GENDER EQUALITY PLAN (GEP)

Implemented by National Institute of Chemistry (NIC)

Ljubljana, November 2021

"Science is not a boy's game, it's not a girl's game. It's everyone's game."

Nichelle Nichols, former NASA ambassador

"Achieving gender equality is about disrupting the status quo, not negotiating it."

Phumzile Mlambo-Ngcuka, former UN Executive Director for Women

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The main purpose of this plan is to further promote equal gender opportunities and representation in all areas of the Institute's operation. We believe that equal opportunities and representation improve the work environment, increase creativity and productivity – and this is also proven by good practices at home and abroad. After all, this may also solve many of the problems that have arisen due to large deviations from equality. It's also important to actively involve the intellectual potential of the entire population.

Slovenia is familiar with good practices in the field of equal opportunities for women and men, as after World War II, an increasing number of women began entering public life and co-deciding on all social issues. Child care and appropriate maternity leave were also regulated, which is the basis for harmonizing private and professional life. The area is formally regulated by the Act on Equal Opportunities for Women and Men (ZEMŽM)[1], which entered into force on 20 July 2002. This lays down the foundations for the creation of equal opportunities for women and men, general and special measures, task holders, their competencies and obligations. , introduces informal treatment of cases of alleged gender inequality and the institute of the defender of the principle of equal opportunities and the rights and obligations of those involved in such cases. ZEMŽM also sets a limit for unbalanced gender representation – with 40% representation of underrepresented gender (ZEMŽM, paragraph 2 of Article 7). The consequences of this are particularly evident in the increased participation of women in politics, most likely due to mandatory quotas of women's on electoral lists. In other areas of public life, the provisions have largely not been implemented. An important reason for this may also be the fact that the law doesn't determine the manner of enforcement of provisions and sanctions.

As the percentage of women in tertiary education increases, more and more women achieve the highest level of education. Yet, women all over the world are significantly less represented than men in managerial and decision-making positions, particularly in science and higher education, which is particularly evident in the fields of science, mathematics and technology. Research has shown the existence of overt and covert forms of gender-related discrimination in science, which is undoubtedly leading to a loss of women's intellectual potential for science and thus for society as a whole.

The Resolution on the 2015-2020 National Programme for Equal Opportunities for Women and Men (ReNPEMŽM15-20)[2] highlights the importance of research on gender equality and the inclusion of the gender perspective in relevant analyses and research. Similarly, the Resolution on the Research and Innovation Strategy of Slovenia (ReRIS11-20)[3] highlights improvement of career opportunities and consistent respect of the gender equality principle.

[1] http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO3418

[2] https://www.gov.si/assets/ministrstva/MDDSZ/Dokumenti/Enakost-spolov/Publikacije/196fffc9a7/NFMPublikacijaResolucijaSI.pdf

[3] https://www.uradni-list.si/glasilo-uradni-list-rs/vsebina/103975

The issue is also addressed by the European Commission in its request for a Gender Equality Plan (GEP), where the objectives of research and higher education organizations are as follows:

- conducting an impact assessment/review of gender bias procedures and practices;
- identifying and implementing innovative strategies to eliminate bias;
- setting targets and monitoring progress using indicators.

Gender equality and gender mainstreaming in research is one of the five priorities for strengthening the European Research Area (European Commission's Communication for a reinforced European research area, 2012), which aims to eliminate the loss of women's intellectual potential and promote research excellence by diversifying views and approaches in the implementation and content of research.
In this regard, the European Commission calls in particular for:

- gender-balanced representation in decision-making bodies, such as scientific and administrative committees, employment and career advancement committees and evaluation committees, in order to achieve gender-balanced representation in managerial and decision-making positions;
- directing selection procedures for better gender-balanced representation in the highest pedagogical or scientific titles;
- monitoring the implementation of gender equality policies and measures with appropriate indicators at EU, national and national level;
- establishing tools to raise awareness of gender equality and to strengthen the capacity to achieve institutional change;
- flexible and family-friendly working conditions for women and men;
- reviewing the evaluation of researchers' performance without gender bias.

