Gender Equality Plan – 2nd Issue

(2026–2030)

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Signature:



Health Management Institute

Content:

1. Introduction and Commitment 3
2. Governance and Responsibilities 3
3. Trends in Personnel Data Over Time 3
4. Assessment of the Current Situation 4
    4.1 Analysis of the Gender Composition of Employees 5
    4.2 Gender Representation in Leadership 5
    4.3 Types of Employment Arrangements 6
    4.4 Work Culture at HMI 6
5. Objectives and Measures 7
    5.1 Equal Opportunities in Leadership and Across the Organization 7
    5.2 Work-Life Balance 8
    5.3 Recruitment and Career Development 9
    5.4 Prevention of Violence and Harassment 9
    5.5 Integrating the Gender Dimension into Research and Innovation 9
6. Gender Equality Plan 2026–2030 10
    6.1 Action Plan 2026–2030 11
7. Final Statement 12

1. Introduction and Commitment

The Health Management Institute, z. ú. (HMI), is a non-profit research organisation dedicated to improving healthcare systems through data analysis, digital innovation, and collaborative projects. Gender equality is a core principle of HMI's mission and values.

By adopting this Gender Equality Plan (GEP), HMI strengthens its long-term commitment to fairness, transparency, and inclusion. The GEP reflects both national and EU strategies on gender equality. It covers the period 2026–2030, is reviewed annually, and is published as a public document on the HMI website.

Statement by the Management:

"The Management of HMI affirms its strong commitment to promoting gender equality. This Plan is not only a Horizon Europe requirement but also a cornerstone of our organisational culture. By supporting its implementation, we ensure that diversity and inclusion guide our research and innovation for the benefit of healthcare and society."

2. Governance and Responsibilities

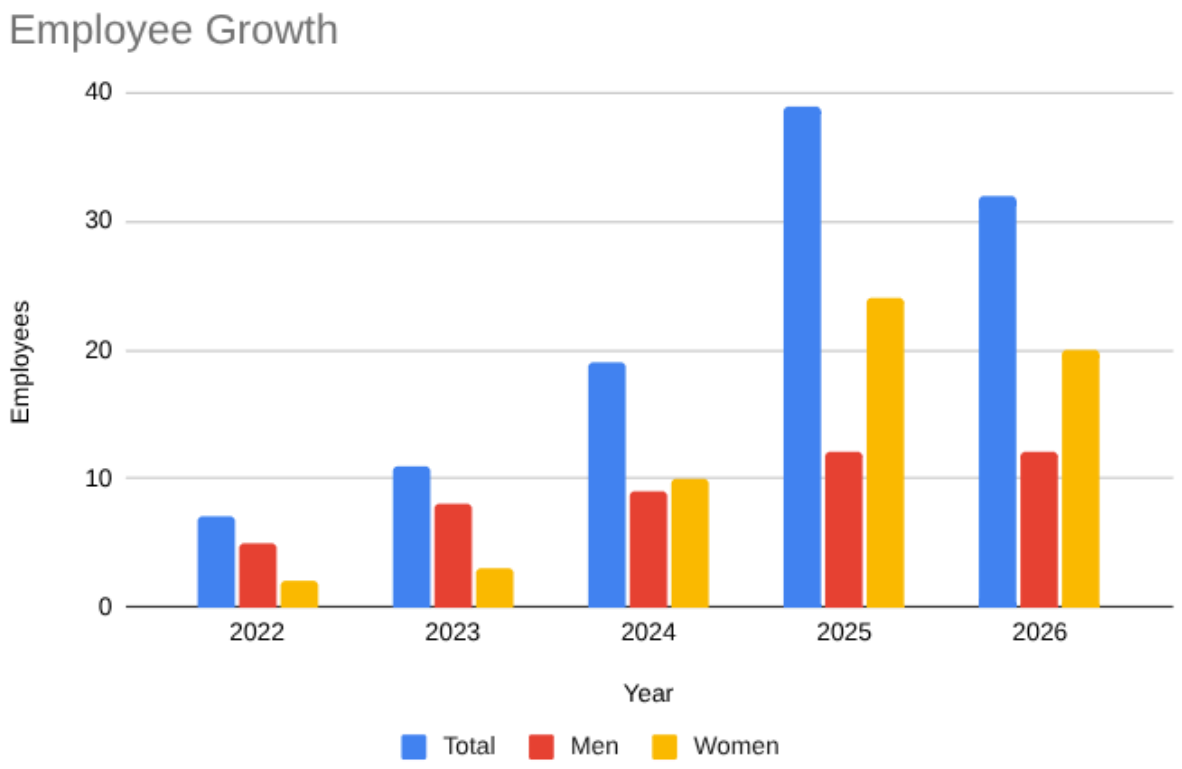
The implementation of this GEP is coordinated by the HR Manager as part of regular HR responsibilities. The HR Manager oversees basic personnel data monitoring, supports awareness-raising activities, and promotes equal opportunities within existing HR processes. HMI allocates appropriate staff time and makes use of existing resources and available training opportunities to support implementation of the GEP.

