



GENDER EQUALITY PLAN

Fondazione IRCCS Istituto Neurologico Carlo Besta

Milano, Italia



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1. INTRODUCTION

The Fondazione IRCCS Istituto Neurologico Carlo Besta (FINCB) constitutes a unique model of an Institute for Scientific Hospitalization and Care (IRCCS) under public law dedicated to patient care and clinical and preclinical research in neuroscience. For decades it has been a regional, national and international reference for clinical and preclinical assistance and research in pathologies including the areas of neurology, neurosurgery, pediatric neurology and child neuropsychiatry. In addition to the prevalent neurological diseases (for which it is able to offer excellent diagnosis, treatment and management paths), FINCB is dedicated to rare or particularly complex diseases, which require advanced approaches, and highly qualified personnel. The integration of clinical and research activities and the wide range of cases make the Foundation a particularly suitable environment for the identification and implementation of personalized diagnostic-therapeutic strategies and gender medicine (see, for example, the EURAP project, eurapinternational.org/). FINCB also adopts the broader meaning of personalized medicine, which must respond to the personal, social and cultural characteristics of the individual patient (e.g. <https://www.eurims.org/SIG-Patient-Autonomy/sig-patient-autonomy-about-us.html>).

The planning of clinical and preclinical care and research activities have determined over the years a natural evolution of the FINCB organizational structure towards a departmental and interdepartmental form. The Management Departments include the Complex Operational Units (UOC), to which the Simple Structures (SS), and the Simple Departmental Structures (SSD) belong, which are characterized by the need to highlight the Diagnostic Therapeutic Assistance Paths (PDTA). The Technical-Scientific Departments constitute the fundamental organizational element aimed at translational research in neuroscience (<http://www.istituto-besta.it/Istituto.aspx?doc=Organigramma>).



Mission

The fundamental objective of the Foundation's overall activity is to respond to health needs according to criteria of quality, ethics, efficiency and scientific innovation, having as a reference value the centrality of the person, be it a patient, family member, employee, or private citizen. The FINCB pursues the following fundamental purposes:

- carry out healthcare, biomedical and clinical research activities aimed at treatment (translational research)
- develop and implement professional training and health education programs
- provide support to universities (pre and post graduate education and training)
- experimenting and monitoring innovative forms of management and organization in the health and biomedical research fields.

Headquarters

The Foundation's headquarters are located in Milan in via Celoria 11 where the main building for clinical and diagnostic activities is located.

Foundation places

The growing need for expansion related to the development of advanced technologies for diagnostics and the expansion of research lines, made the spaces available at the historic site insufficient and made it essential to identify areas for expansion in additional places.

In 2015, redevelopment interventions were started for the renewal and humanization of the adult neurology hospitalization areas of via Celoria 11. Currently, some of the Foundation's services are located in the municipality of Milan, at the following branch offices acquired under lease:

- via Temolo 4 research laboratories
- via Clericetti 2 administrative and management offices
- via Amadeo 42 research laboratories
- via Puecher 7/9 clinics

Lombardy Region has promoted a Program Agreement, which sees as interested parties the Ministry of Health, the Municipality of Sesto San Giovanni, the Municipality of Milan and the Fondazione IRCCS Istituto Nazionale dei Tumori and Fondazione IRCCS Istituto Neurologico Carlo Besta for the realization in the Municipality of Sesto San Giovanni, of the

City of Health and Research Center, where the two institutes will be relocated. The implementation of this project, scheduled for no earlier than 2021, will allow the full application of the Institute's development plans in accordance with the needs imposed on an international research and care facility.

Corporate bodies

The bodies of the Foundation are:

- Board of Directors (BoD)
- President
- General manager
- Scientific director
- Board of Management
- Board of Statutory Auditors

The macro organizational structure is completed with the Administrative and Health Departments headed by their respective Directors, who together with the General Management make up the Strategic Management Department.

The Management Departments are divided into Complex Operational Units (UOC) to which the Simple Structures (SS) belong, in Simple Structures of Departmental value (SSD).

The Technical-Scientific Committee (CTS) and the Scientific Commission assist in the activity of the Scientific Direction. The CTS is appointed by the Board of Directors (BoD) on the proposal of the Scientific Director who chairs it. Pursuant to Article 19 of the Statute of the Foundation, the CTS is composed of three internal members (one of which is not a doctor) elected by the health personnel of the Foundation, six internal members (three doctors, two biologists and a laboratory technician) chosen by the Director Scientific, three external members of high international scientific profile in the field of neuroscience, chosen by the Scientific Director. The Scientific Commission is made up of all the Directors of the UOC.

