



sano

Gender Equality Plan
for Sano Centre for
Computational Medicine
International Research
Foundation

for the period of 2022-2025 v.2.0
August 2022

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I. Introduction

1. Mission and vision of Sano

The Sano Centre for Computational Personalised Medicine (hereinafter referred to as Sano) is an international research foundation established in Krakow in 2019 as a non-profit organisation dedicated to the advancement of medicine and developing sophisticated computer methods for the prevention, diagnosis and treatment of disease, to meet the overarching worldwide need for efficient, effective and streamlined healthcare.

The overall objective of the Foundation is to conduct scientific research and development work in an international scientific environment, at the highest scientific level, taking into account high ethical standards, in particular good scientific practices, and knowledge dissemination. Sano conducts activities in the scope of basic and applied research on computational methods, techniques and technologies for personalized patient diagnosis and treatment, and research, as well as in related fields of science and technology.

The Sano Centre combines state-of-the-art expertise in artificial intelligence and machine learning, computer vision, physiological modelling, large-scale high-performance computing with fundamental biomarker identification, using advanced simulation and data analysis methods in a fully integrated approach to clinical decision support. Offering open collaboration at all levels of the development pipeline, Sano acts not only as a core provider of conceptual and developmental expertise, but also as a partner for industrial and clinical users, fostering modernisation, innovation and increased productivity.

Operationally, the Centre has already successfully combined one of the most competitive awards in the EU's H2020 programme – Teaming for Excellence, carried out in cooperation with the Advanced Partners¹ – with the most prestigious scientific grant currently available in Poland, the International Research Agenda Programme (IRAP), awarded by the Foundation for Polish Science (FNP). Combined with additional Polish Ministry of Science guarantees, the Centre has secured significant investment, currently exceeding €30M, supporting an initial seven-year period of establishment and growth. With this scale of funding, and aided by an excellent European partnership network, Sano will build a self-sustained Centre in which a critical mass of skilled personnel will capitalise on the recognised benefits of computational approaches, to accelerate the translation of advanced techniques, revolutionising clinical care.

Sano's Management Board and Sano community are aware of the under-representation of women in research, especially in the area of Science, Technology, Engineering and Mathematics (STEM). In 2018, women represented around one-third (32.8%) of the total population of researchers at the European level, and they were also less represented among employed scientists and engineers (41.3% in 2019). This, in turn, translates into biased R&I output, loss of talent and growth opportunities². Gender equality in R&I enhances

¹ The Advanced Partners of Sano within the Teaming project are: Akademia Górniczo-Hutnicza im. Stanisława Staszica w Krakowie acting through its entity – Akademickie Centrum Komputerowe Cyfronet Akademii Górniczo-Hutnicznej Poland), FUNDACJA KLASTER LIFESCIENCE KRAKOW (Poland), Forschungszentrum Jülich GMBH (Germany), Fraunhofer Gesellschaft Zur Förderung Derangewandten Forschung E.V. (Germany), The University of Sheffield, with Insigneo Institute (UK).

² *She Figures 2021. Gender in Research and Innovation Statistics and Indicators*, European Commission, Directorate-General for Research and Innovation, November 2021, <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>, p. 8-9.

the quality, innovation potential and societal relevance of the developed knowledge and contributes to better market suitability of the resulting technologies and products³.

Sano aspires to become Central and Eastern Europe's foremost academic institution for the identification, development and implementation of techniques in Computational Medicine, and an equal opportunity employer, focused on comprehensive training and development programmes and on providing the next generation of healthcare technology innovators with unique skills. Taking into account that - as research shows - diversity (in terms of gender⁴, ethnicity, social background and experience) enables teams to perform better and make better decisions, Sano presents the Gender Equality Plan (GEP) for the Sano Centre for Computational Personalized Medicine - International Research Foundation for the period of 2022-2025.

2. Goal of the plan

With this Gender Equality Plan (GEP) Sano aims to implement adequate actions and steps to further support gender equality and encourage a change in thinking towards inclusiveness, trust and respect. It is crucial to promote equal opportunities for both women and men not only by transforming organisational policies and procedures, but also by influencing people's beliefs, opinions and values. These two dimensions of gender mainstreaming activities are covered by the solutions already in place, as well as planned actions presented below (cf: [Planned actions](#)).

To fulfil the requirements of an effective GEP⁵, the document presented here:

- is founded on a model of change that identifies the problems it seeks to address, their causes and desired outcomes, including targets, and, at the same time, is tailored to the needs and aims of Sano in terms of its mission, vision, objectives and context (cf: [Current state](#) and [Planned actions](#));
- details the set of activities that are required to achieve the aims, allocates resources and responsibilities for each action, and specifies timelines for implementation and indicators to monitor progress (cf: [Planned actions](#));
- engages the whole organisation, from senior leaders to staff. While different Sano units and departments will be involved in the implementation of activities foreseen in GEP, the Human Talent Manager, acting as Equal Opportunities Officer, will have the primary role, also as regards monitoring and evaluation of progress in GEP implementation;

³ *A New ERA for Research and Innovation Staff Working Document*, European Commission, Directorate-General for Research and Innovation, September 2020, <https://op.europa.eu/en/publication-detail/-/publication/f8f19fc4-2888-11eb-9d7e-01aa75ed71a1>, p. 94.

⁴ Gender means the socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for women and men; cf.: EU GENDER ACTION PLAN (GAP) III. An ambitious agenda for gender equality and women's empowerment in EU external action, Brussels 2020, https://ec.europa.eu/international-partnerships/system/files/join-2020-17-final_en.pdf, p. 2.

⁵ *European Commission, Directorate-General for Research and Innovation, Horizon Europe guidance on gender equality plans, Publications Office of the European Union, 2021, https://data.europa.eu/doi/10.2777/876509*, p. 7.

- charts an ongoing process that encourages self-reflection and review of processes and practices, including assessment of the delivery of the plan and progress measured against its aims and objectives (cf: [Monitoring progress and evaluation of GEP](#)).

