

## **GENDER EQUALITY PLAN**

UNIVERSITY HOSPITAL BRNO  
2026–2028

Version No. 1 – March 2026

### ***Foreword***

*Gender equality and equal opportunities are an integral part of a high-quality working environment.*

*University Hospital Brno is built on the collaboration of diverse professional groups and the daily commitment of its staff members. Creating an environment based on respect, fairness and transparent processes is therefore considered essential for the institution's stability and further development.*

*The Gender Equality Plan provides a framework to systematically support these principles and contributes to improving working conditions as well as the overall development of the organisation.*

*I support its implementation and believe that it will further strengthen University Hospital Brno as a modern and respectful institution.*

***Ing. Vlastimil Vajdák***

*Director of University Hospital Brno*

### **1. Introduction**

The healthcare environment is characterised by a high level of professional expertise, continuous operation and close cooperation among a wide range of professional groups. The provision of healthcare requires coordination among medical and non-medical healthcare professionals, research, technical, administrative and support staff, and is inherently based on teamwork.

At the same time, the healthcare sector has specific characteristics that may affect working conditions and the professional development of staff members. These include, in particular, the uneven representation of women and men across certain professional groups, high workload, shift-based work and the need to support work–life balance.

Promoting a respectful organisational culture, transparent human resources processes and equal treatment therefore represent a key prerequisite for a stable working environment and the long-term development of a healthcare institution.

The Gender Equality Plan (GEP) is a strategic document of University Hospital Brno aimed at improving the working environment and strengthening an inclusive organisational culture.

The document is based on the recommendations of the European Commission for the implementation of Gender Equality Plans in research organisations and supports the development of transparent human resources processes, the professional development of staff members and a safe working environment.

This Gender Equality Plan builds on the organisation's GEP implemented in 2023–2024, which represented an initial step towards the systematic development of activities in the area of equal treatment. The current document further develops and expands these activities.

In the initial phase of implementation, an internal audit of the working environment and human resources processes will be carried out, focusing on equal treatment, working conditions and HR procedures (see Section 6). The audit will be conducted internally, with expert consultation from an external gender equality specialist. Its findings will serve as a basis for further development and possible revision of GEP measures.

Specific measures for the implementation of the GEP are outlined in the GEP Action Plan. The implementation of these measures contributes to the systematic development of the organisation's working environment and supports broader activities in the areas of equal treatment, diversity and inclusion.

## **2. Commitment of the Institution's Management**

The management of University Hospital Brno is committed to promoting equal opportunities and ensuring a respectful and safe working environment for all staff members, regardless of gender.

The Gender Equality Plan forms part of the organisation's long-term approach to developing the working environment and human resources management. It supports transparent HR processes, the professional development of staff members and a respectful organisational culture.

The implementation of the GEP is carried out in cooperation with the institution's management, the Human Resources Department (HR), the Research and Development Department (R&D), and heads of individual units.

The implementation of GEP measures is continuously monitored and evaluated. The results are regularly reported to the management and may serve as a basis for updating or further developing individual measures.

## **3. Organisational Context**

University Hospital Brno is one of the largest healthcare institutions in the Czech Republic and represents a key provider of healthcare, research and education in the region. The hospital delivers primary, specialised and highly specialised healthcare services to patients of all age groups and provides a wide range of diagnostic and therapeutic services. Each year, it provides outpatient care to more than one million patients and inpatient care to tens of thousands of individuals.

At University Hospital Brno, staff members from a wide range of professional groups collaborate, including medical doctors, non-medical healthcare professionals, researchers, technical staff, administrative staff and support personnel. This interdisciplinary collaboration

is essential for ensuring high-quality healthcare and enables the integration of clinical practice, research and education.

The hospital is also a major research institution. Clinical research is an integral part of the development of modern medicine and contributes to the implementation of innovative diagnostic and therapeutic approaches in clinical practice. Research activities are carried out in cooperation with the Faculty of Medicine of Masaryk University and other research institutions in the Czech Republic and abroad and include both basic and applied research in the fields of medicine and health sciences.

The hospital also plays an important role in education and training across healthcare professions. In cooperation with universities and other educational institutions, it contributes to undergraduate and postgraduate education in health-related fields, as well as to continuing professional development of healthcare professionals.

The Gender Equality Plan contributes to the development of transparent human resources processes, supports the professional development of staff members and strengthens an inclusive organisational culture.

#### 4. Basic Statistical Data

The statistical data presented below provide an overview of the structure of staff at University Hospital Brno. These data serve as a basis for ongoing monitoring of gender equality and for evaluating the implementation of GEP measures.

##### Staff Structure

Staff Category	Total	Women	Men
Medical doctors	1360	744	616
Pharmacists	59	49	10
Non-medical healthcare professions	4421	4068	353
Technical and economic professions	755	581	174
Manual professions	425	150	275

##### Management Positions

Category	Total	Women	Men
Heads of units (line managers)	636	447	189
Middle management	173	92	81
Top management	25	10	15

## **5. Strategic Anchoring of the GEP**

The Gender Equality Plan is aligned with other strategic activities of the organisation, particularly in the areas of human resources development and support for the research environment.

The GEP specifically supports:

- transparent human resources processes
- equal opportunities in recruitment and career development
- development of leadership and managerial competencies
- work–life balance for staff members
- integration of the gender dimension in research
- prevention of discrimination and inappropriate behaviour in the workplace

## **6. Methodological Framework**

The Gender Equality Plan is based on the recommendations of the European Commission for the implementation of Gender Equality Plans in research organisations and reflects the requirements of European research funding programmes.

The structure of the document corresponds to the five key thematic areas of Gender Equality Plans:

- work–life balance and organisational culture
- gender balance in leadership and decision-making
- equal opportunities in recruitment and career progression
- integration of the gender dimension in research
- prevention of discrimination and harassment

Specific measures are detailed in the GEP Action Plan.

## **7. Audit of the Working Environment**

The design of individual measures within the Gender Equality Plan is informed by available HR data and institutional experience in human resources management.

