

RISK MANAGEMENT PLAN FOR VIOLATION OF THE PRINCIPLE OF GENDER EQUALITY

Based on Articles 21 and 23 of the Law on Gender Equality ("Službeni glasnik RS", No. 52/2021, hereinafter: the Law) and Article 17 of the Statute of the University Clinical Center of Vojvodina (consolidated text) No. 00-8 of 18.01.2023, the Director, on 31.12.2024, adopts the following:

RISK MANAGEMENT PLAN FOR VIOLATION OF THE PRINCIPLE OF GENDER EQUALITY

Introductory Provisions

Gender equality implies equal rights, responsibilities and opportunities, balanced participation and representation of women and men in all areas of social life, equal opportunities to exercise rights and freedoms, the use of personal knowledge and abilities for personal development and social progress, equal opportunities and rights in access to goods and services, as well as deriving equal benefits from the results of work, while taking into account biological, social and culturally formed differences between men and women and their different interests, needs and priorities in adopting public and other policies, and in deciding on rights, obligations, and legal as well as constitutional provisions.

Discrimination based on sex, gender characteristics, or gender, means any unjustified differentiation, unequal treatment, or omission (exclusion, restriction or giving preference), whether openly or covertly, towards individuals or groups of individuals, based on sex, gender characteristics or gender in: education, economy; employment, occupation and work, self-employment; health insurance and protection; social insurance and protection; security; ecology; culture; sports and recreation; as well as in other areas of social life.

Direct discrimination on the basis of sex, gender characteristics or gender exists if an individual or group of individuals, due to their sex, gender characteristics, or gender, in the same or similar situation, by any act, action or omission, are placed or could be placed in a less favorable position.

Indirect discrimination on the basis of sex, gender characteristics or gender exists if an apparently neutral provision, criterion or practice places or could place an individual or group of individuals, due to their sex, gender characteristics, or gender, in a less favorable position compared to other persons in the same or similar situation, unless it is objectively justified by a legitimate aim, and the means of achieving that aim are appropriate and necessary.

Discrimination on the basis of sex, gender characteristics or gender also includes harassment, degrading treatment, threats and conditioning, sexual harassment and coercion, gender-based hate speech, gender-based violence, violence against women, unequal treatment on the basis of pregnancy, maternity leave, childcare leave, adoption, foster care, guardianship, and incitement to discrimination, as well as any unfavorable treatment that a person experiences due to refusal or tolerance of such behavior.

Legal Framework

- Constitution of the Republic of Serbia ("Službeni glasnik RS", No. 98/2006);
- Law on Gender Equality ("Službeni glasnik RS", No. 52/2021);
- Law on the Prohibition of Discrimination ("Službeni glasnik RS", Nos. 22/2009 and 52/2021);
- Labor Law ("Službeni glasnik RS", Nos. 24/2005, 61/2005, 54/2009, 32/2013, 75/2014, 13/2017, 113/2017, 95/2018);

- Law on the National Qualifications Framework of the Republic of Serbia ("Službeni glasnik RS", Nos. 27/2018, 6/2020, 129/2021);
- Rulebook on drafting and implementing the Risk Management Plan for violation of the principle of gender equality ("Službeni glasnik RS", No. 67/2022);
- General acts of the University Clinical Center of Vojvodina.

Contents of the Risk Management Plan

The Risk Management Plan for violation of the principle of gender equality (hereinafter: Risk Management Plan) represents a guarantee of the gender perspective, gender mainstreaming, and balanced gender representation in the work processes of the University Clinical Center of Vojvodina.

The Risk Management Plan contains:

- A list of areas and work processes particularly exposed to the risk of violating the principle of gender equality, including the results of the risk assessment;
- A list of preventive measures to prevent risks and deadlines for their implementation;
- Data on persons responsible for implementing the measures from the Risk Management Plan.

Work Processes

Basic Data:

- Name: University Clinical Center of Vojvodina
- Registered office address: Hajduk Veljkova 1, 2100 Novi Sad
- Registration number: 08664161
- Tax Identification Number (PIB): 101696893
- Responsible person: Prof. Dr. Vesna Turkulov

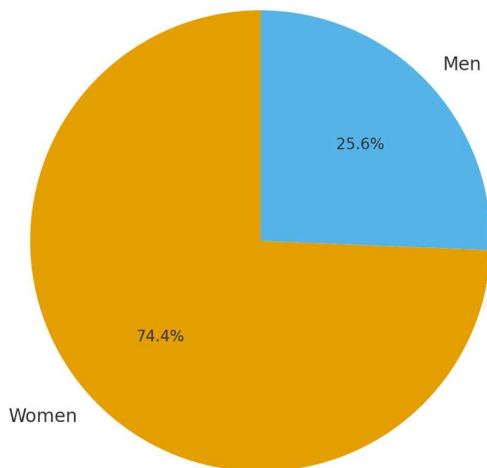
Coordinator for Gender Equality in the University Clinical Center of Vojvodina:

- Name and surname: Vladimir Sučević
- Phone: 021/484-3444
- Email: vladimir.sucevic@kcv.rs

Total number of employees and engaged staff in the University Clinical Center of Vojvodina: 4,282.

