

**NATIONAL ACADEMY OF MEDICAL SCIENCES OF UKRAINE
STATE INSTITUTION
«MARZIEIEV INSTITUTE FOR PUBLIC HEALTH
OF THE NATIONAL ACADEMY OF MEDICAL SCIENCES OF UKRAINE»**

APPROVED BY

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GENDER EQUALITY PLAN

**of the State Institution «Marzieiev Institute for Public Health
of the National Academy of Medical Sciences of Ukraine»
for the period 2026–2030**

APPROVED

*By the Academic Council of SI «IPH NAMS»
Minutes No. 10 dated December 24, 2025*

*Enacted by order of the Director of SI «IPH NAMS»
No. 1d/83 dated December 26, 2025*

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1. GENERAL PROVISIONS

1.1. The Gender Equality Plan of the State Institution «Marzieiev Institute for Public Health of the National Academy of Medical Sciences of Ukraine» (hereinafter referred to as the «Plan» or «GEP») is developed to ensure equal rights, opportunities, and representation of women and men in the scientific, educational, expert, and administrative activities of the Institution, as well as to harmonize its internal policies with the standards of the European Research Area and the requirements of the EU Framework Programme for Research and Innovation «Horizon Europe».

1.2. The Gender Equality Plan of SI «IPH NAMSU» is based on international regulatory legal acts:

- Universal Declaration of Human Rights;
- UN Convention on the Elimination of All Forms of Discrimination against Women;
- Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention);
- Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part;
- Directive 2006/54/EC of 05.07.2006 «on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation»;
- Directive 2010/41/EU of 07.07.2010 «on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity»;
- Directive 2014/54/EU of 16.04.2014 «on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers»;
- Directive (EU) 2019/1158 of 20.06.2019 «on work-life balance for parents and carers»;
- Council of Europe Gender Equality Strategy 2024–2029;
- Global Sustainable Development Goals for the period up to 2030, adopted at the UN Sustainable Development Summit in 2015 (Goal 5 «Gender Equality: Achieve gender equality and empower all women and girls»);
- International Labour Organization Conventions regarding employment of women before and after childbirth No. 3, equal remuneration for men and women workers for work of equal value No. 100, maternity protection No. 103, discrimination in respect of employment and occupation No. 111, basic aims and standards of social policy No. 117, employment policy No. 122, equal opportunities and equal treatment for men and women workers: workers with family responsibilities No. 156;
- Recommendations of the European Commission on the implementation of Gender Equality Plans within the Framework Programme for Research and Innovation «Horizon Europe».

The Plan is also based on domestic regulatory legal acts, including:

- Constitution of Ukraine;
- Labor Code of Ukraine;
- Law of Ukraine «On Ensuring Equal Rights and Opportunities for Women and Men» dated September 8, 2005, No. 2866-IV;

- Law of Ukraine «On Principles of Preventing and Combating Discrimination in Ukraine» dated September 6, 2012, No. 5207-VI;
- Law of Ukraine «On Preventing and Combating Domestic Violence» dated December 7, 2017, No. 2229-VIII;
- Decree of the President of Ukraine «On the Sustainable Development Goals of Ukraine for the period up to 2030» dated September 30, 2019, No. 722/2019;
- Order of the Cabinet of Ministers of Ukraine «On approval of the National Action Plan for the implementation of UN Security Council Resolution 1325 'Women, Peace, Security' for the period up to 2025» dated October 28, 2020, No. 1544-r;
- Order of the Cabinet of Ministers of Ukraine dated 20.12.2022 No. 1163-r «On approval of the Strategy for the implementation of gender equality in education up to 2030 and approval of the operational action plan for 2022–2024 for its implementation»;
- Order of the Cabinet of Ministers of Ukraine «On approval of the action plan for the implementation of the commitments of the Government of Ukraine taken within the framework of the international initiative 'Biarritz Partnership' for the establishment of gender equality» dated December 16, 2020, No. 1578-r;
- Decision of the National Security and Defense Council of Ukraine «On the Human Development Strategy» dated 14.05.2021.

1.3. The Plan applies to all employees regardless of gender, age, marital status, and other characteristics, and is mandatory for execution by all structural units of the Institute.

