Instytut Matki i Dziecka

HR EXCELLENCE IN RESEARCH

Institute of Mother and Child
L'Institut de la Mère et de l'Enfant

GENDER EQUALITY PLAN

FOR THE INSTITUTE OF MOTHER AND CHILD

FOR THE YEARS 2026–2032

Warsaw, the 9th of October 2025

INTRODUCTION

For over 70 years, the Institute of Mother and Child has played a key role in protecting the health of women, children, and adolescents, successfully combining scientific research, clinical activity, and education. The mission of the Institute — *"fighting for the health, dignity, and satisfaction of patients"* — is pursued in accordance with the principles of equality, respect for human dignity, and social responsibility. Gender equality is an integral element of the quality, openness, and effectiveness of the Institute's work.

Ensuring equal opportunities for women and men in employment, scientific and professional development, access to decision-making positions, as well as in the implementation of research and educational projects, directly translates into better organizational performance and greater public trust. Creating favourable conditions for the development of all individuals—regardless of gender—also helps attract and retain people with diverse skills, enabling the Institute to fully utilize its potential and continuously develop in all areas of activity.

The Gender Equality Plan of the Institute of Mother and Child is a strategic document aimed at systematically introducing and consolidating solutions that promote equality, diversity, and social inclusion, particularly with regard to staff and management.

The adoption of this Plan expresses the Institute's commitment to upholding European values and national equality standards, in line with legal regulations, the recommendations of the European Commission, and best practices in the fields of science and healthcare. This document serves as a tool for monitoring progress, evaluating implemented actions, and inspiring the continuous improvement of an organizational culture based on respect and partnership.

A manifestation of the Institute's efforts to create favourable working conditions, career development opportunities, and transparent recruitment processes for researchers was obtaining the HR Excellence in Research award in 2016. Following an audit conducted at the Institute of Mother and Child in May 2023 by European Commission evaluators, the Institute received an extension of the HR Excellence in Research award for the next 36 months.

The HR Excellence in Research award is granted by the European Commission to European research institutions that, by implementing the principles of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*, create a supportive environment for work and professional development. The award obliges the Institute to continuously improve its human resources and recruitment policies. This commitment is reflected, among other things, in the development of an equality policy in accordance with the European Commission's guidelines, through the preparation of the Gender Equality Plan for the Institute of Mother and Child for the years 2026–2032 (GEP), hereinafter referred to as the GEP.

The Gender Equality Plan was developed by the Commission for the HR Excellence in Research Award and Gender Equality Plan at the Institute of Mother and Child, appointed by the Director of the Institute.

The Plan was adopted and implemented by the Order of the Director of the Institute of Mother and Child. It is an official document that includes an analysis of the current situation at the Institute and, based on this analysis, defines specific tasks and the teams responsible for their implementation. The analysis and actions included in the Plan were developed based on compiled statistical data on employees as well as a survey conducted within the Institute and its results. The Plan establishes the procedures for verification and monitoring of the GEP implementation in accordance with the adopted schedule. Monitoring the planned activities aims to promote equality, prevent discrimination and other irregularities, with respect for diversity.

I. ANALYSIS OF THE CURRENT SITUATION AT THE INSTITUTE

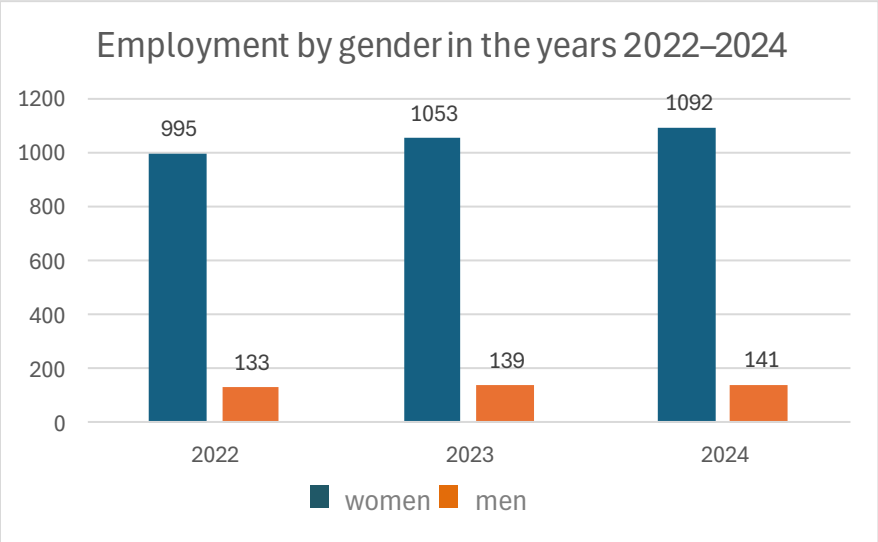
The analysis for the Gender Equality Plan was developed based on the following data:

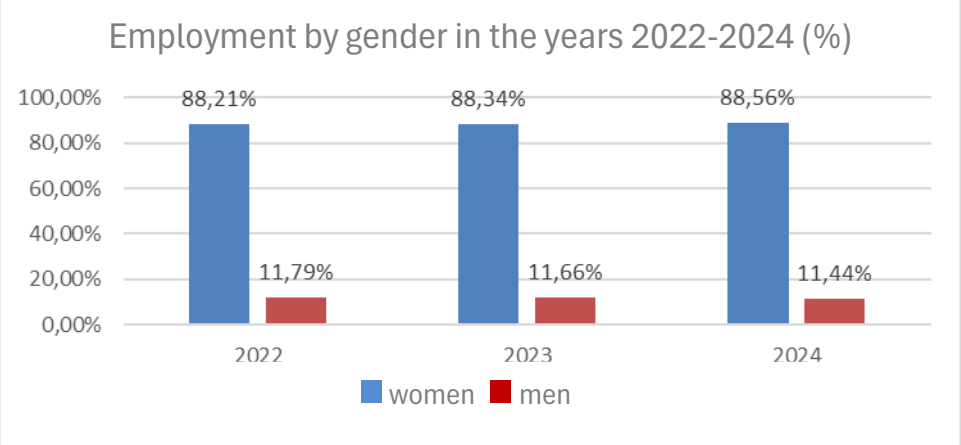
- statistical data on the employment of women and men at the Institute of Mother and Child (for the years 2022–2024),
- results of the Survey on Equality Issues conducted among employees of the Institute of Mother and Child in July 2025.

