS is composed of 1323 people (with permanent and fixed-term contracts): 78% are women and 22% men (Figure 1). This female-dominated workforce is typical of the healthcare sector, and in particular of the paediatric sector. Moreover, traditions and old gender stereotypes consider women more inclined and “suited” to take on roles of caregiving and assistance to patients, it is also reflected in the gender representation found in enrolments in healthcare Degree Courses.

Between 2021 and 2022, the workforce has not changed significantly in its composition.

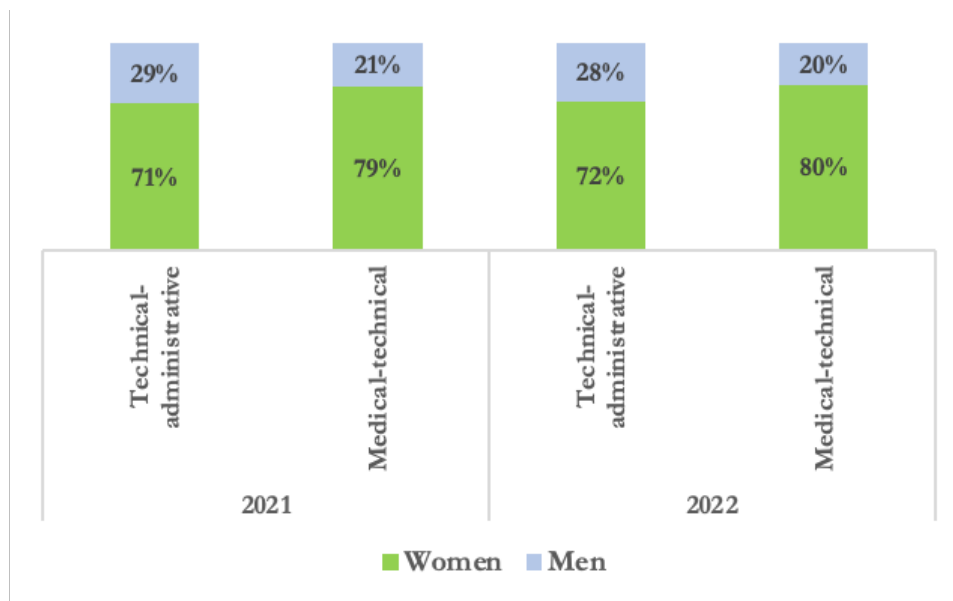
Fig. 1 – Overall staffing



The workforce of AOU Meyer IRCCS can be divided into two macro-groups (Figure 2): the technical-healthcare personnel that deals with assistance and care activities (1.031 persons, or 78% of the total) and the technical-administrative professionals who deal with the management and administrative activities of the hospital (292 persons, or 22% of the total). Given the nature and institutional purposes of AOU Meyer IRCCS, the first group is the biggest in terms of total members.

Breaking down the total workforce into the two macro-areas and by gender, the dominance of women is clear in both groups with a slight increase from 2021 to 2022.

Fig. 2 – Staff by area



Within these two macro-areas, we can distinguish between workers belonging to the “Comparto” (those who are not directors) and those belonging to the management (directors)⁴, again, dividing them by gender.

Three types of contracts are applied at AOU Meyer IRCCS:

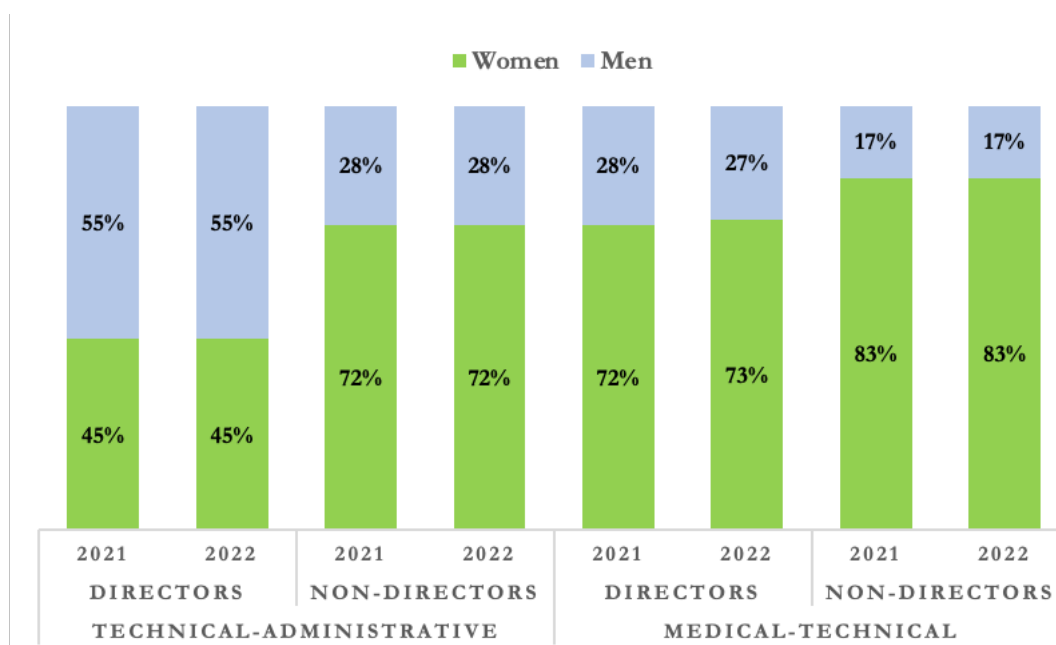
- CCNL Sanità applied to personnel in health and technical-administrative area (Comparto), excluding Directors
- CCNL Dirigenti area sanitaria, Directors of Health area
- CCNL Enti Locali including administratives, professionals, and technical directors of NHS

Within the technical-administrative area, as far as directors are considered, there is a slight stable male prevalence over the two years under consideration; on the other hand, for the “Comparto”, although stability remains, the composition is predominantly female.

Moving to the medical technical area, there is a female prevalence in both directors and non-director group, with a slightly upward trend in the directors.

⁴ The distinction derives from the different contract applied (CCNL) on the basis of role and tasks assigned.

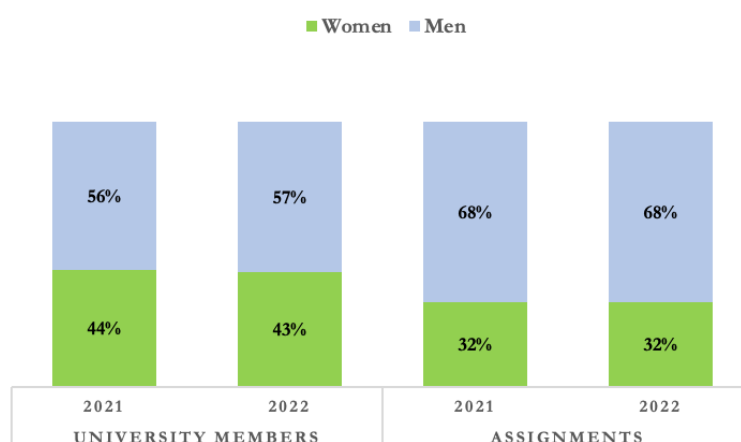
Fig. 3 – Staff by gender, area and contractual classification



The workforce described is further composed by workers from the University of Florence working with patients. Furthermore, there is also temporary staff hired through the temporary employment agencies, and staff with freelance contracts.

