



Equal Opportunity Plan **Monitoring Report 2024**

Introduction

The monitoring report summarises the course of the implementation of the Gender Equality Plan (GEP), which was approved by the FNUSA management on 17 December 2024 as a binding framework for the development of activities in the area of equality, diversity and inclusion.

At the end of the year, we see a significant shift in several key areas. Among the most important are the formal anchoring of the Personal Development Department in the FNUSA organisational structure, the creation of methodologies and tools to support parents and carers, the development of education on the topic of equality and diversity, and the introduction of a system for addressing inappropriate behaviour in the workplace, including an online trust mailbox. At the same time, internal communication, work with data and support for foreign employees were also strengthened.

The report focuses primarily on evaluating the short-term objectives planned for 2024 and maps the current status of the individual measures. The long-term objectives will be continuously monitored and comprehensively evaluated within the final evaluation report after the end of the three-year implementation period in 2026.

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Progress on the short-term objectives (by the end of 2024)

Objective	Sub-objectives	Status
1. Create and implement an equality and diversity strategy including a gender equality plan	- Revised document 2024 - Final audit report 2024	- Completed - Completed
2. Anchor the Personal Development Department in the FNUSA organisational rules	- Revised organisational rules - Annual review of the FTE and professional capacities of the HRDD - GEP implementation report	- Completed - Completed - Completed
3. Strengthen the FNUSA brand as an employer that supports gender equality, diversity, flexibility and inclusion	- Publication of the gender equality plan and information on support for diversity and inclusion on the website - Obtaining the HR Award for FNUSA	- Completed - Completed; an application to extend the award to the level of the whole institution was submitted and approved by the European Commission.
4. Revise job advertisements with an emphasis on inclusive language and support for the diversity of work teams	- Revised job advertisement template with inclusive language and a commitment to diversity	- Completed
5. Prevent horizontal and vertical gender segregation and strive for a more balanced representation in management and decision-making positions	- Regularly monitor the gender composition of teams and introduce measures to support the underrepresented sex	- In progress
6. Monitor pay differences between men and women and adopt measures to reduce them	- Analysis of the state of remuneration of women and men at the level of the whole institution and adoption of corrective measures	- The analysis using the Logib tool is carried out every year.
7. Publish the minimum salary level in job advertisements	- Revision of job advertisements	- Postponed to a later period.
8. Introduce maternity/parental leave management to support systematic work with parents of young children	- Creation of a methodology focused on setting up the process - Training of HR unit staff and managers in the area of flexible forms of work	- Completed - Completed - -

before, during and after their return from the parental break	- Creation of a communication strategy supporting clearer communication of internal rules across the whole organisation	- Completed
9. Increase the gender expertise of employees	- Delivery of training for managers and the HR unit - Internal training for employees focused on explaining stereotypes about the roles of men and women	- Completed - Completed
10. Define a process for the institutional handling of inappropriate behaviour, encompassing the process of submitting, evaluating, addressing and recording individual reports	- Creation of a directive governing the procedure for addressing inappropriate behaviour in the workplace - Provision of an electronic system for receiving and recording reports of inappropriate behaviour - Identification and training of contact persons who will receive and address the reports received	- Completed - Completed - Completed
11. Provide methodological support in addressing inappropriate behaviour in the workplace	- Preparation of methodological materials for the directive, for employees and for contact persons - Preparation of an information campaign	- Completed - Completed
12. Strengthen the prevention of inappropriate behaviour and increase employees' awareness of the options for addressing it	- Carrying out analyses of the working climate (audits of clinics) - Organising internal training for managers/employees/interns/students on placements at FNUSA on topics connected with inappropriate behaviour in the workplace	- Completed - Completed
13. Support the integration of foreign workers	- Provision of support, including assistance with relocation and adaptation, provided within the Welcome Office - Bilingual CZ/EN communication at least at the level of ICRC or workplaces with foreign staff - Managed documentation available in CZ/EN - GEP available in CZ/EN	- Completed - Completed - Completed - Completed

The individual objectives

Objective 1: Revision of strategic documents

A gender audit was carried out, which will be repeated in a two-year cycle. On its basis, an equality and diversity strategy including a gender equality plan (GEP) was prepared. This document was approved by the hospital director on 17 December 2024, thereby becoming a binding framework for the implementation, ongoing monitoring and regular evaluation of activities at the level of the whole organisation. At the same time, some activities were already taking place in the previous year.

