



Equal Opportunity Plan **Monitoring Report 2025**

Introduction

The monitoring report summarises the course of the implementation of the Gender Equality Plan (GEP) for 2025.

Among the most important shifts in 2025 is above all the comprehensive progress in fulfilling most of the objectives, which shows that the institution is systematically moving towards the long-term promotion of equality and inclusion. A significant result is the creation and delivery of a mentoring programme, the systematisation of regular communication with parents on maternity/parental leave and the incorporation of the gender dimension into research.

Also important are the steps towards greater transparency of remuneration and the introduction of tools for open communication with employees. Together, these measures confirm that the institution is not merely continuing with partial activities, but is building a comprehensive and functioning framework supporting equal opportunities.

The report focuses primarily on evaluating the short-term objectives implemented by the end of 2025 and maps the current status of the individual measures. The long-term objectives will be continuously monitored and comprehensively evaluated within the final evaluation report after the end of the three-year implementation period in 2026.

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Progress on the short-term objectives (by the end of 2025)

Objective	Sub-objectives	Status
1. Introduce systematic recording of and work with gender-segregated data	- Identify the key areas in which it is important to monitor gender-segregated data. Carry out regular analyses with the aim of identifying inequalities and opportunities for improvement. - Regularly update and share information on progress and the conclusions of the analyses within internal communication. - Submit reports and recommendations to support decisions aimed at improving gender equality.	- Partially completed - Rescheduled to the next period - Rescheduled to the next period
2. Create, test and evaluate a concept for the operation of a mentoring programme for underrepresented groups of people (age, sex, etc.). Support women in a scientific career	- Created concept for the operation of the mentoring programme - Creation of documents – mentoring guide, personal development plan. - Presentation of female experts and specialists and their career achievements (inspiration of successful work-life balance, including foreign specialists). - Delivery of study visits to a foreign institution where mentoring cooperation has already been successfully established, for the persons responsible for this agenda.	- Completed - Completed - Completed - Partially completed
3. Increase the level of visibility of the expertise of women and underrepresented groups towards the public.	- Gender-segregated data used within PR. - Promotion of positive role models, including presenting representatives of the genders in non-traditional roles on the website, social media and other media.	- Rescheduled to the next period - Rescheduled to the next period
4. Raise awareness of the calculation of the individual components of pay. Ensure the transparent sharing of information on remuneration at every workplace.	- Preparation of information materials and their publication on the FNUSA intranet, including an offer of individual consultations. - Do not prohibit employees from sharing information about their earnings. - Organisation of internal educational seminars.	- Completed - Completed - Planned

5. Establish the use of gender-sensitive language in internal documents and in the presentation of the institution.	- Gradual adaptation of internal documentation and the FNUSA website so that they reflect gender-sensitive language. - Holding of thematic seminars focused on gender-sensitive communication.	- Documents being gradually adapted - Seminar and methodology created
6. Support open communication and the active participation of employees in building an inclusive working environment.	- Introduction of regular satisfaction surveys in areas such as onboarding, career development, inappropriate behaviour in the workplace and work-life balance, etc. - Implementation of an electronic tool for the effective collection and evaluation of feedback from employees. - Extension of the use of the online trust mailbox (originally intended for reports of inappropriate behaviour) as a tool for sharing experiences and suggestions for improving the working environment, with particular regard to the needs of groups facing various forms of disadvantage (e.g. gender, age, ethnicity, sexual orientation, health status and other characteristics). - Organisation of open discussion meetings (focus groups) with representatives of employee groups in order to identify their needs more precisely.	- Completed - Completed - Partially completed - Partially completed
7. Strengthen the capacities for addressing inappropriate behaviour in the workplace.	- Consideration of creating the position of 'mediator of healthy working relationships' for employees. A person with the necessary qualifications, experience, communication skills and also the necessary authority, anchored in the FNUSA organisational structure.	- Partially completed
8. Integrate the gender dimension into research and innovation.	- Introduction of an obligation to take the gender dimension into account in every newly submitted project in the relevant managed documentation. (Grant Office) - Organisation of a seminar / creation of an e-learning course on the topic of integrating the gender dimension into research.	- Completed - Completed