The audit of the working environment focuses in particular on:

- the structure of staff across professional categories
- the representation of women and men in leadership positions
- HR processes related to recruitment and career development
- opportunities for work–life balance
- the working environment and organisational culture

The aim of the audit is to identify areas in which the organisation can further develop transparent HR processes, support professional development and strengthen an inclusive organisational culture.

## **8. Objectives of the GEP**

The Gender Equality Plan supports the development of a working environment that promotes equal opportunities for women and men and fosters the professional development of staff members.

The main objectives of the GEP are to:

- promote transparent human resources processes
- ensure equal opportunities in recruitment and career development
- support the development of leadership and managerial competencies
- support work–life balance
- foster an inclusive and respectful organisational culture
- strengthen awareness of the gender dimension in research activities
- promote a safe working environment free from discrimination and harassment

These objectives are implemented through specific measures outlined in the GEP Action Plan.

Training activities in the areas of gender equality and equal opportunities are implemented in accordance with the activities described in the Action Plan.

## **9. Thematic Areas of the GEP**

### **9.1. Work–Life Balance and Organisational Culture**

Supporting work–life balance is a key component of the development of the organisation’s working environment.

The organisation promotes a working environment that enables staff members to balance their professional and personal lives while supporting the stability and effectiveness of work teams.

Key measures in this area include:

- support for flexible working arrangements where operationally feasible
- provision of information on work–life balance options
- development of an organisational culture based on cooperation and mutual respect

### **9.2. Gender Balance in Leadership and Decision-Making**

The organisation promotes transparent HR processes and the development of leadership competencies among managers.

The development of leadership and managerial skills contributes to strengthening the working environment and improving team performance.

Measures in this area include:

- support for the development of leadership competencies
- promotion of transparent procedures in the appointment of leadership positions

### **9.3. Gender Equality in Recruitment and Career Progression**

The organisation promotes transparent and open recruitment and career development processes.

The objective is to ensure equal opportunities for all applicants and to support the professional development of staff members.

Measures in this area include:

- transparent recruitment and selection procedures
- support for career development
- provision of information on career opportunities

### **9.4. Integration of the Gender Dimension in Research and Education**

Integrating the gender dimension into research content is an important aspect of research quality. In the healthcare sector, this dimension is particularly significant, as both sex and gender may substantially influence health status, disease progression and treatment outcomes.

The organisation therefore promotes awareness among researchers of the importance of the gender dimension in research content and supports its integration into the design and implementation of research projects.

Activities in this area focus on:

- raising awareness of the gender dimension in research
- sharing information on relevant requirements of funding programmes
- supporting the integration of the gender dimension in research projects

These activities are coordinated primarily in cooperation with the Research and Development Department (R&D).

### **9.5. Measures Against Gender-Based Violence, Including Sexual Harassment**

The organisation promotes a working environment based on respect, cooperation and safety.

The objective is to ensure that staff members have access to clear information on how to address potential issues and that the organisation actively supports the prevention of inappropriate behaviour in the workplace.

Measures in this area include:

- prevention of inappropriate workplace behaviour
- ensuring access to information on reporting and support mechanisms
- raising awareness of respectful communication

**Key GEP Measures**

To support the implementation of the Gender Equality Plan, the following priority areas have been identified:

- transparent recruitment and selection processes
- support for flexible working arrangements
- development of leadership and managerial competencies
- integration of the gender dimension in research
- prevention of harassment and promotion of a safe working environment

**Financial Resources**

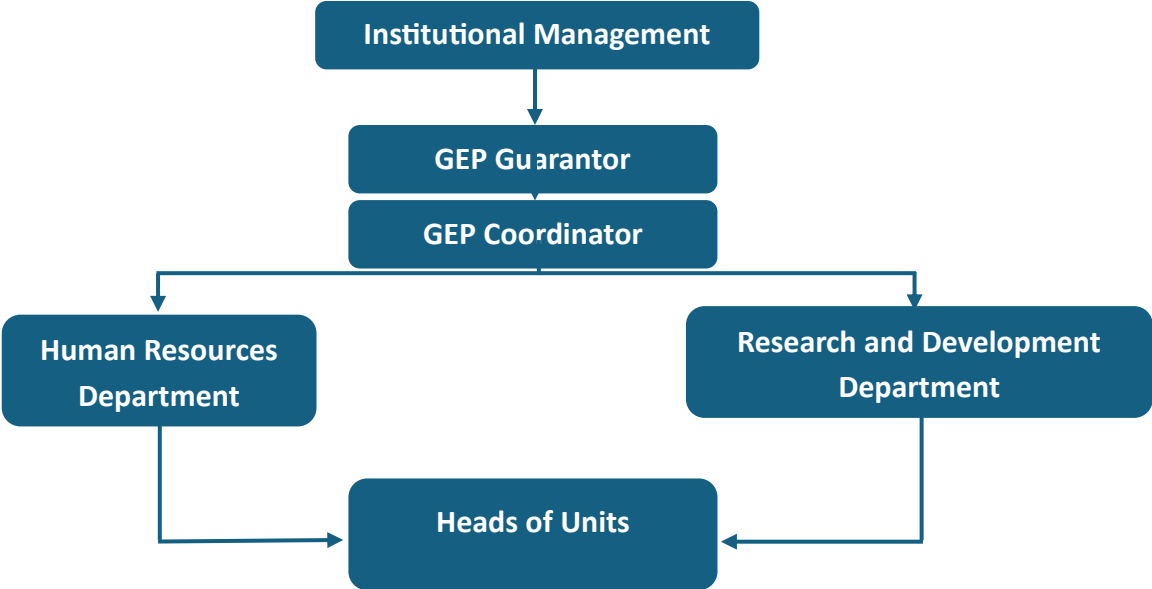
University Hospital Brno ensures adequate financial resources for the implementation, monitoring, and regular evaluation of the Gender Equality Plan (GEP). Financial resources are allocated in particular to:

- human resources (e.g. GEP coordinator, HR staff),
- training and capacity-building activities on gender equality,
- collection, analysis, and reporting of sex-disaggregated data,
- awareness-raising and support activities (e.g. workshops, campaigns),
- measures aimed at preventing gender-based violence and harassment.

