

TOCEK

2024-2026

GENDER EQUALITY PLAN

Acibadem University
Gender Equality Plan
2024-2026



ACIBADEM
ÜNİVERSİTESİ

ACIBADEM MEHMET ALİ AYDINLAR UNIVERSITY

GENDER EQUALITY REPORT

2024-2026

Introduction

Since its inception, Acibadem Mehmet Ali Aydınlar University (ACU) has adopted respect for differences and diversity as one of its core values. In accordance with the principles of equality and inclusivity, gender equality is regarded as an indispensable element of ACU and an integral component of academic excellence. The University aims to reflect gender equality awareness to all stakeholders and to deeply embed this understanding within the institutional culture.

ACU's commitment to gender equality has transcended institutional policy to become a holistic approach encompassing the entire university community. By placing gender equality at the center of its educational, research, and administrative processes, the University intends to provide comprehensive training for all stakeholders, implement infrastructural improvements, and maintain a sustainable gender policy. This policy is implemented in a sustainable and dynamic manner, being regularly updated in line with evolving needs and current dynamics.

Current Status

ACU published its first Gender Equality Plan (GEP) in 2022 and has ensured the meticulous monitoring and development of the indicators established therein. Applications implemented during the initial two-year period have significantly contributed to increasing institutional awareness of gender equality across the university. During this period, the Gender Equality Committee (TOCEK)

played a leading role not only in the preparation of the GEP but also in its implementation and the tracking of designated indicators. Inclusivity was strengthened by increasing the number of committee members and the diversity of the academic and administrative fields they represent; furthermore, active efforts were made to ensure the continuity of awareness-raising activities for stakeholders.

Following the announcement of the GEP in 2022, the "Gender-Sensitive Language Position Paper" and the "Policy on Preventing and Supporting Against Gender-Based Discrimination, Violence, and Sexual Harassment" were prepared within the university. After being adopted by the Senate, these documents were shared with the public on the university's website. These documents serve as concrete indicators of the university's commitment to gender equality.

The University Rectorate and TOCEK maintain their commitment to the regular collection of gender-related data. Gender distribution is closely monitored in academic and administrative recruitment, student numbers in undergraduate and graduate programs, and appointments to boards and commissions. Additionally, anonymous gender equality surveys open to all students, academic, and administrative staff are conducted biennially; the resulting data is reported and shared with stakeholders.

Acıbadem University utilizes its resources sustainably to support capacity building and educational activities. In this context, gender equality training for employees, informative brochure studies on the prevention of sexual harassment and assault, and seminars open to all stakeholders are organized. Sensitivity is shown toward including gender-focused courses in the curriculum and ensuring that students from different departments can access these elective courses.

The University takes necessary initiatives to protect the work-life balance and ensures full compliance with the provisions of Labor Law No. 4857. There is a lactation room on campus, and the breastfeeding leave rights of employees are protected. Furthermore, collaborations are developed with local governments and private institutions to create childcare (nursery) opportunities for employees' children. Sports facilities and cultural activities are offered in the campus environment to support the well-being of both employees and students.

The participation of women in the workforce across Türkiye remains quite low compared to other OECD countries. Regarding female representation in universities, it is observed that female students have reached numerical equality with male students in many fields. As of 2025, while 55%

of research assistants and 52% of lecturers in Turkish universities are women, this rate is 35% for professors, 43% for associate professors, and 48% for assistant professors.

The University conducts evaluations for recruitment, appointments, and promotions based entirely on the high qualifications of the candidate. No expressions that would cause discrimination regarding the gender, sexual orientation, or gender identity of the candidate applying for a position are used.

As of 2026, at Acıbadem University, the proportion of female research assistants is 65%, lecturers 66%, assistant professors 64%, associate professors 57%, and professors 45%. The university average is significantly above the national average of Türkiye. Twelve female academics serve in various senior management positions, such as vice-rectorate, Senate membership, and directorships of institutes and research centers. Women constitute 58% of the administrative staff; in decision-making positions, there are 10 female managers, 6 female assistant managers, 1 female coordinator, and 20 female supervisors. Among students, the proportion of women is 72% at the doctoral level, 81% at the master's level, and 74% at the undergraduate level. While the representation of women in decision-making positions is high, particularly in administrative units, it has not yet reached the targeted level in academic units.

According to the "Gender Equality Survey" data conducted in the March–April 2025 period, 68% of students, 84% of academic staff, and 67% of administrative staff stated that the educational and working environment at the university supports gender equality. In the first survey in 2022, these rates were recorded as 60%, 87%, and 69%, respectively. Regarding the general evaluation scores of the stakeholders (out of 10), students gave an average of 7 points, while academic and administrative staff gave 8 points. In 2022, these scores were calculated as 8 for students, 9 for academic staff, and 8 for administrative staff.

Another notable finding in the survey relates to the awareness of institutional mechanisms. In 2022, in response to the question "Do you know what to do if you encounter behavior contrary to gender equality at the university?", 62% of academic staff and 49% of administrative staff answered "No". In the 2025 survey, the proportion of those saying "No" rose to 66% among academic staff and 89% among administrative staff. These data clearly demonstrate the need for more systematic information and awareness efforts regarding mechanisms to combat gender-based discrimination and sexual harassment.

2024-2026 Gender Equality Plan (GEP)

During the preparation process of the report, TOCEK worked in cooperation with many different units such as academic and administrative human resources, student affairs, departments, faculties, and university management; it continued indicator tracking in line with the data received from these units.