Statistical data on the employment of women and men at the Institute of Mother and Child for the years 2022–2024:

	Total number of employees	Number of women	Number of men	Percentage of women employed	Percentage of men employed
2022	1 128,00	995,00	133,00	88,21%	11,79%
2023	1 192,00	1 053,00	139,00	88,34%	11,66%
2024	1 233,00	1 092,00	141,00	88,56%	11,44%

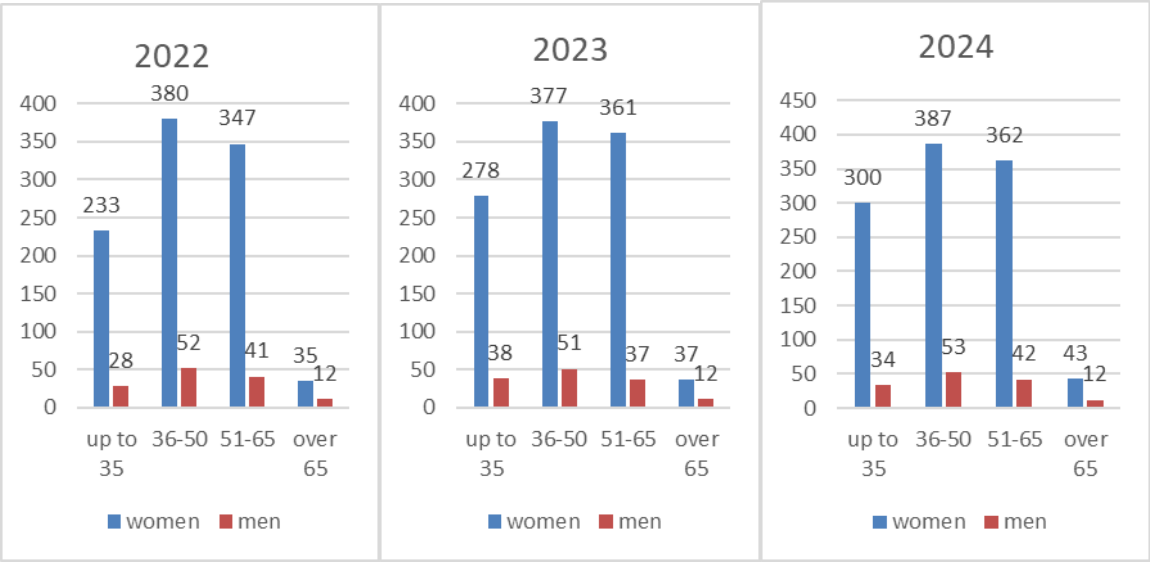
The representation of women in relation to the total staff constitutes the majority in each year analysed, accounting for over 88% of all employees.





Data on age and gender for the years 2022–2024

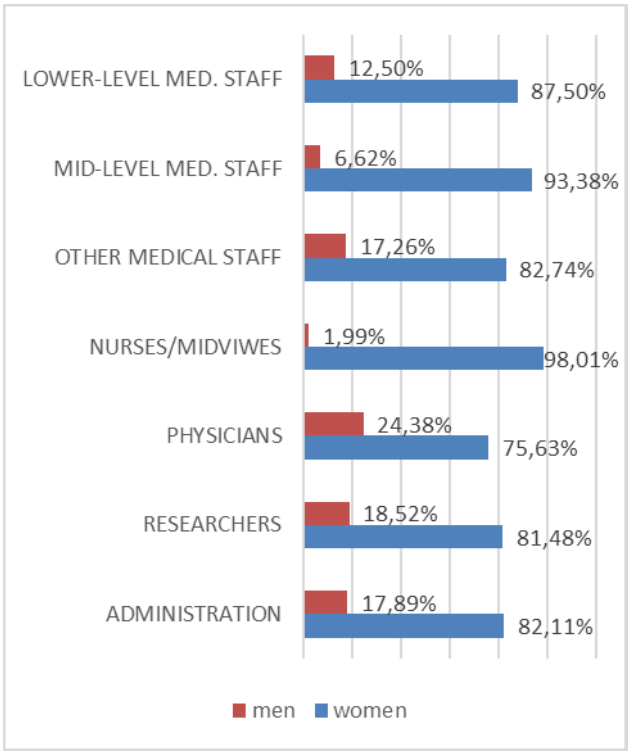
The largest age group consists of individuals aged **36–65**. At the same time, there is a noticeable annual increase in employment among people under the age of 35.

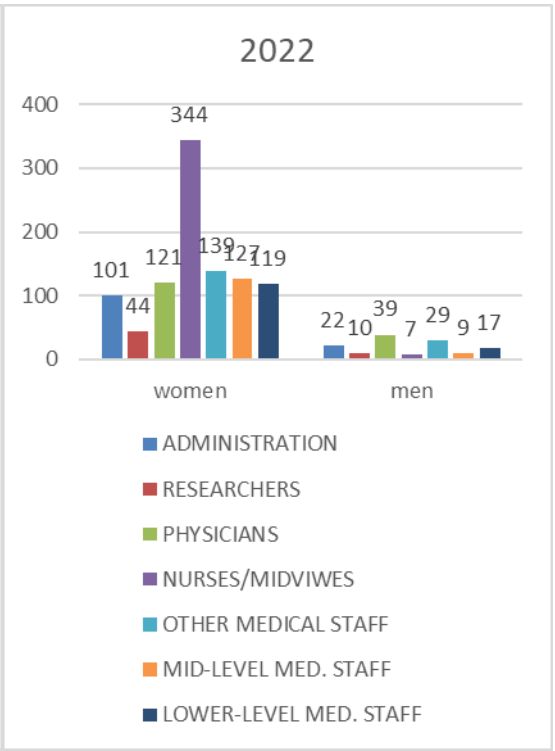


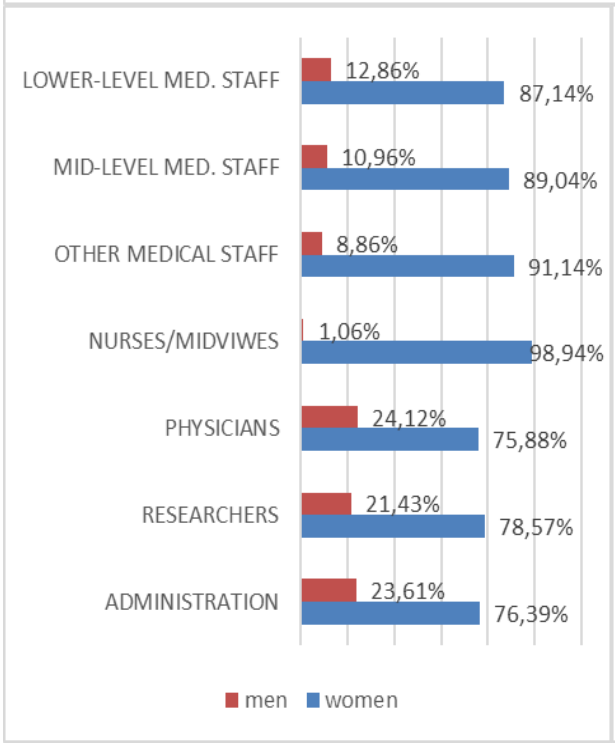
Next, a gender breakdown was analyzed within specific occupational groups (researchers, physicians, nurses, midwives, other medical personnel, and other support and administrative staff).