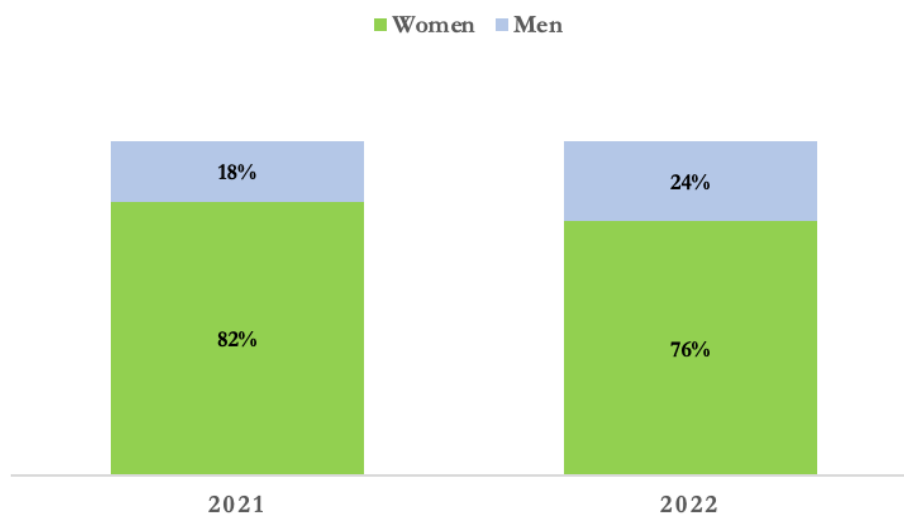
The university staff who work daily in the Hospital's facilities is made up, as of 31/08/2022, of 28 units including full professors, associate, researchers, technical officers (1 person more than in 2021) with a slight prevalence of men (Figure 4). Some of the university members have assignments (e.g., of complex structure, area/department/Intrasoc simple structure/organisational role) and in this group there is a slight prevalence of men.

Fig. 4 – University members and assignments



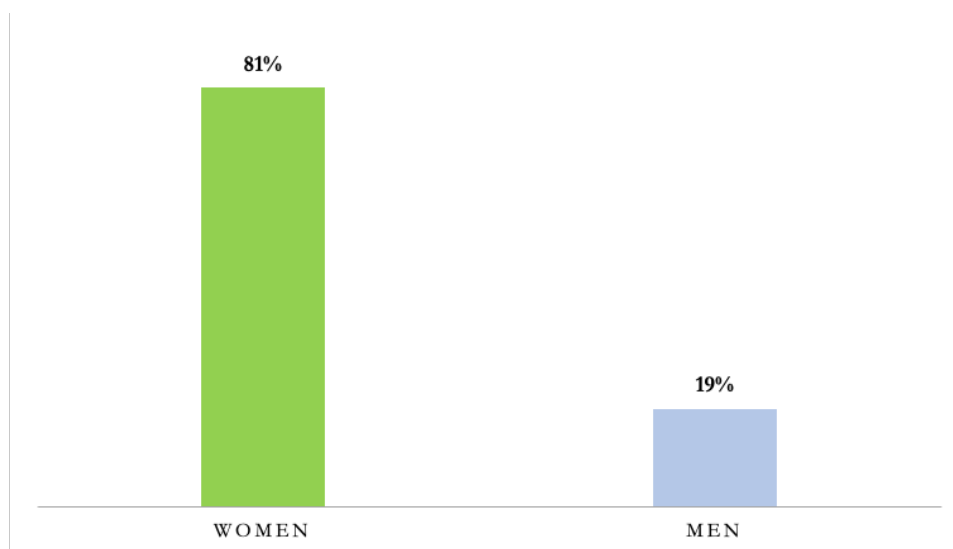
At the same date, the employees from temping agencies (Figure 5) with which AOU Meyer IRCCS collaborates, consists of 21 units (1 person less than the previous year) with a clear majority of women (76% female).

Fig. 5 – Staff from temping agencies



Finally, the number of staff on freelance contracts (Figure 6) is 83 in 2022, of which 81% are women and the remaining 19% are men.

Fig. 6 – Freelance staff



2.2. Organizational structure

The organisational structure of AOU Meyer IRCCS is complex, and it is summarized below in a simplified and synthetic manner.

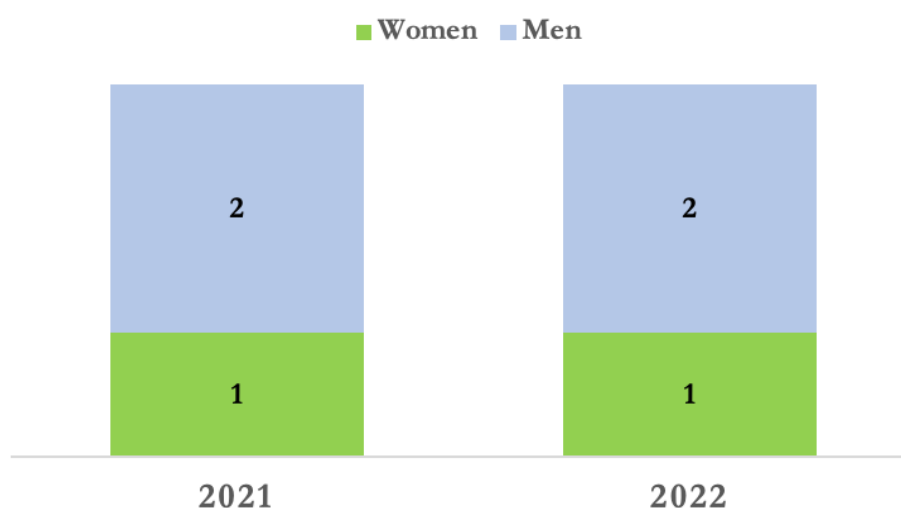
The organization is composed of Interdisciplinary Specialistic Departments, Centres of Excellence, Meyer Academy, Areas represented by the Directors Office and supported in their functions by various bodies.

Further organizational declinations of the above-mentioned main structure are:

- The complex structures (SOC)
- The simple structures (SOS)
 - Departmental structures (SOSA)
 - Internal articulation of a complex structure (INTRASOC)

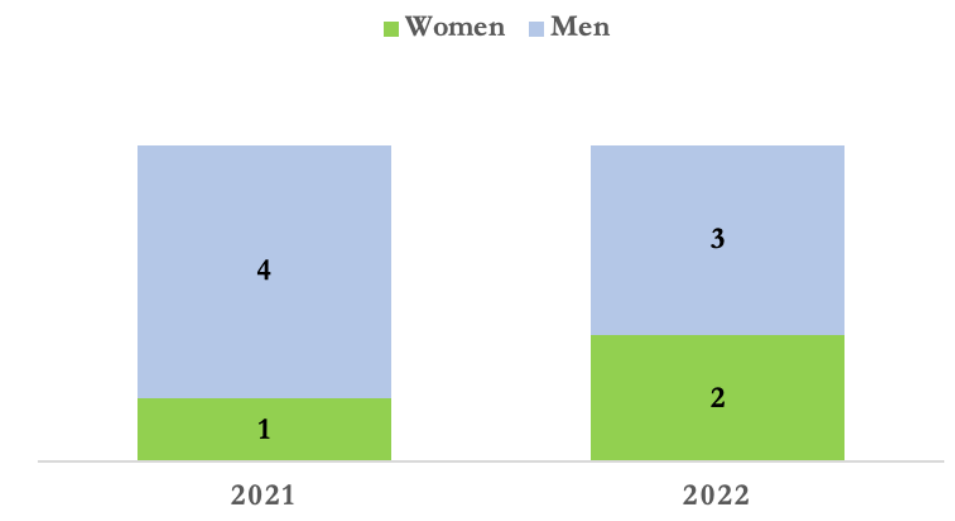
The institutional bodies are the Corporate Director and the Board of Auditors. The Executive Board represents the top management: it is composed by the General Manager, the Administrative Director and the Health Director. It is currently composed of two men and one woman (Figure 7). Its composition is unchanged from 2021 to 2022. The General Director was appointed by the Tuscan Regional Council in agreement with the Rector of the University of Florence. The Administrative Director and the Medical Director are appointed by the General Director.

