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GENDER EQUALITY PLAN

PHI University Institute of Radiology – Skopje
(Adopted: September 2025)

1. Objectives of the Plan

The Gender Equality Plan (hereafter: the Plan) aims to:

- Provide a clear and transparent overview of the gender structure of employees at the Institute.
- Ensure that institutional policies and practices are aligned with the principles of equality, non-discrimination, and inclusivity.
- Promote equal opportunities in recruitment, training, professional development, and leadership roles.
- Support the creation of an organizational culture that values gender diversity as a driver of innovation, excellence, and high-quality patient care.
- Establish a mechanism for regular monitoring and reporting on gender-related indicators in line with national and EU standards.

2. Legal Basis

The Plan is based on:

- **Law on Equal Opportunities for Women and Men (Official Gazette of RNM No. 6/2012, 166/2014, 150/2015, 98/2019)**.
- **Law on Labor Relations (Official Gazette of RNM No. 62/2005, 106/2008, 52/2020, 267/2020)**.
- **EU Gender Equality Strategy 2020–2025**.
- Ethical principles of the medical profession and institutional statutes guaranteeing equal rights for all employees.

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3. Scope and Availability

This Plan applies to all staff categories at the Institute:

- **Medical doctors**
- **Radiologic technologists**
- **Nursing staff**
- **Administrative and technical staff**
- **Contract-based associates**

The Plan is published on the **official website of the Institute** in both Macedonian and English, ensuring transparency to employees, patients, project partners, and the wider public.

4. Responsible Structures

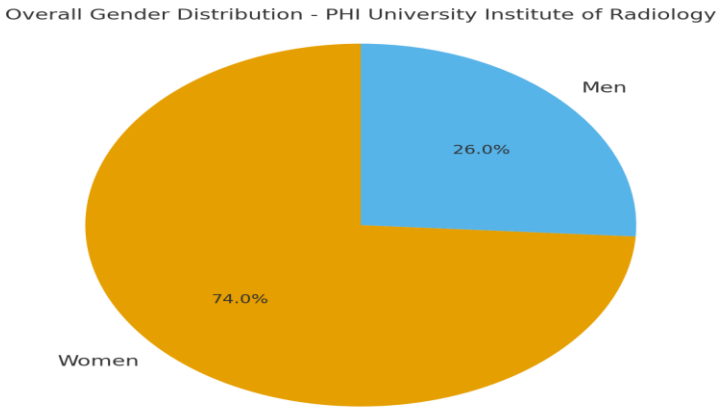
- The **Director of the Institute** appoints a **Gender Equality Officer**, responsible for overseeing implementation, monitoring, and reporting.
- The Officer is supported by the **Human Resources Unit** in data collection and awareness training.
- A confidential channel for receiving complaints and proposals on discrimination or harassment is maintained by the Institute.

5. Current Situation: Gender Distribution

5.1 Overall Staff (Permanent Employment)

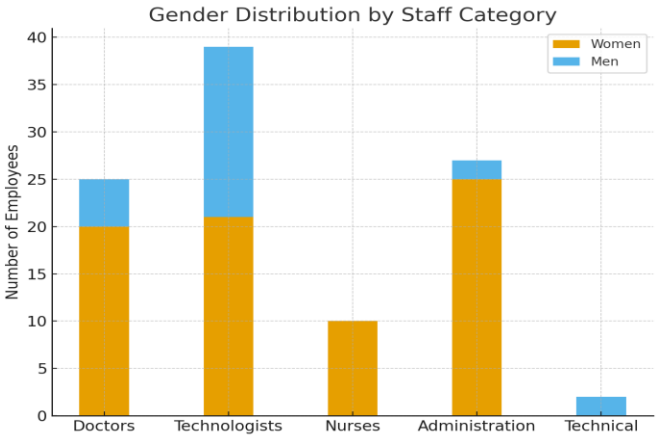
- **Total staff**: 100
- **Women**: 74 (74%)
- **Men**: 26 (26%)

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5.2 By Category

Category	Total	Women	% Women	Men	% Men
Medical Doctors	25	20	80%	5	20%
Radiologic Technologists	39	21	54%	18	46%
Nurses	10	10	100%	0	0%
Administration	27	25	93%	2	7%
Photography/Technical	2	0	0%	2	100%



5.3 Contract-based Associates

- **Total**: 11
- Gender distribution: **7 women (64%)**, **4 men (36%)**.