Funding is primarily provided from the organisation’s internal budget and may be complemented by external sources (e.g. national or European projects).

**10. Governance and Implementation of the GEP**

The implementation of the Gender Equality Plan is institutionally supported by the management and coordinated primarily through the Human Resources Department (HR), in cooperation with the Research and Development Department (R&D) and heads of individual organisational units.



## **Roles and Responsibilities**

### **Institutional Management**

- supports the implementation of the GEP
- establishes the institutional framework for the implementation of measures
- is regularly informed about implementation progress and monitoring results

### **Human Resources Department (HR)**

- coordinates the implementation of the GEP
- participates in the implementation of measures related to HR processes
- cooperates with other organisational units

### **Research and Development Department (R&D)**

- supports the integration of the gender dimension in research activities
- provides information to researchers on relevant requirements of funding programmes

### **Heads of Units**

- contribute to the implementation of measures at the level of individual departments
- support the development of an inclusive and respectful organisational culture

### **GEP Guarantor**

Ing. Michaela Surá, MHM

Deputy Director for Human Resources

### **GEP Coordinator**

Mgr. Olga Korvasová

The GEP Coordinator is responsible for coordinating the implementation of the Plan, supporting organisational units in the implementation of measures and preparing documentation for monitoring. In addition to internal capacities, external expert consultation in the field of gender equality is also utilised.

The implementation of the GEP also includes training and awareness-raising activities focused on respectful communication, development of leadership competencies, increasing awareness of the gender dimension in research, and other topics related to equal opportunities.

## **11. Monitoring of the GEP**

Monitoring is based primarily on:

- tracking the implementation of measures outlined in the GEP Action Plan
- available HR data
- evaluation of GEP indicators

The results of monitoring are regularly reported to the management and are used as a basis for further development of measures and potential updates of the GEP or its Action Plan.

## **12. Key Indicators for Monitoring the GEP**

The following indicators may be used for ongoing monitoring:

### **Staff Structure**

- representation of women and men among staff
- representation of women and men in leadership positions
- representation across professional categories

### **Recruitment and Career Development**

- representation of women and men among applicants
- representation of women and men among newly recruited staff
- participation in training and development activities

### **Research Environment**

- participation of women and men in research projects
- involvement of staff in projects and grant activities

### **Working Environment**

- use of flexible working arrangements
- implementation of training activities related to working conditions

### **GEP Implementation**

- implementation of measures outlined in the GEP Action Plan
- number of measures implemented within each thematic area

These indicators serve as a supporting tool for monitoring and may be further developed according to the needs of the organisation.

## **13. Individual Measures**

Specific measures of the Gender Equality Plan are detailed in the GEP Action Plan.

The Action Plan serves as an operational tool for implementation and includes in particular:

- a list of measures
- implementation indicators
- responsible units
- indicative timelines

The Action Plan may be updated in response to organisational needs and monitoring results.

## 14. Conclusion

The Gender Equality Plan represents a long-term strategic framework for the development of the organisation's working environment.

The implementation of individual measures is continuously monitored and evaluated and may be updated in response to organisational needs and monitoring results through revisions to the Action Plan.

The GEP contributes to the development of a working environment based on equal opportunities, transparent human resources processes and an inclusive organisational culture, while also supporting broader institutional activities in the areas of equal treatment, diversity and inclusion.

### Prepared by

Mgr. Olga Korvasová

GEP Coordinator

### Approved by

Ing. Vlastimil Vajdák

Director

## GEP IMPLEMENTATION ACTION PLAN 2026–2028

Objective	Measure	Sub-measure	Indicators (SMART)	Responsibility	Timeline
<b>Work–Life Balance and Organisational Culture</b>					
Ensure regular evaluation of GEP implementation and its impacts	1 – Annual GEP Evaluation	1.1 Regular collection and updating of sex-disaggregated data in key areas (employment, positions, working time arrangements)	<ul style="list-style-type: none"> <li>• by the end of each year, datasets are updated for 100% of monitored areas (employment, positions, working time arrangements)</li> <li>• by the end of Q1 of the following year, the methodological framework for data collection is approved/updated</li> <li>• data are used in the annual GEP evaluation every year</li> </ul>	Management / HR	annually
		1.2 Evaluation of fulfilment of GEP objectives and indicators	<ul style="list-style-type: none"> <li>• annually, an overview of the implementation of all GEP measures, including indicator status, is prepared</li> <li>• outputs are discussed by management/responsible unit by the end of Q1 of the following year</li> <li>• 100% of measures include status: fulfilled / partially fulfilled / not fulfilled</li> </ul>	Management / HR	annually
		1.3 Identification of risks, inequalities and areas requiring further attention	<ul style="list-style-type: none"> <li>• annually, a list of identified risks, inequalities and areas for improvement is prepared</li> <li>• or each identified area, at least one follow-up action or responsibility is defined</li> </ul>	Management / HR	annually
		1.4 Preparation of an annual summary report on GEP implementation	<ul style="list-style-type: none"> <li>• annually, a comprehensive annual report on GEP implementation is prepared</li> <li>• the report includes a summary of implementation, key findings and recommendations for the next period</li> <li>• the report is discussed by management by the end of Q1 of the following year</li> </ul>	Management / HR	annually

