



GDAŃSKI
UNIwersYTET
MEDYCZNY



GENDER EQUALITY PLAN

of the Medical University of Gdańsk
for 2026–2028

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I. Introduction

The Medical University of Gdańsk (the MUG) is a modern academic institution recognized both nationally and internationally. For 80 years, the university has provided high-quality education in all medical professions and conducted scientific research at the highest international level.

According to the Perspektywy ranking, the MUG is the best medical university in Poland. It is also the only medical university to be included among the 10 institutions recognized in the prestigious 'Excellence Initiative – Research University' competition. The MUG achieves high rankings in various categories, placing the university among institutions that produce valuable publications frequently cited in prestigious journals.

The university is one of the few academic institutions in Poland to have been recognized in all four leading university rankings: the Academic Ranking of World Universities (ARWU), the QS World University Rankings, the Times Higher Education World University Rankings, and the U.S. News Best Global Universities Rankings. The university was also included in the prestigious Times Higher Education Impact Rankings 2024.

As part of the ongoing strategy to develop the teaching, research, and clinical infrastructure, numerous research and laboratory facilities, workshop and classroom spaces have been modernized, and flagship facilities of the Medical University of Gdańsk have been established – the Medical Simulation Center, the Sports Center, and the buildings of the Center for Invasive and Non-Invasive Medicine, which are part of the University Clinical Center and constitute a medical and scientific complex unique on a European scale. A modern building for the University Dental Center has been put into use, and construction of the Center for Pediatric Medicine will begin soon.

The MUG invests in modern infrastructure and supports innovative scientific research.

Highly qualified personnel, continuously upgraded infrastructure, and advanced diagnostic tools provide excellent opportunities for the Medical University of Gdańsk to further strengthen its position as a research university. The Medical University of Gdańsk carries out numerous national and international projects. Through knowledge transfer to industry and collaboration with the broader socio-economic community, the University is an attractive partner for joint research initiatives. The potential of its researchers in the fields of medical, pharmaceutical, and biotechnological sciences is characterized by a high degree of innovation and significant commercial potential.

The MUG educates over 6,700 undergraduate, graduate, and postgraduate students. Additionally, it is one of the most international universities in Pomerania, with over 1,020 international students, accounting for nearly 16.5% of the university's total number of students, which significantly exceeds the national average of 7.34%. It offers 19 first- and second-cycle degree programs, including three English-language programs, as well as 12 postgraduate programs. It also conducts classes at the Doctoral School.

A professional academic staff, vast research and infrastructure potential, outstanding students and postgraduate students, as well as a dedicated administrative staff are the resources that determine the current and future success of the Medical University of Gdańsk.

Through its internal initiatives and external activities, the Medical University of Gdańsk demonstrates its commitment to promoting equality in many areas. An example of the academic community's engagement is the participation of Prof. Przemysław Rutkowski, Dean of the Faculty of Health Sciences with the Institute of Maritime and Tropical Medicine at the MUG, as a member of the Pomeranian Women's Team, established by Mieczysław Struk, Marshal of the Pomeranian Province. The Team was established in 2021 as an advisory and consultative body to the Pomeranian Provincial Executive Board. Professor Rutkowski is serving his second term as a member of the Team, which reflects his commitment to gender equality. The Team's goal is to promote equal treatment of women and men, particularly in the areas of employment, compensation, and career advancement opportunities. The participation of a representative from the Medical University of Gdańsk in the work of this body emphasises the University's commitment to gender equality not only at the institutional level but also at the regional level, supporting dialogue, cooperation, and the implementation of best practices in various spheres of social life.

The Medical University of Gdańsk is building a modern, efficient organization that inspires students, postgraduate students and employees to get involved and grow. The university cares about improving living conditions and addressing human needs, whether for students, professors, or patients. It fosters a culture of partnership and cooperation based on mutual respect between supervisors and subordinates. It views the diversity of individual members of the academic community as a source of innovation and creativity.

The MUG is actively and continuously engaged in initiatives that promote equality, diversity, and inclusivity. The University's mission is not only to educate competent and effective professionals as well as creative and inquisitive researchers, but also to shape and reinforce attitudes and behaviors based on fundamental values – partnership and respect, dignity, equality, truth, and justice.

Universities should replace stereotypes and prejudices with knowledge and sensitivity, foster intercultural competence, and manage diversity in a conscious and systematic manner. It is necessary to recognize the importance of these tasks, develop guidelines for their implementation, and then consistently put them into practice through education, motivational initiatives, and promotional and informational campaigns.

1. Aim of the document: to explain the need for a new Plan.

One of the key elements of the MUG's development strategy is the *Gender Equality Plan*, which serves as the foundation for building an academic environment based on equal opportunities, respect for diversity, and the prevention of all forms of discrimination. This document outlines activities aimed at creating a balanced and equitable academic community in which women and men have equal access to opportunities for development, career advancement, and leadership roles.