Fig. 7 – Composition of the Executive Board



The Board of Statutory Auditors, renewed in 2022, is composed by 5 external members: 3 men and 2 women (Figure 8). They are appointed by the General Director based on nomination by the University of Florence, the Region of Tuscany, the Ministry of Economy and Finance and the Representatives provided for by the regulations. In 2022, the number of male members in the board declined compared to the previous year.

Fig. 8 – Composition of the Board of Statutory Auditors



At AOU Meyer IRCCS the positions (managerial and functional) are assigned to workers based on their qualifications (in particular on their previous work experiences) following an internal selection procedure.

The management and functional assignments are as follows:

- Departmental Direction
- Area Coordination
- Responsibility for Complex Structure
- Departmental SS (Simple Structure) responsibility
- Intrasc SS (Simple Structure) responsibility
- Functional assignment in the health professions area
- Functional assignment in the technical-administrative area

The gender distribution in functional positions is as follows (Figure 9 e 10).

Fig. 9 – Distribution of functional assignments by gender in 2021

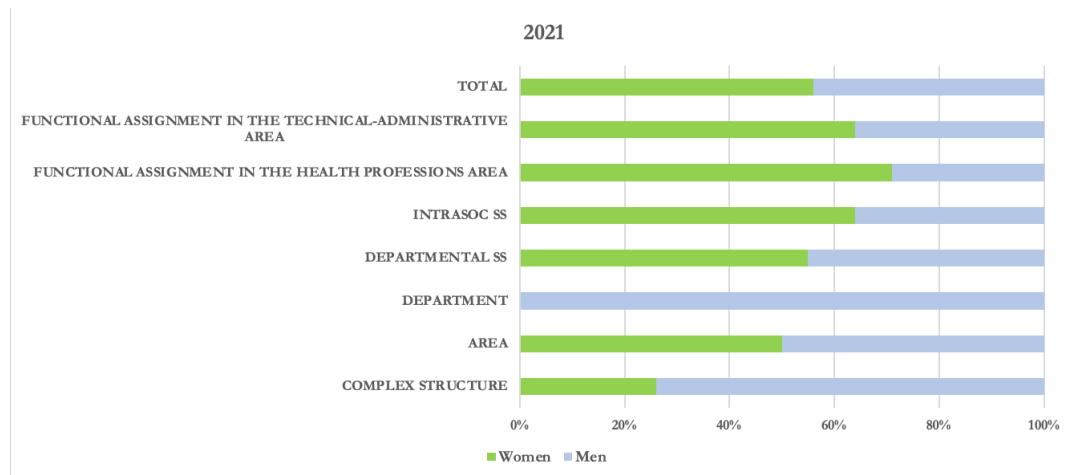
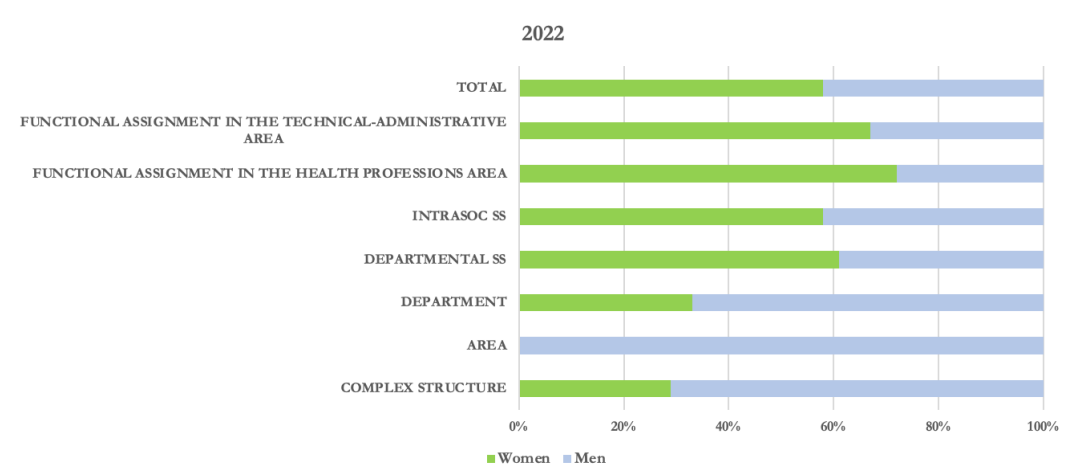


Fig. 10 – Distribution of functional assignments by gender in 2022



In summary, in AOU Meyer IRCCS, people with managerial roles are currently for 58% woman and 42% men, with a global increase of woman in 2022 compared to the previous year. In 2021, there was a female majority in all management positions, except for “*Departmental and complex structure*” positions where there was a clear male majority with no female presence at all, and “*Area*” positions where there was a complete equilibrium in number of women and men. In 2022 the situation has improved; in fact, there is a female majority in most of the positions. The “*Complex structure*” assignment is characterized by the increase in the female percentage due to a decrease in the male presence; the “*Department*” assignment now has a female presence. The “*Area*” assignment, however, loses gender equilibrium.

It should be noted that the organisational structure described may be changed and updated, after the adoption of this document, thanks to the revisions that will be required by the recent recognition of AOU Meyer as an IRCCS.

2.3. Recruitment and career progression

As a public organization, AOU Meyer IRCCS follows the national and the regional regulations for recruitment and contractual regulations for career advancement.

The access to the AOU Meyer IRCCS as employee, for all types of professional profiles, of Management, health, professional, technical, and administrative personnel, and of the “Comparto”, for all roles belonging to categories from Bs to D, is through participation in public exams. In the region of Tuscany, the above-mentioned recruitment procedures are managed on behalf of the Hospital in a centralized manner by ESTAR (the Tuscan Health Technical Administrative Support Body). AOU Meyer IRCCS therefore prepares the requests regarding its needs defining the organizational context, the characteristics of the position and the requirements for participation; the needs are transmitted to ESTAR, which takes care of the entire procedure up to the admission of the candidates and examination process by an appointed commission; the public exams can be for fixed-term or permanent positions and they include theoretical-practical and oral tests, in relation to the type of selection procedure.

Instead, the recruitment of staff belonging to categories A and B of “Comparto”, is made through the public offers published at the Employment Office.

At the end of each competition, a ranking list is prepared from which the winners and the potential candidates are called based on the order determined by the results of the competition tests and their qualifications. The analysis and the evaluation of the tests is left to an appointed Commission composed through the drawing of members; the composition of this commission is done with the recommendation to respect, where possible, gender representation. The competition procedures preserve the anonymity of candidates at all stages except in the stage of curricular assessment and oral test.