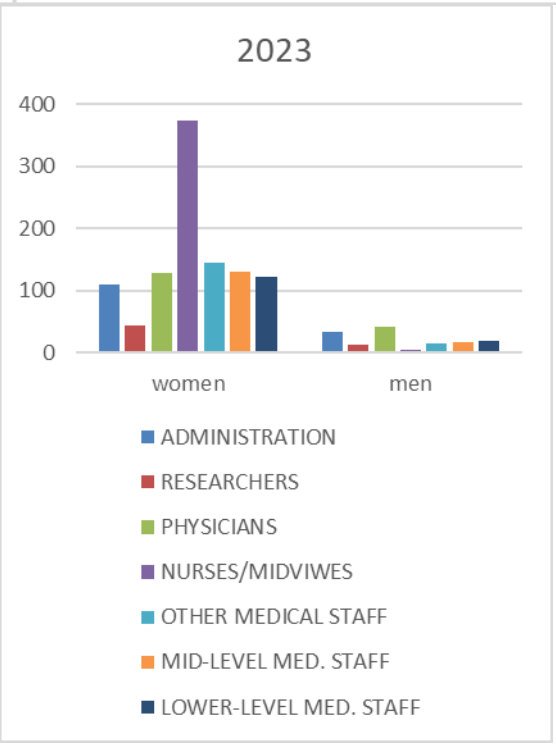
The smallest gender diversity is observed among nurses and midwives (over 98% women), while the greatest diversity occurs among physicians, researchers, and administrative employees. Due to the high overall percentage of women employed at the Institute, in the remaining occupational groups the distribution remains approximately 80% women and 20% men.

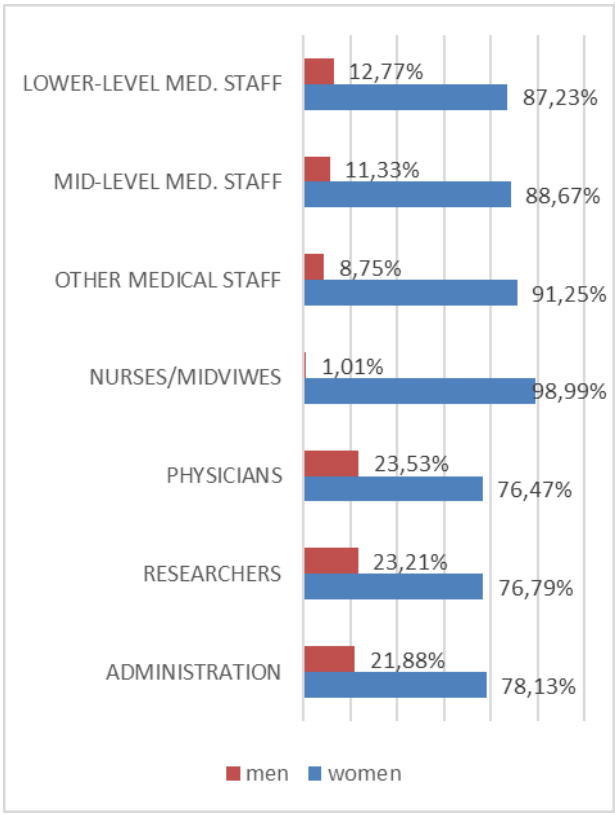
Data on employment by gender and staff groups for the years 2022–2024

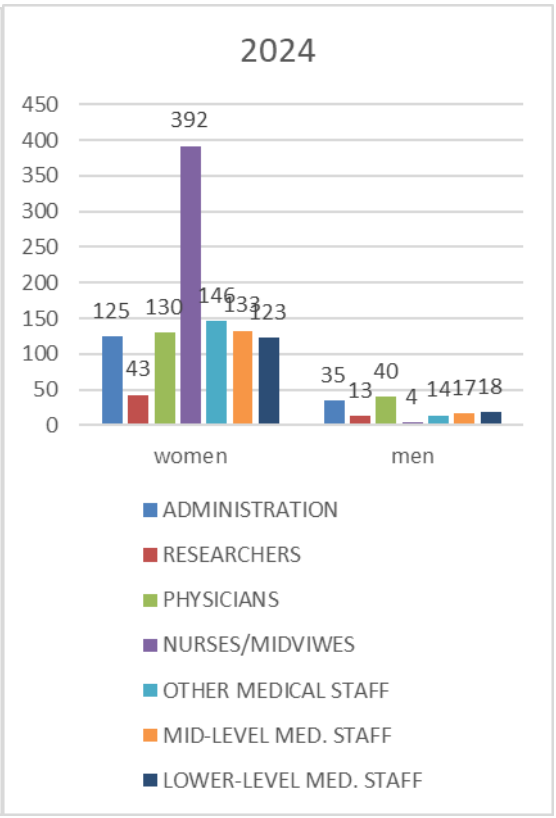

LOWER-LEVEL MED. STAFF
12,50%
87,50%
MID-LEVEL MED. STAFF
6,62%
93,38%
OTHER MEDICAL STAFF
17,26%
82,74%
NURSES/MIDVIWES
1,99%
98,01%
PHYSICIANS
24,38%
75,63%
RESEARCHERS
18,52%
81,48%
ADMINISTRATION
17,89%
82,11%
men
women


2022
400
300
200
100
0
101
44
121
344
139
127
119
22
10
39
7
29
9
17
women
men
ADMINISTRATION
RESEARCHERS
PHYSICIANS
NURSES/MIDVIWES
OTHER MEDICAL STAFF
MID-LEVEL MED. STAFF
LOWER-LEVEL MED. STAFF