9. Establish a system of regular communication with parents on maternity/parental leave / carers.	- Creation of a database of contacts of people on maternity/parental leave. - Creation of the St. Anne's Parents' Club, including the identification and refurbishment of suitable premises in the FNUSA grounds, the purchase of equipment and the creation of a concept for the club's operation.	- Completed - Completed
10. Prevent horizontal and vertical gender segregation and strive for a more balanced representation in management and decision-making positions.	- Regularly monitor the gender composition of teams and introduce measures to support the underrepresented sex.	- Partially completed
11. Monitor pay differences between men and women and adopt measures to reduce them (preparation for the implementation of the EU directive on pay transparency)	- Analysis of the state of remuneration of women and men at the level of the whole institution and adoption of corrective measures.	- Analysis carried out once a year
12. Strengthen the prevention of inappropriate behaviour in the workplace and increase employees' awareness of the options for addressing it	- Carrying out analyses of the working climate / audits of clinics and individual workplaces - Organising internal training for managers/employees/interns/students on placements at FNUSA on topics connected with inappropriate behaviour in the workplace.	- Partially completed within Arnold - Completed

The individual objectives

Objective 1: Introduce systematic recording of and work with gender-segregated data

We identified the basic areas where it would be appropriate to collect gender-segregated data and the ways of accessing them. However, due to the complexity of the processes and of obtaining the data, it was necessary to involve more organisational units in this.

Objective 2: Create, test and evaluate a concept for the operation of a mentoring programme

In 2025, a concept for a mentoring programme focused on supporting underrepresented groups and strengthening the position of women in science was created and gradually developed. The outputs include the preparation of the documents Mentoring Guide and Personal Development Plan, which provide a framework for the operation of the programme and for the individual development of participants.

For the responsible persons (HRDD – Human Resources Development Department), a study visit was also arranged at BOKU University 1 in Vienna, where an exchange of experience took place with the management of the HR unit there, education and a childcare project. The topics discussed were educational courses, measures in the area of gender equality, prevention of inappropriate behaviour and the operation of children's groups.

As part of the inspirational activities, an academic stand-up on the topic Work and Money by Duo docentky took place², which brought an original and comprehensible view of the issue of gender equality in an informal format.

For a wide audience, an inspiring lecture by Lenka Helena Koenigsmark was also held³ entitled 'How to keep a sound mind in demanding situations', which focused on discipline, building habits and the ability to set boundaries, which represents a significant contribution to supporting women in demanding professional roles.

Objective 3: Increase the level of visibility of women's expertise

As part of presenting positive role models of women in science, ICRC publishes articles and features with the hashtag **ZenyVeVede**, in which interviews and information are presented about notable figures of the hospital and about how they made their mark in the area of science. These posts are published especially on the occasion of the International Day of Women and Girls in Science, which falls on 11 February.

In 2025, five news items and interviews focused on female scientists working at ICRC were published on the ICRC website, including young female researchers and students involved in scientific activity already during their studies. On the ICRC social media

¹ BOKU University in Vienna. More information available at: <https://boku.ac.at/en/>

² Duo docentky is a stand-up duo of Lucie Jarkovská and Kateřina Líškové focusing on feminist topics, gender and sexuality. More information available at: <https://www.facebook.com/duodocentky>

³ Lenka Helena Koenigsmark: mentor, lecturer of masterclass webinars. More information at: <https://www.lenkahelena.cz/>

(Facebook and LinkedIn), eight posts dedicated to women from ICRC were published at the same time, presenting their professional activity, research projects and career achievements.

Through these activities, ICRC actively contributes to increasing the visibility of female role models in science, supports young women's interest in a scientific career and strengthens awareness of the significant contribution of women to research, innovation and healthcare.

Objective 4: Raise awareness of the calculation of the individual components of pay

An indicative pay calculator was stored and developed on the Intranet, where the individual components of pay are broken down. Employees can therefore see how their salary is made up. In the event of further questions, they have the information that they can turn to their payroll accountant, who will meet with them and explain the details further.

At the same time, in accordance with the Labour Code, no measure was adopted that would prohibit employees from talking about the level of their pay or its components. We therefore open up the possibilities of discussion and comparison, including across departments.

Objective 5: Establish the use of gender-sensitive language

A guide to gender-sensitive language was created, which explains the significance of this topic and offers practical tips and specific examples of its use. The guide was placed on the Intranet and at the same time sent to the staff of the HR unit, who are most often involved in creating internal communication. The guide is accompanied by a brief information leaflet, which is distributed across the whole hospital. Selected internal documents and managed documentation are gradually being converted into gender-sensitive language. In December, an open seminar on gender-sensitive communication for hospital employees also took place, and a publicly accessible e-learning course on this topic was created.