The Centre will draw upon the experience of the Advanced Partners in the area of gender equality and diversity. Many equality-related activities undertaken by Fraunhofer can serve as models of best practices for the Centre, namely: establishment of the equal opportunity office (with officers in regular contact with both management and staff), support program for the acquisition and development of female scientists, offering both financial and advisory support for employing female scientists and leaders at various career stages, campaigns aimed at raising awareness of diversity issues (both internally and externally), including an annual award for the most equality-related initiative implemented by Fraunhofer institutes, systematic gathering, monitoring and analysis of gender-related data, various solutions supporting work-life balance (flexible working time, equal rights for parents to benefit from parental leave, contracts with local nurseries, practical facilities e.g. room for breast feeding, mobile toy station for children to be used at the office if such a need emerges)⁶.

The document is divided into three main parts, namely diagnosis of the current situation (including analysis of the employment structure, existing internal regulations and policies in light of diversity and gender equality), planned actions aimed at strengthening equal opportunities at Sano, as well as monitoring and evaluation of GEP in terms of progress of implemented actions.

II. Current state

1.Sano culture and values

Sano aspires to be a comfortable and friendly workplace that gives all its employees space to display creativity, initiative and responsibility, as well as obtain a sense of professional fulfilment and participation in setting the goals of the organization. The organization's culture is based on mutual trust and respect, close working relationship of all Sano departments and mutual acknowledgment of contribution towards the common goal. It builds up on the following core values, enshrined in the Sano Strategic Plan and Code of Ethics, forming a backbone for the organization and its activities:

- **Diversity** – tolerance, respect, diversity in backgrounds, cultures and opinions of Sano employees. Promotion of gender parity, granting equality and inclusion; to support inclusiveness English is the working language of the Foundation; all documents – both external and internal regulations – are available in English; internal events, such as Sanohall, Sanoween, SanoSmass, linked with introduction to Polish culture and customs, aimed at team building and integration, are organized regularly;
- **Innovation** – boldness in articulating and pursuing novel ideas, courage to think outside the box, ok-to-fail philosophy;
- **Integrity** – directness, openness, and radical candor. Scientific integrity (we do not cut corners);
- **Passion** – passion in what we do, engagement in Sano operations, taking responsibility and initiative, being happy at work.

⁶ <https://www.fraunhofer.de/en/about-fraunhofer/corporate-responsibility/hr-management/diversity-management/equal-employment-opportunities.html>.



Figure 1 Sano Centre values that are followed and respected by the employees of the Centre

Those core values are put into practice by all Sano members who follow Sano’s fundamental principles, such as impartiality (taking objective and unbiased decisions), respect, professionalism, objectivity, and transparency in all performed activities.

Sano aspires to implement, in a stepwise fashion, a “teal culture” which is one of the most challenging and at the same time most effective ways of management. Organisations which follow these sets of principles are characterised by self-managed teams, intuitive reasoning and decentralised decision-making, yet the teams are strongly driven by a common purpose. This style of management could produce strong creativity and openness to pervasive learning, as well as promote equality, sense of ownership and empowerment.

In Spring 2022, an online survey was carried out among Sano staff on various aspects of the working culture of the Centre. The results revealed a high level of employee satisfaction regarding both the working culture and conditions, available equipment, as well as leadership and knowledge management. Sano is perceived as an equal opportunity employer, giving all staff members equal chances to develop their skills and contribute to Sano’s goals, regardless of age, gender, nationality, religion, sex or (dis)ability (cf. **Figure 2**)

Every member of Sano staff has equal opportunities to develop their skills and contribute to Sano's goals, regardless of their age, gender, nationality, religion, sexuality or (dis)ability

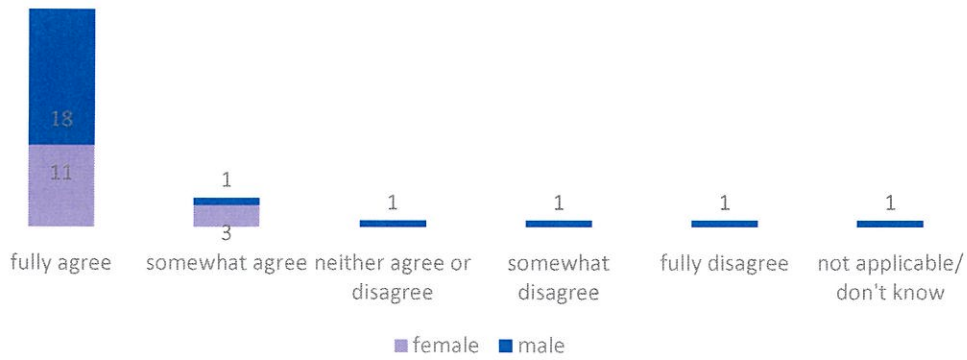


Figure 2 Perception of Sano as an equal opportunity employer – by gender

How would you rate the equipment of your Sano work space?



Figure 3 Satisfaction with equipment available at Sano - by gender

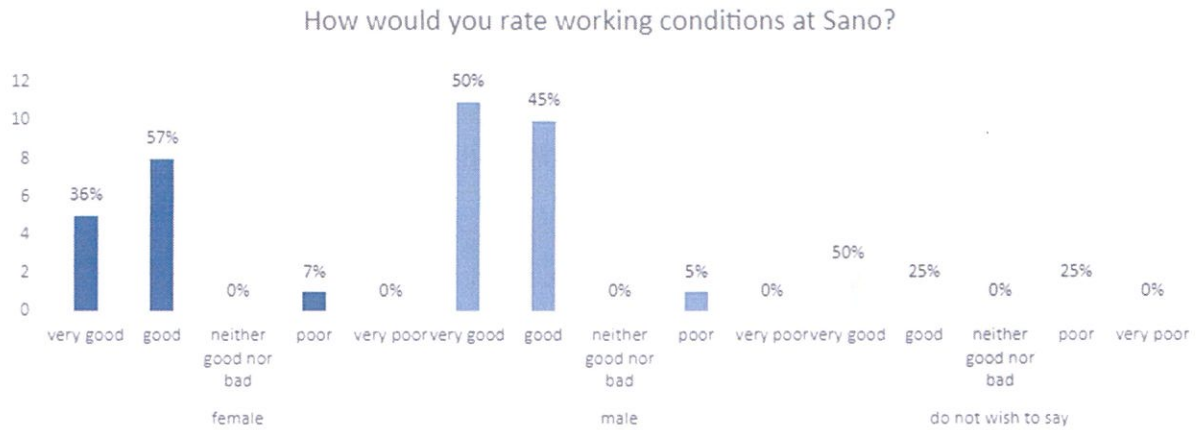


Figure 4 Satisfaction with working conditions at Sano - by gender

However, female employees seem to be slightly less satisfied with the scope of tasks assigned (cf. **Figure 5**) and training opportunities (cf. **Figure 66**), as well as with Sano leadership (cf. **Figure 7**) and information and knowledge management (cf. **Figure 8**).