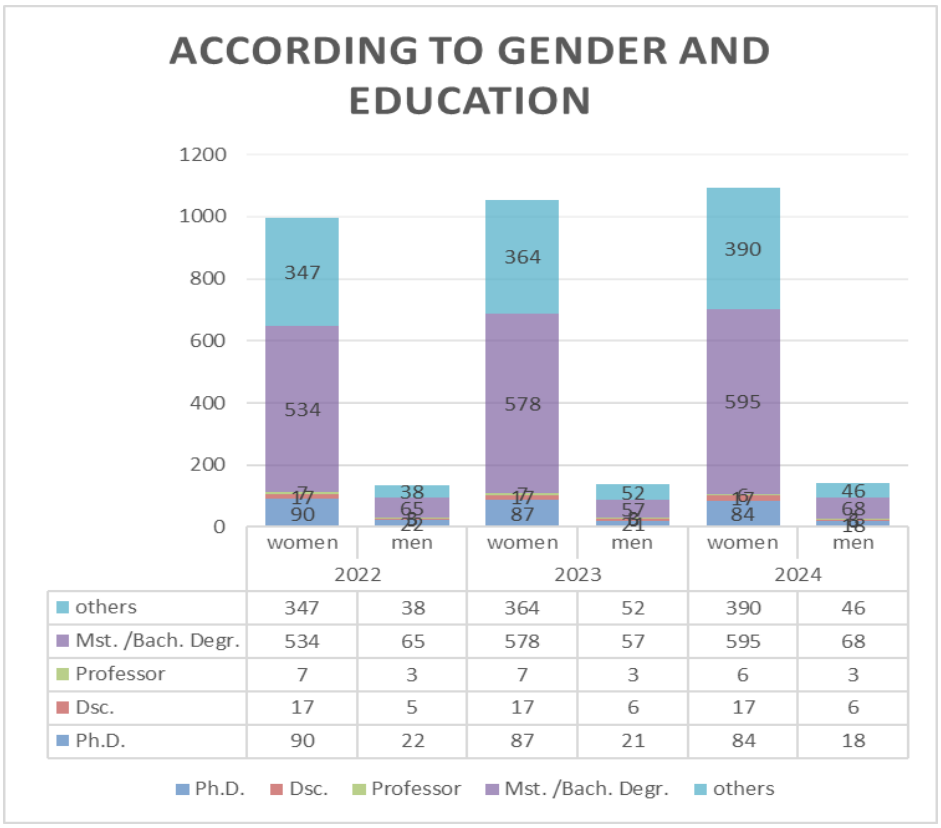

LOWER-LEVEL MED. STAFF
12,86%
87,14%
MID-LEVEL MED. STAFF
10,96%
89,04%
OTHER MEDICAL STAFF
8,86%
91,14%
NURSES/MIDVIWES
1,06%
98,94%
PHYSICIANS
24,12%
75,88%
RESEARCHERS
21,43%
78,57%
ADMINISTRATION
23,61%
76,39%
men
women


2023
400
300
200
100
0
women
men
ADMINISTRATION
RESEARCHERS
PHYSICIANS
NURSES/MIDVIWES
OTHER MEDICAL STAFF
MID-LEVEL MED. STAFF
LOWER-LEVEL MED. STAFF

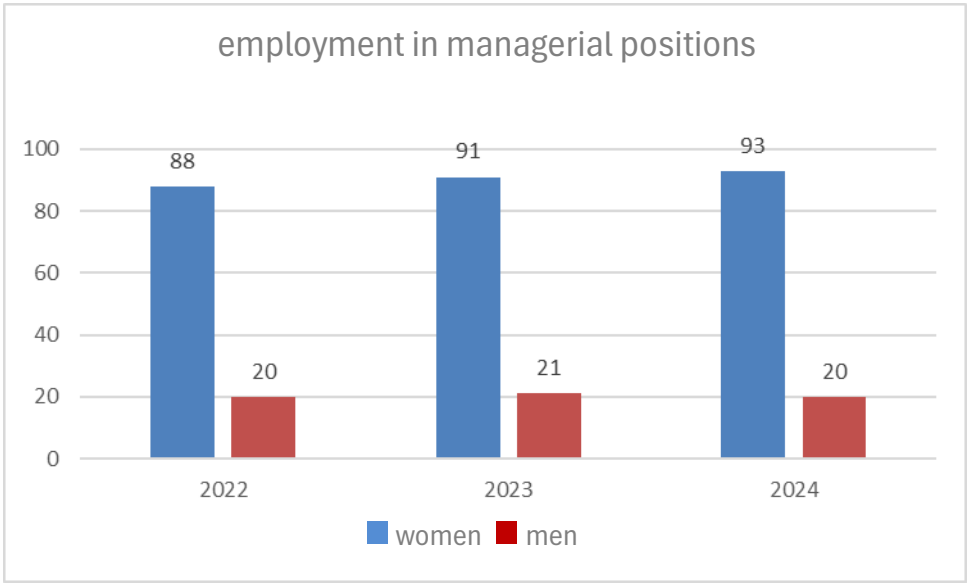

LOWER-LEVEL MED. STAFF
12,77%
87,23%
MID-LEVEL MED. STAFF
11,33%
88,67%
OTHER MEDICAL STAFF
8,75%
91,25%
NURSES/MIDVIWES
1,01%
98,99%
PHYSICIANS
23,53%
76,47%
RESEARCHERS
23,21%
76,79%
ADMINISTRATION
21,88%
78,13%
men
women


2024
450
400
350
300
250
200
150
100
50
0
125
43
130
392
146
133
123
35
13
40
4
1417
18
women
men
ADMINISTRATION
RESEARCHERS
PHYSICIANS
NURSES/MIDVIWES
OTHER MEDICAL STAFF
MID-LEVEL MED. STAFF
LOWER-LEVEL MED. STAFF

The breakdown by education level is as follows:

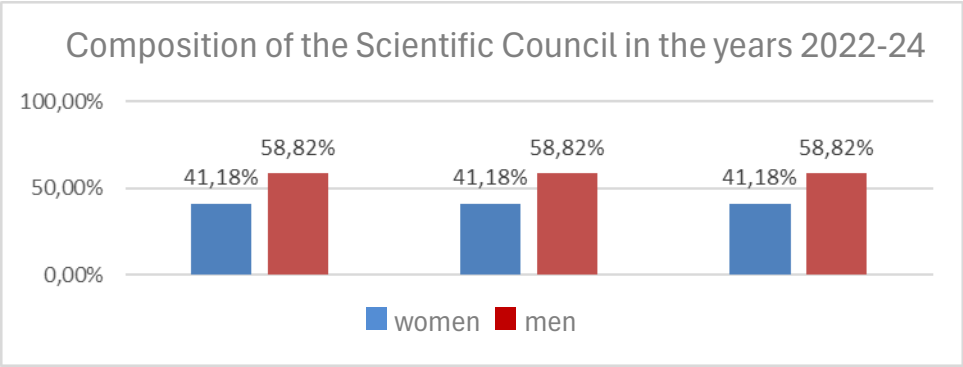


The analysis also considered the gender distribution in managerial positions (the data show the number of individuals):