The career growth decision of each worker is followed by the national and the contractual regulations which are based on regulated procedures. A distinction must be made between the different procedures governing career advancement for directors (medical, health and technical-administrative) and those for non-directors. For medical directors (e.g., doctors, chemists, biologists, pharmacists, etc.):

- Less than five years of experience, the basic contractual assignment is conferred
- More than five years of experience, different perspectives open:
 - Professional or structure assignments (e.g., Intramac or SOSA management), for which the company publishes internal job offers reserved for its own employees; selection is based on the evaluation of the curriculum and skills acquired. These procedures are managed directly by AOU Meyer IRCCS.
 - Professional assignments of complex structures for both employees and people outside the Hospital. These procedures are managed by ESTAR.

- Area appointments are made by the Medical Director to those who already have complex structure appointments.

For the gender composition of the positions just described, please refer to section 2.2 and Figures 9 and 10.

For the technical-administrative directors, the same access requirements, and the same types of assignments (of management structures or professional assignments) are required; assignments are always through the internal selective selection procedures reserved to employees of the AOU Meyer IRCCS.

Regarding the non-directors, so-called “Comparto”, the career progression is structured as follows:

- Horizontal economic progression: it is based on additional integrative funds. Expenditure limits are, in fact, decided on the available resources, as a result of negotiations with trade unions. Salary increases are granted on some criteria (e.g., seniority in the NHS or at Meyer) and the requirements for access to the internal tender are based essentially on the last seniority pay increase. The last salary increases were in 2009 and from 2019 to 2022 annually.
- Process and organisational assignments: take place through internal selection procedures that can be in the professional, administrative, technical and health sector (e.g., nursing unit coordinators).

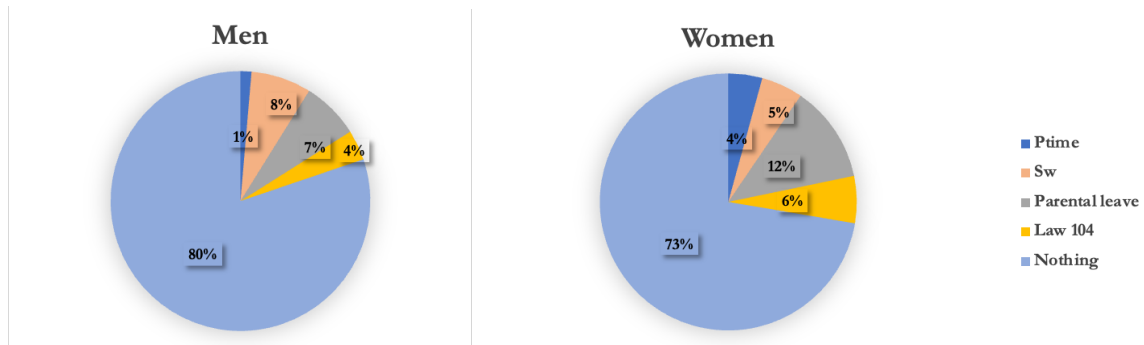
Employees from temping agencies, collaborators with specific contracts and collaborators with VAT are clearly excluded from these types of career progressions due to the nature of their type of contracts. Employees from University of Florence in service at AOU Meyer IRCCS are also excluded because they carry out the same procedures according to the contract and the internal rules of their institution.

2.4. Policies for the balance of professional and personal life

The balance between professional and personal life is one of the central themes in the organisation of the AOU Meyer IRCCS. It is mentioned in Article 64.1 of the company statute which declares that AOU Meyer *"pays attention to the issue of work-life balance, seeking to intervene with targeted and sustainable services aimed at improving the quality of life of employees"*.

The employees of AOU Meyer can take advantage from all the benefits provided by their contracts (CCNL), including the possibility of working with a part-time contract, parental leave, law 104 and finally, the recent introduction of smart working. What follows (Figure 11) is an overview of the level of use of men and women to the above-mentioned measures in the year 2022.

Fig. 11 – Part time, smart working, parental leave, law 104



Most of the employees, whether women or men, do not make use of any measures provided by the law. Part-time work is used more by women (4% of women and 1% men), as is parental leave (12% of women and 7% men), and Law 104 (6% of women and 4% men). In contrast, smart working is adopted to a slightly greater extent by men (8% of men compared with 5% women).

Remote work

The issue of remote work needs a specific focus. Remote work has been introduced recently in AOU Meyer IRCCS as an “experiment” based on the emergency measures derived from the strategy to tackle the spread of the Sars-Covid19 virus. At the end of the so called “State of emergency” (31 March 2022), in adherence to the provisions of the laws, AOU Meyer IRCCS has maintained remote work in the organisation through the issuing of specific provisions emanated by the Hospital itself. For a definitive regulation of these provisions, they have then been declined, at a programmatic level, in a document called “Piano Integrato di Attività ed Organizzazione (PIAO)” and they will be further regulated due to the recent signing (02/11/2022) of the new CCNL for the Healthcare staff (Comparto) in which the overall definition of the rules governing remote working has been entrusted.

Since AOU Meyer IRCCS is a hospital where caregiving activities are the focus and typical of most roles, the application of remote working can only be applied, in the majority of cases, to activities of technical-administrative nature. It is, in fact, mainly technical-administrative personnel who make use of this benefit. The remote work activity is approved by managers after analysing the request and related documents. Each employee can make a request through a special form, integrated by the necessary documentation on security and data processing. Up to the time of writing, a total of 25 managers have approved the requests, of whom 11 are women and 14 men; up to the time of writing, no smart working request has been denied.

Over time, the company has adopted other tools to promote work-life balance, such as:

Subscription to CRAL

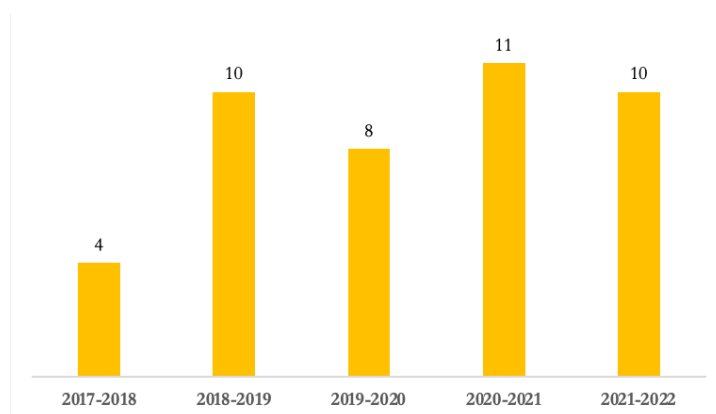
AOU Meyer IRCCS has authorised the establishment of a section of the CRAL AUSL TC “Tempo libero in salute” within the Hospital⁵. All employees, on a voluntary basis and directly paying € 1 fee per month, can acquire CRAL membership status and they have access to a series of discounts and promotions at affiliated partners.

Company kindergarten

AOU Meyer IRCCS has signed and then renewed an agreement (effective as of 1 June 2017) with the Careggi University Hospital for the reservation of 10 places for the kindergarten called “Il Giardino Dei Grilli”.⁶ AOU Meyer IRCCS has entered into the agreement to offer all its employees the kindergarten service at the AOU Careggi's corporate kindergarten, which is geographically close to the AOU Meyer IRCCS facilities. A total of 10 places are reserved to employees of the AOU Meyer IRCCS for children from 6 to 36 months. The kindergarten also offers additional services such as summer camps, play areas and afternoon workshops. To measure the actual use of this service, the number of children of AOU Meyer IRCCS employees, enrolled in the company kindergarten, have been tracked over the years (Figure 12).