2. GENDER AUDIT RESULTS

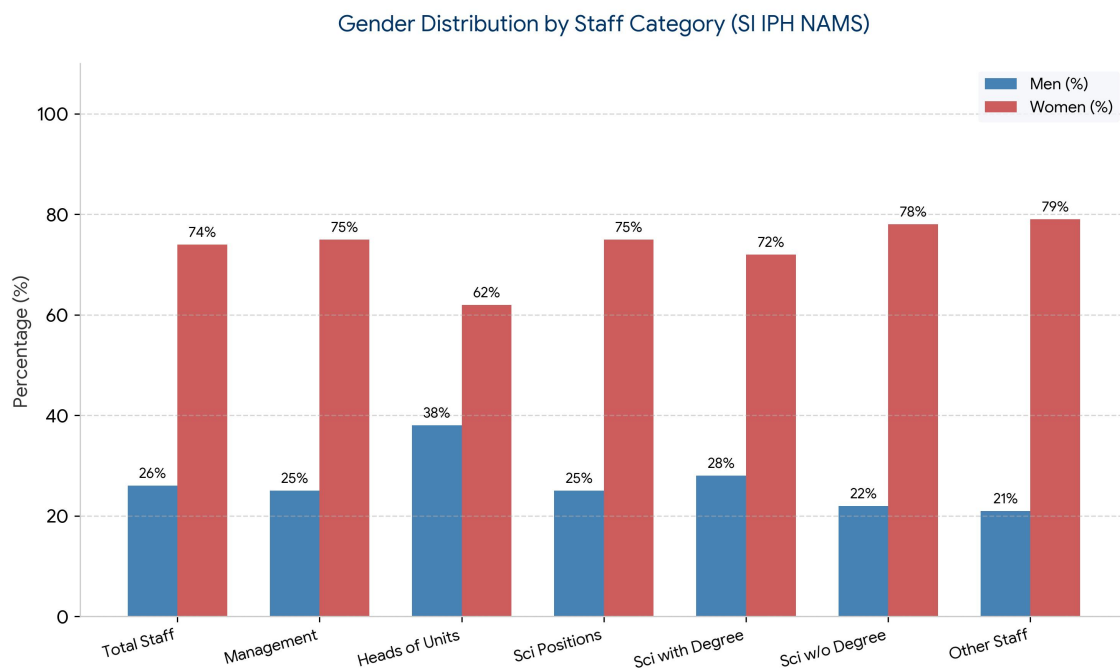
2.1. In order to objectively assess the personnel situation at SI «IPH NAMS», a gender audit of the staff was conducted in 2026. The analysis was carried out on the basis of statistical data. The results of the audit revealed the following indicators.

2.2. General Staff Structure Table:

Category	Men	Women	Men %	Women %	Total
Total Personnel	36	103	26%	74%	139
Management (Directorate)	2	6	25%	75%	8
Heads of Structural Units	9	15	38%	62%	24
Scientific Positions	17	51	25%	75%	68

(Total)					
With a Scientific Degree	10	26	28%	72%	36
Without a Scientific Degree	7	25	22%	78%	32
Other Employees	8	31	21%	79%	39

Fig. 1. Analytical Chart of Gender Distribution of SI «IPH NAMSU» Personnel:



2.3. Audit Conclusions:

A quantitative predominance of women is observed in most analyzed job categories—from general staff to senior management and scientists with a degree. Among the heads of structural units, relative balance is observed (62% women / 38% men). However, the female majority in the directorate (75%) suggests the expediency of monitoring HR decision-making processes at the highest level.

The identified disproportion is not the result of a discriminatory policy, but rather reflects historically established personnel traditions in the field. At the same time, to ensure sustainable development and international competitiveness, it is necessary to implement mechanisms that encourage the involvement of men in scientific research in public health, as well as ensure equal conditions for career growth for all employees without exception.

Therefore, the Plan is directed not at achieving artificial parity, but at creating transparent, non-discriminatory working conditions that take into account gender aspects, ensure equal access to resources and professional development opportunities, and integrate the gender dimension into public health research.

3. OBJECTIVES AND TARGET GROUPS

3.1. Main objectives of the Gender Equality Plan are:

- Ensure gender balance in governing bodies and decision-making processes;
- Raise awareness among employees, education seekers, and stakeholders regarding equality policies;
- Promote the benefits of a gender-balanced environment in the team and its structural units;
- Systematically monitor potential gender gaps in professional development and career growth;
- Identify and eliminate potential gender biases and stereotypes in the Institute's activities;
- Foster an inclusive environment and positive attitude toward diversity in HR policy;
- Strengthen a comprehensive set of preventive measures against gender-based violence and sexual harassment.

3.2. GEP Target Groups:

- **Management and Administrative Personnel** — leaders and staff who make managerial and personnel choices, ensure the operations of the Institution, and match state parity rules.
- **Scientific Personnel** — employees engaged in scientific, research, teaching, practical, and expert activities.
- **Education Seekers** — postgraduates, doctoral students, and trainees studying at SI «IPH NAMSU» under any mode or form of study.