The relationships between the various organizational levels are functional to the achievement of the objectives set by the plans and programs of the Institute determined by the BoD as well as the health care and biomedical and health research guidelines defined at national and regional level and the relative compatibility, including financial ones.

INDEPENDENT COMMITTEES

The Ethics Committee

The Ethics Committee is an independent body established in 1996, composed according to interdisciplinary criteria, with functions of consultation and reference for any problem of an ethical nature that may arise within the activities of the FINCB, regarding clinical practice and biomedical research.

In accordance to the Decree of 8 February 2013 (Criteria for the composition and functioning of the ethics committees) and the decree of the Lombardy Region DG Health n. 5493 of 25/6/2013, the Ethics Committee is made up of internal and external members appointed by the BoD on the proposal of the Scientific Director. Its task is to protect the safety, integrity, rights and well-being of all subjects participating in clinical trials by expressing an ethical and scientific opinion before starting any clinical trial.

The members of the Ethics Committee remain in office for three years. The mandate cannot be renewed consecutively more than once, with the exception of ex officio members, who in any case cannot hold the office of President for more than two consecutive mandates.

The meetings of the Ethics Committee may be attended, from time to time, by experts in other disciplines or by the proposers of the researches, without the right to vote.

The Unique Guarantee Committee for equal opportunities, the enhancement of the well-being of those who work and against discrimination (CUG)

The CUG, envisaged by article 57 of Legislative Decree 30 March 2001, was established by resolution of the General Manager no. 322 of 29/06/2011. The CUG carries out its activities towards all personnel and replaces, by unifying them, the "Committees for equal opportunities" and the "Joint Committees on the phenomenon of bullying". In accordance with the ministerial guidelines, the CUG aims to ensure, in the context of "work", gender equality and equal opportunities, guaranteeing the absence of any form of moral or psychological violence and discrimination, direct and indirect relating to gender, age, sexual orientation, race, ethnic origin, disability, religion and language.

It favors the optimization of productivity, improving the efficiency of work performance through the creation of a work environment characterized by respect for the principles of equal opportunity, organizational well-being and contrasting any form of discrimination and moral or psychological violence.



The CUG is made up of members designated by each of the most representative trade union organizations pursuant to art. 40 and 43 of Legislative Decree 165/2001 and by an equal number of representatives of the administration. For each effective member there is an alternate member. The President of the CUG is appointed by the General Management. The CUG prepares the Positive Action Plan (PAP) every three years, which is approved by the trade unions and adopted by resolution of the General Management. Regulations, code of conduct and the latest PAP approved for the three-year period 2017-2019 are available on the website (<http://www.istituto-besta.it/Istituto.aspx?doc=Comitato-Unico-di-Garanzia>).

2. PHOTOGRAPH OF THE STAFF

At the time of the survey (2018), the FINCB staff consisted of 586 permanent and temporary employees (66% women) and 187 unstructured workers (researchers or administrators) (79% women). This distribution changes significantly considering the top positions, which are filled by men 78% in senior management and 100% at the top (Chairman and BoD). It is also interesting to underline that 15% of men, who represent less than a third of the total staff, hold these roles, while only 1.5% of women hold one of these positions (Figure 1). It should be noted that this gap remains unchanged over the years, as shown by the comparison of the histograms processed on historical data (2008, 2013 and 2018) shown in Figure 2 and by the comparative graph in Figure 3.

Figure 1. Distribution of FINCB staff (year 2018)