		1.5 Use of evaluation results as a basis for updating measures	<ul style="list-style-type: none"> <li>• annually, findings from evaluation are incorporated into updates of the GEP or related measures</li> <li>• each proposed adjustment includes justification and assigned responsibility</li> </ul>	Management / HR	annually
Increase awareness of gender equality and GEP measures	2 – Internal Communication on Equality	2.1 Regular communication to staff on GEP activities, objectives and results	<ul style="list-style-type: none"> <li>• from Q2/2026, at least 4 internal communication outputs per year are delivered</li> <li>• each activity is published in at least one internal communication channel</li> <li>• annually, communication reach and impact are evaluated</li> </ul>	HR / Communication	from Q2/2026 ongoing
		2.2 Clear communication of the importance of equality and fair working conditions in everyday practice	<ul style="list-style-type: none"> <li>• from Q2/2026, at least 2 clear communication materials per year are prepared</li> <li>• annually, feedback is collected from staff on clarity</li> </ul>	HR / Communication	from Q2/2026 ongoing
		2.3 Use of multiple communication channels (intranet, newsletters, meetings, workshops)	<ul style="list-style-type: none"> <li>• from Q2/2026, at least 3 different internal communication channels are used annually</li> <li>• each key GEP message is shared in at least 2 channels</li> <li>• annually, effectiveness of channels is evaluated</li> </ul>	HR / Communication	from Q2/2026 ongoing
		2.4 Sharing examples of good practice and concrete benefits for staff	<ul style="list-style-type: none"> <li>• from Q2/2026, at least 2 examples of good practice per year are shared</li> <li>• each example includes benefits for staff and responsible unit</li> </ul>	HR / Communication	from Q2/2026 ongoing
Support work–life balance and equal opportunities	3 – Flexible Working Arrangements	3.1 Development and systematisation of flexible working arrangements	<ul style="list-style-type: none"> <li>• by Q1/2027, a methodological framework for flexible work is prepared and approved</li> <li>• by Q2/2027, 100% of managers are informed</li> <li>• annually, utilisation is evaluated</li> </ul>	HR	Q1/2027
		3.2 Support for part-time work, flexible hours and remote work	<ul style="list-style-type: none"> <li>• from Q3/2026, number of approved arrangements is recorded</li> <li>• annually, trends are evaluated</li> <li>• reasons for rejected requests are recorded</li> </ul>	HR	Q3/2026

		3.3 Establishment of transparent rules for approving and using flexible working arrangements	<ul style="list-style-type: none"> <li>• by Q3/2027, rules for submitting, approving and recording requests for flexible arrangements are established and published</li> <li>• from Q4/2026, 100% of requests include documented procedure and outcome</li> <li>• annually, rules are reviewed based on practice</li> </ul>	HR	Q3/2027
		3.4 Methodological support for managers in decision-making on flexible working arrangements	<ul style="list-style-type: none"> <li>• by Q2/2027, a methodological guideline for managers is prepared</li> <li>• by Q2/2027, at least 90% of managers are trained or methodologically supported do Q2/2027</li> <li>• annually, at least 3 examples of decision-making practice are collected and shared</li> </ul>	HR	Q2/2027
		3.5 Ongoing monitoring of the impact of flexibility on operations, teams and staff satisfaction	<ul style="list-style-type: none"> <li>• from Q3/2027, the impact of flexibility on operations, teamwork and staff satisfaction is evaluated annually</li> <li>• evaluation includes at least 3 indicators (utilisation, operational impact, satisfaction)</li> <li>• based on results, follow-up measures are proposed</li> </ul>	HR	Q3/2027
Ensure systematic feedback for improving working conditions	4 – Staff Feedback	4.1 Regular collection of feedback on working conditions and GEP measures	<ul style="list-style-type: none"> <li>• by Q1/2027, a regular system of feedback collection is introduced</li> <li>• at least 1 survey is conducted annually</li> <li>• results are summarised within 2 months after data collection</li> </ul>	HR	Q1/2027
		4.2 Use of anonymous tools (questionnaires, surveys)	<ul style="list-style-type: none"> <li>• by Q1/2027, at least one anonymous feedback tool is introduced</li> <li>• all feedback collections ensure anonymity</li> <li>• annually, participation and usability are evaluated</li> </ul>	HR	Q1/2027
		4.3 Evaluation of feedback from the perspective of equal treatment and gender impact	<ul style="list-style-type: none"> <li>• by Q1/2027, feedback is analysed from the perspective of equal treatment and gender impact</li> <li>• for 100% of relevant inputs, a follow-up action or recommendation is defined</li> </ul>	HR	Q1/2027

			<ul style="list-style-type: none"> <li>• results are discussed by the responsible unit at least annually</li> </ul>		
		4.4 Communication of key findings and adopted measures back to staff	<ul style="list-style-type: none"> <li>• within 3 months after evaluation, key findings are communicated to staff</li> <li>• a summary of adopted measures is published in at least one internal channel</li> <li>• annually, clarity of communication is assessed</li> </ul>	HR	Q2/2027
		4.5 Incorporation of feedback into internal regulations and processes	<ul style="list-style-type: none"> <li>• by Q3/2027, relevant feedback is incorporated into internal regulations and processes</li> <li>• annually, the number of implemented changes based on feedback is recorded</li> <li>• each change is linked to a specific finding</li> </ul>	HR	Q3/2027
Support continuity of careers and return of carers	5 – Support for Informal Carers	5.1 Increasing awareness of work–life balance options	<ul style="list-style-type: none"> <li>• by Q4/2026, comprehensive information on work–life balance options for carers is published</li> <li>• information is available in 100% of main internal communication channels</li> <li>• annually, completeness and accuracy are reviewed</li> </ul>	HR	Q4/2026
		5.2 Support for the use of flexible working arrangements	<ul style="list-style-type: none"> <li>• from Q4/2026, the number of carers using flexible arrangements is recorded</li> <li>• annually, trends in utilisation are evaluated</li> <li>• based on results, adjustments to support are proposed</li> </ul>	HR	Q4/2026
		5.3 Support for communication between managers and staff with caring responsibilities	<ul style="list-style-type: none"> <li>• by Q4/2026, communication materials for managers and carers are prepared</li> <li>• information is shared through at least 2 internal channels</li> <li>• annually, feedback on clarity and usefulness is collected</li> </ul>	HR	Q4/2026
		5.4 Ongoing monitoring of the needs of staff with caring responsibilities	<ul style="list-style-type: none"> <li>• from Q4/2026, at least one targeted needs assessment per year is conducted</li> <li>• results are evaluated and translated into recommendations</li> <li>• at least one measure per year is proposed or adjusted based on findings</li> </ul>	HR	Q4/2026