Activities under the *Gender Equality Plan* include:

- Training and workshops: organizing regular training sessions and workshops on gender equality, combating discrimination, and promoting diversity. The aim of these activities is to raise awareness and enhance the competencies of staff and students regarding equal opportunities.
- Monitoring and reporting: Regular monitoring of compliance with gender equality principles and preparation of reports on progress in implementing the Plan. These reports will be analysed and used to introduce necessary changes and improvements.
- Support for women in science: creating support programs for women in science, including mentoring, coaching, and research grants. The aim of these activities is to increase women's participation in research projects and their career advancement.
- Promoting equal opportunities in recruitment: ensuring equal opportunities in recruitment processes for all positions, both academic and administrative. Introducing transparent recruitment procedures that eliminate all forms of discrimination.
- Creating a supportive work environment: implementing policies and practices that promote work-life balance, including flexible work hours, the option to work remotely, and support for parents.

Although the *Gender Equality Plan* was initially an EU requirement, its implementation has brought tangible benefits to the entire organization. The MUG is becoming an increasingly safe, open, and welcoming place for work and professional development – free from discrimination and operating with respect for diversity and equality. We believe that the new Plan will not only be a continuation of our existing efforts but also a catalyst for further positive changes. It is intended to serve as a source of knowledge, a space for reflection, and a roadmap for concrete actions that we will undertake together as the MUG community.

2. Summary of activities to date and challenges from 2021-2024/2025

The first *Gender Equality Plan* was developed in 2021. In recent years, the MUG has undertaken a number of initiatives to promote gender equality, both at the structural and cultural levels.

Among the most significant achievements is a major change in the management structure – for the first time in the University's history, women have assumed the majority of leadership roles. This is a significant personnel change resulting from a conscious policy of openness to diversity and the promotion of the competencies and potential of female academic leaders.

Despite progress, we still recognize challenges – we continue to see the need for further monitoring of equality in recruitment processes, employee evaluations, and access to grants and promotions.

Further activities require systematic monitoring and the engagement of the entire academic community.

As part of the current Plan and the analyses conducted, data has been collected on which recommendations have been developed regarding:

- monitoring gender-specific data in the context of recruitment, promotions, and participation in research and organizational activities,
- ensuring diversity in decision-making bodies,
- equal treatment in teaching and recruitment processes,
- supporting work-life balance.

The next chapter will analyse data collected during the recent years of implementing the first *Gender Equality Plan*, which was submitted to the University administration. The findings have led to further important steps within the academic community. As a result, the *Gender Equality Plan* for the coming years has been developed.

II. Diagnosis

The implementation of the first *Gender Equality Plan* at the Medical University of Gdańsk was an important step toward building an academic environment based on equality, diversity, and inclusivity. Since 2021, we have been implementing and carrying out the objectives of this Plan. Our task was to examine the most significant challenges related to equal treatment faced by our University and to propose appropriate measures. One of the key elements of the Plan was raising awareness about gender equality and combating discrimination. To this aim, numerous training sessions, workshops, and webinars were organized, addressed to both management staff and employees. The training sessions were met with great interest and contributed to increased knowledge and social awareness among members of the academic community.

A number of initiatives have been successfully implemented that have positively influenced the University's organizational culture and strengthened the position of women within its structures. Below is an analysis of the self-assessment report prepared by the MUG:

The MUG's *Gender Equality Plan* includes:

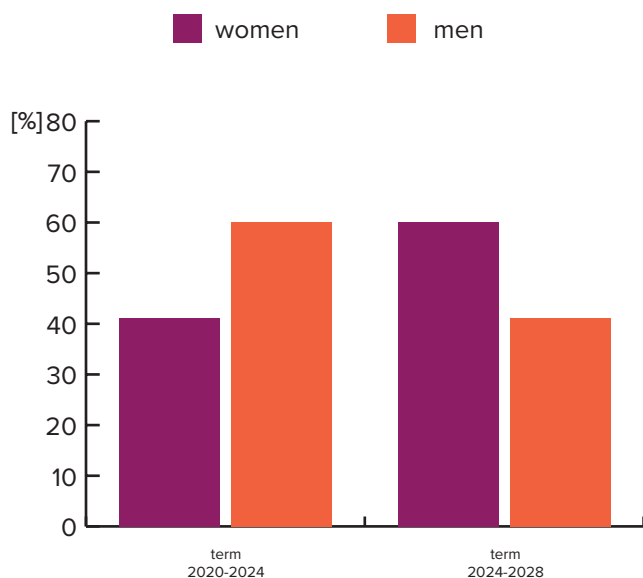
- **a diagnosis** containing the most important conclusions from the analyses conducted to date regarding the current situation, and
- **the Plan's key areas** along with proposed actions.

In presenting the Plan for 2026-2028, we believe it will serve as a source of knowledge, a reflection on the experiences of those who shape the MUG's society, and a roadmap for action for the entire academic community.

Analysis of the Plan's Implementation in 2021-2024/2025

In 2024, new university leadership was elected for the 2024-2028 term. The analysis of the leadership's composition shows an increase in the proportion of women in leadership positions. In the current term, the vice-rectors include three women and two men, which represents a significant step toward greater gender balance.