4. INSTITUTIONAL FOUNDATIONS OF IMPLEMENTATION

4.1. Publication

The Gender Equality Plan is an official document approved by the Director's order. It defines the equal opportunity policy for employees, students, and other individuals. The document is published on the official website of the Institution in both Ukrainian and English to ensure accessibility for all stakeholders, including international partners.

4.2. Resource Allocation

Implementation of the GEP is supported by a comprehensive set of resources:

- - **Human and Time:** working hours of personnel allocated for preparation, conducting events, trainings, and participating in specialized working units.
- - **Regulatory:** internal documents (Regulations on the organization of educational processes, Regulations on the evaluation of scientific staff, etc.).
- - **Organizational:** logistical environments for holding educational, informative, and corporate sessions.
- - **Informational:** the institutional website, internal communication platforms, mailing structures, and scientific journals.
- - **Institutional:** active internal bodies (trade unions) and specialized monitoring expert clusters.

4.3. Monitoring and Analytics System

The gender audit is executed via rigorous surveys and self-assessment of internal workflows and structural balances according to the following fields:

- - **Equal Rights Policy:** analysis of strategic decision flows, administrative metrics, and baseline data.
- - **Informing:** assessing the representation and balance of materials published on the website and within official communication outputs.
- - **Human Resource Potential:** gender analysis of recruitment matrices, salary baselines, turnover rates, and systemic training needs.
- - **Working Conditions:** auditing safety levels, benefits for staff with children, and structural maternity protections.
- - **Corporate Culture:** investigating core cultural corporate values, internal parity protective mechanics, and communication channels.

The audit matches the official Guidelines of the Ministry of Social Policy of Ukraine (Order No. 448 dated August 9, 2021).

4.4. Professional Development and Capacity Building

To enhance baseline awareness among management, scientific staff, students, and other individuals regarding gender equality, the Institute organizes structured courses, lectures, and educational forums devoted to parity principles within contemporary science and education.

5. PRIORITY AREAS OF ACTIVITY

5.1. Equal Representation in Management and Decision-Making

Goal: Ensure gender parity in governing bodies and strategic decision-making, developing scientific potential.

- Appointment of a Gender Officer. Responsible: Management, HR. Timeline: Sept–Oct 2026. Result: Official appointment order.
- Development and approval of Regulations for the Gender Officer. Responsible: HR, Gender Officer. Timeline: Oct–Nov 2026. Result: Operational baseline regulations.
- Creation of a permanent working group on gender issues and anti-violence. Responsible: Director, Gender Officer. Timeline: Oct–Nov 2026. Result: Functional college body.
- Approval of Regulations for the working group. Responsible: Director, Gender Officer. Timeline: Oct–Dec 2026. Result: Coordination frameworks established.
- Conducting seminars on overcoming gender stereotypes in science (2027–2030). Responsible: Gender Officer, Deputy Directors, Unit Heads.
- Annual training for managers on non-discriminatory recruitment matrices (2027–2030). Responsible: Gender Officer, HR, Experts.

5.2. Work-Life Balance

Goal: Create an inclusive environment, promoting the harmonization of work and private life.

- Monitoring career dynamics and adaptation tracking of young scientists (2026–2030). Responsible: HR, Deputy Director for Research.
- Social and legal support programs for single parents, veterans, and military families (2026–2030). Responsible: Gender Officer, Deputy Directors.
- Information campaigns for the prevention of professional burnout (2026–2030). Responsible: Unit Heads. Result: Mental health materials published.
- Regulatory integration of work-life balance principles into standard corporate HR policies (2027). Responsible: HR Department.

5.3. Equal Opportunities in HR Policy and Career Growth

Goal: Introduce gender-balanced procedures for hiring, certification, and career advancement.

- Development of/amendments to regulations on forming selection committees with gender balance (2027). Responsible: HR, Gender Officer.
- Anti-discrimination competency modules for Academic Council members and managers (2026–2030). Responsible: Director, Gender Officer.
- Comprehensive audit of recruitment procedures in line with European Research Area standards (2027–2030). Responsible: Gender Officer, HR.

5.4. Gender Dimension in the Educational Process and Scientific Research

Goal: Integrate gender-sensitive approaches into educational modules and research projects.

- Methodological sessions on introducing gender components into educational curricula and research (2026–2030). Responsible: Gender Officer, Deputy Director.
- Monitoring grant opportunities supporting leadership (Horizon Europe, Erasmus+, NRFU) (2026–2030). Responsible: Gender Officer.
- Mentorship and networking projects with international participation (at least 1 event per year, 2027–2030). Responsible: Deputy Directors.
- Informational support for implementing gender components in professional healthcare standards (2027–2030). Responsible: Gender Officer, Coordination Unit.