In its Strategy for 2019-2023, National Institute of Chemistry (NIC) undertakes to strive for a balanced employment structure in line with equal gender opportunities.
NIC has been involved in projects addressing the field of gender equality for more than a decade. The beginnings date back to 2011, when NIC participated in the GENIS-LAB[4] project as one of nine partners. GENIS-LAB aimed to make structural changes in a group of scientific organizations, to overcome the factors that limit women's participation in research. The GENIS-LAB project took place between January 2011 and December 2014.
In the following (i.e. between 2016 and 2020), the Institute was a member of the project consortium in the PLOTINA project (Promoting gender balance and inclusion in research, innovation and training, Horizon 2020). The overall objective of the PLOTINA project was to enable research organizations to develop, implement and evaluate gender equality plans through innovative and sustainable strategies, the objectives of which were achieved by promoting changes in a gender-aware culture; promoting the professional development of female researchers, in order to prevent waste of talent, especially from women; and by

[4] https://cordis.europa.eu/project/id/266636

ensuring the diversification of views and methodologies in research and teaching, taking into account the gender dimension.

By participating in the PLOTINA project, a series of analyses and a plan of measures[5] were prepared, providing a basis for the preparation of the Institute's GEP according to the following content topics:

1. gender equality in employment and career advancement;
2. gender-balanced representation in managerial and decision-making positions;
3. harmonizing work and private life within the organizational culture;
4. taking the gender dimension into account in research and teaching content;
5. prevention of gender-based violence, including sexual harassment.

Resources for GEP implementation

To monitor the implementation of the Gender Equality Plan, the National Institute of Chemistry has established a nine-member Council for Equal Opportunities in Science as an advisory body to the Institute's director. The Council consists of representatives of both genders, researchers, young researchers, as well as representatives of the Joint Services. The Council meets regularly and proposes complementary measures. The Council is appointed to monitor implementation, assess the situation, initiate proposals, raise awareness and participate in consultations and discussions in the field of equal opportunities in science.

The Institute has two authorised agents for assistance and information to monitor the implementation of the planned measures to achieve the set objectives regarding the Prevention of Gender-Based Violence, including sexual harassment described in this document. These are men and women coming one from the research sector, the other from general services.

In the future, expected in 2022, we will additionally employ one person who will cover the entire area of equal opportunities, including the coordination of activities from the Action Plan for Gender Equality.

The responsible persons or bodies/services for the implementation of specific activities and measures specified in the GEP are listed in the action plans (Tables 1.2, 2.9, 3.1, 4.1 and 5.1). They regularly present their findings to the holders, as well as to the Management.

Data collection and monitoring and annual analysis will be provided by the Institute's HR Department, which will also organize awareness-raising education on gender equality and assessing unconscious bias toward a particular gender.

[5] https://www.plotina.eu/plotina-list-of-actions/

1. Gender equality in employment and career advancement opportunities

Current Situation Analysis

a) Doctoral students (F+M)