Support career continuity and equal return after parental leave	6 – Management of Maternity/Parental Leave (ML/PL)	6.1 Systematic communication with staff before, during and after maternity/parental leave	<ul style="list-style-type: none"> <li>• by Q1/2027, a standard for communication is established</li> <li>• for 100% of cases, a contact point and basic information package are available</li> <li>• annually, effectiveness is evaluated</li> </ul>	HR	Q1/2027
		6.2 Support for gradual return to work and use of flexible arrangements	<ul style="list-style-type: none"> <li>• by Q1/2027, rules for gradual return and flexible arrangements are established</li> <li>• for 100% of relevant requests, decisions and justifications are recorded</li> <li>• annually, number of supported returns is evaluated</li> </ul>	HR	Q1/2027
		6.3 Ensuring equal access to professional development after return	<ul style="list-style-type: none"> <li>• from Q1/2027, access to development opportunities is monitored</li> <li>• annually, participation and types of activities are evaluated</li> <li>• identified barriers are addressed through concrete measures</li> </ul>	HR	Q1/2027
		6.4 Methodological support for managers in planning returns and workload distribution	<ul style="list-style-type: none"> <li>• by Q1/2027, guidelines for managing returns are prepared</li> <li>• by Q2/2027, at least 80% of relevant managers are supported</li> <li>• annually, usability of guidelines is evaluated</li> </ul>	HR	Q1/2027

### Gender balance in leadership and decision-making

Ensure transparent data for equality management	7 - Monitoring of Leadership Structure	7.1 Regular collection and evaluation of sex-disaggregated data (women/men) on leadership positions	<ul style="list-style-type: none"> <li>• from Q3/2026, sex-disaggregated data on leadership positions are updated annually</li> <li>• data cover 100% of management levels defined by the organisation</li> <li>• results are discussed with the responsible unit by the end of Q1 of the following year</li> </ul>	HR	Q3/2026
		7.2 Monitoring trends in representation of women and men across management levels over time	<ul style="list-style-type: none"> <li>• from Q3/2026, an annual overview of representation by management level and over time is prepared</li> <li>• includes year-on-year comparison and identification of trends</li> </ul>	HR	Q3/2026

			<ul style="list-style-type: none"> <li>• results are used in the annual GEP evaluation</li> </ul>		
		7.3 Identification of areas with significant imbalance or stagnation	<ul style="list-style-type: none"> <li>• from Q3/2026, units or management levels with imbalance or stagnation are identified annually</li> <li>• at least one targeted measure is proposed for each identified area</li> </ul>	HR	Q3/2026
		7.4 Linking monitoring results with development and succession planning	<ul style="list-style-type: none"> <li>• from Q1/2027, monitoring outputs are presented in development and succession planning at least annually</li> <li>• gender representation data are considered in 100% of relevant succession plans</li> </ul>	HR	Q1/2027
		7.5 Use of monitoring outputs for targeted leadership measures	<ul style="list-style-type: none"> <li>• from Q1/2027, monitoring results are used as a basis for at least one targeted leadership measure per year</li> <li>• annually, impact on gender representation is evaluated</li> </ul>	HR	Q1/2027
Ensure transparent and fair selection of leadership	8 – Transparent Selection of Leadership	8.1 Establishment of clear and understandable criteria for selecting leaders	<ul style="list-style-type: none"> <li>• by the end of each year, clear criteria for leadership selection are published and applied</li> <li>• 100% of leadership recruitment processes include predefined criteria</li> </ul>	HR	annually
		8.2 Standardisation of selection processes and evaluation procedures	<ul style="list-style-type: none"> <li>• by the end of each year, evaluation procedures are standardised for 100% of leadership selection processes</li> <li>• a unified evaluation template or form is used in each process</li> <li>• annually, process effectiveness is reviewed</li> </ul>	HR	annually
		8.3 Emphasis on open communication of leadership vacancies	<ul style="list-style-type: none"> <li>• each leadership vacancy is communicated in at least one internal and one relevant external channel</li> <li>• 100% of vacancies include timelines, criteria and contact person</li> </ul>	HR	annually
		8.4 Involvement of multiple evaluators in selection processes	<ul style="list-style-type: none"> <li>• at least two evaluators are involved in each leadership selection process</li> <li>composition of evaluators is documented for 100% of processes</li> </ul>	HR	annually
		8.5 Monitoring gender impact of leadership recruitment	<ul style="list-style-type: none"> <li>• annually, gender impact of leadership recruitment is evaluated</li> </ul>	HR	annually

			<ul style="list-style-type: none"> <li>• includes data on applicants, shortlisted candidates and selected individuals by gender</li> <li>• identified inequalities are reflected in follow-up measures</li> </ul>		
Strengthen managerial competencies and leadership quality	9 – Development of Managerial Competencies	9.1 Systematic development of key managerial skills (leadership, communication, decision-making)	<ul style="list-style-type: none"> <li>• by Q2/2027, a development programme or plan is implemented</li> <li>• at least 50% of managers participate in at least one development activity per year</li> <li>• annually, programme impact is evaluated</li> </ul>	HR	Q2/2027
		9.2 Training of managers in equal treatment and inclusive leadership	<ul style="list-style-type: none"> <li>• by Q2/2027, training on equal treatment and inclusive leadership is implemented</li> <li>• at least 50% of managers complete the training</li> </ul>	HR	Q2/2027
		9.3 Supporting the ability to manage flexible and diverse teams	<ul style="list-style-type: none"> <li>• by Q2/2027, at least one development activity per year is implemented</li> <li>• at least 80% of managers have access to methodological support or training</li> </ul>	HR	Q2/2027
		9.4 Linking managerial development with organisational values and strategic goals	<ul style="list-style-type: none"> <li>• by Q4/2027, managerial development is aligned with organisational values and strategic goals</li> <li>• 100% of development activities include reference to strategic priorities</li> </ul>	HR	Q4/2027
		9.5 Continuous evaluation of development activities	<ul style="list-style-type: none"> <li>• annually, evaluation of managerial development activities is prepared</li> <li>• includes participation, feedback and recommendations</li> </ul>	HR	Q2/2027
Support career development	10 – Mentoring / Coaching	10.1 Introduction of mentoring and coaching programmes for leaders	<ul style="list-style-type: none"> <li>• from Q2/2027, mentoring or coaching programmes are launched</li> <li>• at least 15 participants are involved within 12 months</li> <li>• annually, participation and impact are evaluated</li> </ul>	HR / Learning and Development (L&D) Department	Q2/2027
		10.2 Support for knowledge transfer across management levels	<ul style="list-style-type: none"> <li>• from Q2/2027, at least one development activity per year is implemented</li> <li>• participation and benefits are recorded</li> </ul>	HR / Learning and Development	Q2/2027