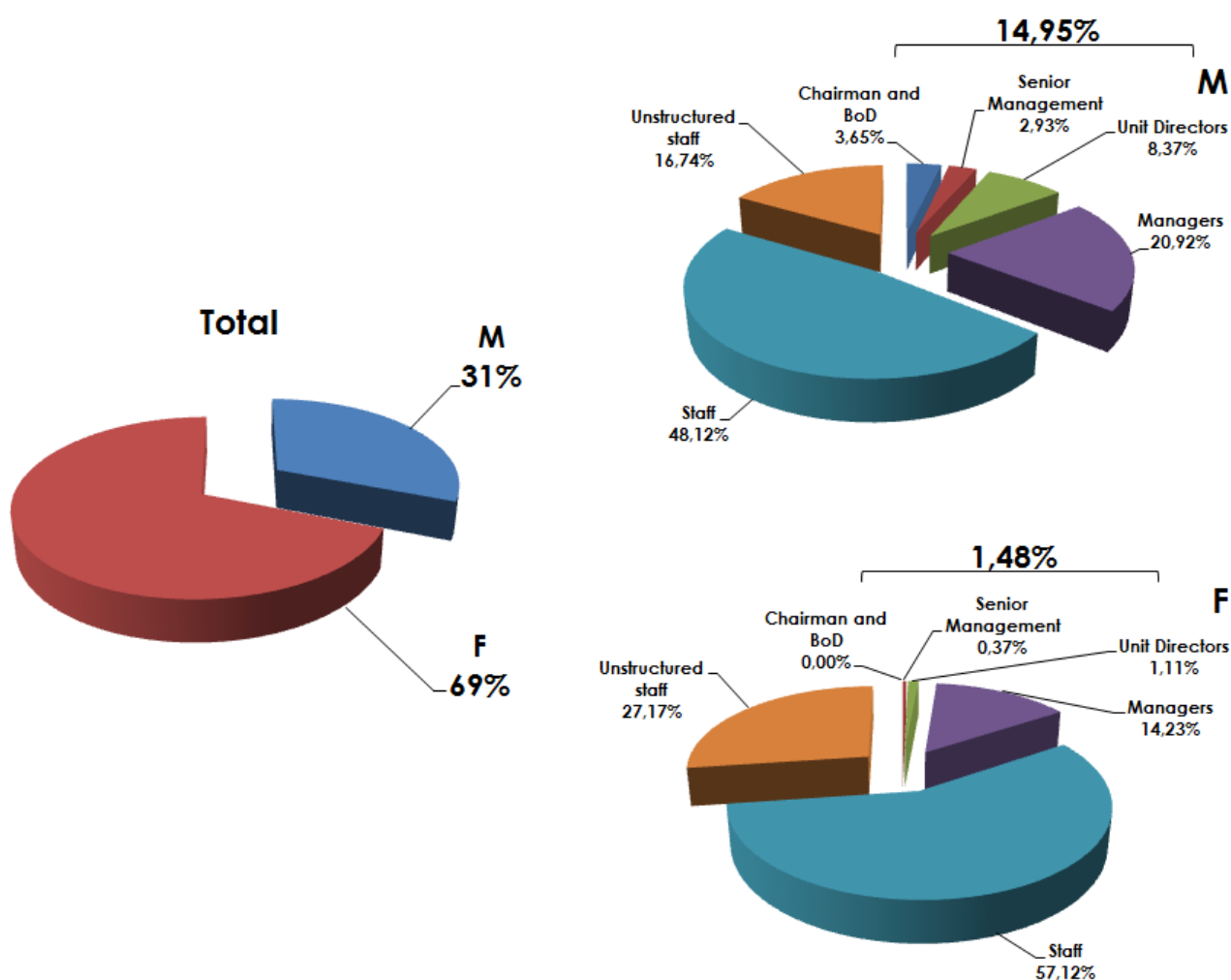


Figure 2. Distribution by gender of FINCB staff during the last two five year periods