A similar situation occurs at the level of deans of individual faculties – this position is held by three women and one man.



GENDER EQUALITY PLAN

	term 2024-2028	term 2024-2028
W – women M – men		
Rector	M	M
Vice-Rector for Development and Cooperation	M	W
Vice-Rector for Science	M	M
Vice-Rector for Education	W	W
Vice-Rector for Student Affairs	M	W
Vice-Rector for Clinical Affairs	W	M
Dean of the Faculty of Medicine	M	W
Dean of the Faculty of Pharmacy	M	W
Dean of the Faculty of Health Sciences with IMTM	M	M
Dean of the Intercollegiate Faculty of Biotechnology UG & MUG	W	W
Acting Chancellor	M	M
Vice-Chancellor for Strategy and Development	W	W
Vice-Chancellor for Information Technology and Telecommunications	M	M
Vice-Chancellor for Organisational Affairs	W	W
Vice-Chancellor for Finance – Bursar	M	M
Economic Director	W	W
Technical Director	W	W

These data confirm the positive trend toward increasing the representation of women in decision-making positions within the University.

Academic Staff

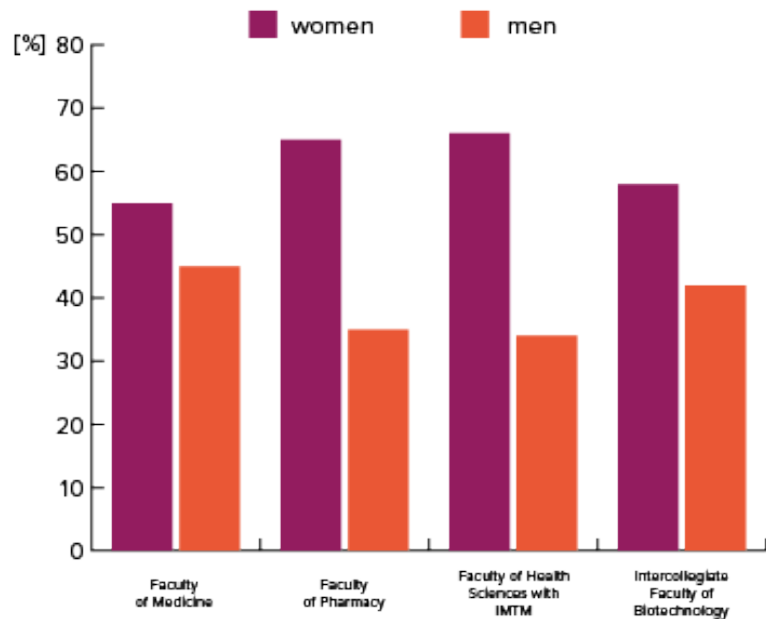
At the Medical University of Gdańsk, the academic staff consists of three main professional groups: teaching staff, research staff, and research and teaching staff. During the period under review, from Q4 2021 to Q1 2025, a steady increase in the total number of employees has been observed.

In Q4 2021, a total of 1,142 people were employed as academic staff, including 42% women and 58% men. A year later, in Q4 2022, the number of employees rose to 1,162—42% of whom were still women, and 58% men. This trend continued in Q4 2023, when 1,191 people were employed, of whom 42% were women and 58% were men.

Year over year, the total number of academic staff is increasing.

The most significant increase was recorded in Q1 2025, when the total number of employees reached 1,285.

Breakdown of staff by gender and faculty in Q1 2025



It is worth noting that there has been a significant shift in the gender composition of the staff – in the first quarter of 2025, 759 employees were women, constituting the majority and marking a reversal of the previous gender balance, in which men predominated. This change is both general and individual in nature, as illustrated by the table above. Such a marked increase in female employment may indicate the effectiveness of ongoing equality initiatives related to the implementation of the “Gender Equality Plan,” such as monitoring recruitment processes for gender neutrality, supporting women on academic career paths, and initiatives promoting diversity in the academic community.

	Women			Men			TOTAL
	teaching	research	research-teaching	teaching	research	research-teaching	
Faculty of Medicine	118	6	315	85	10	259	793
Faculty of Pharmacy	14	8	68	6	3	40	139
Faculty of Health Sciences with IMTM	60	0	155	21	6	85	327
Intercollegiate Faculty of Biotechnology UG & MUG	0	3	12	1	3	7	26
TOTAL	192	17	550	113	22	391	1285

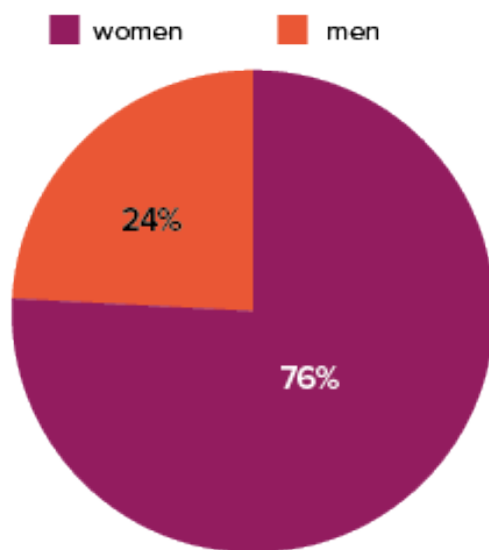
Non-Academic Staff

In recent years, there has been a clear predominance of women in the University's non-academic staff. Data from successive quarters show a consistent numerical advantage of women in this occupational group:

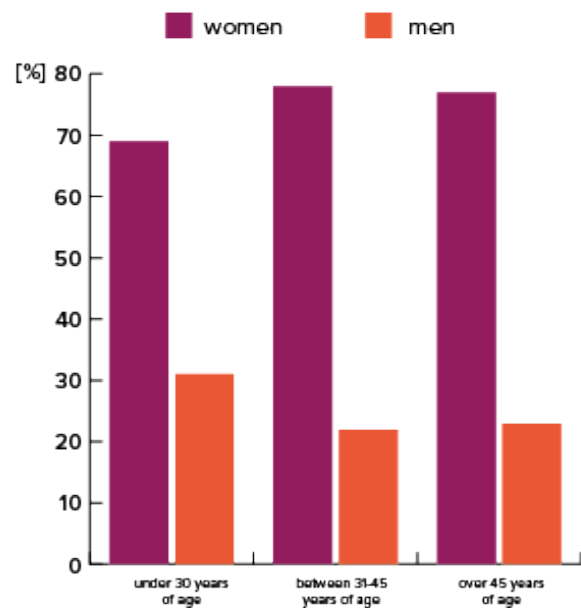
- **Q4 2021:** 880 people were employed: 77% women and 23% men
- **Q4 2022:** 899 people were employed: 78% women and 22% men
- **Q4 2023:** 914 people were employed: 76% women and 24% men
- **Q1 2025:** the total number of employees rose to 955, of whom as many as 76% were women

This indicates that women consistently constitute a significant majority of the non-academic staff. This structure also remains consistent across all age groups.

**Non-academic staff in Q1 2025,
broken down by gender**



Analysis by gender and age in Q1 2025

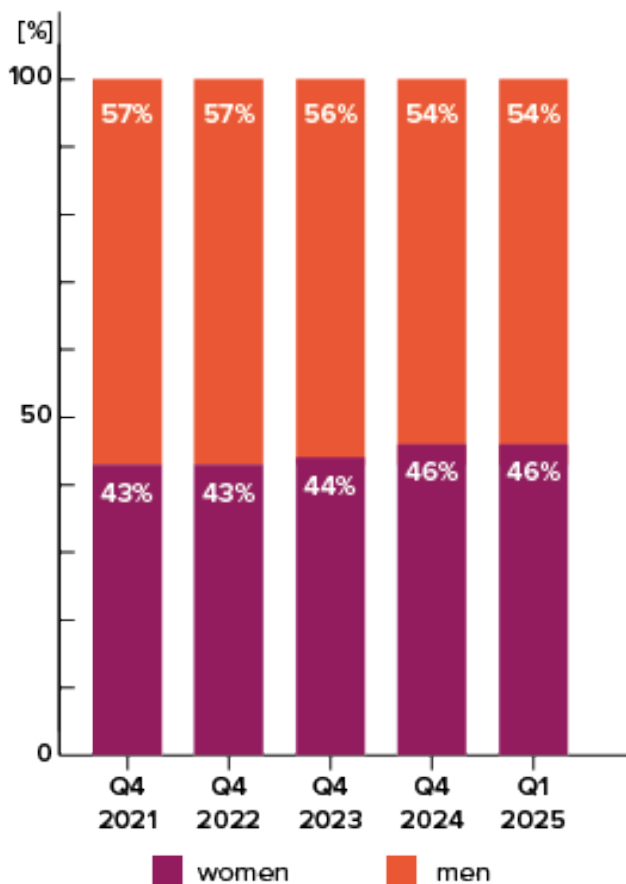


Management Positions

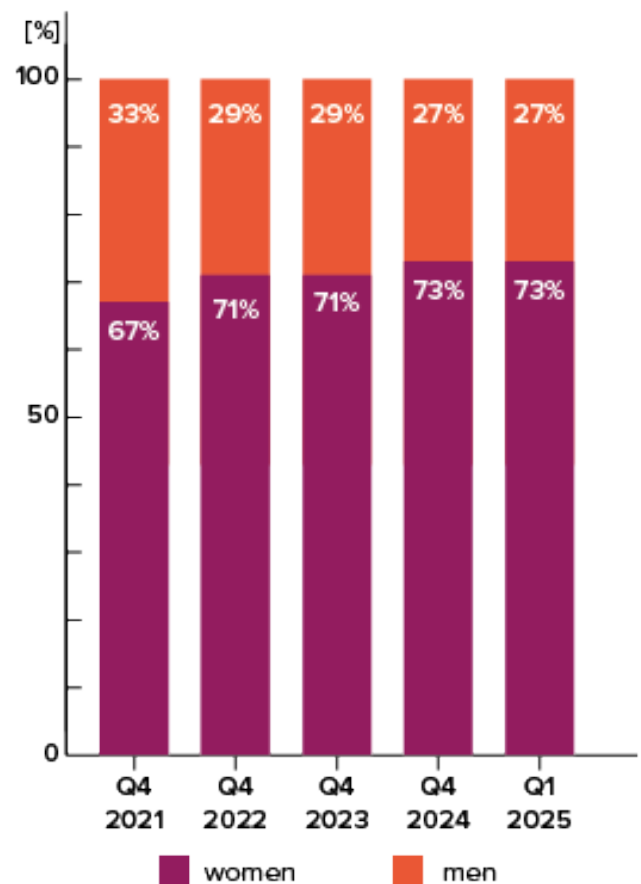
Despite women's clear numerical advantage in the workforce, their representation in management positions still does not reflect this proportion, although it is steadily increasing, especially in non-academic settings, which indicates a positive trend.