Objective 2: Institutionalisation of personal development

We succeeded in formally anchoring the Personal Development Department in the FNUSA organisational structure, with this change being reflected in the updated organisational rules. At the end of the year, a report on the implementation of the Gender Equality Plan (GEP) was also prepared for the FNUSA management. The FTE status is continuously reviewed with regard to the activities implemented and planned.

Objective 3: Strengthening FNUSA's position as an inclusive employer

The Gender Equality Plan, the Equality and Diversity Strategy and information on support for diversity and inclusion were published on the FNUSA website in the 'Corporate culture and strategy' section¹ and in the internal information system, the Intranet.

Objective 4: Inclusive language in recruitment materials

We began a revision of the linguistic style of job advertisements and the templates by which they are created, with the aim of ensuring their greater inclusivity and support for diversity.

Objective 5: Monitoring the gender composition of teams

Information on the gender composition of the hospital's employees is part of this documentation and is available in the 'Analysis of data and indicators' section. The analysis points to differences in the representation of men and women, which we further monitor also in the context of any pay inequalities.

Objective 6: Analysis and addressing of gender differences in remuneration

Every year, an equal pay analysis is carried out using the Logib tool. On the basis of the findings from the analyses, we work on proposals and measures to reduce pay differences between women and men.

Objective 7: Revision of job advertisements and ensuring pay transparency

The job advertisement templates were updated so that they use language supporting equality and inclusion. The advertisements are formulated so that it is clear that the positions are suitable for both women and men, and at the same time reflect the organisation's commitment to supporting the diversity of work teams. At present, the condition of stating the minimum salary level is not yet met; its transfer to the next calendar year is being considered.

¹ Available on the website at: <https://www.fnusa.cz/kariera-a-vzdelavani/firemni-kultura-a-strategie/>.

Objective 8: Support for employees on maternity/parental leave

In the first half of 2024, a comprehensive framework was prepared for systematic work with parents and carers on maternity/parental leave. A methodology was created for the process of departure, return and communication with carers, which was supplemented with practical manuals for both parents and managers and a pre-prepared directive 'The employee journey of parents and carers'.

In cooperation with the company HR Space Leaders, s.r.o., four seminars were held for HR and managers, focused on going on maternity/parental leave, communication during absence, adaptation on return and flexible forms of work.

The activities also included the creation of a communication strategy that unified and clarified the internal rules, especially in the area of the flexibility of working hours and the available tools for supporting employees with caring responsibilities. This set of measures significantly contributed to the professionalisation of communication with parents and to strengthening a fair and transparent approach across the organisation. Within the communication strategy, Klub-Ko was introduced – consultation hours for parents, where they have the opportunity, by prior arrangement, to come and, in a safe and calm environment, discuss any questions connected with their return to work or other professional topics. The 'Bulletin for St. Anne's Parents' was also created, which briefly and clearly provides information about current events in the hospital as well as about topics relevant to parents on maternity/parental leave. Through this step, we seek to facilitate access to information, express interest in and support for this target group and strengthen their bond with the institution.

Objective 9: Education and awareness-raising in the area of equality

The aim of the systematic education was to strengthen an inclusive corporate culture and break down prejudices. The training 'Equality matters' was prepared, which took place repeatedly and focused on explaining concepts such as equality, gender and stereotypes and their impact on everyday work. The topics also included an explanation of the position of women in healthcare, the gender dimension of research and the importance of gender-sensitive language.