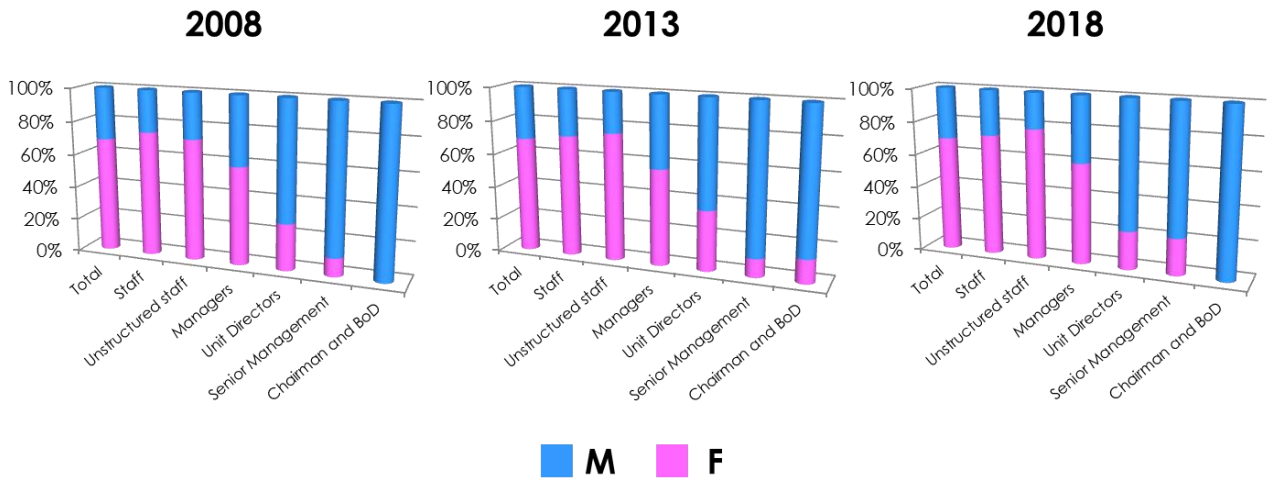
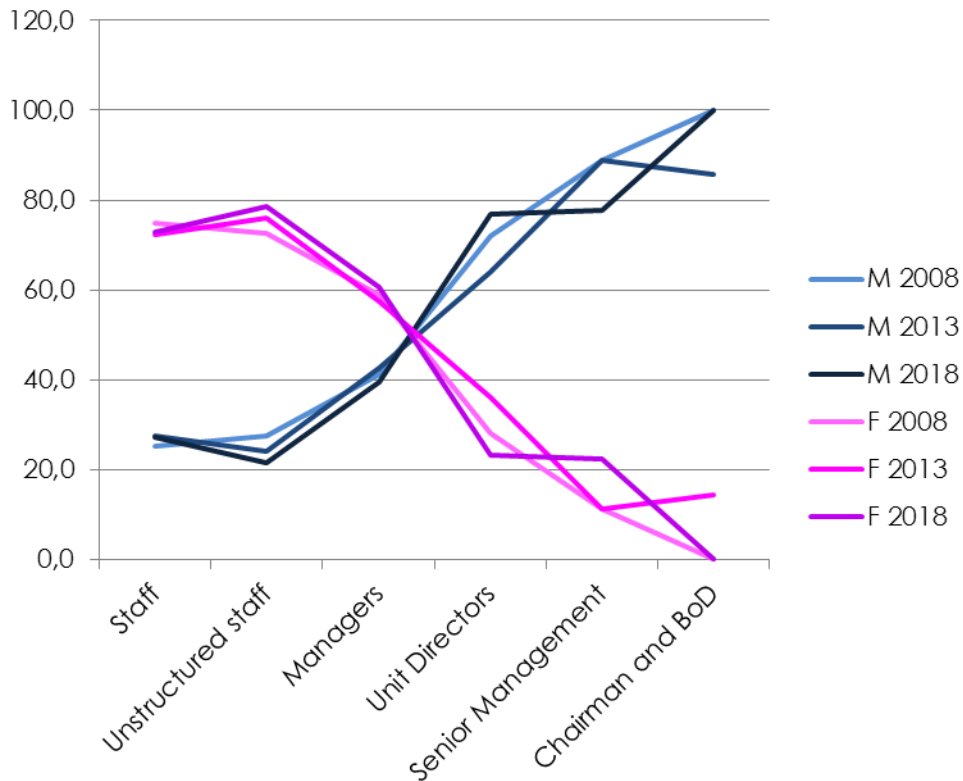


Figure 3. FINCB personal male (M) and female (F) ratio in the years 2008, 2013, 2018, differentiated by role.



3. Areas of action

Premise

The implementation of a project aimed at achieving a gender balance in the workplace is the main European strategy for promoting equal opportunities between men and women.

The influence that gender has in influencing the behavior of citizens is there for all to see, to the point of suggesting that no programming initiative can be considered neutral with respect to gender

It is a systematic approach that provides for the integration of the gender perspective in the design, implementation, monitoring and evaluation of policies, implementation measures and spending programs, which aims to promote equality between women and men and to fight against discrimination.

The influence that gender has in influencing the behavior of citizens is there for all to see, to the point of suggesting that no programming initiative can be considered neutral with respect to gender. Assuming absolute gender neutrality means referring to "standard" individuals who do not exist in reality, but

who in the collective imagination are males, of medium age, without specific particularities (e.g. need for aids / supports, cultural characteristics or of origin ethnicity, etc.). Pursuing gender balance instead means making policies capable of taking into account gender differences which, in our society, are transversal to all others (disability, age, religion, ethnicity, sexual orientation). The correct awareness of social reality, more complex than is commonly considered, must lead to try to offer a more faithful representation, which takes into account the differences in the behavior of men and women. This representation is the starting point for all policies, with the aim of transforming institutional and social structures and organizations in the direction of greater equity for men and women. Evidence relating to the advantages of inclusive organizations is now consolidated, in terms of both motivation, involvement, and sense of identity of the workforce.