Men: 1,098 (26%); Women: 3,184 (74%).

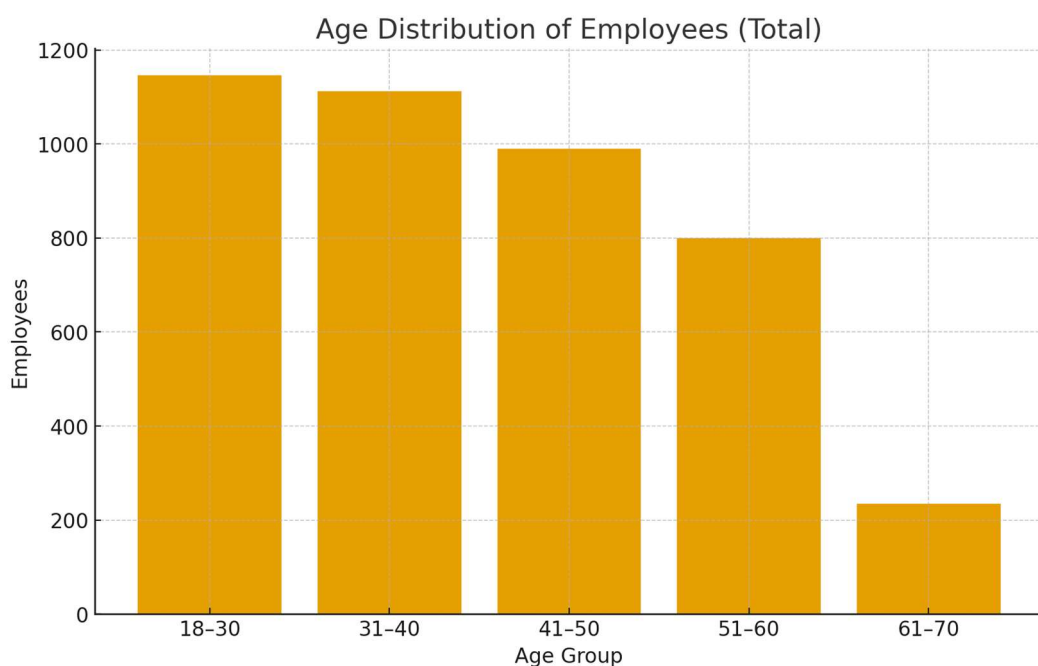
Overall Gender Composition (Chart):



Age Structure of Employees

Age Group	Total	Women	Men
18-30	1,146 (27%)	847 (73.2%)	299 (27%)
31-40	1,112 (26%)	816 (75%)	296 (25%)
41-50	990 (23%)	768 (77%)	222 (23%)
51-60	800 (19%)	602 (75%)	198 (25%)
61-70	234 (5%)	151 (67%)	83 (33%)

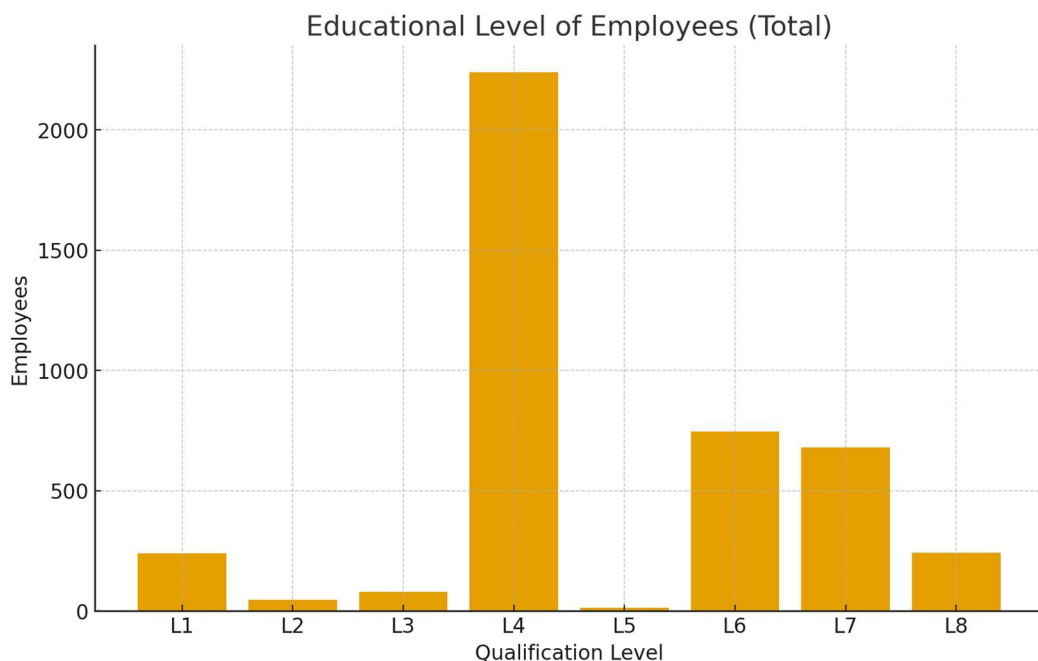
Age Distribution (Bar Chart):