5.5. Prevention of Gender-Based Violence and Harassment

Goal: Create a safe environment with a zero-tolerance policy toward violence, discrimination, and harassment.

- Educational programs against bullying, mobbing, and discrimination (2026–2030). Responsible: Management, Gender Officer, Working Group.
- Promoting ethical standards of mutual respect and psychological safety (2026–2030). Responsible: Gender Officer, Unit Heads.
- Institutional cooperation with human rights organizations for methodological assistance (2027–2030). Responsible: Gender Officer.
- Implementation of secure, confidential reporting channels (online form, «trust line») (2027–2030). Responsible: Gender Officer, IT Support.

6. IMPLEMENTATION MECHANISMS AND EFFECTIVENESS EVALUATION

6.1. Communication and Information

Actions:

- Disseminating the contents of the Plan across all structural units via presentations, local networks, and communication feeds;
- Establishing and updating a dedicated web page for gender equality metrics on the official website (policies, schedules, tracking outputs);
- Creating a specialized email/channel for prompt collection of queries, feedback, and sensitive notices regarding parity issues;
- Regular public reporting of gender initiatives via social networks and media handles of the Institute.

Responsible: Gender Officer, Working Group, Unit Leaders, IT Division. Result: Full transparency and reliable feedback paths.

6.2. Monitoring, Analytics, and Reporting

Actions:

- Systematic collection and analytical evaluation of gender-disaggregated statistical data (internal audit flows);

- Regular tracking of execution indicators with reactive tactical adjustments to the Plan parameters;
- Integration of diversity metrics and gender-disaggregated parameters into regular institutional summaries.

Responsible: Gender Officer, Working Group, Unit Heads, HR Department. Result: Verified data environment ensuring public accountability.

6.3. Partnership and Engagement of Expert Potential

Actions:

- Broadening operational ties with national and international bodies, experts, and consultants working with gender issues;
- Concluding strategic memoranda and welcoming foreign trainers for joint panels aimed at resolving unconscious biases.

Responsible: Directorate, Gender Officer. Result: Premium educational standard reached via top external expert networks.

APPENDIX

Summarized Strategic Table of Priority Areas (Gender Equality Plan SI «IPH NAMSU»)

Priority Area & Goal	Core Actions	Timeline	Expected Result
1. Representation in Management Goal: Achieve gender parity in governing bodies and strategic decision-making.	- Appoint Gender Officer - Approve officer regulations - Form working group - Formalize coordination acts	2026	Institutional anchoring of gender policy; deployment of clear implementation paths.
Scientific Potential Growth Goal: Advance scientific career tracks via equal access paths.	- Hold panels on resolving scientific stereotypes - Administer non-discriminatory recruitment filters for managers	2026–2030	Increased awareness among scientists; inclusive leadership patterns matched to EU criteria.
2. Work-Life Balance Goal: Support healthy corporate environments and personnel well-being.	- Monitor career flows of young researchers - Setup social support programs (parents, veterans, military families)	2026–2030	Enhanced organizational culture; reduced turnover rates; superior institutional support.
Time Regulation Stability Goal: Harmonize work obligations and personal schedules.	- Launch burnout prevention campaigns - Legalize work-life balance rules within core corporate HR code	2026–2030	Healthy psychological workspace; official integration of flexible timing options.
3. HR Policy & Career Growth Goal: Ensure strict neutrality inside hiring and promotions.	- Form selection committees with balanced gender setup - Execute non-discriminatory recruitment workshops - Comprehensive hiring audits	2026–2030	Transparent hiring workflows; solid compliance matching European Research Area values.
4. Integration into Education & Science Goal: Establish gender-	- Deliver methodological sessions for program adjustments	2026–2030	Comprehensive structural integration of gender components

sensitive education tracks.	- Evaluate scientific curricula against inclusivity criteria		across modules and research.
Global Scientific Promotion Goal: Increase international presentation parameters.	- Disseminate international grant paths (Horizon Europe, Erasmus+, NRFU) - Launch cross-border mentor systems	2026–2030	Increased global representation and leadership visibility of institutional researchers.
5. Prevention of Violence & Harassment Goal: Maintain healthy spaces with zero tolerance for abuse.	- Campaigns against bullying and mobbing - Ethical interactions training - Partner with human rights associations - Launch secure hotline channels	2026–2030	Zero tolerance state achieved; firm protective shields ensuring victim safety.