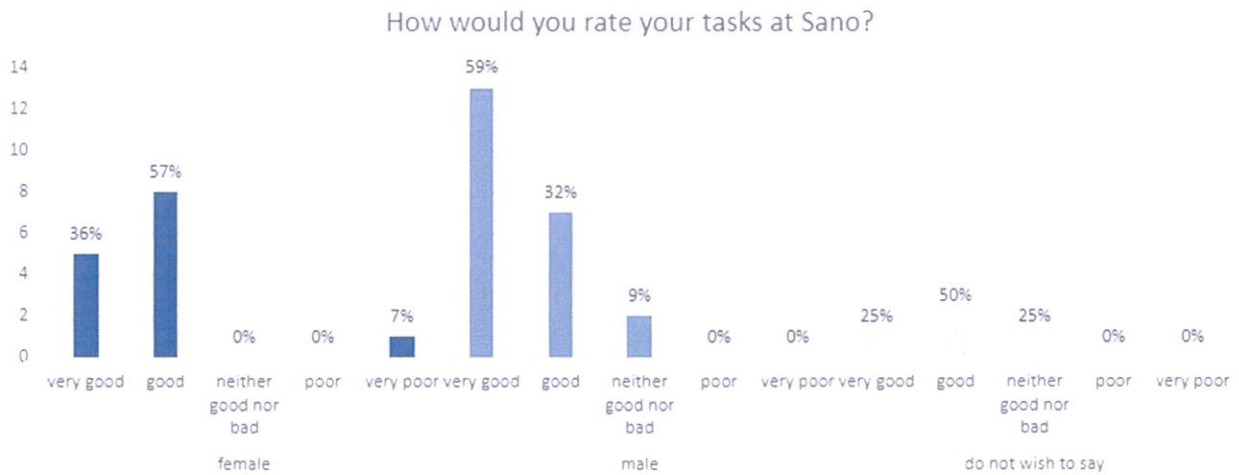


Figure 5 Satisfaction with tasks assigned - by gender

How would you rate the availability and quality of training offered by Sano?

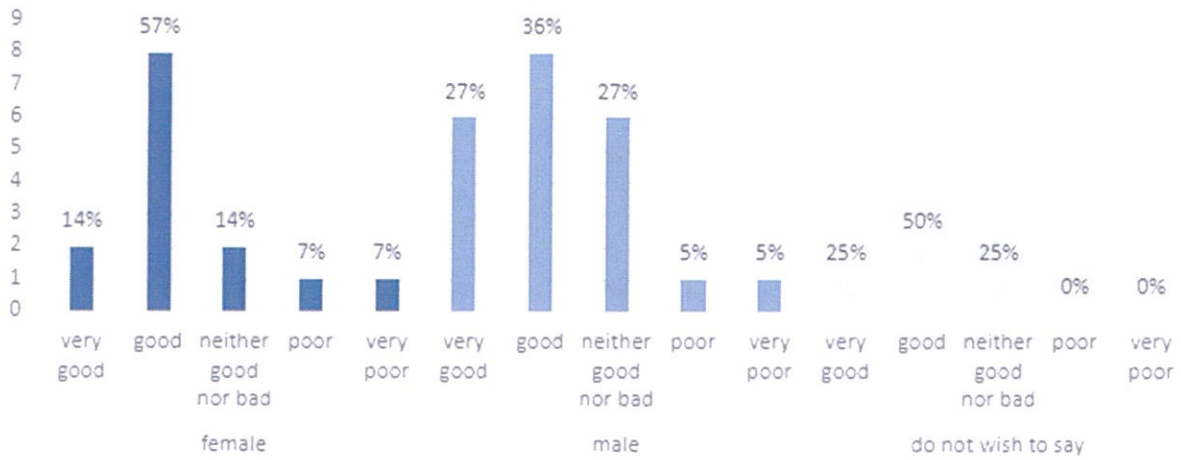


Figure 6 Satisfaction with the availability and quality of training offered by Sano - by gender

How satisfied are you with the leadership of Sano?

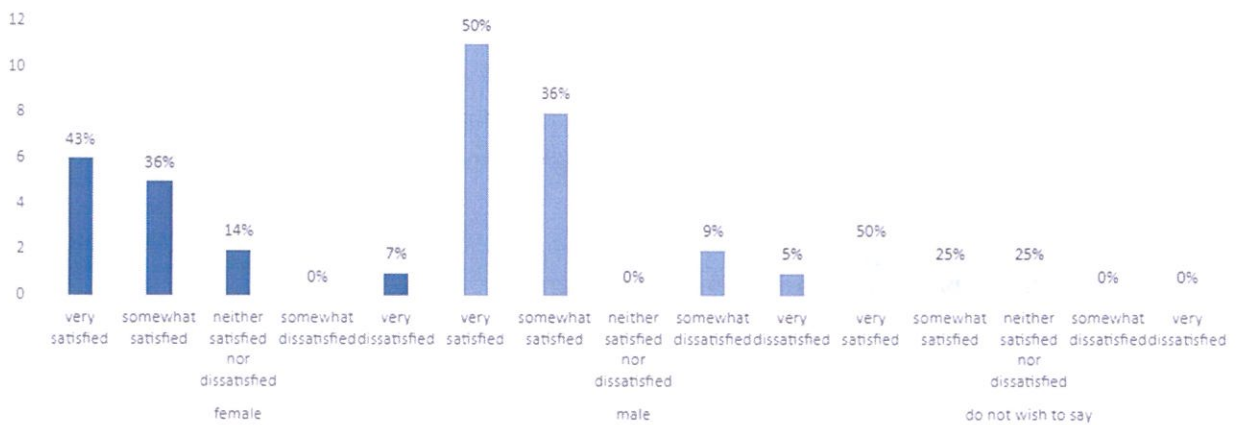


Figure 7 Satisfaction with Sano leadership - by gender



Figure 8 Satisfaction with knowledge management within Sano

2. Current structure of employment at Sano Centre

The official bodies of the Foundation are as follows:

1. the International Scientific Committee with advising and monitoring authority;
2. the Foundation Council as a supervising body,
3. the Management Board, composed of the Director of Sano, the Scientific Affairs Director and the Executive Director - Vice President of the Management Board (as of August 2022, all male), as a body responsible for strategic planning, monitoring and reporting Sano's progress.

Three out of fifteen members of the International Scientific Committee are female. Among five members of the Foundation Council one is female. As regards the management roles, two out of five Sano Directors are female. Men clearly prevail in the management and research roles, thus actions towards greater diversity in this regard are planned (cf. [Goal 6](#)).

The employment structure of Sano consists of two pillars: research (76% of the total employment as of August 2022) and support (24% of the total employment as of August 2022, encompassing the areas of operations, development, finance and HR) (cf. [Figure 9](#)).

Sano employment structure as of August 2022

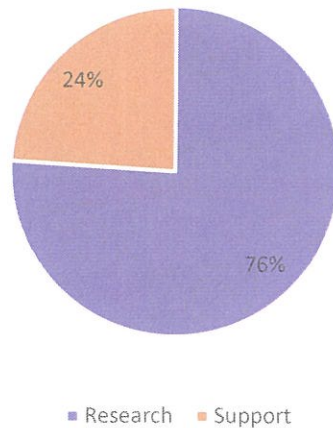


Figure 9 Sano employment structure as of August 2022

The total number of employees as of August 2022 amounts to 66, and Sano's recruitment process continues to build research teams along with the administrative support framework, with a target capacity of about 80 employees to be reached by the end of 2022. **Figure 10** presents the current state of employment at Sano in terms of gender, with 60% of employees being male and 40% female as of August 2022.

The Centre comprises research groups which were designed with diversity of technical and application expertise in mind, along with the potential for synergistic collaboration between teams. Research groups are led by Team Leaders – key scientists in their respective fields of expertise – and consist of postdoc researchers, PhD and MSc Students, supported by Scientific Programmers. While constructing research teams, Sano strives to achieve gender balance while ensuring recruitment of the best available candidates. Once full capacity (in terms of the number of employees) has been reached, it will be possible to assess progress in achieving gender balance.

The Sano recruitment process is geared towards creating diverse teams of experts. Such diversity applies to expertise as well as cultural background and gender. Despite these efforts, there have been only a handful female applicants for Team Leader positions, and none of these applications were ultimately successful..

Sano staff by gender (as of August 2022)

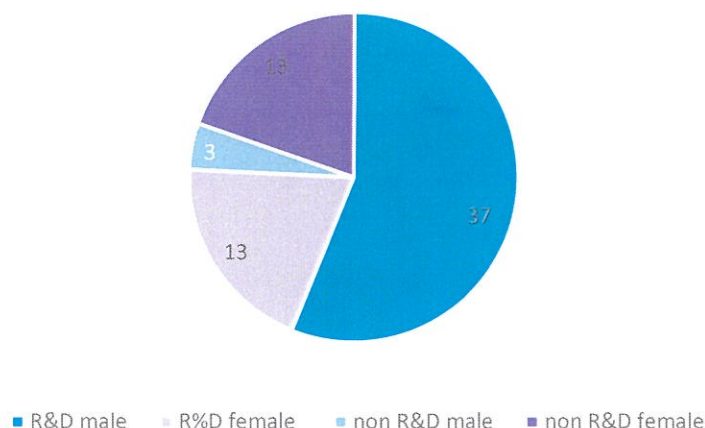


Figure 10 Sano staff by gender as of August 2022

Figure 10 reflects the proportion of women and men in the research and support divisions of Sano. Non-R&D personnel is more feminized, while purely R&D personnel is male-dominated, which can be linked to the gender gap in STEM.

3. Sano recruitment policy

Sano has instituted a formal Human Talent Policy which also encompasses recruitment activities aimed at attracting excellent researchers and highly skilled professionals for support roles. The Foundation is committed to open, transparent and merit-based recruitment, as it brings benefits to researchers, to Sano itself as well to the broader science and research environment. Recruitment based on openness, equal opportunities and merit makes research careers more attractive, ensures equal opportunities for all candidates and, as a result, contributes to increased cost-effectiveness of investment in research⁷.

To provide open, transparent, and internationally accessible career development opportunities, the Centre follows and implements *The European Charter for Researchers* and *The Code of Conduct for the Recruitment of Researchers*⁸. Research staff is recruited following the requirements of FNP applicable to the IRAP grant. Accordingly, all competition procedures are publicly announced, open to all interested parties, use transparent criteria and follow the principle of equal treatment⁹.

The recruitment process is based on respect, non-discrimination, and equal opportunities. Sano values diversity and affirms the rights of every qualified applicant to receive consideration for employment

⁷ Report Of The Working Group Of The Steering Group Of Human Resources Management Under The European Research Area on Open, Transparent and Merit-based Recruitment of Researchers, July 2015, https://cdn1.euraxess.org/sites/default/files/policy_library/otm-r-finaldoc_0.pdf, p. 10.

⁸ *The European Charter for Researchers The Code of Conduct for the Recruitment of Researchers*, https://euraxess.ec.europa.eu/sites/default/files/am509774cee_en_e4.pdf.