	Academic management staff		Non-academic management staff	
	women	men	women	men
Q4 2021	43%	57%	67%	33%
Q4 2022	43%	57%	71%	29%
Q4 2023	44%	56%	71%	29%
Q4 2024	46%	54%	73%	27%
Q1 2025	46%	54%	73%	27%

Academic management staff



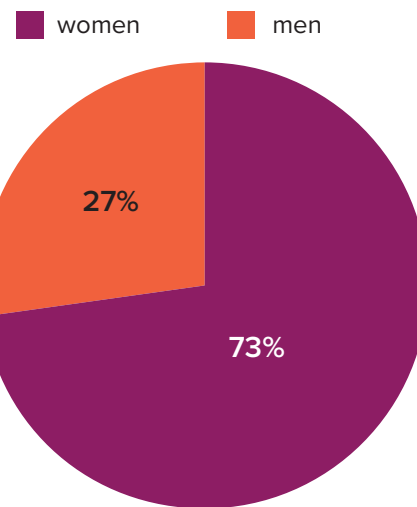
Non-academic management staff



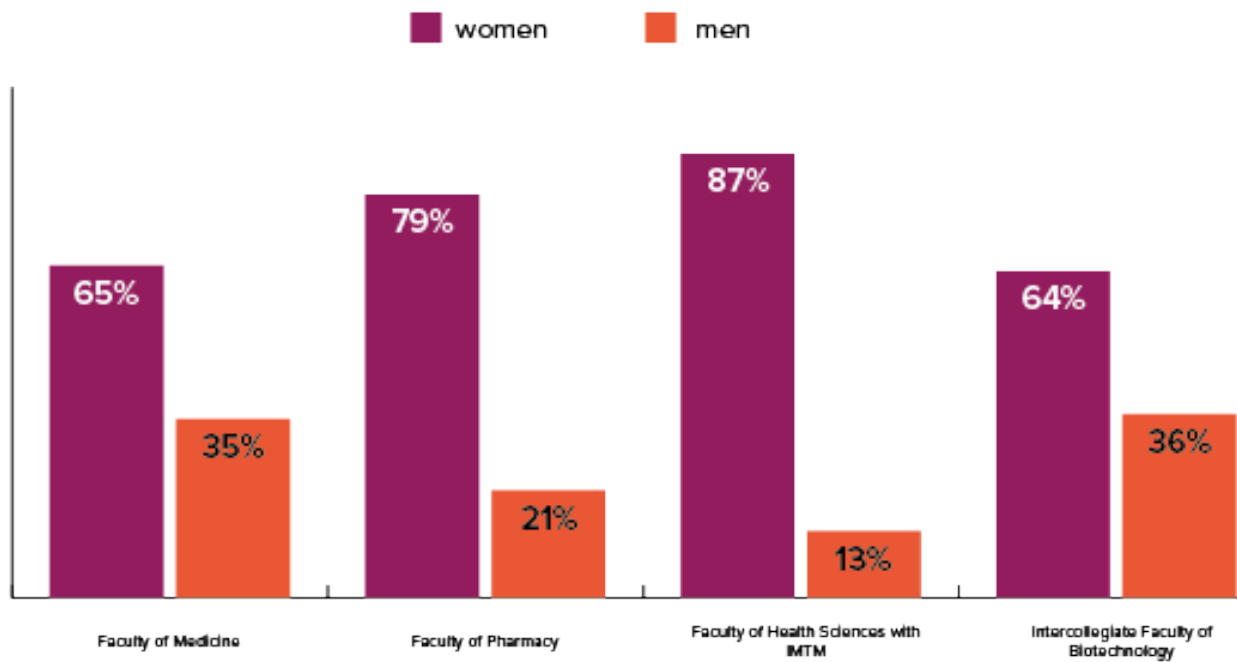
Students at the Medical University of Gdańsk

A total of 6,776 students are enrolled at the Medical University of Gdańsk across its four faculties. That is more than 20% higher number than in 2021.

Students of the MUG



Students of the MUG



III. Objectives and Areas of Action

The following is a detailed analysis of the activities of the four objectives of the *Gender Equality Plan*, which were implemented between 2021 and 2024/2025.