In the field of research, the heterogeneity and inclusiveness of the working groups favors innovation, through the comparison of different experiences, approaches and perspectives. The changes already taking place and the rapid evolution in the global labor and research market can only reward an organization that is open, inclusive and geared towards rewarding the professionalism and competence of those who work there. Finally,

inclusiveness and especially gender equality at all levels of leadership are elements of increasing importance in assessing the credibility and reputation of an organization. The European Community, as part of the Horizon 2020 Research and Innovation Programs, also supports the development of gender equality policies with the TARGET (Taking A Reflexive approach to Gender Equality for institutional Transformation) project.

The main criticism of projects aimed at achieving gender balance concerned the lack of clear objectives and indicators, so as to leave a large margin of misunderstanding in the transition from the theoretical dimension to the implementation of the design strategy.

Gender Equality Plans (GEPs) represent, at least in part, the answer to these criticisms. The GEPs are strategic, operational and individualized tools that make it possible to define the legal, organizational, economic and social framework and the operational conditions to implement gender equality in practice. This term does not mean that men and women must be equal or equal in number, but that - with the same skills - have equal access to the same opportunities, while retaining their peculiarities.

In their most effective versions, the GEPs include indicators designed to measure the achievement of general and specific objectives and provide for the planning of specific training courses on gender skills for the figures involved, to ensure adequate implementation of the plan.

In the context of research organizations and higher education institutions, the European Commission has long promoted the adoption of GEPs and defines each plan as a series of actions that aim to conduct an impact assessment for:

- identify the dimensions of gender discrimination in the organization
- identify and implement innovative strategies to correct any kind of inequality
- set goals and monitor progress through indicators

The term "gender equality" does not mean that men and women must be equal or equal in number, but that they have equal access to the same opportunities, while retaining their peculiarities

GEPs are today the main tool to influence systematic institutional change through:

- identification of human resources development strategies in institutional governance



- allocation of research funds

The GEP of the FINCB identifies three macro-areas on which to develop improvement actions with objectives in the short (1 year), medium (3 years) and long term (5 years).

A. Promote gender balance at all at work levels

It has now been proven that gender balance within a decision-making body, be it a commission or a corporate board, leads to greater objectivity and decision-making quality and greater operational efficiency.

The following actions are therefore proposed to promote gender balance within the decision-making bodies of the Foundation:

A.1 Scientific Commission It is currently made up of 16 men (including the Scientific Director) and 4 women (4: 1). It proposes that 4 other women are included, identified among the managers of Simple or Departmental Structures and chosen by the Scientific Director. The goal is to increase female representation in the Scientific Commission, with a view to bringing the ratio closer to 2: 1 than the current 4: 1.

A.2 Ethics Committee Currently the Ethics Committee is made up of 15 men and 7 women (Resolution no.52 of 22/07/2016 and no. 139 of 12/07/2017). The President is a man. It is proposed that in the next appointment of members (July 2019) the Scientific Director takes into account in his proposals the need to achieve a greater gender balance.

A.3 Examination and Competition Commissions Prepare appropriate monitoring tools to ensure compliance with the regulations on the composition of examination and competition Commissions (art. 57 c.5.1 letter a of Legislative Decree 30 March 2001, n. 165) which provides - when possible - that at least one third of their members be female.

A.4 Conferences organized by the Foundation In the conferences organized by the Foundation, insert recommendations in the forms in use to respect gender balance in the choice of speakers / speakers and moderators / moderators.

B. Promote and support women in the workplace

The objectives of this macro-area are to remove the organizational and cultural barriers in the career path of women and to try to bridge the gender gap existing in managerial or coordination professional positions (see organizational chart). Part of these objectives have already been included and approved in the CUG PAP 2017-2019 (Resolution no. 738/2017 of December 27, 2017).

B.1 Training courses In collaboration with the CUG and the Besta Women in Network Association, mentoring courses will be organized in group seminars on specific topics (leadership, communication, situational awareness, decision making, problem solving, empowerment). These activities will be held both by women present in the Institute who work in top positions and by external experts on the basis of what is already foreseen in the current PAP. The monitoring of activities will take place by using survey tool aids (structured descriptive cards, questionnaires and other tools) that allow the analysis and reporting of results. The expected results are: acquisition of a greater degree of awareness of the role and functions by each participant, enrichment of skills with respect to the soft skills indispensable to cover roles with high managerial responsibility.