⁹ *International Research Agendas Programme Plus Module, Competition Documentation, for applicants applying for funding for the second stage of the Teaming Competition (HORIZON 2020) Competition No. 7/2017*. https://www.fnp.org.pl/assets/Competition-Documentation-IRAP_7_2017_29032018.pdf, p. 5.2.1.c.

without regard to race, ethnicity, religion or belief, sex, gender identity or expression, national origin, language, sexual orientation, disability, age, political opinion, social or economic condition¹⁰. To uphold this policy, Sano observes the following rules in its recruitment process:

- 1) job descriptions are gender-neutral, which implies avoiding gendered job titles, as well as focusing clearly on core requirements and duties; specific conditions, as defined in the IRAP documentation, are set in a clear and transparent manner for recruitment of research team leaders and research team members¹¹; job descriptions highlight the values of Sano and commitment to diversity and inclusion, as well as family-friendly benefits on offer;
- 2) additionally, information promoting research posts at Sano is accompanied by the indication that Sano is an equal-opportunity employer prioritizing diversity, committed to creating an inclusive environment for everyone; Sano monitors the share of men and women in the overall number of candidates (cf. **Goal 4**);
- 3) job offers are published on various platforms, such as Euroaxess, Research Gate, LinkedIn, Nature, Bioloxy, Academic Positions, Eurojobsites, LinkedIn, Pracuj.pl, Praca.pl, Infopraca, No Fluff jobs, in order to ensure wide reception and reach the largest target group possible; Sano also takes part in job fairs and talent days, both virtual and live;
- 4) recruitment committees (dedicated and rotating for different recruited roles) include both men and women representing various areas of expertise or departments (such as Human Talent, science, business, operations);
- 5) a recruitment meeting is designed to be more of a dialogue rather than an interview, providing the opportunity for candidates to present their achievements, experience and vision for their role in Sano, including also – if necessary and desired – information on any career breaks; this allows us to take into account not only leave periods, but also non-traditional career paths, including different job experiences, specific types of training or undergraduate degrees. Moreover, the interview is an occasion to highlight the values promoted by Sano and applicable to all its employees ;
- 6) all interviewed candidates are informed about the outcome at the end of the selection process and are entitled to receive further feedback upon request.

All recruitment processes are conducted in accordance with Sano's Standard Operating procedure on recruitment, which defines the core steps, ensures transparency and fairness of each recruitment procedure, as well as helps avoiding unconscious bias. All possible effort is made in order to create a well-balanced environment for Sano employees and make sure that the qualifications are the decisive factor in selecting the best candidates for the available positions at Sano. Addressing imbalances in the workforce means attracting under-represented groups, yet there is a crucial difference in overcoming barriers and preferential treatment. Recruitment decisions are therefore always taken on the merit of knowledge and experience.

As Sano continues to build its reputation in the field of business and science, the most important incentive to attract the candidates remains the exceptional opportunity to achieve excellence in science with a substantial degree of research freedom. Sano is aware of the fierce competition in the field of IT and so an attractive benefits package is offered to increase the chance of attracting the best talents, from Poland and abroad. Additionally, for Research Team Leaders recruited from abroad, a relocation package is offered, with

¹⁰ <https://sano.science/non-discrimination-policy/>.

¹¹ International Research Agendas Programme Plus Module, Competition Documentation, op.cit., p. V.

extra support in formal duties, together with Polish language courses to ensure smooth transition. To attract excellent researchers to Sano, non-salary benefits are highlighted in the course of the recruitment process, such as: excellent collaboration opportunities with outstanding scientific partners, focus on translation of innovation, importance of the mission, opportunities for training and self-development not available in other Kraków-based centres, ability to work with a fully professional and well-motivated support and development team, research freedom, which is only possible inside a fully autonomous organisation, non-profit profile with strong focus on training in entrepreneurship and entrepreneurial mindset.

Having reached the necessary level of maturity, Sano plans to apply for the Human Resources Excellence in Research brand¹², awarded by the European Commission. This prestigious recognition will make the Centre an even more attractive place to work and develop research careers.

4. Sano work regulations and remuneration policy

Sano maintains an environment that is based on merit and inclusiveness, where all employees can develop their full potential based on their qualifications and fitness for work, irrespective of social or cultural origins and background.

Sano Work Regulations encompass numerous solutions supporting work-life balance, such as:

- 1) flexible working hours (possibility to report for work between 8 and 10 a.m.);
- 2) “emergency childcare” for parents – justified absence from work in case of:
 - the need to take personal care of a healthy child below 8 years of age by the employee due to any unexpected closure of any crèche, nursery school or school attended by the child (in accordance with the Polish Labour law);
 - documented illness of a nanny or babysitter;
 - illness of a child (in accordance with the Polish Labour Law);
- 3) extra two days of paid holiday leave per year (apart from the holiday leave stipulated by the Polish Labour Code);
- 4) the opportunity to work in a hybrid scheme, composed partially of remote work and partially of work at the Sano office.

The solutions listed above, as well as parental leave policies resulting from the Polish Labour Code, allow for improved balance between professional and personal life and support the advancement of professional careers alongside personal responsibilities. This contributes to greater wellbeing of Sano employees and, in a long-term perspective, may lead to an increase in the number of women in leadership positions.

In accordance with the Polish Labour Law, female and male employees may benefit from parental leave. By August 2022 parental leave had been taken by one employee of Sano (male)..

Sano remuneration policy is gender-neutral, based on the principle of equal pay for equal work. Each employee, regardless gender, age, race, ethnicity, religion or belief, national origin, language, sexual orientation, disability, political opinion, social or economic conditions, is entitled to remuneration corresponding to the position held, the type of work performed, and the qualifications held. Terms and conditions of remuneration, including salary brackets corresponding to the given position, rules regarding

¹² <https://euraxess.ec.europa.eu/jobs/hrs4r?msclkid=06836db7c7ba11ecbba1ecc6014e3be6>.

the increased remuneration, annual awards and overtime work, are transparent and laid down in a separate document available to Sano employees.

The Centre has also established the Company Social Benefits Fund, in the framework of which the right to benefits may be exercised by all employees, regardless of type of contract of employment and working time (including employees on maternity and parental leave). The Fund encompasses co-financing holidays of employees in the form of self-arranged countryside holidays, holidays for children and young people in the form of summer camps, winter camps, other camps, as well as sports cards.