OBJECTIVE 1. RAISING AWARENESS OF THE REQUIREMENT FOR EQUAL PAY FOR EQUIVALENT POSITIONS WITH IDENTICAL QUALIFICATIONS.

1.1

Efforts to ensure gender pay equity:

1. in salary adjustments related to increased subsidies
2. in promotions
3. in new hires.

The university plans to implement a system to monitor pay disparities, with a particular focus on the magnitude of pay gaps, broken down by gender. A similar assessment is also being conducted in the area of new hires, which makes it possible to identify potential inequalities and take corrective action in the spirit of equal treatment for all employees.

1.2

Development and implementation of an online training program for all MUG managers to raise awareness of equality, including in the area of remuneration for similar positions.

In the area of initiatives aimed at raising awareness of equality, including pay equity, the *Different and Equal* campaign, for which the Medical University of Gdańsk was honored with an award from the PRom Association, plays a key role. Over seventy people were involved in this project. The central element of the campaign was the publication of eight thematic issues of *Gazeta GUMed*, featuring 40 articles by researchers, students, and experts, including 17 interviews. The aim of the publication was to promote knowledge about the social responsibility of science and the University, with a particular focus on the principles of equal treatment.

1.3

Online training on the role and responsibilities of a manager for managers at the MUG

As part of the POWER 3.5. project entitled Multi-module program to improve the efficiency and quality of operations at the Medical University of Gdańsk, Task 8 – the implementation of training to enhance the competencies of the University's management and administrative staff – training sessions were organized focused on developing competencies in the role of a manager and in performing tasks related to team management and organizational processes. Total number of managers trained: 215 persons.

- **Training on the role and responsibilities of a manager**
number of persons trained – 59
- **Training on managerial communication**
number of persons trained – 70
- **Training on teamwork – building engagement and cooperation within the team**
number of persons trained – 66
- **Training on change management in the process of developing the University's professional management staff**
number of persons trained – 20

This level of participation demonstrates a genuine need to professionalize management processes within the University's structures, as well as the staff's strong commitment to improving their leadership skills. The training sessions conducted to help participants understand the mechanisms of a modern public organization have contributed to deepening their knowledge and managerial awareness.

The project's results represent a significant step toward improving the quality of the functioning of organizational units and building a management culture based on knowledge, cooperation, and accountability.

OBJECTIVE 2. SUPPORTING THE ACADEMIC CAREERS OF WOMEN

2.1

Promoting awareness of promotion opportunities based on an internal document – Appendix 1 to Resolution 4/2021 of the MUG Senate dated February 25, 2021 – for all employees.

In 2021–2023, a total of 176 people received promotions. The highest number of promotions was recorded in 2021 – 73 persons. In the subsequent years analyzed, this number stabilized at a lower but comparable level – 51 persons in 2022 and 52 in 2023.

In the academic staff group, 75 employees received professional promotions in 2024, while 21 received promotions in Q1 2025.

These data indicate relative stability in promotions. At the same time, an analysis of the above data suggests that it is worthwhile to continue outreach efforts regarding career development paths and promotion opportunities.

2.2

Supplementing the recruitment procedure for academic staff with provisions regarding gender equality in hiring, while maintaining the existing recruitment requirements.

A recruitment procedure has been developed that takes the above principle into account. Paragraph 1, point 9, reads: *The process of evaluating, reviewing, and selecting candidates should be transparent, open, and non-discriminatory toward candidates on any grounds (including, but not limited to, gender, age, ethnic, national, or social origin, religion or belief, sexual orientation, language, disability, political opinion, trade union membership, and social or economic status, or gaps in the professional history. At every stage of the recruitment process, it is prohibited to ask candidates for sensitive data, including those listed above, as well as for any other information that may be considered discriminatory. Those involved in the recruitment process take into account the diversity of candidates as a value that can influence the innovation, creativity, and effectiveness of their teams' work.*

The recruitment procedure is currently being implemented by administrative order. Once approved by the University authorities, the document will be published on the MUG website.

2.3

The widespread use of online tools for assessing professional personality in both recruitment and development, to improve the fit between employees and teams in terms of competencies, motivation, and professional aptitudes.

For several years now, the Medical University of Gdańsk has been using a professional, certified tool for assessing professional personality. It is used both in recruitment processes — enabling the assessment of candidates' potential and their fit with the job profile, as well as in planning professional development and career paths.

This tool allows for the accurate determination of the required competency level, the identification of professional aptitudes, and the assessment of motivation. It also provides significant support in identifying individuals with high development potential, which helps build diverse and effective teams.

Number of vocational personality assessments conducted:

2021 80 persons

2022 64 persons

2023 28 persons

2024 33 persons

Q1 2025 17 persons

In 2025, three more people were trained to use the tool, enabling its full implementation across all human resources management processes at the University, with a focus on equal opportunity and promoting diversity. An information campaign is planned for department heads regarding the availability of tools used at the University.

2.4

Equal access to training at every stage of one's professional career during the recruitment process for training programs organized at the Medical University of Gdańsk among academic and non-academic staff.