The number of children attending the AOU Meyer kindergarten has been on an upward trend from 2017 to the present, with most years at maximum capacity. In the 2020-2021 school year, there was also a surplus over the number of places provided for in the agreement because 11 children were accepted.

Fig. 12 – Number of children (children of AOU Meyer employees)
attending company kindergarten



⁵ General Director Resolution n. 94 del 20-02-2020

⁶ General Director Resolution n. 450 del 30-09-2022

Corporate parking

AOU Meyer IRCCS has extended until 31-01-2023 the Agreement with the company Firenze Parcheggi for the parking spots, near to the Hospital, which is also used free of charge for the employees of AOU Meyer IRCCS.⁷ Access and free parking are allowed to employees using a badge, while for outsiders there is a parking fee. To make up for the limited number of parking spaces, especially during peak hours of access to the Hospital, AOU Meyer IRCCS has started a process for the construction of new parking areas. The subsequent developments of this project are pending in relation to the authorisation processes by the competent Authorities.

Local public transportation

AOU Meyer IRCCS approved the framework for the agreement to be stipulated with Autolinee Toscane Spa (AT Spa) for the sale of tickets and annual travel passes to the employees of the AOU Meyer IRCCS.⁸ The agreement includes the purchase by AOU Meyer IRCCS of annual travel passes (urban and extra-urban) issued by AT, with a pre-agreed price reduction. The cost of the tickets is re-charged to the employees interested through an instalment plan charged directly in their monthly salary.

Common spaces

AOU Meyer IRCCS values and supports sharing and reciprocal exchange as moments of personal and professional enrichment for the Hospital community; it has therefore constantly committed itself to the creation of spaces and opportunities for all employees and collaborators to exchange ideas. From the point of view of spaces, the Meyer Health Campus is newly renovated; it's a reality created within the AOU Meyer IRCCS with a dedicated building and which all personnel can use for training, socialisation, and psychological counselling. The Meyer Health Campus is also a place of refreshment and wellbeing for the staff.

2.5. Gender issues in research and training

Research and innovation, teaching and training (Articles 7 and 8 of the company statute) are, together with medical assistance, the pillars of AOU Meyer IRCCS's activity.

With the recent recognition of AOU Meyer as an IRCCS, the research component will certainly receive a greater boost and will be strengthened both with an increase in staff dedicated to Research activities and with greater economic, financial and organizational resources.

⁷ General Director Resolution n. 55 del 28-01-2022

⁸ General Director Resolution n. 148 del 28-01-2022

Scientific research

Research and innovation represent a great challenge and a great opportunity for the Meyer: the cultivation of a collaborative ground, in which there is the encounter between clinical problems and scientific knowledge, inspires useful innovative solutions to improve paediatric care. It is in this way that the Meyer recognizes research and innovation as fundamental elements to its mission: new treatments and cures to benefit young patients are not possible without them.

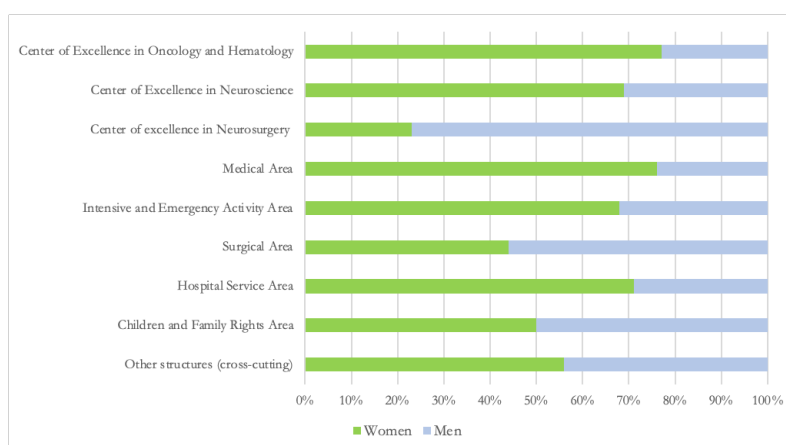
With its wide range of clinical specialities, Meyer is uniquely positioned to conduct research into the most complex and rare childhood diseases. Meyer aspires to represent a context in which clinical and care problems can give rise to opportunities for growth and development that will guarantee the hospital a leadership role in designing the Paediatrics of tomorrow.

To achieve full integration between research and the capacity to offer more effective and safe treatments for paediatric and developmental diseases, it seemed appropriate to place the next stage of development of the AOU Meyer in the context of an IRCCS. The aim is to develop the place of integration between research, innovation and assistance in a context up with the time with respect to the best clinical, preventive, diagnostic and therapeutic practice.

The research activity in AOU Meyer IRCCS is carried out by employees dealing with integrated activities (care and research) and by the staff coming from the University of Florence.

As of now, out of 1,309 professionals 245 perform research activities. The identification of these researchers is based on people that are “research active” (i.e., professionals who have published at least four articles in the three-year period 2019-2021) and/or who are PIs (Principal Investigators) in clinical trials and/or who exclusively carry out contract research activities (scholarship holders, assignees, and PhD students). The researchers considered, in the figures below, include all professionals as of 31/12/2021 assigned at the Hospital structures which provide direct assistance, in the absence at the time of writing of specific healthcare organisational structures that work exclusively on research.

Fig. 13 – Women and men carrying out scientific research



AOU Meyer IRCCS holds 10 patents, in which Meyer co-inventors appear 27 times. The calculation considers each occurrence of an AOU Meyer IRCCS co-inventor, considering that some individuals have contributed to more than one patent. Of these 27 occurrences, 13 are by men and 14 by women.

Education and training

AOU Meyer is a hospital oriented to high specialization. It offers training on two different levels: the continuous training for its employees and university courses as Meyer is the reference for all courses in the medical area at the University of Florence:

- Corporate training

AOU Meyer IRCCS has in its 2022 program 281 training events (including 7 dossiers for group training) for internal and external professionals. Each training event has a reference person who specializes in science in a particular field who teaches the lecturers, usually, among AOU Meyer IRCCS employees in possession of educational and curricular requirements relevant to the specific topic of the course. The teaching activity is voluntary and may be carried out, in relation to the needs of the service, during working hours or out of working hours. The remuneration expected in the first case is lower than for services performed outside of working hours.

In 2021, in relation to the events of the Annual Training Plan (PAF), 168 courses were scheduled, where the gender ratio of the scientific leaders were 56% women to 44% men. There were 438 lecturers and tutors, 73% of them were women and 27% men (Figure 14).

In PAF 2022, 274 courses and 7 dossiers for group training (which do not include a Scientific advisor) were planned. The appointed Scientific advisor are 55% women and 45% men. As of 31 August 2022, there were 293 lecturers and tutors in charge of training activities, 72% of them were women and 28% men (Figure 15).

- University education

The AOU Meyer IRCCS is required to contribute to the training of students enrolled in university courses through the provision of professional teaching, which takes place mainly through the tutoring of students in the curricular internships scheduled in the academic offer. These activities involve Hospital professionals from all areas. They are involved in the frontal and practical lessons of the Medical Specialisation Schools, 5 of which are based at AOU Meyer IRCCS.