				(L&D) Department	
		10.3 Focus on self-confidence, leadership and career planning	<ul style="list-style-type: none"> <li>Starting from Q2/2027, at least one development activity per year will be implemented, focused on self-confidence, leadership, and career planning.</li> </ul>	HR / Learning and Development (L&D) Department	Q2/2027
		10.4 Targeted support for staff in career transition phases	<ul style="list-style-type: none"> <li>from Q2/2027, targeted support programmes are introduced</li> <li>at least one activity per year per target group</li> </ul>	HR / Learning and Development (L&D) Department	Q2/2027
		10.5 Evaluation of mentoring and coaching impact	<ul style="list-style-type: none"> <li>annually, impact on professional development and retention is evaluated</li> <li>includes participation, completion and self-assessment</li> </ul>	HR / Learning and Development (L&D) Department	Q4/2027
<b>Gender equality in recruitment and career progression</b>					
Promote the implementation of gender equality principles	11 – Introduction of a Gender-Sensitive Approach in Recruitment	11.1 Use of gender-balanced and inclusive language in job advertisements	<ul style="list-style-type: none"> <li>by 2028, 100% of job advertisements use gender-balanced and inclusive language</li> <li>annually, a sample of at least 20% of advertisements is reviewed</li> </ul>	HR	2028
		11.2 Consideration of diverse career trajectories and life situations of applicants	<ul style="list-style-type: none"> <li>by 2028, recruitment materials and procedures take into account diverse career trajectories and life situations of applicants</li> </ul>	HR	2028

			<ul style="list-style-type: none"> <li>• at least once, a review of wording and requirements is conducted with regard to potential barriers</li> </ul>		
		11.3 Active outreach to a broader pool of candidates	<ul style="list-style-type: none"> <li>• by 2028, at least one new recruitment channel or activity is used to broaden the pool of candidates</li> <li>• annually, the structure of candidate sources is evaluated</li> </ul>	HR	2028
		11.4 Ongoing review of recruitment procedures with regard to potential barriers	<ul style="list-style-type: none"> <li>• by 2028, at least one review of recruitment procedures is conducted focusing on barriers and equal access</li> <li>• the review includes a list of recommended changes and their implementation status</li> </ul>	HR	2028
		11.5 Monitoring gender impact of recruitment and applicant structure	<ul style="list-style-type: none"> <li>• by 2028, gender impact of recruitment and applicant structure is evaluated at least once</li> <li>• includes data on applicants, shortlisted candidates and selected candidates by gender</li> </ul>	HR	2028
Support career continuity and respect for career breaks	12 – Introduction of a Standardised Recruitment Procedure	12.1 Establishment of unified rules and procedures for recruitment processes	<ul style="list-style-type: none"> <li>• by Q4/2026, unified rules and procedures are approved and published</li> <li>• from Q4/2026, applied in 100% of new recruitment processes</li> </ul>	HR	Q4/2026
		12.2 Clear definition of evaluation criteria prior to recruitment	<ul style="list-style-type: none"> <li>• by Q4/2026, evaluation criteria are defined prior to 100% of recruitment processes</li> <li>• criteria are archived with recruitment documentation</li> </ul>	HR	Q4/2026
		12.3 Documentation of recruitment processes and outcomes	<ul style="list-style-type: none"> <li>• from Q1/2027, recruitment processes are documented</li> <li>• documentation includes criteria, committee composition and justification</li> </ul>	HR	Q1/2027
		12.4 Emphasis on objective assessment of competencies and experience	<ul style="list-style-type: none"> <li>• from Q1/2027, structured evaluation methods are used in 100% of processes</li> <li>• annually, compliance with procedures is reviewed</li> </ul>	HR	Q1/2027
		12.5 Ongoing evaluation of equal opportunities in recruitment	<ul style="list-style-type: none"> <li>• from Q1/2027, equal opportunities in recruitment are evaluated annually</li> <li>• includes identification of barriers and proposals for measures</li> </ul>	HR	Q1/2027