The Medical University of Gdańsk ensures equal access to training opportunities at all stages of one's professional career – both for teaching staff and for those employed in non-teaching positions.

Compliance with the principle of equal access is monitored by analysing the participation of women and men in relation to the number of applications. An example of good practice in this regard is the online training delivered as part of the Operational Programme Knowledge Education Development (PO WER), which proved popular among representatives of both professional groups and both genders.

OBJECTIVE 3. ENHANCING THE BALANCE BETWEEN WORK AND DAILY LIFE (WORK LIFE BALANCE)

3.1

Enabling employees to work remotely by providing education and training to unit managers on flexible forms of work.

The number of people working remotely:

- 2021** 151 persons
- 2022** 162 persons
- 2023** 12 persons

In accordance with the applicable Act and the relevant provisions of the Labour Code (Journal of Laws of 2025, item 277, as amended), every employee – regardless of gender – is entitled to 24 days of remote working per calendar year, known as 'occasional remote working'.

In 2024, following the implementation of a verification system enabling the monitoring of this form of work, 365 people took advantage of remote working (both occasional and regular). In Q1 2025, this figure stood at 301 people.

3.2

Extension of flexible working hours for the MUG staff introduced by an amendment to the Work Regulations.

Given the nature of the work (no shift work) and the organisation's profile, it was decided to move away from this approach, as it is unreliable and difficult to verify. This activity is difficult to implement within this organisation. An external verification system has been introduced since 2024, which has enabled the monitoring of remote work.

3.3

Organising workshops and other information sessions for staff on occupational burnout and achieving a better work-life balance.

In 2023, a series of podcast episodes entitled MUG is People was released. The guest was Danuta Ročławska, a psychologist specialising in supporting professionals in roles particularly prone to burnout. Twelve episodes were published as part of the series, which are available on the popular streaming platform Spotify. From the individual episodes, you can learn:

- what burnout is and how it differs from exhaustion and stagnation,
- how to recognise burnout and which symptoms to pay particular attention to,
- what the most important principles of burnout prevention are,
- who is particularly at risk of a burnout crisis and what traits support balance,
- what habits characterise resilient people,
- whether members of the medical and scientific communities are particularly at risk of burnout,
- where to seek support.

Furthermore, for team leaders, there is an opportunity to consult and share issues within their teams and discuss these challenges with a psychologist.

3.4

Amending the provisions of the Company Social Benefits Fund Regulations to ensure that benefits are equally accessible and attractive to all employees.

Between 2021 and 2025, there was a significant increase in the number of beneficiaries of the Company Social Benefits Fund. In 2021, 1,194 employees received benefits, of whom over 75% were women. By 2025, the number of people receiving support had risen by 34%, including 1,167 women, which demonstrates the growing scope of the University's social initiatives and the strengthening of policies supporting the well-being of staff.

In 2022 and 2024, the Regulations of the Company Social Benefits Fund (CSBF) were updated, which increased the transparency of the applicable rules.

OBJECTIVE 4. PROMOTING THE ISSUES OF GENDER EQUALITY AND CULTURAL DIVERSITY.

4.1

Collaboration with external experts in the form of workshops to exchange experiences and promote good practices in the areas of gender equality and cultural diversity.

The Fahrenheit University Women's Club, established in June 2023, was set up to foster collaboration and the exchange of experiences, raise awareness of equality issues, and provide mutual support for women in the academic community. The Club works to promote gender equality, support women in science, promote diversity, and create a space for open dialogue and mutual inspiration.

The association brings together female researchers and staff from the FarU universities – namely the Medical University of Gdańsk, Gdańsk University of Technology and the University of Gdańsk – who have joined forces to take joint action in support of equality and the strengthening of women's roles in science and higher education.

As part of the Different and Equal campaign, the Medical University of Gdańsk collaborated with the Marshal's Office of the Pomeranian Province, which supported activities relating to equality training, and with Gdańsk City Council. The campaign was also carried out in cooperation with partner universities affiliated with the Daniel Fahrenheit University Association – the University of Gdańsk and Gdańsk University of Technology.

The Medical University of Gdańsk received an award from the PRom Association in the University Media category for the Diverse and Equal initiative, carried out as part of the second stage of the MUG Culture of Respect campaign. The awards were presented on 4 June 2024 during the 36th Conference of the PR and Promotion Association of Polish Universities (PRom), which took place at the Silesian University of Technology.

4.2

Training on preventing mobbing and discrimination.

Since 2015, the Medical University of Gdańsk has had internal regulations in place to combat mobbing. In recent years, a series of training sessions have been held on combating mobbing, discrimination and other negative behaviours in the workplace. These training sessions are conducted on a systematic and ongoing basis. Over 2,000 staff members have already taken part in the training, and every participant has successfully passed a knowledge test on the subject. Furthermore, one episode of the MUG podcast, 'People', is dedicated to the issue of abusing the advantage derived from a higher position in the hierarchy. It discusses how such situations may manifest themselves, how one should respond to them, and how to effectively support those experiencing inappropriate behaviour.