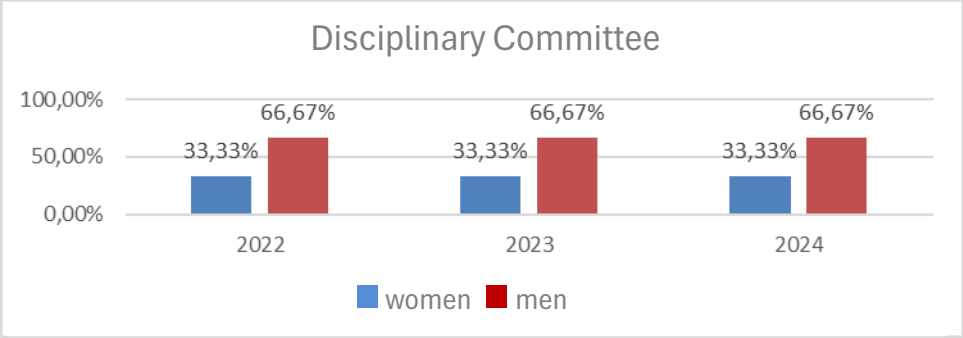


All of the above data indicate a strong dominance of one gender—women, which aligns with the overall trend of gender distribution in the healthcare sector in Poland, Europe, and worldwide. According to a report published by the Central Statistical Office of Poland (GUS) in 2023, women accounted for 97% of nurses, 99.8% of midwives, and 58.7% of physicians in Poland.
The Commission for the HR Excellence in Research Award and Gender Equality Plan also analyzed the gender composition of the Scientific Council as well as various committees and teams established within the Institute of Mother and Child.

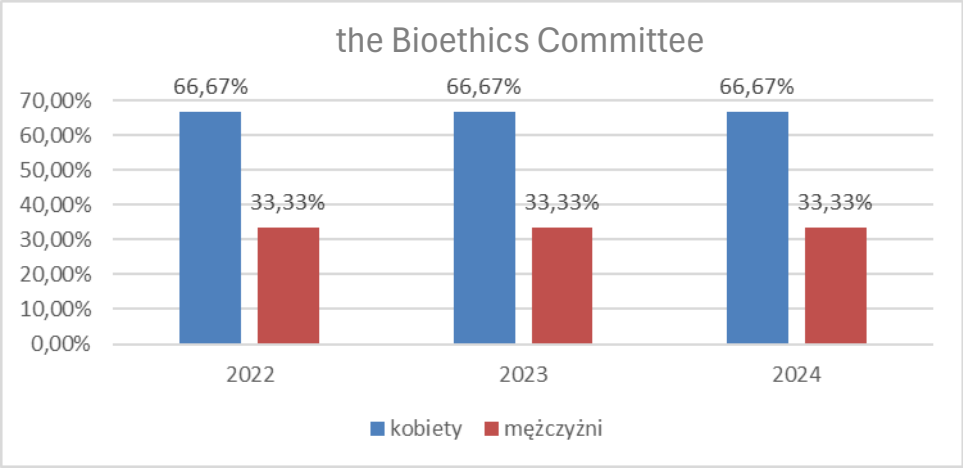
The Scientific Council is composed of 14 women and 20 men.



The Disciplinary Committee consists of 1 woman and 2 men.



In the Bioethics Committee, out of 15 members, 10 are women and 5 are men.



In the Accessibility Team, established to support individuals with special needs in accessing services provided by the Institute of Mother and Child, the gender distribution is 50% women and 50% men (the team has a total of 6 members).

The Violations Reporting Committee (established in connection with the implementation of the Whistleblower Act) consists of 5 members: 3 women (60%) and 2 men (40%).

The Team for the HR Excellence in Research Award and Gender Equality Plan comprises 15 members: 11 women (73.33%) and 4 men (26.67%).

As can be seen, despite the overall dominance of women employed at the Institute, efforts are made in the committees and teams to maintain gender parity. Of course, when selecting members, the management prioritizes individual competencies, and neither women nor men are evaluated based on gender.

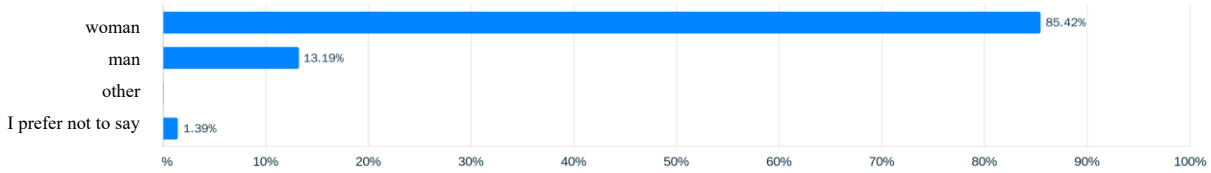
Analysis of results of the Survey on Equality Issues conducted among IMiD employees in July 2025

The survey was conducted using the WEBankieta system. An email requesting participation in the survey was sent to employees twice. The survey was anonymous and included 11 closed-ended questions and 4 open-ended questions.

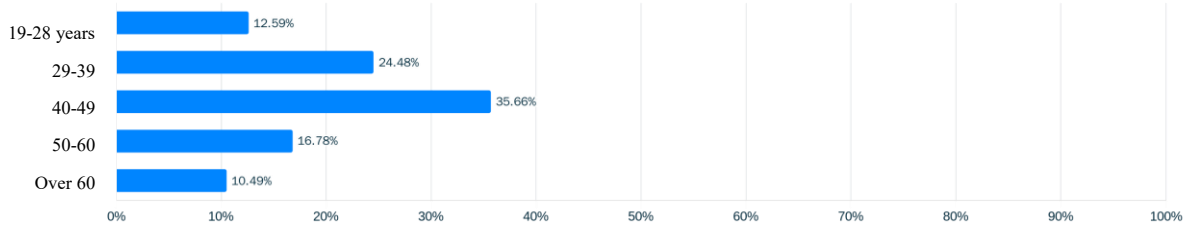
A total of 144 respondents participated in the survey. Currently, the Institute of Mother and Child (IMC) employs 1,201 staff members, which means the response rate was 11.99%.