Promote the implementation of gender equality principles	13 – Training and Methodological Support for Selection Committees	13.1 Training of committee members in equal treatment and diversity	<ul style="list-style-type: none"> <li>• by Q3/2027, training is implemented</li> <li>• at least 90% of committee members participate</li> </ul>	HR	Q3/2027
		13.2 Awareness-raising on unconscious bias in recruitment	<ul style="list-style-type: none"> <li>• by Q3/2027, a module on unconscious bias is included</li> </ul>	HR	Q3/2027
		13.3 Harmonisation of evaluation approaches	<ul style="list-style-type: none"> <li>• by Q3/2027, evaluation approaches are unified through methodology</li> <li>• used in 100% of recruitment processes with committees</li> </ul>	HR	Q3/2027
		13.4 Strengthening competencies for structured interviews	<ul style="list-style-type: none"> <li>• by Q3/2027, training or support is provided</li> <li>• at least 80% of committees use structured interviews</li> </ul>	HR	Q3/2027
		13.5 Regular updates of training content	<ul style="list-style-type: none"> <li>• from Q3/2027, training content is updated annually</li> <li>• updates are documented</li> </ul>	HR	Q3/2027
Strengthen managerial competencies and high-quality people management	14 – Transparent Career Development and Evaluation Rules	14.1 Establishment of transparent career development rules	<ul style="list-style-type: none"> <li>• by 2028, transparent rules are established and published</li> <li>• accessible via at least one internal channel</li> </ul>	HR	2028
		14.2 Equal access to development opportunities	<ul style="list-style-type: none"> <li>• by 2028, access is evaluated by gender</li> <li>• participation is monitored annually</li> </ul>	HR	2028
		14.3 Support for career planning and talent development	<ul style="list-style-type: none"> <li>• by 2028, at least one activity is introduced</li> <li>• participation and impact evaluated annually</li> </ul>	HR	2028
		14.4 Consideration of career breaks in evaluation processes	<ul style="list-style-type: none"> <li>• by 2028, evaluation processes are adapted</li> <li>• reflected in methodologies or forms</li> </ul>	HR	2028

		14.5 Monitoring gender impact of career development	<ul style="list-style-type: none"> <li>• from 2028, evaluated annually</li> <li>• results used for improvement measures</li> </ul>	HR	2028
Ensure transparent data for equality management	15 – Monitoring Gender in Research and Development (R&D)	15.1 Regular collection and evaluation of sex-disaggregated data in R&D (positions, career stages, roles in projects)	<ul style="list-style-type: none"> <li>• by Q1/2027, sex-disaggregated data in R&amp;D are updated annually (positions, career stages, project roles)</li> <li>• data cover 100% of recorded R&amp;D positions and project roles</li> </ul>	HR	Q1/2027
		15.2 Monitoring representation of women and men in research teams, project leadership and decision-making bodies	<ul style="list-style-type: none"> <li>• by Q1/2027, an overview of the representation of women and men in research teams, project leadership and decision-making bodies is prepared annually</li> <li>• includes year-on-year comparison</li> </ul>	HR	Q1/2027
		15.3 Analysis of participation and success rates in grant competitions	<ul style="list-style-type: none"> <li>• by Q1/2027, an analysis of the participation of women and men in grant competitions and their success rates is carried out annually</li> <li>• the results include, at a minimum, submitted, funded and successful proposals by gender</li> </ul>	HR	Q1/2027
		15.4 Identification of structural barriers and areas of imbalance	<ul style="list-style-type: none"> <li>• by 2028, structural barriers and imbalances are identified annually</li> <li>• at least one measure is proposed for each identified area</li> </ul>	HR	2028
		15.5 Use of monitoring results for further development of R&D measures	<ul style="list-style-type: none"> <li>• by 2028, monitoring results are used as a basis for at least one measure annually</li> <li>• implementation status is evaluated annually</li> </ul>	HR	2028
Ensure equal conditions and gender equality in R&D	16 – Equal Conditions in R&D	16.1 Support for transparent and predictable career progression rules in R&D	<ul style="list-style-type: none"> <li>• rules for career progression in R&amp;D are updated and published</li> <li>• accessible to 100% of relevant staff</li> </ul>	R&D	2028
		16.2 Consideration of diverse career trajectories, including career breaks	<ul style="list-style-type: none"> <li>• rules are reviewed annually with regard to the consideration of diverse career trajectories, including career breaks</li> <li>• identified needs are reflected in internal procedures</li> </ul>	R&D	2028

		16.3 Equal access to information on research opportunities and funding calls	<ul style="list-style-type: none"> <li>• from Q1/2027, information on research opportunities and grant calls is shared at least in 2 communication cycles</li> <li>• available in a central overview</li> </ul>	R&D	Q1/2027
		16.4 Support for fair distribution of research opportunities and resources	<ul style="list-style-type: none"> <li>• evaluated annually from the perspective of equal opportunities</li> </ul>	R&D	2028
		16.5 Monitoring the impact of rules on equal opportunities	<ul style="list-style-type: none"> <li>• an annual assessment of the impact of the established rules on equal opportunities in research and development (R&amp;D) is carried out</li> <li>• results discussed and used for adjustments</li> </ul>	R&D	2028
Ensure equal conditions and gender equality in R&D	17 – Return to Research	17.1 Systematic support for return to research after long-term absence	<ul style="list-style-type: none"> <li>• by Q1/2027, a support procedure for individuals returning to research after long-term absence is established</li> <li>• each returning individual is offered at least one form of support or an adaptation plan</li> </ul>	R&D	Q1/2027
		17.2 Possibility of gradual return and use of flexible working arrangements in R&D	<ul style="list-style-type: none"> <li>• by Q1/2027, the possibility of gradual return and flexibility in R&amp;D is established where the nature of work allows</li> <li>• the number of cases and their evaluation are recorded annually</li> </ul>	R&D	Q1/2027
		17.3 Ensuring access to professional information, projects and infrastructure after return	<ul style="list-style-type: none"> <li>• by Q1/2027, access to professional information, projects and infrastructure is ensured for returning individuals</li> <li>• for 100% of supported returns, the provision of basic information and access is documented</li> </ul>	R&D	Q1/2027
		17.4 Support for involvement in research teams and grant activities	<ul style="list-style-type: none"> <li>• by Q1/2027, at least one activity per year supporting the involvement of returning individuals in research teams and grant activities is implemented</li> <li>• the number of involved individuals and type of support are recorded</li> </ul>	R&D	Q1/2027
		17.5 Monitoring the success of returns and their impact on career development	<ul style="list-style-type: none"> <li>• from Q1/2027, the success of returns to research and their impact on career development is monitored annually</li> <li>• the results are used to propose adjustments to support measures</li> </ul>	R&D	Q1/2027