Participation in teaching activities is in the first case in the form of tutoring in the wards and voluntary in the second case through participation with internal applications.

Fig. 14 – Course responsables and professors/tutors in charge in 2021

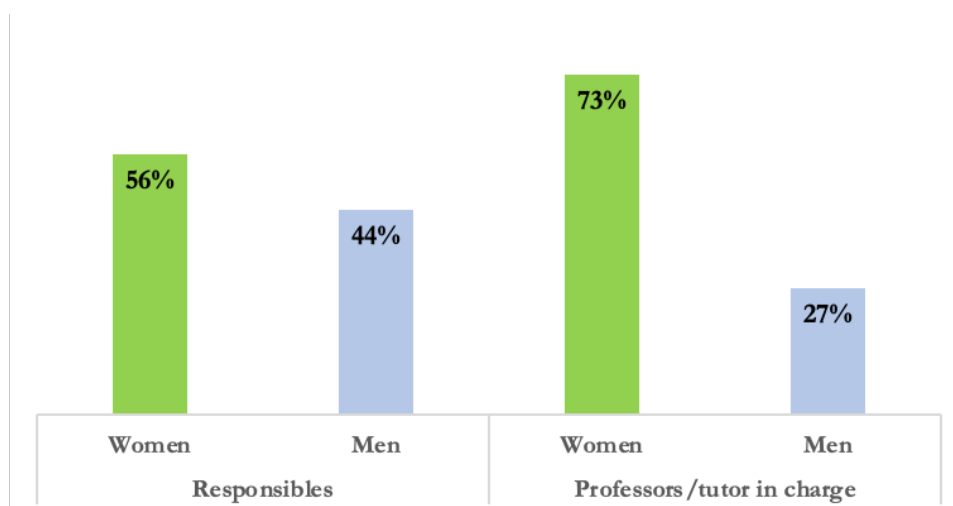
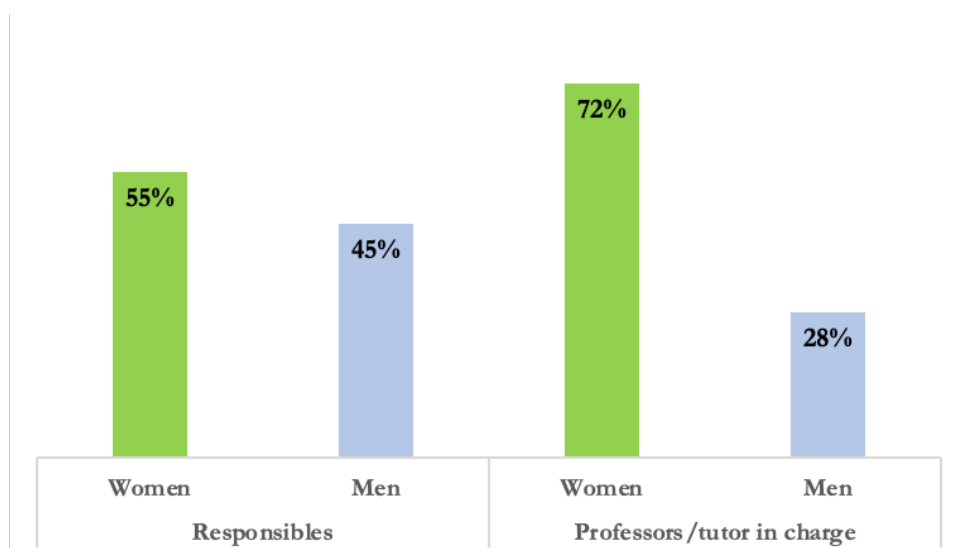


Fig. 15 – Course responsible and professors/tutors in charge in 2022



Gender-specific medicine

AOU Meyer (currently IRCCS) has joined, since the beginning, the initiatives of Tuscany Region on health and gender-specific medicine promotion (Del. N° 638 of 28/07/2014, DGR N° 1194 of 29/11/2016 and del. No. 13 of 11/01/2017) creating, in application of regional directives, the "Corporate Coordination Centre for Health and Gender Medicine (Centro di Coordinamento Aziendale per la Salute e Medicina di Genere)" (Del. DG. No. 252 of 23/10/2014 and Del. DG. No. 13 of 11/01/2017).

AOU Meyer IRCCS intends to pursue the promotion of Health and gender-specific medicine, in a systematic manner, in line with the *"Plan for the application and dissemination of Gender-Specific Medicine"*

published by the Ministry of Health (Plan for the application and dissemination of Gender-Specific Medicine in implementation of Article 3, paragraph 1, Law 3/2018).

For this purpose, an activity was launched involving the participation of Hospital employees in trainings on the subject.

The willingness of AOU Meyer IRCCS is to investigate the level of knowledge and awareness regarding health and gender-specific medicine, to carry out an in-depth analysis and to build a training and continuing education dedicated to all employees.

AOU Meyer IRCCS aims to increase the internal culture on health and gender-specific medicine, as a fundamental approach in health care to focus on the person. The hospital is looking to introduce and strengthen the gender perspective in scientific research, as an engine for the development of new knowledge and new perspectives, with a specific focus on the paediatric age as well as on the health of operators.

Center for leadership in public health

As mentioned above, AOU Meyer IRCCS completed in 2022 the renovation of the central body of the Meyer Health Campus as a place connected, but separated from the hospital area, for training, wellbeing, and psychological listening and with a special focus on human capital. A further decision in this field is the creation, within the new context, of a centre for the promotion of leadership in healthcare called the "Centre for leadership in public health" in which training courses on adaptive leadership will be designed and delivered.⁹ These are not professional training courses, but courses in which transversal skills and tools for dealing with change are acquired. These courses have been designed to provide support to AOU Meyer IRCCS employees in a particularly complex historical period in which healthcare system dealt with the pandemic crisis due to Covid-19 and through the implementation of transversal skills aimed at overcoming any gaps, including gender gaps.

The Leadership courses are open to all the healthcare and the non-healthcare professionals, AOU Meyer IRCCS operators and external operators working in the Regional Health Service.

2.6. Tools for countering gender-based violence

CUG

In compliance with art. 57 of legislative decree no. 165 of 2001, AOU Meyer IRCCS has established the CUG (Comitato Unico di Garanzia), which has the task, in Public Administrations, of ensuring within the sphere of public employment, equality and equal gender opportunities, the protection of workers against discrimination and mobbing, and the absence of any form of physical and psychological violence.

⁹ General Director Resolution n. 261 del 28-01-2022

The AOU Meyer IRCCS has set up the current company CUG¹⁰, with an equal composition as required by law, with equal composition of company members and trade union representatives currently divided on the basis of gender as follows:

- 9 women owners, 1 man owner
- 7 women alternates, 1 man alternate

The CUG is renewed every four years and its members may be re-elected once. The CUG assesses reports of discriminatory incidents received in writing through the institutional e-mail indicated on the company intranet site. After receiving the report, the President assesses based on its type how it should be handled. The anonymous processing of reports received is ensured.