The training was followed by an e-learning course, which ensures the long-term availability and flexibility of education on this topic. Both the training and the e-learning created a stable basis for the further development of gender expertise at FNUSA.

Objective 10: System for addressing inappropriate behaviour

The directive Addressing Inappropriate Behaviour in the Workplace was completed and issued and has been in force since February 2024. The document defines in detail the basic concepts, the procedures for submitting a report, the ways of handling incidents and the follow-up corrective measures. The directive was approved by the hospital management and employees had to familiarise themselves with its content via the managed documentation system.

At the same time, a licence for an online reporting system (an 'online trust mailbox') was introduced, which makes it possible to submit a report anonymously or under one's own name.

This system serves to record all reports received, both those officially entered directly into the system and cases forwarded, for example, via managers or contact persons.

Each report is supplemented with a description of the event, any evidentiary materials or records of meetings with the parties involved.

For managers and HR, a cycle of internal training was also prepared, which took place on March 4 (2 runs), April 15 and June 3 2024. The aim of this training was to strengthen competences in addressing the issue and to support the prevention of inappropriate behaviour in the workplace.

The support also included the preparation of methodological materials – manuals for contact persons as well as for employees, leaflets, comics and other materials published on the Intranet and the hospital's website.

Beyond the handling of reported cases, employees and managers are also provided with counselling focused on stabilising work teams and coping with demanding situations. In this way, we seek not only to effectively address existing issues, but also to prevent the emergence of new, potentially inappropriate situations.

Objective 11: Raising awareness of the mechanisms for addressing inappropriate behaviour

As part of the information campaign, a separate section, Addressing Inappropriate Behaviour in the Workplace, was set up on the hospital's Intranet. An explanation of the basic concepts, a description of the procedure for submitting a report, a direct link to the online trust mailbox and profiles of the contact persons who underwent specialised training already in the previous period are all available here.

The page also includes an information leaflet intended for distribution at the individual workplaces. In the final phase of the project, in order to further promote the online mailbox, a series of comics with animals was created, which depict situations of discrimination, sexual harassment or bullying in a comprehensible and original way and thus draw attention to the existence of these phenomena in the workplace and to the options for addressing them.

For easier orientation in the issue and with the aim of clarifying the ways of addressing and preventing inappropriate behaviour, an Employee Guide was created. To unify the procedures of the contact persons and to make the whole process clearer, a Handbook for Addressing Inappropriate Behaviour was also prepared.

The information campaign also included the promotion of the online trust mailbox and raising awareness of the options for submitting reports. The system records both officially entered reports and cases forwarded, for example, by managers, including accompanying materials and records of meetings. The whole set of measures thus represents a comprehensive framework of methodological support that strengthens both the prevention and the effective handling of inappropriate behaviour in the workplace.

Objective 12: Analysis of the working climate and training

During 2024, several analyses of the working climate were carried out across departments and clinics. The outputs are always actively discussed with the management of the workplaces and serve as a basis for adopting targeted measures. At the same time, regular training is held for managers and employees on the topic of communication, improving the working climate, etc.

In 2024, a total of six training sessions took place. The first wave was intended primarily for managers, after which the training was also made available to a wider group of employees.

Objective 13: Supporting the integration of foreign workers

As part of the support for the integration of foreign workers, bilingual internal communication in Czech and English was ensured at the workplaces where foreign employees work. The managed documentation is available in both languages via the Netekman system, including most internal directives and instructions, and the GEP is also available in CZ/EN.²

At the same time, as part of ensuring support with relocation and adaptation provided within the [Welcome Office](#) pages were created on the ICRC IS directly under this name, where newcomers from abroad can find, for example, information about the main points of the regulation of employment relationships, help with accommodation, opening a bank account, insurance and much more. There is also a specific and detailed description of what to deal with before departure, during the stay and, where applicable, during departure.

A translation of the new website into English is also currently underway, which further strengthens the availability of information for foreign employees.