The Director of HMI approves the GEP and provides strategic oversight. The HR Manager provides the Director with a brief annual summary of relevant personnel data, activities undertaken, and any issues requiring attention. Additional measures may be adopted where necessary.

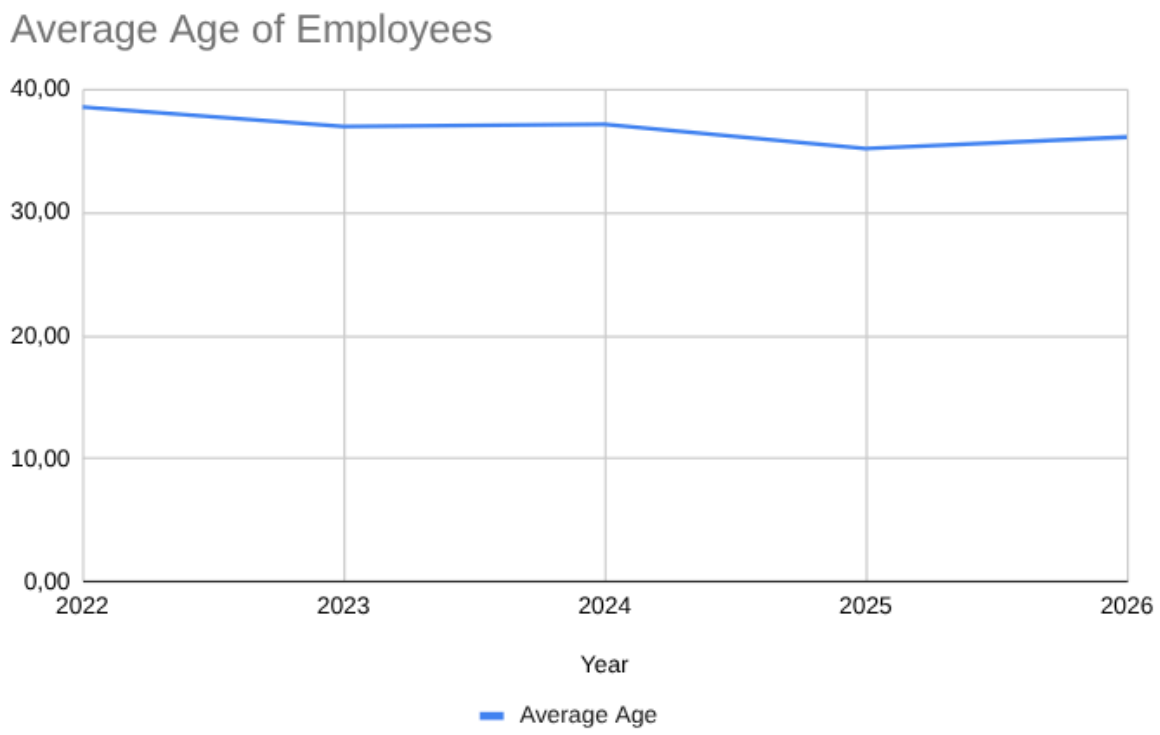
The measures described in this GEP are implemented in accordance with applicable legislation, organisational needs, and available resources, without prejudice to the employer's responsibility for managing work organisation and operations.