The job advertisement templates were updated so that they use language supporting equality and inclusion. The advertisements are formulated so that it is clear that the positions are suitable for both women and men. At present, the condition of stating the minimum salary level is not yet met; its transfer to the next period is being considered.

Objective 6: Support open communication

To carry out regular short satisfaction surveys, the hospital began to use the conversational chatbot Arnold. Almost 1,300 employees took part in the autumn survey on the topic 'Employee satisfaction'. The summer survey on the topic 'Development of leadership skills' was attended by 680 people, which represents approximately 17% of the hospital's employees. The spring survey focused on 'Workload and development' involved 1,153 employees, i.e. 31% of all staff.

The outputs serve as a basis for the faster introduction of changes aimed at improving the working environment.

The HRDD ascertains employees' needs through educational workshops, where it gives small groups space to share what they are dealing with and what interests them, but also through meetings at the workplaces or at specific intervention meetings. As part of open communication, a focus group on age diversity was also held in conjunction with the hospital's trade unions. The HRDD plans to continue carrying out these activities. At the same time, within the trust mailbox from the organisation FaceUp, there is the possibility of sending, including anonymously, any suggestions and feedback on processes within the hospital.

Objective 7: Strengthen the capacities for addressing inappropriate behaviour in the workplace

The role of mediator of healthy working relationships was substituted by the contact persons, who can be present at meetings precisely in this capacity. For the time being, this position has not been created; the function continues to be performed by the contact persons.

Objective 8: Integrate the gender dimension into research and innovation

During this year, an open seminar on the topic of the gender dimension in research took place, on the basis of which a publicly accessible e-learning course was also created, which reflects precisely the gender dimension in research. We have newly begun to monitor and record the number of grant applications submitted by women.

In 2023, a total of 106 grant applications were submitted, of which 24 applications had women as the principal applicants. In 2024, 96 grant applications were submitted, with women being the principal applicants in 21 of them. In 2025, the total number of grants submitted fell to 88, but the number of applications with a woman as the principal applicant rose to 27.

Although the total number of grant applications submitted has decreased in recent years, the number of grants submitted by women remains stable and in 2025 even rose.

Objective 9: System of regular communication with parents on maternity/parental leave

Within the project, a system of regular communication with parents on maternity and parental leave and with carers was introduced. A database of contacts was created, which enabled more effective targeting of information and ensured the regular transmission of current messages.

The originally planned establishment of a physical Parents' Club in the form of a separate space was not implemented, on the basis of an assessment of the target group's interest, which showed that the use of such a space would not be sufficient. Instead, a room was set up in the HR unit serving as a base for individual consultations within the Klub-Ko programme. This model proved to be more effective and flexible, as it better corresponds to the real needs of parents and makes it possible to address questions connected with returning to work as well as work-life balance in a safe and discreet environment.

However, some of the originally planned Parents' Club activities were retained. The Bulletin for St. Anne's Parents continues to be published and is regularly distributed. In order to increase the availability of information, the sharing of all materials was at the same time introduced via the hospital Cloud, which makes it possible to access documents from anywhere and at any time. Access to the Cloud is regularly communicated in the bulletin, where updated documents are also shared, such as a guide to legislation and a handbook for expectant parents issued by the Czech Social Security Administration or the Labour Office.

An overview of the events of the St. Anne's Academy, which includes educational training and lectures for employees, was also uploaded to the Cloud, and is thus made accessible to people on maternity and parental leave as well.

Objective 10: Prevent horizontal and vertical gender segregation

We monitor segregation mainly within ICRC, specifically the breakdown of the representation of women and men in the individual positions, including the breakdown of working hours. Within the hospital as a whole, there is no space or staffing capacity to actively evaluate this and adopt measures that would subsequently change the situation. It is rather a set of complex measures whose implementation is not simple.

Objective 11: Monitor pay differences between men and women

Within the institution, we use the **LOGIB** tool in cooperation with the Ministry of Labour and Social Affairs (MoLSA). Using LOGIB, we analyse equal pay and pay differences across job positions in the hospital. This analysis is carried out once a year and was first performed for the 2021 calendar year.