Demographic data of the respondents:

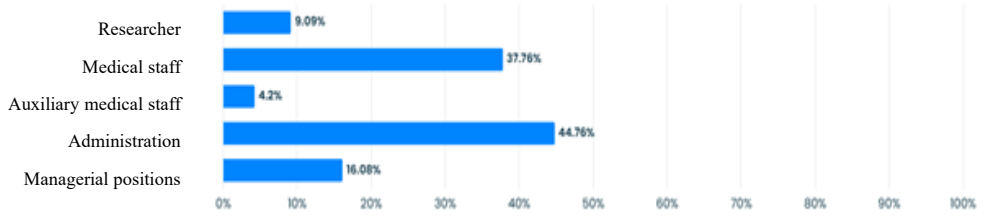
1. Sex



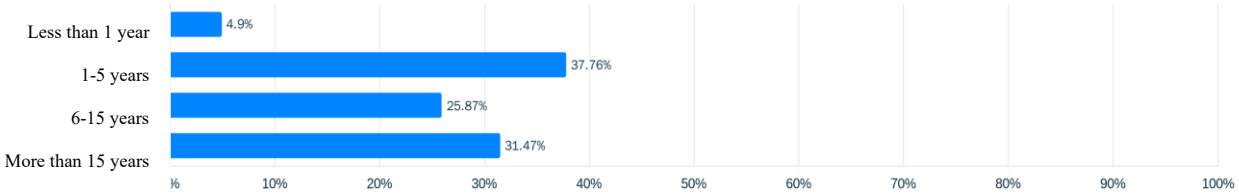
2. Age:



3. Staff group:

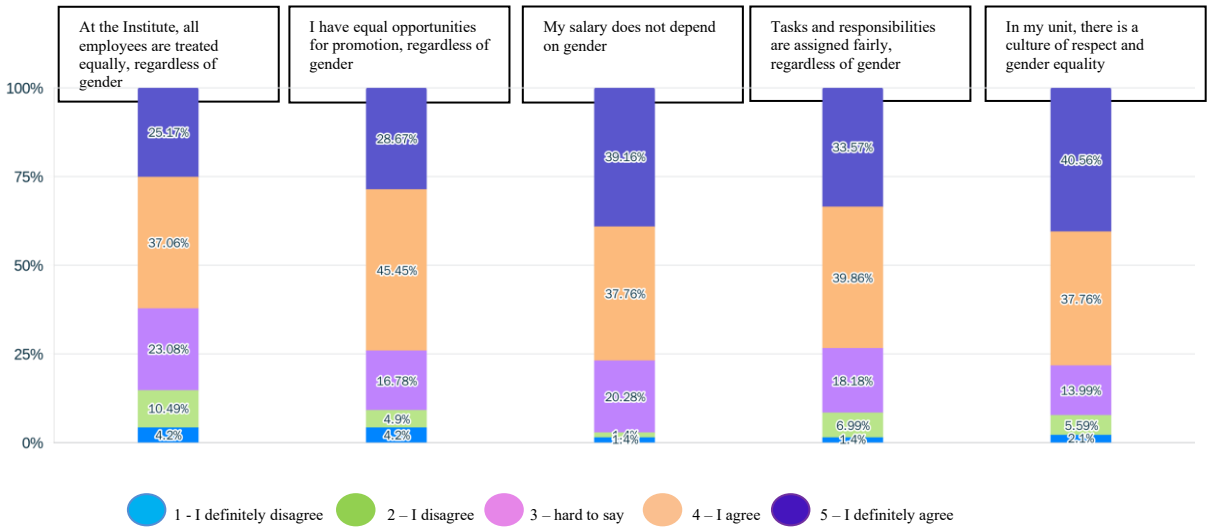


4. Employment period at the Institute:

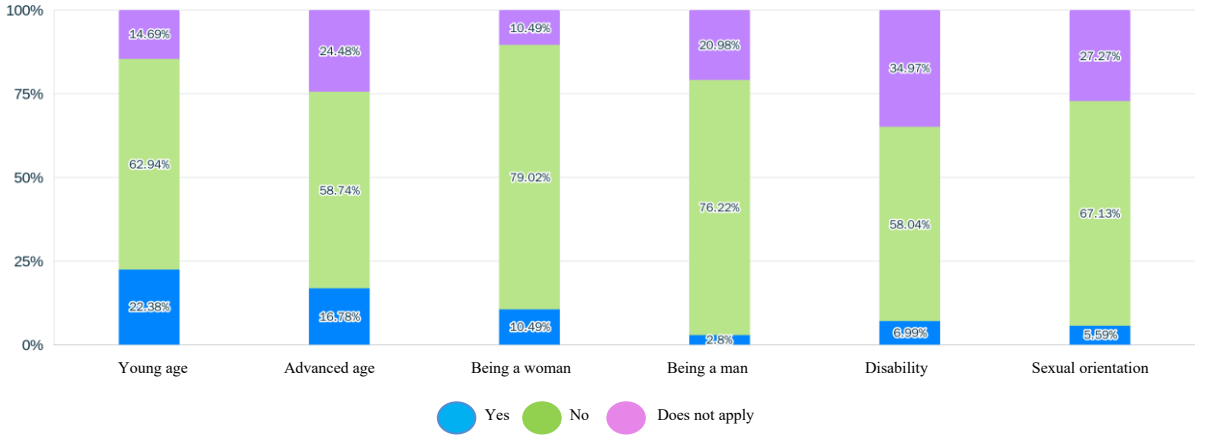


Survey Results:

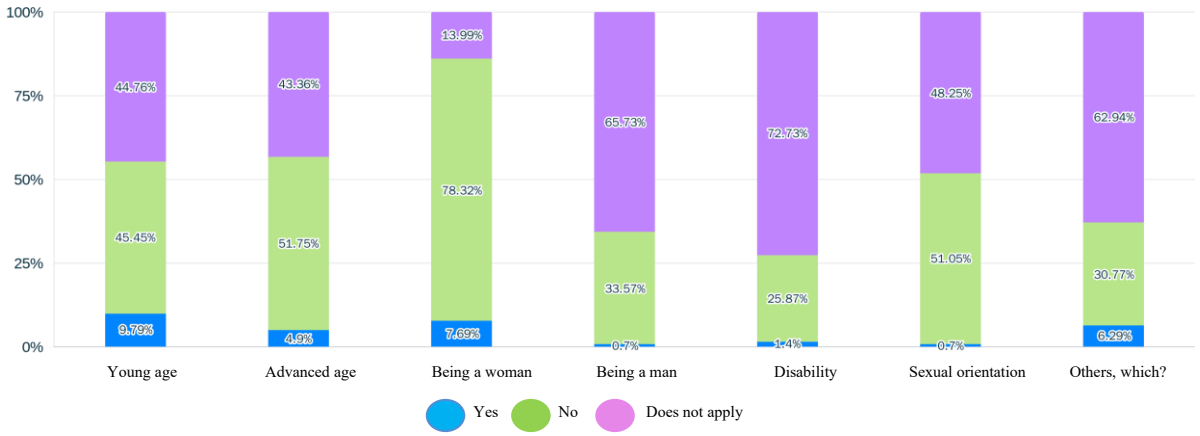
5. *Work Experiences.*



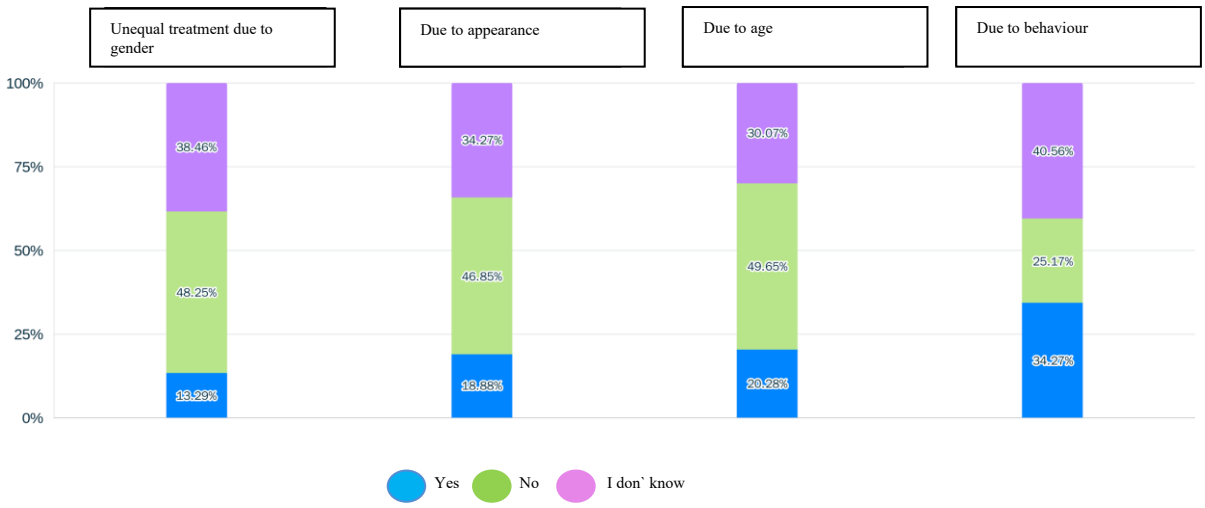
6. Do the following elements hinder a career at the Institute?



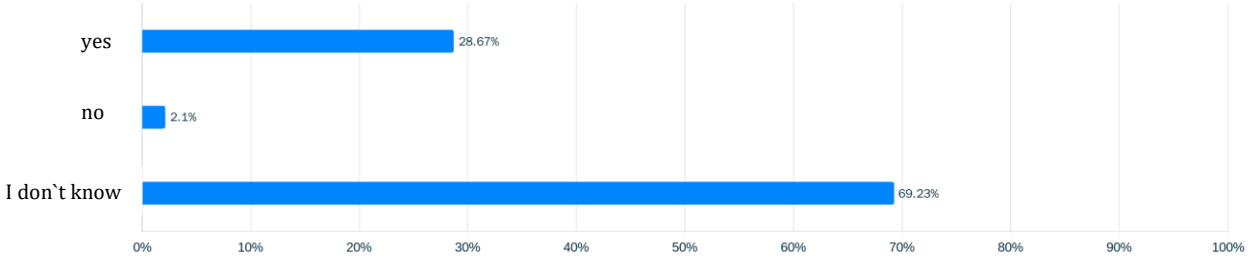
7. Do you experience discomfort because of…:



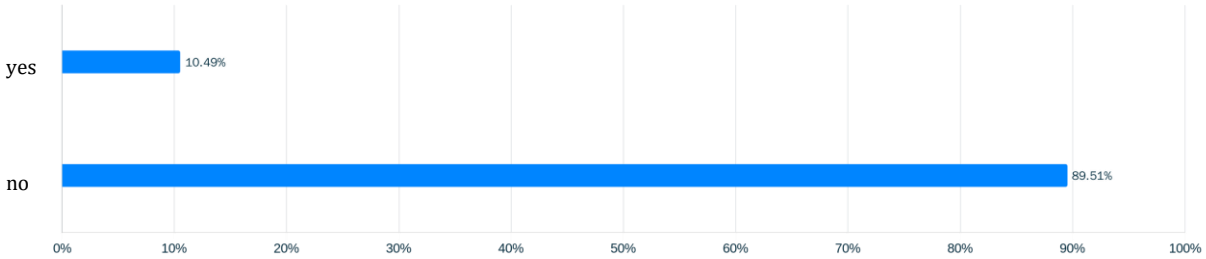
8. Do you think others feel uncomfortable because of…:



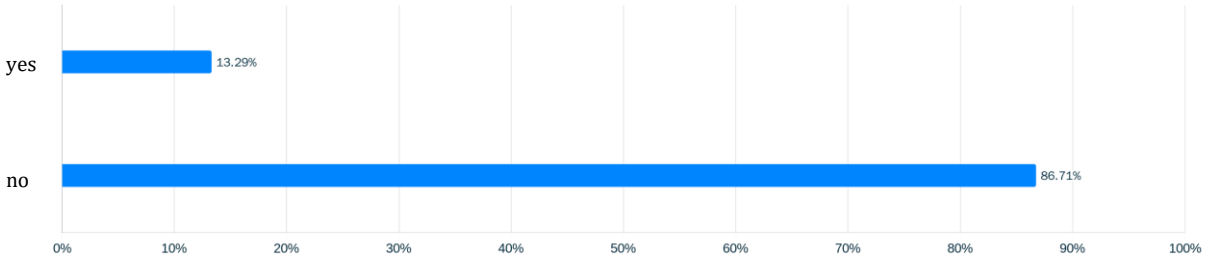
***9**. Are there any employees at the IMC with a non-typical gender identity?*



10. Have you ever experienced a situation at the Institute where you felt you were treated differently because of your gender?



12. Have you observed that other employees at the Institute feel they are treated differently because of their gender?



Summary of the Survey Results

The survey results indicate that IMC is a workplace where gender-based unequal treatment is almost non-existent. The vast majority of respondents believe that IMC employees are treated equally regardless of gender, have equal opportunities for promotion, and that salary levels are not determined by gender. Nearly 90% reported that they have not experienced poorer treatment due to gender at IMC. Additionally, 87% did not observe any such treatment toward their colleagues. According to more than three-quarters of respondents, gender does not hinder career advancement within the Institute.

At the same time, employees noted that IMC employs individuals with non-typical gender identities (28.7% of responses were affirmative, while 69% of respondents had no opinion). Analysis of the open-ended responses revealed that individual employees have noticed or experienced instances of differential treatment based on gender. It is important to emphasize that respondents reported both poorer treatment of women—primarily related to cultural stereotypes and norms—and of men, mainly due to the feminized nature of the Institute's environment.