Educational Level of Employees

Qualification Level	Total	Men	Women
Level 1	239 (5.6%)	28 (11.7%)	211 (88.3%)
Level 2	46 (1.1%)	40 (87%)	6 (13%)
Level 3	80 (1.9%)	50 (62.5%)	30 (37.5%)
Level 4	2,239 (52.3%)	443 (19.8%)	1,796 (80.2%)
Level 5	12 (0.3%)	9 (75%)	3 (25%)
Level 6	745 (17.4%)	173 (23.2%)	572 (76.8%)
Level 7	680 (15.9%)	257 (37.8%)	423 (62.2%)
Level 8	241 (5.6%)	98 (40.7%)	143 (59.3%)

Educational Levels (Bar Chart):



Risk Assessment

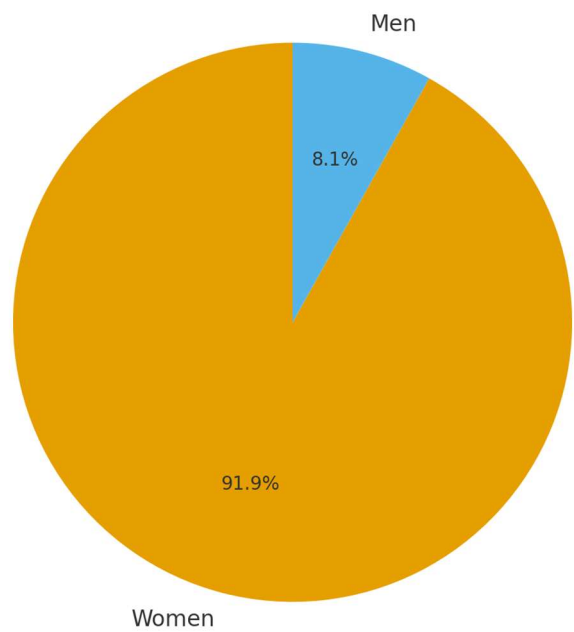
The Risk Management Plan is drafted on the basis of a risk assessment, which represents the initial phase in the process of preparing the Plan. Risk assessment identifies sources of potential threats and evaluates the likelihood and consequences using a matrix (very high, high, moderate, low). Risk levels: 0–10% very high; 10–20% high; 20–30% moderate; 30–40% low.

Work Processes Particularly Exposed to the Risk of Violation of the Principle of Gender Equality

The process identified as particularly exposed is the Service for Technical and Related Activities, Department for Nutrition, Meal Planning and Food Distribution.

Total employees: 160 (100%). Women: 147 (92%); Men: 13 (8%).