5. Sano Anti-bullying and Anti-discrimination Policy

Sano recognises and values the benefits that derive from diversity in its workforce. The Centre acknowledges the following basic rights for all employees:

- to be treated with respect and dignity;
- to be treated fairly with regard to all procedures, assessments and choices;
- to receive encouragement to reach their full potential.

Sano has developed an Anti-bullying and Anti-discrimination Policy aimed at building a sense of responsibility among Sano managerial staff and employees for correct communication and good cooperation among the employees, as well as establishing a culture of zero tolerance toward any kind of harassment, including sexual harassment and gender-based violence. The purpose of the Policy is also to protect employees from bullying, discrimination, or sexual harassment in the workplace or in relation to work, and from the negative consequences of conflict situations.

In cases of bullying or discriminatory behaviour, the Human Talent unit should be notified. An Anti-Bullying and Anti-Discrimination Committee, composed of representatives of the Sano Human Talent team, Management Board, and employees, is appointed for a five-year term of office, and is responsible for investigating individual cases of bullying or discriminatory behaviour reported by the employees, as well as for formulating recommendations regarding measures related to prevention of bullying and discrimination.

In order to ensure dissemination of knowledge about the Policy, anti-bullying training for employees and managers is organised at least every two years.

6. Training and Personal Development

As indicated above, Sano's long-term success depends on successful talent acquisition and the ability to retain employees. One of the prerequisites for building a solid and stable team is to institute an adequate development programme, which encompasses:

- induction training, comprising both the initial onboarding in the first week of work, as well as role-specific induction during the first three months (concluded with a feedback meeting with the Human Talent representative and the manager); throughout the first twelve months of employment at Sano employees may benefit from tailored training opportunities, including language courses (English as well as Polish for foreigners); an effective induction programme ensures that new employees are acquainted with Sano values, principles and mission, as well as understand their roles and responsibilities within the organization; this, in turn, leads to strengthening of the Sano culture,

based on diversity and equal opportunities, high morale, and productivity of the employees who are able to achieve their full potential;

- general training (regarding e.g., GDPR, confidentiality issues, protection of IP);
- personal development programme based on the assessment of individual training needs, which are identified through discussion between the employee and the manager.

Supporting professional development of both scientific and administrative staff translates into creating new opportunities for women aspiring to build and develop their skills, which in turn may contribute to an increase in the proportion of women in Sano management positions.

In developing its Human Talent Management strategy, Sano draws upon the experience of the Advanced Partners, mainly the University of Sheffield (as regards training and personal development programmes) and Fraunhofer (as regards promoting career development, equal opportunities, and diversity).

The Sano Talent Management strategy, based on the Foundation's core values, tailored training programmes, solutions supporting work/life balance and focused on team building through various events and celebrations, will foster a sense of commitment and support talent retention (at a rate of at least above 65%).