The following statements, although sporadic, shed interesting light on the issue of gender-based unequal treatment and indicate ways in which such manifestations of the problem can be addressed:

- *discrimination due to being pregnant;*
- *pregnancy, maternity leave, and leave for sick children are not welcomed. Questions about reproductive plans are sometimes asked during hiring;*
- *preferential promotion of men;*
- *inappropriate remarks (with a sexual undertone) from both medical staff and lower-level personnel (e.g., maintenance or labor staff).*
- *I believe that due to my gender (I am a woman) and young age, management has repeatedly avoided having substantive discussions regarding my salary. There are evident pay inequalities despite having the same education and work experience;*
- *a male doctor is a rarity and is usually treated better by the supervisor;*
- *at a previous workplace, also within IMC, when selecting a deputy from among employees, the supervisor checked the medical records of a young woman. When he saw that she planned to have children in the (unspecified) future, she was immediately eliminated. This situation occurred approximately 3–4 years ago, but I think it may still happen somewhere within IMC;*
- *I often feel discomfort in professional interactions with some men, sometimes being treated condescendingly;*
- *announcing a competition in IMC (with prizes) for the best female employee during the pandemic (excluding male employees), promoting scholarships that discriminate against men, e.g., a competition for scholarships for the best female researchers (excluding male researchers) funded by external companies (L'Oréal), favouring women when hiring for certain positions (or in certain units), sending greetings from management/administration exclusively to women on Secretary's Day, celebrating International Women's Day while ignoring Men's Day;*
- *I know men who felt they were treated differently due to their gender in situations involving positions heavily dominated by women;*
- *my problems and inability to work are evaluated more harshly than those of other female staff;*
- *A homosexual supervisor (there are several at IMC) treats individuals of the same gender better. This is not harassment toward the opposite gender, absolutely not. However, favouritism can be felt. Sometimes even the supervisor admits this fact.*

Additionally, the following proposals were made to strengthen gender equality policies at IMC:

- *educate – e.g., periodically send out materials, but nothing too time-consuming, as people will not read it; rather, short videos from equality campaigns, et*
- *organize meetings for unit managers on sexism; workshops on supporting women within the organization;*
- *offer flexible working hours, remote or hybrid work to allow employees to balance professional duties with personal life. Provide training for all employees on gender equality, anti-discrimination, and unconscious prejudices;*
- *flexible working hours could potentially support women—working mothers or women returning to work after maternity leave;*
- *providing flexible working hours, remote work, or other solutions that help employees balance professional and personal life, which is particularly important for women;*
- *it would be worth considering the introduction of, for example, menstrual leave.*

II. CONCLUSIONS

An effective Gender Equality Plan (GEP) is tailored to the needs and goals of the institution. Each institution has its own specific characteristics, and its GEP should be developed in accordance with the mission, history, and operational context of the given institution. The GEP should also be prepared with regard to national legal regulations relevant to gender equality issues.

All statistics indicate that the healthcare sector in Poland is characterized by a clear numerical predominance of women in most medical professions and support staff. This phenomenon has persisted for many years and is the result of both historical conditions and educational trends - women more often choose medical professions. When analysing the social aspect of the predominance of women in the healthcare sector, the following assumptions can be made:

- due to the fact that the Institute of Mother and Child largely focuses its activities on children, and women tend to show greater interest in working in paediatrics because of their skills and natural empathy toward children.

- strengthening the gender perspective in medical research and education – the predominance of women in the sector can be an asset in developing programs that address the specific needs of female and male patients as well as staff, within the context of equality.

To sum up, the predominance of women in healthcare requires not only actions to maintain equal treatment but also initiatives that ensure equal access to promotion, specialization, and decision-making, while simultaneously supporting the presence of men in medical professions.
The Gender Equality Plan of the Institute of Mother and Child is intended to be a milestone in the process of raising awareness about gender diversity.

III. GOALS AND ACTIONS

The strategic goal is to raise awareness of the importance of equal treatment regardless of gender among the employees of the Institute of Mother and Child. This goal will be achieved through the following specific tasks:

No.	Action	Responsible	When	Indicator
1.	Monitoring gender-related data across staff groups, management, and age	HR and Payroll Department	Every 2 years in January, first report in 2027 covering 2025–2026	Report
2.	Raising employees' awareness of the importance of equality issues and strengthening positive attitudes toward diversity and stereotypes. Promoting the principles of equal treatment, including preventing gender-	HR and Payroll Department, Heads of Units and Organizational Divisions	Ongoing – monitored annually by the Commission	Number of trainings conducted – at least 2 trainings during the Plan's duration

	based discrimination.			
3.	Publishing the Gender Equality Policy on the IMC website and disseminating content promoting gender equality via the intranet, email, IMC newsletter, and IMC social media. Reminding employees where and how they can report violations concerning discrimination at IMC.	GEP Commission, Press Department	Ongoing task-monitored by the Commission each year	Number of published messages, at least one a year
4.	Review and modification of employment procedures to ensure compliance with gender equality standards, including those connected with researchers (HR Excellence in Research)	GEP Commission	In January every two years, the first report in 2027 for the years 2025-2026	Report

5.	Inclusion of content promoting gender equality and the Gender Equality Plan in adaptation materials for newly hired employees.	HR and Payroll Department, Heads of Units and Organizational Divisions	Ongoing task - monitored by the Commission each year	Number of confirmations by newly hired employees of having read the Gender Equality Policy in the Employee Adaptation Cards.
6.	Examination of the level of awareness and compliance with the principles of equal treatment and anti-discrimination, based on employee opinion surveys.	GEP Commission	Ongoing task - monitored by the Commission each year	A survey at least every 2 years and interviews with 0.05% of employees.
7.	Verification and monitoring of equal access regardless of gender in decision-making processes related to the Institute's activities (striving for balanced gender representation in competition and scientific commissions, as well as in expert and project teams).	GEP Commission	In January every two years, the first report in 2027 for the years 2025-2026	Report
8.	Gender verification (assessment) of processes for applying for statutory funds, grants, and research projects, as well as for obtaining academic degrees and titles.	GEP Commission	In January every two years, the first report in 2027 for the years 2025-2026	Report

9.	Providing the opportunity to report needs, problems, and barriers encountered in day-to-day work and scientific development through a dedicated email address: gep@imid.med.pl.	GEP Commission	Ongoing task – monitored by the Commission	Report once a year; in case of a notification –an ad hoc the Commission's meeting to resolve the issue.
10.	Striving to use gender-neutral language and implementing the provisions of the EU Directive on strengthening the application of the principle of equal pay for women and men through pay transparency (Gradual change of job titles in recruitment advertisements)	HR and Payroll Department	Ongoing task	Report – every two years in January, the first report in 2027 covering the period 2025–2026

IV. IMPLEMENTATION

Employees employed at the time of the introduction of the Gender Equality Plan at the Institute of Mother and Child will be informed via email – a concise presentation on promoting the values and principles established in this Plan will also be prepared.
The procedure will be published on the Institute's website, in the IMiD newsletter, and on the intranet.
Reports and updates on the implementation of the GEP will also be published on the intranet.