Psychological listening service

AOU Meyer IRCCS provides its workers with a psychological listening service¹¹ (article 64.4 of the company statute) as a coping mechanism to face relational problems that they can encounter with the patient-child, his/her family, and colleagues and to cope with the great mental load due to the profession carried out in the Hospital. The idea behind this service is to promote psychological well-being in the workplace and to support the employees in case there are critical issues. The service is offered during working hours and provides individual or group sessions according to the problems and objectives of the person.

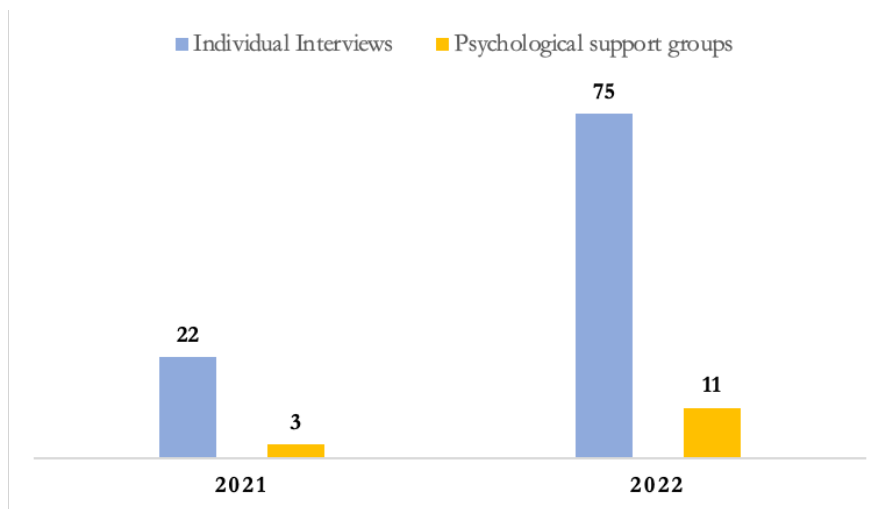
Furthermore, the service can provide support for illegitimate situations such as gender-based violence or harassment in the workplace at the request of the person involved. In these contexts, a fruitful collaboration between the CUG and the psychological listening service is pursued to ensure that unlawful behaviour is detected, and that concrete action is taken.

The number of individual interviews by the psychological support service increased considerably from 2021 to 2022 (Figure 16). There was also a slight increase for psychological support groups. In addition, in 2021 there have been 22 reports of violence acts.

¹⁰ General Director Resolution n. 133 del 22.02.2019

¹¹ General Director Resolution n.112 del 17-12-2015

Fig. 16 – Individual interviews and psychological support groups

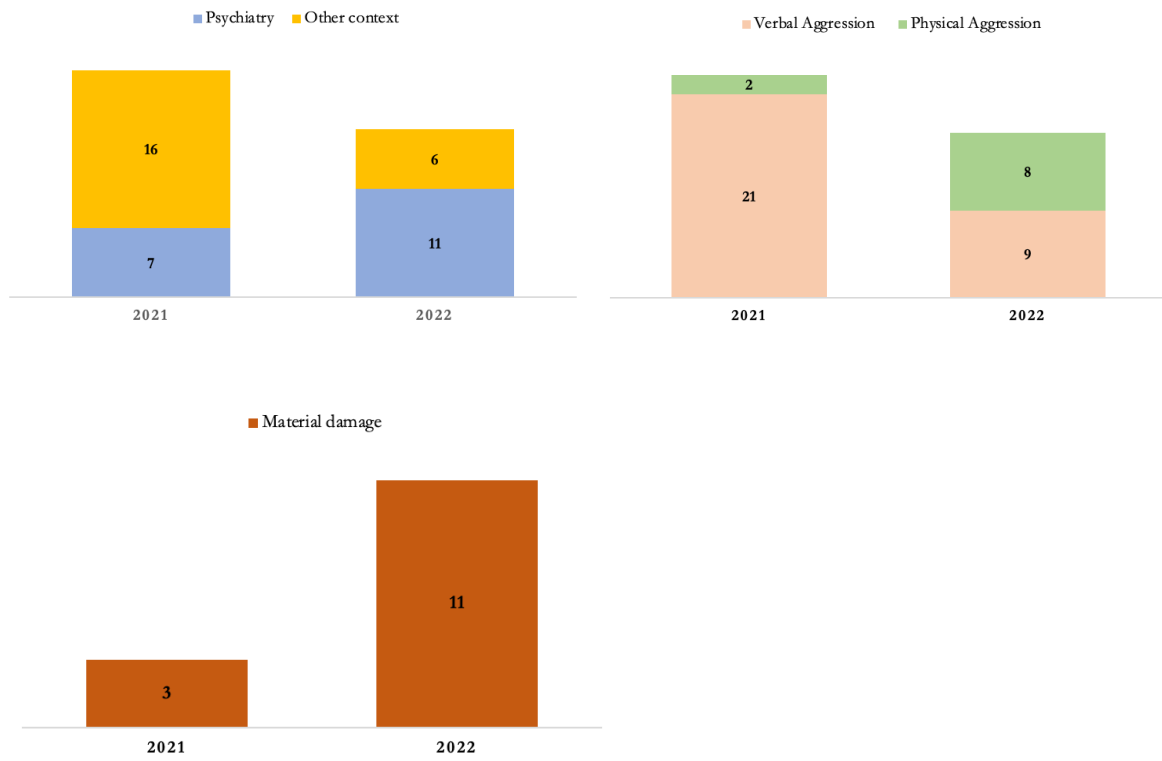


Corporate multidisciplinary Working Group

The Resolution of the General Director for the establishment of the “*permanent multidisciplinary corporate working group on the prevention and management of the phenomenon of violence against operators and the assessment and management of work-related stress risk*” pursuant to Legislative Decree No. 81 of 2008 is currently being adopted. The constitution of the group, made up of representatives of several corporate organizational units, represents the willingness to define a strategy for violent situations towards workers in the workplace and for work-related stress.

Figure 17 summarizes the number of aggressions that occurred in AOU Meyer IRCCS between 2021 and 2022 according to context, the form and type of damage. By aggressions, we mean all those detrimental behaviours to healthcare workers in the exercise of their profession. Between 2021 and 2022, aggressions in psychiatry decreased and those in other contexts increased slightly; verbal aggressions decreased but those with physical contact increased. Finally, material damage increased, but there was no physical damage in the two-year period.

Fig. 17 – Aggressions by context, form, and damage





3. Three-year action plan for gender equality


The following three-year plan, which has been build and planned on the basis of the As-Is status at AOU Meyer IRCCS, is based upon 5 intervention areas and 15 general objectives. For each objective, there are the necessary tools, the owners, the KPIs, and the three-year timeline. For each area, there is the correspondence with the Sustainable Development Goals (SDGs) by ONU Agenda 2030.

For this action plan, the forecasted total budget for three years is € 45.000 (€15.000 for each year).