<b>Integration of the gender dimension into research and teaching content</b>					
Implementation of the gender dimension in research content	18 – Training on the Gender Dimension in Research Content	18.1 Raising awareness of the gender dimension in research content	<ul style="list-style-type: none"> <li>• by Q1/2027, at least one awareness-raising or training activity per year on the gender dimension in research content is implemented</li> </ul>	HR	Q1/2027
		18.2 Training of research staff in funding requirements related to the gender dimension	<ul style="list-style-type: none"> <li>• by Q3/2027, training on funding requirements related to the gender dimension is implemented</li> <li>• at least 80% of relevant R&amp;D staff participate in the training</li> </ul>	HR	Q3/2027
		18.3 Practical focus of training on specific fields and types of research	<ul style="list-style-type: none"> <li>• by Q3/2027, training content reflecting specific fields and types of research is prepared</li> <li>• at least one field-specific training activity is implemented per year</li> </ul>	HR	Q3/2027
		18.4 Support for integrating the gender dimension into project proposals	<ul style="list-style-type: none"> <li>• by Q3/2027, methodological support for integrating the gender dimension into project proposals is developed</li> <li>• from Q4/2027, it is used in the preparation of at least one project call or proposal per year</li> </ul>	HR	Q3/2027
<b>Measures against gender-based violence, including sexual harassment</b>					
Promote a safe working environment free from discrimination and harassment	19 – Prevention of Discrimination – Zero Tolerance	19.1 Clear declaration of zero tolerance towards discrimination, sexual harassment and gender-based violence	<ul style="list-style-type: none"> <li>• by Q3/2026, a declaration of zero tolerance towards discrimination, sexual harassment and gender-based violence is published</li> <li>• 100% of staff have access to this information in at least one internal communication channel</li> <li>• key roles responsible for handling reports are trained</li> </ul>	Management/ HR	Q3/2026

		19.2 integration of the principle of zero tolerance into internal regulations and the code of ethics	<ul style="list-style-type: none"> <li>• by Q4/2026, the principle of zero tolerance is incorporated into internal regulations and the code of ethics</li> <li>• the changes are approved and published within the specified deadline</li> </ul>	Management/HR	Q4/2026
		19.3 Clear definition of unacceptable behaviour and its consequences	<ul style="list-style-type: none"> <li>• by Q3/2026, unacceptable behaviour and its consequences are clearly defined in relevant documents</li> <li>• the description is communicated to staff in at least one internal communication channel</li> </ul>	Management/HR	Q3/2026
		19.4 Active role of management in promoting a safe and respectful working environment	<ul style="list-style-type: none"> <li>• by Q4/2026, the role of management in promoting a safe and respectful working environment is defined</li> <li>• management addresses the topic at least annually through internal communication or meetings</li> </ul>	Management/HR	Q4/2026
		19.5 Regular communication of the zero tolerance principle to staff	<ul style="list-style-type: none"> <li>• from Q3/2026, at least two communication outputs per year are implemented regarding the zero tolerance principle</li> </ul>	Management/HR	Q3/2026
Promote a safe working environment free from discrimination and harassment	20 – Prevention of Discrimination – Reporting Mechanisms	20.1 Ensuring accessible, clear and safe reporting channels	<ul style="list-style-type: none"> <li>• by Q4/2026, at least one accessible, safe and clearly understandable reporting channel is established</li> <li>• information about the channel is available to 100% of staff</li> </ul>	Management	Q4/2026
		20.2 Possibility of anonymous reporting and protection of whistleblowers	<ul style="list-style-type: none"> <li>• by Q4/2026, anonymous reporting is enabled and the protection of whistleblowers is defined</li> <li>• the protection procedure is published in internal regulations</li> </ul>	Management	Q4/2026
		20.3 Clearly defined procedures for receiving and handling reports	<ul style="list-style-type: none"> <li>• by Q4/2026, procedures for receiving, recording and handling reports are approved and published</li> <li>• for 100% of reports, the status of handling is recorded in accordance with the rules</li> </ul>	Management	Q4/2026
		20.4 Ensuring impartiality, confidentiality and protection of involved persons	<ul style="list-style-type: none"> <li>• by Q4/2026, rules ensuring impartiality, confidentiality and protection of involved persons are established</li> <li>• persons involved in handling reports are demonstrably informed about the procedures</li> </ul>	Management	Q4/2026

		20.5 Continuous evaluation of reporting mechanisms	<ul style="list-style-type: none"> <li>• from Q4/2026, the functioning of reporting mechanisms is evaluated annually</li> <li>• the evaluation includes the number of reports, resolution time and proposals for improvement</li> </ul>	Management	Q4/2026
Promote a safe working environment free from discrimination and harassment	21 – Prevention and Training	21.1 Regular training of staff in the area of equal treatment	<ul style="list-style-type: none"> <li>• from Q4/2026, regular training of staff in the area of equal treatment is implemented</li> <li>• at least 80% of staff or newly recruited employees (according to the training system) are trained annually</li> </ul>	HR /Legal	Q4/2026
		21.2 Targeted training for managers in the prevention of discrimination and harassment	<ul style="list-style-type: none"> <li>• by Q4/2026, targeted training for managers in the prevention of discrimination and harassment is implemented</li> <li>• at least 90% of managers complete the training</li> </ul>	HR /Legal	Q4/2026
		21.3 Raising awareness of risk situations and their solutions	<ul style="list-style-type: none"> <li>• by Q4/2026, at least one awareness-raising activity per year on risk situations and their solutions is implemented</li> <li>• after the activity, contacts and recommended procedures are available to staff</li> </ul>	HR /Legal	Q4/2026
		21.4 Support for open communication and psychological safety in the workplace	<ul style="list-style-type: none"> <li>• by Q4/2026, at least two communication or development activities per year supporting open communication and psychological safety are implemented</li> <li>• annually, feedback from staff on perceived communication safety is collected</li> </ul>	HR /Legal	Q4/2026
		21.5 Alignment of preventive activities with internal policies and organisational values.	<ul style="list-style-type: none"> <li>• by Q4/2026, preventive activities are aligned with internal policies and organisational values</li> <li>• annually, consistency between training, communication and internal rules is verified</li> </ul>	HR /Legal	Q4/2026