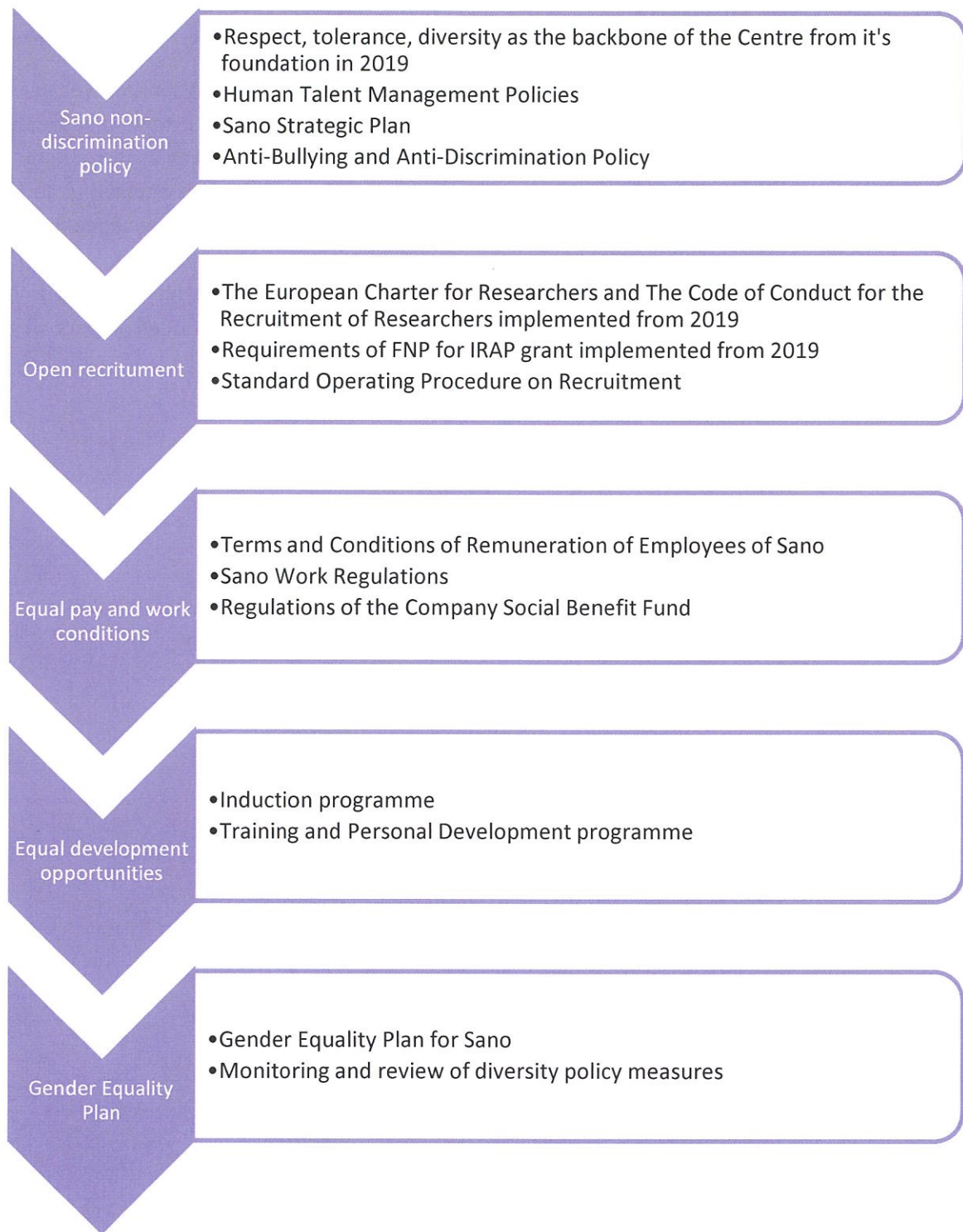


Figure 11 Sano actions towards inclusiveness, diversity and equality

III. Planned actions

A review of Sano human talent policies, implemented procedures and regulations, as well as existing practices (cf. **Figure 11**) has shown that the Centre had already succeeded, to some extent, in addressing the mandatory process-related requirements defined by the European Commission as well as the recommended thematic, content-related areas¹³. At the same time, the diagnosis of the status quo enabled us to identify areas for improvement and resulted in a set of goals which aim at supporting gender equality at Sano, alongside a roadmap of actions and measures.

The Gender Equality Plan for Sano is meant not only to promote gender equality in terms of internal policies and processes (whether already implemented or planned), but also through impact of Sano's research and culture on the wider academic environment.

¹³ Horizon Europe Guidance on Gender Equality Plans, European Commission, Directorate-General for Research and Innovation, [https://op.europa.eu/o/opportal-service/download-handler?identifier=ffcb06c3-200a-11ec-bd8e-01aa75ed71a1&format=pdf&language=en&productionSystem=cellar&part=.](https://op.europa.eu/o/opportal-service/download-handler?identifier=ffcb06c3-200a-11ec-bd8e-01aa75ed71a1&format=pdf&language=en&productionSystem=cellar&part=)

Goal 1: Establishment of the focal point with expertise to lead the monitoring of GEP implementation

Activity	Indicator
1.1. Appointment of Human Talent Manager as Equal Opportunities Officer (with the possibility to appoint a team responsible for GEP, if monitoring of GEP implementation shows it necessary)	Human Talent Manager appointed as the Equal Opportunity Officer

Target group: Sano staff

Responsible: Management Board

Timeline: by the end of 2022

Goal 2: Raising awareness of gender equality among Sano employees and stakeholders

Activity	Indicator
2.1. Communication and dissemination of GEP, including information on Sano Anti-discrimination and Anti-bullying Policy, and on selected topics related to gender equality	One public session to present GEP to Sano staff during one of the Sano Internal Seminars, led by the Management Board

Target group: Sano staff

Responsible: Human Talent Manager, Human Talent team

Timeline: III/IV Q of 2022 – presentation of GEP to Sano employees

2.2. Inclusion of key messages on GEP and Anti-discrimination and Anti-bullying policy in the induction programme prepared for each new starter	Number of new starters provided with the updated induction programme
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Target group: Sano staff

Responsible: Human Talent Manager, Human Talent team, line managers

Timeline: on a regular basis

2.3. Preparation of a concise guide on Sano Anti-Discrimination and Anti-Bullying Policy (including a step-by-step guide to the complaint procedure), easily accessible for Sano staff via SharePoint / intranet	Publication of the guide on Sano SharePoint and intranet, accompanied by an email information sent to all Sano employees
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Target group: Sano staff

Responsible: Human Talent Manager, Human Talent team

Timeline: by the end of 2022

2.4. Training for employees and managers on Anti-discrimination and Anti-bullying Policy	All employees and managers trained
Target group: Sano staff	
Responsible: Human Talent Manager, Human Talent team	
Timeline: at least every two years	
2.5. Promoting external events and campaigns on selected topics related to gender equality, especially regarding the area of STEM	Number of external events and campaigns promoted internally
Target group: Sano staff, wider public	
Responsible: Human Talent Manager, Human Talent team, Communication manager	
Timeline: on a regular basis	
2.6. Giving visibility to female role models in research in the area of computational medicine	Women researchers in CM are featured in Sano social media and Sano website, also as speakers at Sano Seminars and Neuropizza meetings
Target group: Sano staff, wider public	
Responsible: Communication manager	
Timeline: on a regular basis as of 2022, minimum one initiative per year	
2.7. Unconscious bias trainings for all Sano staff / Participatory training workshops on unconscious gender bias	All Sano staff participate in a workshop/ in a training at least once every two years
Target group: Sano staff	
Responsible: Human Talent Manager	
Timeline: every two years	

Goal 3: Monitoring of Sano Human Talent Management policies in terms of diversity and equality, including the solutions aimed at work-life balance and Sano culture

Activity	Indicator
3.1. Survey on employee satisfaction, analysis of the results in the light of diversity, equality and work and life balance, review of the Human Talent Management policies, if applicable	At least 75% of Sano employees taking part in the survey Staff survey analysis report prepared
Target group: Sano staff	
Responsible: Sano in cooperation with Fraunhofer	
Timeline: possibly once a year	
3.2. Inclusion of the question on gender equality and work - life balance issues in Sano	100% of employees taking part in the survey

Periodic Consultation Form (completed by all Sano staff) and in the exit-interview survey for staff leaving Sano

Target group: Sano staff

Responsible: Human Talent Management team

Timeline: in accordance with Sano Periodic Consultation rules

3.3. Application for the Małopolska Employer of the Year – Małopolska Family-Friendly Employer Award¹⁴– for an employer who, going beyond the obligations regulated in the generally applicable provisions of labor law, also uses other solutions aimed at supporting employees in reconciling work and family life Application for the award submitted

Target group: Sano staff, wider public

Responsible: Human Talent Management team

Timeline: according to the timeline of the competition

Goal 4: Gathering and monitoring of statistical data on gender equality at Sano

Activity	Indicator
4.1. Systematic collection, publication and analysis of data disaggregated by gender⁴ (including numbers of staff by gender applying for/taking parental leave, for how long and how many returned after taking the leave, as well information on candidates for Sano posts by gender) in Sano annual reports, published on Sano website	Data published annually in Sano Annual Reports
Target group: Sano staff, key stakeholders and the wider public	
Responsible: Human Talent Manager	
Timeline: on an annual basis (for the previous year), as of 2023	

¹⁴ <https://www.pociagdokariery.pl/aktualnosci/1167-malopolska-nagroda-ryнку-pracy-2022>.