B.2 Amendment to Art 5 Scholarship regulations The Scholarship regulations approved with Board Resolution no. 185/2018 provides, among the admission requirements to the competition announcement (Art 5), the participation of subjects who have not exceeded 35 years on the expiry date of the announcement. The requirement will be amended by indicating that for women the time limit of one year for each child will be extended, similarly to what already happens for the PRIN competitions and the European Research Calls.

B.3 Establishment of the event "The Women's Career Day" The Foundation undertakes to organize an annual conference / event dedicated to women who have made a path of excellence within it.

C. Promote work-life balance

The general objective of this macro-area is to make the work and personal spheres more compatible, allowing to reconcile individual needs, both for family management and for



growth and professional satisfaction, with the organizational needs of a complex structure like ours. The expected result is to improve the quality of life of male and female workers and at the same time the working dynamics.

“Smart Working” project The term smart working refers to an organizational solution that allows the partial performance of the work performance in a place other than the place of assignment. The aim is to facilitate a correct balance between life time management and organizational needs. This project has already been approved and approved within the PAP 2017-2019. The project includes:

1. Drafting of a regulation governing smart working in collaboration with CUG, Human Resources, Strategic Directions and Trade Unions;
2. Interview addressed to employees and permanent employees whose professional figures are compatible with smart working. Evaluation of requests by an ad hoc commission previously established in the drafting of the regulation and identification of suitable employees for the experimental project.
3. Start of the project (1 year) with mid-term evaluation (6 months) by an ad hoc commission previously established in the drafting of the regulation.
4. Final evaluation. The results obtained will make it possible to review specific aspects of the project, optimizing the planning of the following two years.



TIME SCHEDULE

Target macroarea	Action	Measures	Actors	Time Schedule					Responsabile	Indicator
				2019	2020	2021	2022	2023		
A. Promote gender balance at all at work levels	A.1 Increase the representation of women in the Scientific Commission	Appointment of 4 additional components (+ 20%), chosen from among the women managers of SS / SSD	Scientific Directorate	X					Scientific Directorate CUG	Increase of the F/M ratio in the composition of the Scientific Commission
	A.2 Promote gender balance in the composition of the Ethics Committee	Production of recommendations addressed to the nominating body of the members and the President of the Ethics Committee. Its application.	Organ in charge of appointing the President of the Ethics Committee	X					Scientific Directorate CUG CdA	Gender balance of the Ethics Committee and gender alternation at the Presidency of the same.
	A.3 Promote gender balance in the examination and competition commissions	Monitoring of the equal gender nominations in the commissions	Human Resources	X	X	X	X	X	Administrative Management CUG	Gender balance
	A.4 Increase the number of women speakers / moderators in the courses / conferences organized by the Foundation	Insertion of recommendations in the forms in use	Training Office Scientific conference managers	X	X	X	X	X	Training Office CUG	Gender balance

Target macroarea	Action	Measures	Actors	Time Schedule					Responsabile	Indicator
				2019	2020	2021	2022	2023		
B. Promote and support women in the workplace	B.1 Promote career advancement with respect to equal opportunities	Organization of training / mentoring courses on leadership, empowerment and other specific issues	CUG BeWIN Association Training Office	X	X	X	X	X	CUG General Management (DG)	Increase of the F / M ratio in top positions at the end of the five-year period
	B.2 Promote the recruitment of female and male researchers in respect of equal opportunities	Amendment to Art. 5 of the regulation on scholarships, which for women postpones the time limit of 35 years, by one year for each child	Scientific Directorat Human Resources	X					CUG	Number of women who, in the five-year period, benefited from the one-year postponement to participate in scholarship calls
	B.3 Sharing and promoting positive role models of women neuroscientists and researchers	Annual conference "The women's Career Day"	Scientific Directorat Training Office	X	X	X	X	X	General Management CUG	Increase in the participation of the number of women each year
C. Promote work-life balance	C. Promote work-life balance	"Smart working" project (pilot phase and its optimization)	CUG Human Resources Strategic Management Unions	X	X	X	X	X	CUG	Number of active projects / year



Documents consulted for the drafting of this GEP:

- *Structural Transformation to Achieve Gender Equality in Science: Guidelines (Structural Change in the Research Sector): European Institute for Gender Equality*
- *Guide to structural changes in academia and research organizations step by step: European Institute for Gender Equality*
- *Taking A Reflexive approach to Gender Equality for institutional Transformation (www.gendertarget.eu)*