3.1. Area 1: Foster the balance between professional and personal life

Area 1: Foster the balance between professional and personal life							
OBJECTIVES	TOOLS	OWNERS	KPI	TIMELINE			SDGs
				2023	2024	2025	
Structure/Stabilize the smart working in order to foster the balance between the professional and the personal life	Internal agreement on Smart working	Human Resources Area	Production of the internal agreement; Monitoring and control of the application	X	X		 Objective 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Working plans by objectives	All Areas	Adoption of a model to map the activities (on the basis of Job description or processes); Homogeneous collection of the percentages of remote work/digitalization of procedures	X	X		
	Collections of needs (on education, technology, digitalization) to implement percentages of smart working	ICT ARU Training Office All Areas	Census; Sustainability analysis; Plan of activities	X	X	X	
Balance the discipline "Istituti di conciliazione" and guarantee an equal treatment	Review of agreement on work schedule	ARU	Beginning of involvement of trade unions; Adoption	X	X		 Objective 5: Achieve gender equality and empower all women and girls

3.2. Area 2: Foster an organizational culture based on gender equality

Area 2: Foster an organizational culture based on gender equality							
OBJECTIVES	TOOLS	OWNERS	KPI	TIMELINE			SDGs
				2023	2024	2025	
Implement, review, update the GEP	Monitoring of actions and verification of the advancement status	Team GEP	N. 1 event of communication on the adoption of the GEP N. 3 meetings to monitor N. 1 final annual report	X	X	X	 Objective 5: Achieve gender equality and empower all women and girls
Foster the awareness and the respect for gender differences	Gender budgeting	Team Gep + Communication	Start of the path to develop the Gender budgeting Adoption of the Gender budgeting	X		X	
	Introduction of inclusive language and inclusive behaviours	Team Gep + Communication	Adoption and diffusion of a vademecum	X			
	Training paths on gender differences (languages, behaviours, inclusive leadership)	Training office and scientific managers	N. 2 training paths yearly	X	X	X	
Adapt the prevention measures for risks on the basis of the gender differences	Review on the modalities for the production of the DVR	SPP e RLS	Production of guidelines for the review of DVR on the basis of the genders	X			
Monitoring of research contents with attention to gender	Implement a culture of research with takes into account the gender	Director of Research Institute and CEL	Annual report on the results and diffusion; activities of awareness and evidences	X	X	X	

3.3. Area 3: Promote gender balance in key and apical roles

Area 3: Promote gender balance in key and apical roles							
OBJECTIVES	TOOLS	OWNERS	KPI	TIMELINE			SDGs
				2023	2024	2025	
Promote gender balance in the assignments of managing roles and responsibilities	Creation of a monitoring group for the assignment of managing roles and responsibilities	Company management	N. 2 meetings to monitor yearly	X			<div><div>5 GENDER EQUALITY</div></div> <p>Objective 5: Achieve gender equality and empower all women and girls</p>

3.4. Area 4: Provide equal opportunities for professional growth and scientific research activities

Area 4: Provide equal opportunities for professional growth and scientific research activities						
OBJECTIVES	TOOLS	OWNERS	KPI	TIMELINE		
				2023	2024	2025
Guarantee equal opportunities in the career progression	Review Job description and add the equal opportunities clause	ARU	Monitoring the adoption of the clause and further adjustments	X		
	Composition of Commissions with attention to represent the different genders and considering the competences	ARU	Annual report on composition of Commissions	X	X	X
Facilitate training opportunities for overcoming the gender gap and age gap	Implement the creation of training modules to improve the transversal competences (IT, language and procedural skills)	Training office	N. 2 courses yearly Monitor the number of participants	X	X	X
Promote the gender balance in the scientific research	Monitor the composition of research groups	Direction Research Institute	Annual survey to investigate obstacles and critical points in the research activities with reference to gender	X	X	X
Guarantee equal opportunities in the appointment of Professors for the company training courses	Creation of a register for Professors to guarantee transparency and rotation in the assignment of roles	Training office	Annual report on the assignment of roles with respect to gender	X	X	X
Create awareness and spread knowledge on the relevance of the gender-specific medicine	Survey on the level of knowledge of gender-specific medicine	Team gender-specific medicine + Team GEP	Number of respondents in the survey to be repeated periodically	X	X	X
	Realizzazione di corsi di formazione sulla medicina di genere	Training office + Scientific managers	N. 1 course yearly with at least two editions	X	X	X





Objective 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Objective 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

3.5. Area 5: Strengthen the preventive system for violence, abuses and discrimination and the support system for the people involved

Area 5: Strengthen the preventive system for violence, abuses and discrimination and the support system for the people involved							
OBJECTIVES	TOOLS	OWNERS	KPI	TIMELINE			SDGs
				2023	2024	2025	
Implement the knowledge and improve the accessibility to the CUG	Organize the CUG in working groups on the basis of a specific topic	CUG	Creation of a group for all type of abuses inside the CUG	X			 Objective 5: Achieve gender equality and empower all women and girls 5.1: End all forms of discrimination against all women and girls everywhere 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
	Communication plan to promote the role of the CUG	CUG + Communication office	N. 1 communication event N. 1 training path for the members of the CUG and for the users	X	X	X	
	Redesign the user journey in the intranet to access the CUG	CUG + Communication office	Review Intranet to create an easy and immediate access to the CUG N. received requests N. processed requests	X			
Improve the synergy between offices and competent working groups to manage the cases of violence, aggressions, abuses and discrimination	Creation of a permanent multidisciplinary working group on the risk valuation about stress correlated to work	RSPP	Report on the analysis of critical points Elaboration of proposals and corrective actions	X	X	X	 Objective 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Offer psychological support to the victims of violence, abuses and discrimination	Implement dedicated resources	Psychological listening service	Monitor of monthly hours dedicated to the activities	X	X	X	

4. Acronyms

AOU Meyer IRCCS = University Hospital Meyer and Scientific Institute for Research, Hospitalization and Healthcare

CUG = Comitato Unico di Garanzia

ESTAR = Tuscan Health Technical Administrative Support Agency

NHS = National Health Service

SDGs = Sustainable Development Goals

PI = Principal investigator

PAF = Annual Training Plan (Piano Annuale Formativo)

5. Documents of reference

- Company Statute (updated at 01-02-2021)
- Organizational chart
- Resolution for the Constitution of the team Gep: news protocol n. 7525 del 15/09/2022
- General Director Resolution n. 331 del 30-06-2022
- General Director Resolution n. 94 del 20-02-2020
- General Director Resolution n. 450 del 30-09-2022
- General Director Resolution n. 55 del 28-01-2022
- General Director Resolution n. 148 del 11-03-2022
- General Director Resolution n. 261 del 19-05-2022
- General Director Resolution n. 133 del 22-02-2019
- General Director Resolution n. 244 del 01-06-2017
- General Director Resolution n.112 del 17-12-2015
- Job offers for graduates for security responsible SEPP 2022
- Internal job offer for IUA
- Job Offer Bds graduated in Biology or Biotechnology 2022
- Data on personnel at 31st August 2022 disaggregated on the basis of gender
- Data on the use of the internal kindergarten “Il giardino dei grilli”
- Data on research personnel disaggregated for gender
- Data on scientific leaders, professors and tutor for the trainings
- General Director Resolution: permanent multidisciplinary corporate working group on the prevention and management of the phenomenon of violence against operators and the assessment and management of work-related stress risk compliant to d.lgs n. 81 del 2008 (it will be approved soon)
- Report SLC aggressions 2022
- Modalities to access the psychological listening service (individual or for groups) inside AOU Meyer IRCCS and consequent working schedule (Protocol n.6259/2022)
- Gender budget of University of Florence
- GEP University of Florence
- Gender Equality in Academia and Research – GEAR tool <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>
- Horizon Europe Guidance on Gender Equality Plans, European Commission, Sept 2021, First edition
- Guida ai cambiamenti strutturali nel mondo accademico e nelle organizzazioni di ricerca passo dopo passo, EIGE

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