The second GEP period, covering the years 2024-2026, has been structured under six main headings to move the university further in the field of gender equality:

1. **Management and Decision-Making:** To ensure balanced gender representation in mechanisms and to increase the representation rates of women.
2. **Recruitment and Career:** To ensure and maintain gender equality in recruitment and career development; to empower young female academics at the beginning of their academic careers.
3. **Education and Awareness:** To create course content that develops gender sensitivity and to ensure this subject is effectively addressed in academic programs; to organize awareness events for all university stakeholders.
4. **Research and Innovation:** To encourage the systematic inclusion of the gender dimension in research projects and to support innovative projects.
5. **Work-Life Balance:** To support the full integration of women into the university ecosystem by strengthening the balance between work and life.
6. **Combating Discrimination and Harassment:** To strengthen policies for combating gender-based discrimination and sexual harassment; to expand awareness and preventive activities.

To achieve these goals, data-based monitoring and evaluation mechanisms have been established to measure the activities performed and planned. Through these mechanisms, the University aims to guarantee both transparency and the principle of continuous improvement.

Gender Equality Plan (2024-2026) Implementation Framework and Action Tables

Objective 1: Governance and Decision-Making				
Goal	Action	Success indicator	Time frame	Responsible
Supporting women in decision-making positions	Sustainably maintain the percentage of women staff in decision-making positions	The percentage of women staff in decision-making positions does not decrease in the next period	2024–2026	Rectorate
Balancing the number of women and men members in university boards and commissions	Ensuring that the number of women members in university boards and commissions is balanced with the number of men members	Increasing the number of women members in university boards and commissions	2024–2026	Rectorate, Faculties

Objective 2: Recruitment and Career				
Goal	Action	Success indicator	Time frame	Responsible
Maintaining the number of women staff working in administrative units	Tracking the number of staff working in administrative units by gender	Maintaining the female–male staff ratio	2025-2026	Administrative HR, TOCEK, Rectorate
Maintaining the number of women staff working in academic units	Tracking the number of staff working in academic units by gender	Maintaining the female–male staff ratio	2025-2026	Academic HR, TOCEK, Rectorate

Goal	Action	Success indicator	Time frame	Responsible
Supporting women PhD students to continue in academia	Organize a one-to-one mentoring program for women PhD students	Launching the program to operate regularly	2026	Graduate Schools/Institutes, TOCEK

Objective 3: Education and Awareness				
Goal	Action	Success indicator	Time frame	Responsible
Including the Gender Equality course in the curriculum	Developing the TCE 101 University elective course	Including the TCE 101 University elective course in the course schedule	2025-2026	Student Affairs, Rectorate, TOCEK
Raising awareness of on gender equality among medical faculty students	Adding gender equality-related courses to the medical faculty curriculum	Adding the courses “Bridging the Gap: Gender Awareness” and “Sex- and Gender-Based Medicine” to the curriculum	2025-2026	Student Affairs, Rectorate, TOCEK
Increasing university employees’ awareness and knowledge on gender equality in working life	Providing information on gender equality to university staff after onboarding	Updating the Academic Staff Handbook from a gender equality perspective Preparing the Administrative Staff Handbook	2024-2026	TOCEK, Academic HR and Administrative HR
Increasing awareness and knowledge on gender equality among all stakeholders	Delivering gender equality seminars on the specified dates	Holding at least two events each academic term	2024-2026	TOCEK

Goal	Action	Success indicator	Time frame	Responsible
Increasing awareness and knowledge on gender equality among students newly admitted to the university	Supporting the use of gender-sensitive language Explaining gender equality concepts and introducing TOCEK	Distributing the Language+ Pill Introducing gender equality and TOCEK during the orientation program each Fall term	2024-2026	TOCEK

Objective 4: Research and Innovation				
Goal	Action	Success indicator	Time frame	Responsible
Incentivizing and encouraging gender-themed projects within the university's research funds	Issuing a call for proposals for gender-themed projects	Supporting the submitted projects	2026	TTO and Rectorate
Increasing the number of gender-related research studies	Developing and/or participating in a national/international research project with a gender theme Preparing a special issue of the Journal of Health Sciences (SBD) on Gender Equality	Number of project applications submitted Publishing the journal issue	2026	TOCEK, TTO, SBD Editorial Board
Providing support for gender-themed master's and PhD theses	Establishing a support program for gender-themed master's and PhD theses	Issuing a call for applications for thesis support Activities of the working group	2025-2026	TTO, Rectorate, and TOCEK
Submitting applications to EU and international/national gender-themed projects	Establishing research working group within TOCEK		2025-2026	TOCEK

Objective 5: Work–Life Balance				
Goal	Action	Success indicator	Time frame	Responsible
Increasing support for nursery/daycare services	Partnering with nurseries and daycare centers so that university members can benefit	Signing agreements with different nurseries and daycare centers	2024-2026	Rectorate
Supporting breastfeeding employees in the workplace	Creating a space suitable for employees returning from maternity leave touse	Opening the lactation room for use and maintaining it	2024-2026	Rectorate, Facilities Management

Objective 6: Combating Discrimination and Harassment				
Goal	Action	Success indicator	Time frame	Responsible
Designating an authorized body at the university to prevent gender inequality and sexual harassment	Opening an office and appointing a specialist who can provide applicants with support and solutions	Launching the University Unit for Preventing and Supporting Against Gender-Based Discrimination and Sexual Harassment (ACU-Act)	2025-2026	Rectorate, Administrative HR, TOCEK
Conducting a situation assessment regarding gender inequality and sexual harassment among students and employees	Distributing Gender Equality survey forms to stakeholders	Analyzing and reporting the collected data	2025	TOCEK

Goal	Action	Success indicator	Time frame	Responsible
Informing university stakeholders about the current status	Sharing the report with stakeholders	Making the report accessible via the intranet (Bademnet)	2025	TOCEK



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