3. Trends in Personnel Data Over Time

The chart below shows the evolution of HMI's workforce since 2022. We see this growth not only as confirmation of the success of our activities, but above all as a strategic opportunity to strengthen our diversity and inclusion policy. As our team expands, we remain committed to equal opportunities in recruitment and career development, with hiring decisions based on qualifications, experience, and suitability for the role. We aim to maintain an inclusive organisational culture as HMI continues to grow.



Tracking the average age of our employees provides insight into the generational structure of our team. A stable average of 36 years reflects a healthy balance between experienced professionals and young talent. This balance combines seniority with innovative approaches, which supports knowledge transfer and the long-term stability of our research team.



4. Assessment of the Current Situation

4.1 Analysis of the Gender Composition of Employees

The table is based on data from the Human Resources Department. Headcounts are shown as of 31 July 2026.

Employees (headcount) and average age		
Men	**Women**	**Average age**
12	20	36

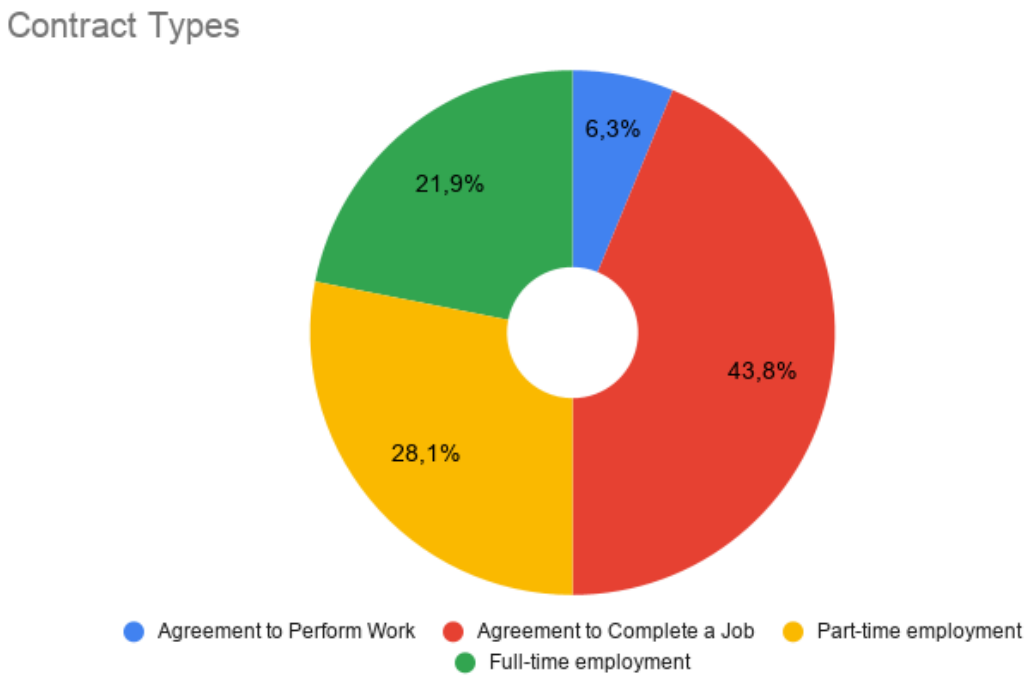
As of 31 July 2026, HMI's workforce consists of 12 men and 20 women, representing 37.5% men and 62.5% women. HMI regularly monitors gender representation as part of its commitment to equal opportunities. Recruitment and career development decisions are based on professional qualifications, experience, and the requirements of each position, without discrimination on the grounds of gender.

4.2 Gender Representation in Leadership

Gender	Share of leadership positions
Men	67%
Women	33%

Current data show that 67% of leadership positions at HMI are held by men and 33% by women. HMI monitors gender representation in leadership and supports equal opportunities for career advancement. Appointments to leadership positions are based on professional qualifications, experience, and organisational needs.