Another example is the educational and awareness campaign Culture of Respect, dedicated to the broadly understood issue of equality, which was launched in 2020 and resumed in January 2023. This campaign focuses on one of the fundamental social values and norms, namely EQUALITY, and its motto is Different and Equal. The aim of the initiative is to promote equal treatment regardless of gender, worldview, social status or sexual orientation, for the benefit of the whole community and its individual members. The campaign is being implemented in cooperation with the authorities of the City of Gdańsk.

As part of this campaign, numerous educational activities and events were organised, such as lectures, webinars and

an expert debate, aimed at deepening knowledge and raising awareness and sensitivity regarding issues related to discrimination, mobbing and factors that foster positive interpersonal relationships.

The articles in Gazeta GUMed cover a wide range of aspects of equality, including issues relating to inclusive language, psychosexual orientation, non-binary people, and gender inequalities.

Webinars, lectures and discussions with experts, held both remotely and in person, covered various aspects and contexts of equality. One example is the lecture held on 24 March 2022 entitled Mobbing, staffing and other demons. The event was attended by over 130 research, teaching and administrative staff from the University. The presentation delivered during the meeting is available on the extranet under the tab of the Senate Committee on Ethics and Good Academic Practice at the MUG.

University thematic debates: one of the debates in the series took place on 6 June 2023, with the Marshal's Office of the Pomeranian Province and Gdańsk City Council as partners. During the event, numerous issues related to diversity were discussed. A video recording of the meeting is available on the MUG channel on YouTube. Another example is the debate among female researchers on the situation of women in science, which took place on 27 March 2023. When discussing working conditions for women at universities, particular attention was paid to the challenges and discrimination faced by both older and younger generations of female researchers. Despite these difficulties, the participants in the debate spoke with hope, emphasising their determination and commitment to bringing about change.

Diversity Day – 18 May 2023. Students from different countries, ethnic groups, cultures and linguistic regions presented their traditions. Participants had the opportunity to enjoy traditional music, dances, dishes and costumes, which represented a rich cultural diversity. It was an excellent opportunity for integration and for discovering the identities and customs of fellow students from over 70 countries around the world. The atmosphere fostered mutual respect and openness to diversity.

4.3

Introduction of leadership trainings.

One example is the training course entitled Leadership: Shaping the Succession of Generations in Academic Fields, organised by the Gdańsk Foundation for Managerial Education. In 2022, as many as 70 people were trained at leadership level. The positive feedback from participants confirms a significant need for such initiatives. The development of leadership skills among academic and administrative staff is crucial for the effective management of teams, the implementation of research projects and the development of future leaders at the University. In view of the above, it is justified to continue and expand the range of leadership training courses, taking into account the diverse levels of experience among participants and the specific nature of the academic environment. Further editions of the training courses are planned in response to the actual needs of staff and as a means of supporting the University's organisational development.

IV. Aims and areas of focus for 2026-2028

The implementation of the *Gender Equality Plan* for 2021-2024/2025 has brought about a number of positive changes in the organisational structure, work culture and awareness of the entire University community. We have succeeded in initiating many sustainable initiatives that have laid a solid foundation for further work on equal opportunities and the promotion of diversity.

At the same time, it should be emphasised that building an equitable academic environment is a long-term process requiring consistency, openness and the commitment of all members of the academic community. The plan for 2026-2028 will be a continuation and development of existing activities, responding to new needs and challenges.

In the coming years, the Medical University of Gdańsk will focus on the following areas of activity:

I. Equal opportunities in recruitment, career development and promotion

- reviewing and updating recruitment and promotion procedures with a view to ensuring gender equality and combating bias,
- monitoring the participation of women and men in recruitment processes and competitions for academic, teaching and administrative positions,
- introducing mechanisms supporting the promotion of women and men to managerial positions, e.g. mentoring, training and workshops on career development, support networks.

II. Building an organisational culture based on equality, respect and the prevention of discrimination

- delivering trainings on gender equality, anti-discrimination and unconscious bias for management, administrative and academic staff,
- promoting values related to equality in the university's internal and external communications: diversity initiatives, e.g. through events, organising educational campaigns, and publications on gender equality,
- providing psychological support and counselling for those affected by discrimination.

III. Improving the balance between work and private life and supporting those with care responsibilities

- development of work-life balance policies, e.g. flexible forms of work,
- support for returning to work after parental leave (mentoring, reintegration programmes),
- conducting regular consultations with staff regarding work-life balance needs, e.g. organising meetings, surveys or focus groups to identify the actual needs of the academic community and assess the effectiveness of existing solutions.

SUMMARY

The introduction of the *Gender Equality Plan* for the coming years aims to systematically promote equal opportunities within the organisation, in accordance with the requirements of European Union directives and applicable national legislation. The Plan is primarily designed to address potential future disparities in gender equality, educate staff in this area, and support organisational development.

A key element of the Plan's implementation is the continuous monitoring of gender equality indicators against set targets. This enables a timely response and the implementation of corrective initiatives, ensuring the effective delivery of the organisation's equality policy. In this way, the Plan not only meets legal requirements but also supports the creation of an organisational culture based on inclusivity and equal opportunities for all employees.