In the event that the analysis reveals unsatisfactory results, we identify the positions where remuneration is incorrectly set and subsequently adjust the salaries so that they correspond to the established categories and no unjustified deviations arise. At the same time, we are involved in a special working group whose task is to comment on the tool **Kalkulačka hodnoty práce (KaHoP)** (meaning Work Value Calculator), developed by MoLSA for evaluating job positions. This tool is intended to help organisations prepare for the implementation of the pay transparency directive.

Objective 12: Strengthen the prevention of inappropriate behaviour in the workplace

Using the Arnold system, but also questionnaires in RedCap, analyses of the working climate at the individual clinics were carried out this year as well. Primarily at those where inappropriate behaviour had historically been recorded, or from which we had feedback that there were relationship or other problems. These analyses were subsequently processed and outputs for managers were prepared from them, together with recommendations. Furthermore, training focused on inappropriate behaviour took place quarterly, and at the same time an e-learning course for managers was created on the topic of recognising inappropriate behaviour. We plan to launch it in the next monitoring period. In addition, we also offer individual consultations for managers, where they can address problematic behaviour in the team, or options for improving the atmosphere, encouraging feedback, etc.

Analysis of data and indicators

Data analysis for 2025

As of 31 December 2025, a total of 3,755 people were in employment, of whom 2,832 women (75%) and 923 men (25%). As Table 1 shows, the representation of women and men differs significantly between the individual categories of employees. The highest proportion of women was again found among non-medical healthcare workers (90%), followed by pharmacists (81%) and administrative and research workers (68%). The category of doctors shows an almost balanced representation of women and men, with women making up 51% of employees. Conversely, men predominate among operational staff.

Tab. 1: Representation of women and men according to employment categories

Category	Men	Women	Total	% of women
Doctor	353	373	726	51 %
Pharmacist	6	26	32	81 %
Non-medical healthcare workers	219	1907	2126	90 %
Administrative and research workers	211	458	669	68 %
Operational staff	134	68	202	34 %
Total	923	2832	3755	75 %

The age structure of employees is similar for both women and men (Table 2). The largest proportion of women falls into the 40–49 age group (28%), whereas among men the 30–39 age group is most represented (24%). The majority of employees of both sexes are aged 30–59. The proportion of employees aged 60 and over is slightly higher among men (13%) than among women (8%).

Tab. 2: Age structure of women and men in the workforce

Age group	Women	Percentage of women	Men	Percentage of men
18 - 29	526	19 %	188	20 %
30 - 39	589	21 %	220	24 %
40 - 49	794	28 %	205	22 %
50 - 59	675	24 %	194	21 %
60 - 69	235	8 %	89	10 %
70 and more	13	0 %	27	3 %
Total	2832	100 %	909	100 %
Note: The percentages are counted separately for women (N = 2675) and men (N = 869). The column "percentage of women" shows the structure of all women amongst the age groups and the column "percentage of men" shows the structure of all men amongst the age groups.				

As Table 3 shows, the educational structure of women and men differs. Among women, secondary education with a school-leaving examination (39%) and university education (38%) predominate, whereas among men university education (66%) dominates. Women are more often represented in the groups with secondary and higher vocational education, whereas men more often achieve a university education.

Tab. 3: Educational structure of women and men in the workforce				
Highest level of education achieved	Women	Percentage of women	Men	Percentage of men
primary	105	4 %	44	5 %
Secondary without exam	208	7 %	122	13 %
Secondary with school-leaving exam	1106	39 %	119	13 %
Higher vocational education	310	11 %	29	3 %
university	1089	38 %	605	66 %
unknown	14	0 %	4	0 %
Total	2832	100 %	923	100 %
Note: The percentages are counted separately for women (N = 2675) and men (N = 869). The column "percentage of women" shows the structure of all women based on education level achieved and the column "percentage of men" shows the structure of all men based on education level achieved.				

A more detailed view is provided by Table 4, which also takes into account the professional structure of employees. Among non-medical healthcare workers, the proportion of university-educated employees reaches 22% for women and 34% for men; among administrative and research workers 59% for women and 78% for men.

The results show that the differences in the educational structure are significantly influenced by the differing representation of women and men in the individual professional categories and by the qualification requirements of the individual job positions.