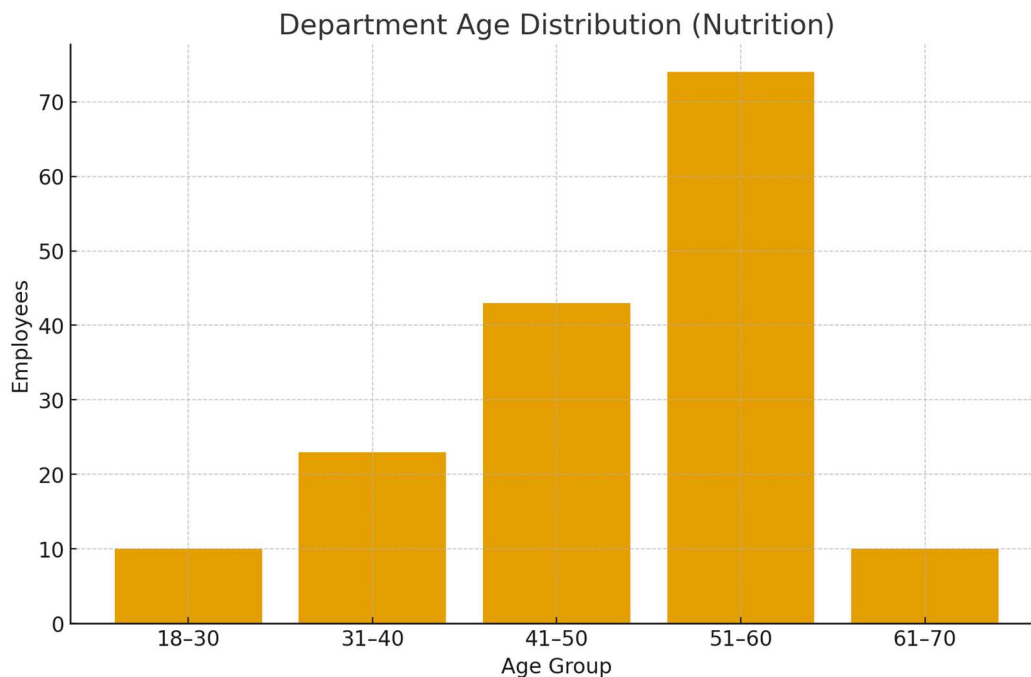
Department Gender Composition (Chart):



Age Structure in Department

Age Group	Total	Women	Men
18–30	10 (6.3%)	6 (3.7%)	4 (2.5%)
31–40	23 (14.4%)	21 (13.1%)	2 (1.3%)
41–50	43 (26.9%)	38 (23.8%)	5 (3.1%)
51–60	74 (46.2%)	73 (45.6%)	1 (0.6%)
61–70	10 (6.3%)	9 (5.6%)	1 (0.6%)

Department Age Distribution (Bar Chart):



Educational Level in Department

Qualification Level	Total	Men	Women
Level 2	117 (73%)	3 (1.9%)	114 (70.8%)
Level 3	20 (12.4%)	5 (3.1%)	15 (9.3%)
Level 4	17 (11%)	3 (1.9%)	14 (8.7%)
Level 6	6 (3.6%)	1 (0.6%)	5 (3.1%)

Preventive Measures to Avoid Risks and Deadlines for Their Implementation

Measures are divided into general and special. General measures are those prescribed by law that prohibit discrimination or require appropriate conduct to ensure equality. Special measures are activities, criteria and practices that ensure equal participation and representation, especially for vulnerable groups.

When determining special measures, different interests, needs and priorities of women and men must be respected, and special measures must ensure:

- application of gender mainstreaming and gender-responsive budgeting in planning, management and implementation;
- promotion of equal opportunities in HR management;
- balanced gender representation in management and supervisory bodies and in leadership positions;
- balanced representation in each phase of formulating and implementing gender equality policies;
- use of gender-sensitive language;
- collection of relevant sex-disaggregated data and submission to competent institutions.

Types of special measures include:

- measures in cases of significantly unbalanced gender representation;
- incentive measures granting special benefits or introducing incentives to improve the position and

ensure equal opportunities for women and men;

- program measures operationalizing programs for achieving and improving gender equality.

The University Clinical Center of Vojvodina has implemented all general measures prescribed by the Labor Law related to working conditions and all employment rights, education, training and professional development, career advancement and termination of employment.

Proposed Measures in the Specific Example

- reduce gender imbalance in employment;
- organize employee training on gender equality in the workplace;
- analyze other work processes to examine the interest of employees of the underrepresented gender;
- monitor workload distribution with special attention to the underrepresented gender;
- continuously monitor individual workloads and redistribute work according to staffing capacity;
- conduct exit interviews to analyze reasons for leaving.

Special Measures in Work Processes Particularly Exposed to Gender Inequality Risk

Measures to support work-life balance:

- ensure harmonization of family and professional life, particularly supporting employees who are caregivers;
- apply provisions enabling alternative working hours or remote work where feasible;
- monitor the workload upon return from leave and prevent overload;
- conduct exit interviews and use information to improve the work environment.

Measures against gender-based violence, including sexual harassment, abuse and coercion:

- inform employees about relevant laws and by-laws;
- organize training on this topic;
- sanction prohibited behavior;
- amend and adopt general acts regulating prevention of gender-based violence.

Use of gender-sensitive language is mandatory.

Special measures are applied until the goal—gender balance in work processes—is achieved.

Persons Responsible for the Implementation of Measures from the Risk Management Plan

Responsible person:

Name and surname: Vladimir Sučević

Position: Head of the Human Resources Department

Phone: 021/484-3444

Email: vladimir.sucevic@kcv.rs

DIRECTOR

Prof. Dr. Vesna Turkulov, sgn.