Analysis of data and indicators

Data analysis for 2024

As of December 31 2024, a total of 3,661 people were in employment, of whom 2,752 women (75%) and 909 men (25%). As Table 1 shows, the representation of women and men differs significantly between the individual categories of employees.

The highest proportion of women was found among non-medical healthcare workers (89%), followed by pharmacists (79%) and administrative and research workers (69%). The category of doctors shows an almost balanced representation of women and men, with women making up 51% of employees. Conversely, men predominate among operational staff.

² The GEP is available in the EN version here: [Equal opportunities – ICRC – International Clinical Research Center](#)

Tab. 1: The representation of women and men between the individual categories of employees

Category	Men	Women	Total	% of women
Doctor	349	367	716	51 %
Pharmacist	7	27	34	79 %
Non-medical healthcare workers	219	1861	2080	89 %
Administrative and research workers	198	440	638	69 %
Operational staff	136	57	193	30 %
Total	909	2752	3661	75 %

The age structure of employees is similar for both women and men (Table 2). The largest proportion of women falls into the 40–49 age group (28%), whereas among men the 30–39 age group is most represented (25%). The majority of employees of both sexes are aged 30–59. The proportion of employees aged 60 and over is slightly higher among men (14%) than among women (11%).

Tab. 2: Age structure of women and men in the workforce

Age group	Women	Percentage of women	Men	Percentage of men
18 - 29	430	16 %	156	17%
30 - 39	571	21 %	223	25%
40 - 49	766	28 %	202	22%
50 - 59	694	25 %	201	22%
60 - 69	275	10 %	97	11%
70 and more	16	1 %	30	3%
Total	2752	100 %	909	100%

Note: The percentages are counted separately for women (N = 2675) and men (N = 869). The column "percentage of women" shows the structure of all women amongst the age groups and the column "percentage of men" shows the structure of all men amongst the age groups.

As Table 3 shows, the educational structure of women and men differs. Among women, secondary education with a school-leaving examination (40%) and university education (38%) predominate, whereas among men university education (65%) dominates. Women are more often represented in the groups with secondary and higher vocational education, whereas men more often achieve a university education.

Tab. 3: Educational structure of women and men in the workforce				
Highest level of education achieved	Women	Percentage of women	Men	Percentage of men
primary	101	4 %	45	5%
Secondary without exam	192	7 %	123	14%
Secondary with school-leaving exam	1112	40 %	117	13%
Higher vocational education	297	11 %	33	4%
university	1037	38 %	588	65%
unknown	13	0 %	3	0%
Total	2752	100 %	909	100%
Note: The percentages are counted separately for women (N = 2675) and men (N = 869). The column "percentage of women" shows the structure of all women based on education level achieved and the column "percentage of men" shows the structure of all men based on education level achieved.				

A more detailed view is provided by Table 4, which also takes into account the professional structure of employees. Among non-medical healthcare workers, the proportion of university-educated employees reaches 21% for women and 33% for men; among administrative and research workers 57% for women and 78% for men. The results show that the differences in the educational structure are significantly influenced by the differing representation of women and men in the individual professional categories and by the qualification requirements of the individual job positions.

Tab. 4: Percentage of university educated of women and men in the employment categories						
Category	Women with university degrees	Women total	Women with university degree %	Men	Men total	Men with university degree %
Doctor	367	367	100 %	349	349	100%
Pharmacist	27	27	100 %	7	7	100%
Non-medical healthcare worker	392	1861	21 %	72	219	33%
Administrative and research workers	251	440	57 %	154	198	78%
Operational staff	0	57	0 %	6	136	4%
Total	1037	2752	38 %	588	909	65%

Year-on-year changes in the representation of women and men in 2023–2024

Between December 31 2023 and December 31 2024, there was an increase in the total number of people in employment from 3,544 to 3,661 people, i.e. by 117 people. The number of women rose from 2,675 to 2,752 and the number of men from 869 to 909.