4.3 Types of Employment Arrangements



The data as of 31 July 2026 (see chart) reflect HMI's commitment to offering flexible employment arrangements that accommodate different professional and personal needs. As part of its approach to work-life balance, HMI offers full-time and part-time employment, as well as agreements to complete a job (DPP) and agreements to perform work (DPČ). These options are used by employees at different stages of their careers and lives, including students entering the workforce and colleagues returning from parental leave. By offering such flexibility,

HMI aims to create a supportive working environment that respects individual circumstances and helps attract and retain talented people.

4.4 Work Culture at HMI

The work culture at HMI is based on trust, flexibility, personal responsibility, and a results-oriented approach. HMI supports flexible working arrangements while maintaining clear expectations regarding working time, availability, performance, and the fulfilment of agreed responsibilities. This approach helps employees balance their professional and personal lives while ensuring effective collaboration and the achievement of organisational goals. We encourage everyone to take responsibility, contribute their ideas, and participate in building an organisation with a long-term impact on healthcare around the world.

Gender equality and inclusion are actively promoted in our hiring practices, in particular through consistent, gender-neutral language in all job postings. HMI has long supported diverse employment arrangements: part-time positions and various non-standard forms of collaboration (including agreements for work performed outside an employment relationship) are widely used, enabling the effective integration of experts from various fields and regions.

HMI supports employees returning from maternity or parental leave and aims to facilitate their reintegration into the workplace. Where appropriate and feasible, individual working arrangements may be considered in accordance with applicable legislation and organisational needs..

The overall structure of the organisation aims to maintain a stimulating, inclusive, and safe environment that fosters creativity, respects individual needs, and ensures the long-term professional growth of all employees.

5. Objectives and Measures

This section defines the strategic priorities, specific changes, and measures that guide HMI during the period covered by this Plan. The aim is not only to introduce new procedures, but above all to maintain and deepen the existing organisational culture, which actively promotes equality, safety, and the personal and professional growth of every member of our team.

5.1 Equal Opportunities in Leadership and Across the Organization

Leadership Positions

Regular monitoring of gender representation in leadership positions and promotion of equal opportunities for career development.

Goal: To support equal opportunities for women and men in leadership positions, with appointments based on qualifications, experience, and organisational needs.

Responsibility: HR Manager.

Entire Organization

Regular monitoring of gender representation across the organisation using existing HR data.

Goal: To promote equal opportunities and non-discriminatory recruitment and employment practices.

Responsibility: HR Manager.

5.2 Work-Life Balance

HMI places great emphasis on work-life balance, which is an everyday norm across the organisation.

Flexible Work Arrangements

HMI supports flexible working arrangements within established organisational rules. Flexibility is based on mutual trust and personal responsibility while respecting agreed working hours, required availability, team coordination, and operational needs. This approach aims to support work-life balance while ensuring effective collaboration and the timely fulfilment of work responsibilities.

Hybrid and Remote-Friendly Environment

HMI supports hybrid and remote working arrangements where appropriate, taking into account the nature of the work, operational requirements, team coordination, and individual circumstances. Such arrangements are subject to applicable legal requirements and agreement with the employer.

Part-Time Work and Contract Work

HMI recognises that employees may have different needs at various stages of their professional and personal lives. Where appropriate, HMI offers part-time employment and other flexible working arrangements, taking into account individual circumstances, the nature of the position, and organisational requirements.

Prevention of Burnout and Promotion of Well-Being

HMI recognises the importance of employee well-being and the prevention of work-related stress and burnout. The organisation encourages a supportive working environment and may offer or facilitate occasional awareness-raising activities, workshops, or access to educational resources on mental health, stress management, and work-life balance, depending on employees' needs and available resources.

Goal: To support employee well-being and work-life balance through flexible working arrangements, a supportive organisational culture, and appropriate awareness-raising activities.

Responsibility: HR Manager.

5.3 Recruitment and Career Development

HMI promotes fair and transparent recruitment and career development practices, including gender-neutral language in job postings and selection based on professional qualifications and experience. HMI supports awareness of unconscious gender bias among employees and decision-makers through appropriate training, online learning opportunities, or other educational resources. These activities are integrated into regular HR practices wherever possible.

Goal: To maintain fair, transparent, and non-discriminatory recruitment and career development practices and promote awareness of unconscious bias.