6. Analysis of Gender Balance

The Institute demonstrates a **strong representation of women**, accounting for nearly three-quarters of the total workforce. This is particularly visible in medical, nursing, and administrative categories.

- **Radiologic technologists** show a near balance, with only a slight predominance of women.
- **Medical doctors** are strongly female-dominated (80%), reflecting wider demographic trends in medical education and healthcare in North Macedonia.
- **Nursing staff** are exclusively female, which reflects traditional occupational patterns but also highlights the need to encourage greater male participation in nursing.
- **Administrative staff** are almost entirely women, showing a lack of male representation in support and managerial-administrative roles.
- **Technical/photography roles** are exclusively male, indicating a gender imbalance that should be addressed in future recruitment policies.

7. Measures and Commitments

7.1 Recruitment and Career Development

- All recruitment processes will be **gender-sensitive**, ensuring balanced representation on selection panels.
- In categories with significant imbalance, targeted efforts will be made to encourage applications from the **underrepresented gender**.
- Training opportunities will be equally available to men and women, with mentoring programs to support women's career progression in medical and research fields.

7.2 Leadership and Decision-Making

- The Institute commits to balanced representation of both genders in **department leadership, committees, and project management boards**.
- Qualified women will be encouraged to apply for senior positions, while men will be encouraged to enter traditionally female-dominated professions such as nursing and administration.

7.3 Work-Life Balance

- Flexible working arrangements will be offered where feasible.
- Special support is ensured for staff returning from maternity or paternity leave.
- Parental roles will be recognized equally, with encouragement for both mothers and fathers to access parental leave entitlements.

7.4 Prevention of Discrimination and Harassment

- The Institute enforces a **zero-tolerance policy** against gender-based discrimination and harassment.
- Mandatory annual training sessions on gender sensitivity and anti-harassment policies will be organized.
- A confidential and accessible complaint mechanism is in place.

7.5 Monitoring and Reporting

- Annual collection of gender-disaggregated data on employment, career progression, and leadership.
- An annual **Gender Equality Report** will be published and shared with the Ministry of Health and international partners.

8. Conclusions and Recommendations

The PHI University Institute of Radiology – Skopje has a **distinctive gender profile**, with a predominance of women across most employment categories. This reflects both the historical feminization of healthcare professions and the increasing participation of women in higher education. However, while the overall gender balance favors women, this does not automatically ensure equality of opportunity or the absence of barriers.

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Key conclusions:

1. **Positive gender representation:** The Institute can serve as a model of female participation in healthcare institutions, with women comprising 74% of the workforce.
2. **Balanced categories:** Radiologic technologists and doctors show relatively balanced gender structures, although women still dominate.
3. **Gendered roles persist:** Nursing and administrative work remain highly feminized, while technical/photography roles remain exclusively male. These patterns indicate occupational stereotypes still influence career choices and hiring.
4. **Leadership opportunities:** While women are well represented in staff numbers, attention must be paid to ensuring they also occupy leadership and decision-making roles in equal measure.
5. **Recruitment bias:** Future hiring processes must actively counter gender segregation by encouraging male candidates in female-dominated categories and female candidates in male-dominated roles.
6. **Work-life balance challenges:** Female predominance, especially in mid-career groups, requires continuous support for balancing family responsibilities and professional development.

Recommendations:

- Maintain **systematic monitoring** of gender representation at all staff levels, with annual reporting.
- Encourage **cross-gender participation** in traditionally segregated roles (men in nursing and administration; women in IT/technical roles).
- Develop **leadership pathways** to ensure both men and women are equally represented in strategic and managerial positions.
- Continue promoting a **family-friendly workplace** with flexible scheduling and parental support policies.
- Implement **awareness programs** aimed at reducing gender stereotypes in healthcare professions.
- Strengthen international cooperation projects where gender equality standards are crucial, positioning the Institute as a credible and progressive partner.

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