Although the absolute number of both women and men increased, their share of the total number of employees remained the same – women made up 75% and men 25%. In terms of overall gender representation, the structure of employees thus remains stable.

More marked changes appeared in the representation of women and men in the individual professional categories. The proportion of women among non-medical healthcare workers fell slightly from 90% to 89%. A more marked decrease occurred among pharmacists, where the proportion of women fell from 82% to 79%. Conversely, among administrative and research workers the proportion of women remained stable at 69%. Among doctors, the representation of women rose slightly from 50% to 51%, so this professional category remains almost balanced in terms of the representation of women and men.

However, a markedly different gender representation persists in the individual professional categories – especially the high proportion of women among non-medical healthcare workers and pharmacists and the higher representation of men among operational staff.

In the age structure, there were slight changes year-on-year. Among women, the proportion of the 40–49 age group fell from 29% to 28%. Among men, the 30–39 age group was the most represented in 2024 (25%), whereas in 2023 the 30–39 and 40–49 age groups were the most represented, both equally at 23%. The proportion of people aged 60 and over rose slightly further, from 10% to 11% among women, while among men it remained at 14%.

Even in 2024, the proportion of people aged 60 and over thus remains higher among men than among women. The age structure of women and men overall continues not to differ significantly, but year-on-year there continues to be a slight increase in the representation of women in the 60-and-over age group.

Changes are also apparent in the educational structure. Among women, the proportion of people with secondary education with a school-leaving examination fell from 41% to 40%, whereas the proportion of university-educated women rose from 37% to 38%. Among men, the proportion of university-educated people remained at 65%. Year-on-year, the proportion of university-educated women thus rose slightly, thereby partly reducing the difference between women and men in this indicator. Nevertheless, university education remains more common among men than among women.

Changes in the educational structure are also apparent when the professional classification is taken into account. Among non-medical healthcare workers, the proportion of university-educated women rose from 20% to 21% and of men from 31% to 33%. Conversely, among administrative and research workers the proportion of university-educated women fell from 61% to 57% and of men from 82% to 78%.

These changes show that the development of the educational structure differs between the individual professional categories and cannot be interpreted solely on the basis of the overall representation of women and men.

Overall, the development between 2023 and 2024 can be characterised as stable in terms of the overall gender representation, because the proportion of women and men remained at 75% and 25%. At the same time, however, there were partial changes in the professional, age and educational composition of employees. From a gender perspective, what is significant is especially the decrease in the representation of women among pharmacists, the slight increase in the representation of women among doctors and the continuing high concentration of women in some professional categories. A positive shift can also be observed in the proportion of university-educated women, which rose year-on-year. However, differences in the educational structure of women and men persist, as does the markedly different gender representation in the individual professional categories.

Plan for the next period

On the basis of the activities to date in the area of equality, diversity and inclusion, we will further strengthen the strategic management of these topics through an action plan following on from the revised strategy, including regular monitoring and evaluation of progress. A key step is also systematic work with data, not only in terms of gender composition but also of other aspects of diversity, and their connection with the management's strategic decision-making.

We will continue to implement inclusive language across all HR outputs, increase transparency in remuneration and expand educational programmes tailored to various target groups. In the area of support for employees on maternity/parental leave, we are preparing to evaluate the tools that have been introduced.

As part of the prevention of inappropriate behaviour, we also plan to continue with systematic training, updating methodological materials and raising employees' awareness of the available tools and support. To ensure better accessibility, key materials will be continuously translated into English.

In the coming period, we plan to focus primarily on improving the recording of and work with gender-segregated data, identifying key areas and translating reports and recommendations focused on promoting gender equality.

We further want to create, test and evaluate a concept for a mentoring programme for underrepresented groups and to strengthen the visibility of the expertise of women and other underrepresented groups in the public sphere.

We are also striving for greater transparency in the area of remuneration and plan to introduce a system of regular communication with parents on maternity/parental leave and with carers. Among the other key topics are the use of gender-sensitive language and the overall increase in the inclusivity of the working environment.