Goal 5: Strengthening gender balance in the recruitment processes

Activity	Indicator
<p>5.1. Training on gender equality provided to all those who are involved in the recruitment process</p> <p>Target group: Sano employees involved in the recruitment process Responsible: Human Talent Manager Timeline: provided for each new Sano employee involved in recruitment processes</p>	<p>Number of Sano employees trained</p>
<p>5.2. Ensuring representation of all genders in Sano recruitment committees</p> <p>Target group: Sano recruiters, Candidates for Sano posts Responsible: Human Talent Manager Timeline: continuously as of 2022</p>	<p>All Sano recruitment committees include men and women representation from different areas of expertise or departments (like Human Talents, science, business development, operations)</p>
<p>5.3. Strengthening Sano commitment to implement fair and transparent recruitment and appraisal procedures for researchers, including equal opportunities for all candidates</p> <p>Target group: Sano staff, wider public, researchers Responsible: Human Talent Manager, Management Board Timeline: by the end of 2026</p>	<p>Acquisition of the Excellence in HR in Research Award</p>
<p>5.4. Proactively seeking and attracting women for underrepresented research positions at Sano</p> <p>Target group: women researchers, Sano recruiters Responsible: Human Talent Manager, research teams leaders Timeline: systematically as of 2022</p>	<p>Number of specific job advertisements through groups supporting women in STEM</p> <p>Number of events/ activities aimed at promoting Sano as an equal opportunities' employer¹⁵</p>

¹⁵ Interviews already carried out: interview with dr Aneta Lisowska (Wywiad z dr Anetą Lisowską - o naukach maszynowych w diagnostyce i profilaktyce) <https://youtu.be/14z9p9adt6E>; interview with Karolina L. Tkaczuk, PhD eng, The Director of Business Development at Sano (System nie może mylić się częściej niż lekarz. To złoty standard medycyny obliczeniowej), <https://www.datasciencerobie.pl/medycyna-obliczeniowa-w-opiece-zdrowotnej-wiele-zawdziecza-data-science/>

Goal 6: Improvement of gender balance in Sano leadership

Activity	Indicator
6.1. Personal development programme for all employees	Inclusion of training on leadership competences and individual leadership styles in Sano personal development programme, for all genders
6.2. Establishing clear, unbiased and transparent development paths for different research and support roles	Sano personal development programme introduced and communicated to all Sano employees
6.3. Providing all Sano employees with mentorship and personal development opportunities	100% of the employees participate in the periodic evaluation and profit from the personal development programme
<p>Target group: Sano staff Responsible: Human Talent Manager, line managers Timeline: on a regular basis</p>	
6.4. Promotion of balanced participation between women and men in the leadership of Sano research projects	All female researchers at Sano participate in training on research project management skills
	All research team leaders participate in training on balanced composition of research teams
<p>Target group: Research team leaders, Sano staff Responsible: Human Talent Manager, research teams leaders Timeline: on a regular basis, as of 2024</p>	
6.5. Supporting participation of female Sano researchers in external events on the broadly understood future of medicine, AI in health and digital healthcare (such as the Women in Tech Summit)	Number of female Sano researchers participating in the events
<p>Target group: female Sano researchers Responsible: Human Talent Manager, research team leaders, line managers Timeline: on a regular basis</p>	
6.6. Support of gender balance in Sano advisory bodies	Scouting - actively seeking and identifying women candidates suited to roles in International Scientific Committee and in two advisory bodies: Clinical Advisory Committee and Translational Advisory Board
<p>Target group: women researchers, Sano stakeholders Responsible: Foundation Council, Management Board Timeline: depending on the end of term of office</p>	
6.7. Job assistance offered to all Sano	Number of graduates profiting from job assistance

graduates (PhD and MSc students), supporting young male and female researchers with assistance in finding suitable occupation, in cooperation with Sano partners and stakeholders

6.8. Monitoring of the career paths of Sano male and female graduates, including gathering information on graduates' involvement in research projects, if possible

Number of male and female graduates whose careers are monitored by Sano

Target group: Sano graduates

Responsible: Human Talent Manager

Timeline: on a regular basis

Goal 7: Integration of gender equality in research content

Activity	Indicator
7.1. Identifying and including (where relevant) gender dimension and gender differences in the ongoing and future research carried out at Sano	Number of research projects encompassing gender dimension
7.2. Providing research team leaders with support in assessing gender balance in their research (in the form of training, access to training materials, checklist – style manuals for planning gender dimension in project proposals and project plans)	All research team leaders taking part in thematic training according to needs
7.3. Providing Sano fundraising specialist with annual training regarding integration of gender dimension in project proposals	Sano fundraising specialist taking part in training

Target group: Research team leaders and members

Responsible: Human Talent Manager, Fundraising Specialist, Research Team Leaders

Timeline: on regular basis

IV. Monitoring progress and evaluation of GEP

With this Gender Equality Plan the Sano Centre for Computational Medicine commits to strive for greater gender equality, improve the quality of research, maximise the potential of Sano staff, retain talented and skilled employees and fight against intersectionality when it comes to multiple overlapping forms of discrimination based on age, gender, ethnicity, etc.

Sano's Gender Equality Plan has been enacted for the 2022-2025 period and will be periodically evaluated and updated, taking into account the progress of implementation of its goals in terms of qualitative and quantitative indicators specified for each GEP objective. This monitoring effort will be supported by regular contacts between the Equal Opportunity Officer and the Management Board as well as Sano staff at all levels, organized in order to obtain feedback.

Sano will systematically gather, publish, and analyse data on gender equality which will feed into the review of progress of achieving the goals of GEP, identify relative strengths and weaknesses, and keep the wider community informed about progress towards greater gender equality.

The first verification and update of GEP took place upon completion of the final Research Group (the last Team Leader joined Sano in April 2022). A review of the progress of implementation of GEP will be carried out in 2025 at the latest, with the corresponding activities continued in further years, acknowledging the revised goals and actions if necessary.

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Equal Opportunity Officer at Sano

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