Responsibility: HR Manager

5.4 Prevention of Violence and Harassment

HMI maintains a zero-tolerance approach to discrimination, harassment, including sexual harassment, and other forms of inappropriate workplace behaviour. The organisation promotes respectful communication and a safe working environment through internal communication and appropriate awareness-raising activities.

Employees may confidentially report concerns related to discrimination, harassment, or inappropriate workplace behaviour to the HR Manager or to the Director. Reports are handled sensitively, with appropriate confidentiality and protection against retaliation.

Goal: To maintain a respectful, inclusive, and safe working environment in which employees can raise concerns without fear of retaliation.

Responsibility: HR Manager.

5.5 Integrating the Gender Dimension into Research and Innovation

As a healthcare research institute, HMI recognises the relevance of sex and gender dimensions in research and innovation. Research teams consider these dimensions when designing research projects and integrate them into the methodology where scientifically relevant or required by the funding programme.

Project Leaders are responsible for assessing the relevance of sex and gender dimensions in project proposals, particularly Horizon Europe applications. The HR Manager may provide support on organisational gender equality matters when needed.

Goal: To ensure that sex and gender dimensions are appropriately considered in research and innovation in accordance with scientific relevance and applicable funding requirements.

Responsibility: Project Leaders and Heads of Research Teams.

6. Gender Equality Plan 2026–2030

HMI uses the Gender Equality Plan as a practical framework for promoting equal opportunities, preventing discrimination, and maintaining a respectful working environment. Implementation is integrated into existing HR and management processes, taking into account the size and resources of the organisation. Relevant personnel data and employee feedback are reviewed periodically, and any identified concerns are addressed appropriately.

HMI supports awareness of gender equality through internal communication, examples of good practice, and suitable educational opportunities. The GEP is reviewed periodically and updated where necessary to reflect organisational developments and applicable requirements.

GEP areas (corresponding to the five areas recommended for Horizon Europe):

1. Work-life Balance and Organisational Culture
2. Gender Balance in Leadership and Decision-Making
3. Gender Equality in Recruitment and Career Progression
4. Integration of the Gender Dimension into Research and Teaching Content
5. Measures Against Gender-Based Violence, Including Sexual Harassment

These thematic areas are addressed in Sections 5.1–5.5, taking into account the nature, size, and activities of HMI.

6.1 Action Plan 2026–2030

Area (GEP)	Measures	Goal / KPI	Responsibility	Deadline
5.1 Leadership	Monitoring of gender representation in leadership	Equal opportunities in leadership appointments; gender representation monitored	HR Manager	Annual
5.1 Entire Organisation	Monitoring of gender representation using existing HR data	Gender-disaggregated personnel data available and reviewed	HR Manager	Annual
5.2 Work-Life Balance	Support for flexible working arrangements and employee well-being; optional awareness-raising activities	Employee well-being supported through regular HR practices and suitable educational opportunities	HR Manager	Ongoing
5.3 Careers	Awareness-raising on unconscious gender bias	Appropriate training or educational resources made available to employees and decision-makers	HR Manager	Periodic
5.3 Careers	Fair and transparent recruitment practices	Recruitment decisions based on qualifications, experience, and job requirements	HR Manager	Ongoing
5.4 Safety	Confidential reporting of workplace concerns	Employees informed of confidential reporting options	HR Manager	Ongoing
5.5 Research	Consideration of sex and gender dimensions in project proposals	Addressed in accordance with applicable funding requirements	Project Leaders	Each relevant proposal

HMI monitors relevant gender-disaggregated personnel data using existing HR records. The HR Manager prepares a brief annual summary for the Director, covering key indicators, activities undertaken, and any identified issues. Additional measures may be considered where appropriate. Personal data are handled in accordance with applicable data protection requirements.

7. Final Statement

By adopting this Gender Equality Plan, HMI reaffirms its institutional commitment to gender equality as a cornerstone of health research and innovation. Management, led by the Director, provides strategic oversight, while the HR Manager ensures practical implementation and monitoring. Together, these roles ensure that the principles of equality, fairness, and inclusion guide HMI's day-to-day work and long-term mission.