Tab. 4: Percentage of university educated of women and men in the employment categories

Category	Women with university degrees	Women total	Women with university degree %	Men	Men total	Men with university degree %
Doctor	373	373	100 %	353	353	100 %
Pharmacist	26	26	100 %	6	6	100 %
Non-medical healthcare worker	421	1907	22 %	74	219	34 %
Administrative and research workers	269	458	59 %	165	211	78 %
Operational staff	0	68	0 %	7	134	5 %
Total	1089	2832	38 %	605	923	66 %

Year-on-year changes in the representation of women and men in 2024–2025

Between December 31 2024 and December 31 2025, there was a further increase in the total number of people in employment, from 3,661 to 3,755 people, i.e. by 94 people. The number of women rose from 2,752 to 2,832 and the number of men from 909 to 923. Although the number of both women and men increased, their share of the total number of employees remained the same – women made up 75% and men 25%. In terms of overall gender representation, there was therefore no year-on-year change and a marked predominance of women continues to persist.

In the representation of women and men in the individual professional categories, there were partial changes compared with 2024. The proportion of women among non-medical healthcare workers rose from 89% to 90%. A more marked increase again occurred among pharmacists, where the proportion of women rose from 79% to 81%. Conversely, among administrative and research workers the proportion of women fell from 69% to 68%. Among doctors, the representation of women remained at 51%, and this professional category thus continues to show an almost balanced representation of women and men. A markedly different gender representation persists in the individual professional categories, especially the high proportion of women among non-medical healthcare workers and pharmacists and the higher representation of men among operational staff.

In the age structure, there were more marked changes year-on-year. The proportion of women in the 40–49 age group remained at 28%. Among men, the proportion of the most represented 30–39 age group fell from 25% to 24%. A more marked change concerns the proportion of people aged 60 and over: among women there was a decrease from 11% to 8% and among men from 14% to 13%. Whereas in the previous year the proportion of women aged 60 and over was slightly higher than in 2023, in 2025 this proportion fell significantly. The difference between women and men in the representation of people aged 60 and over thus rose from 3 to 5 percentage points.

In the educational structure, there were slight year-on-year changes. Among women, the proportion of people with secondary education with a school-leaving examination fell from 40% to 39%, whereas the proportion of university-educated women remained stable at 38%. Among men, conversely, the proportion of university-educated people rose from 65% to 66%. The difference in the proportion of university-educated women and men thus rose slightly year-on-year – from 27 to 28 percentage points. A marked difference in the educational structure by gender therefore persists, with university education being more common among men.

Changes in the educational structure are also apparent when the professional classification is taken into account. Among non-medical healthcare workers, the proportion of university-educated women rose from 21% to 22% and of men from 33% to 34%. Among administrative and research workers, the proportion of university-educated women rose from 57% to 59%, whereas among men it remained at 78%. The development thus shows a differing trend between the individual professional categories: whereas among non-medical healthcare workers the proportion of the university-educated rose among both women and men, among administrative and research workers it increased only among women.

Overall, the development between 2024 and 2025 can be characterised as **stable in terms of the overall gender representation**, because the ratio of women to men remained at 75% and 25%. At the same time, there were partial changes in the professional, age and educational composition of employees. From a gender perspective, what is significant is especially the increase in the proportion of women among pharmacists and non-medical healthcare workers and the concurrent slight decrease in their representation among administrative and research workers. Attention also deserves to be paid to the decrease in the proportion of women aged 60 and over and, conversely, the increase in the proportion of university-educated women in some professional categories. However, marked differences persist in the gender representation of the individual professional categories and in the educational structure of women and men.

Plan for the next period

On the basis of the activities to date in the area of equality, diversity and inclusion, we will further continue to implement the measures set out in the Gender Equality Plan and to fulfil them systematically across the institution. In the following period, we will focus on monitoring national and European opportunities in the area of equality, diversity and inclusion and on actively using them for the further development of the organisation.

A priority remains the development of work with gender-segregated data and their systematic use for strategic decision-making, as well as support for mentoring for underrepresented groups and increasing the visibility of the expertise of women and other underrepresented groups in science and research.

We will continue to strengthen transparent and inclusive processes in the area of recruitment and remuneration, expand the use of gender-sensitive language and develop open and comprehensible internal communication.

We will further focus on strengthening age management and on the prevention and systematic addressing of inappropriate behaviour in the workplace and on supporting the integration of the gender dimension into research and innovation activities.

The planned steps also include the continuation of support for parents and carers, including the development of related measures and the improvement of conditions for their involvement in working life. Through these steps, we want to further strengthen a culture of respect, equal opportunities, inclusion and the long-term sustainability of the working environment.