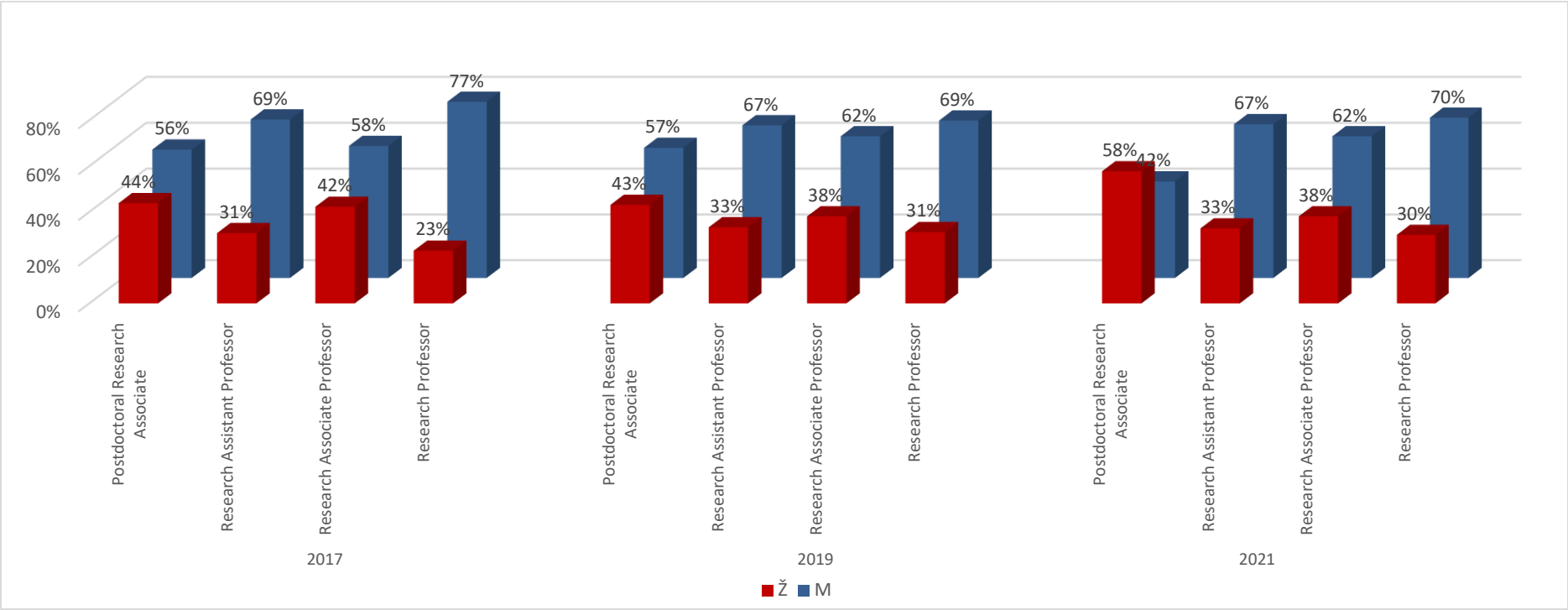
Ever since 2016, in addition to providing training through the ARRS Young Researchers (YR) programme and project financing, NIC also offers doctoral students employment from its own resources. Every year, a competition takes place in which the Janko Jamnik doctoral scholarship is awarded to at least one promising young researcher in the field of chemistry and related sciences. A special feature of this doctoral scholarship is that students independently choose the department in which they want to do their doctoral dissertation and the mentor for the topics announced. So far, 6 scholarships have been awarded (to 3 female and 3 male doctoral students), indicating equal gender representation. Six scholarship holders selected 5 male mentors and 1 female mentor for the doctoral training. In 2020 and 2021, less than 20% of the topics in the set were proposed by mentors, so more attention needs to be paid to gender-balanced representation in the proposed training topics.

In 2021, NIC also prepared a strategic document titled Mentorship at National Institute of Chemistry, which envisages a series of measures that will lead to the improvement of the mentoring process of doctoral students. This will enable young people at KI to maximize their potential, which will be the basis for the successful continuation of their careers in academia, industry and elsewhere.

b) Researchers holding a doctoral degree (F+M)

On 20 May 2021, a total of 62 female and 90 male researchers holding a doctorate were employed at the Institute. Of these, the most represented research title is Research Assistant Professor (67 researchers: 22 women and 45 men). The highest title of Research Professor is held by 21 researchers (6 women and 15 men). Table 1 shows the trends between research titles from 2017 to 2021. Further analysis of these data in Figure 1 shows that for all titles of established researchers, the percentage of female researchers is significantly lower than the percentage of male researchers and it varies between 30% and 38%, depending on the title. In both top research titles, Research Professor and Research Associate Professor, there are also about twice as many male researchers (27) as female researchers (14).

Analysis of the type of employment contracts (fixed-term/permanent) as of 20 May 2021, shown in Table 1.1, shows a significant gender difference in the category of permanently-employed researchers holding the title of Research Assistant Professor (22 female researchers, of which 5 (22%) are permanently employed – and 45 male researchers, of which 24 (53%) are permanently employed). The incentive for career advancement is thus significantly lower among women than among men, as the employment type is one of the key incentives for successful career development.



Source: HR Department of the Chemical Institute

Image 1.1. Representation of female researchers by gender (in %) in individual research titles within the period of 2017–2021.

Table 1.1. Representation of researchers by gender in each research title in the period of 2017–2021 and by type of contract (fixed/permanent period) as of 20.5.2021.

Year:	**Research title**	**F**	**M**	**Sum:**
2017	Postdoctoral Research Associate	18	23	41
	Specialist Associate	1	2	3
	Research Assistant Professor	12	27	39
	Senior Specialist Associate	2	4	6
	Research Associate Professor	11	15	26
	Research Professor	3	10	13
Sum:		**47**	**81**	**128**
2019	Postdoctoral Research Associate	22	29	51
	Specialist Associate	2	3	5
	Research Assistant Professor	15	30	45
	Senior Specialist Associate	0	3	3
	Research Associate Professor	8	13	21
	Research Professor	5	11	16
Sum:		**52**	**89**	**141**

					Fixed-term contract		**Permanent contract**	
					F	**M**	**F**	**M**
2021	Postdoctoral Research Associate	25	16	41	25	16	0	0
	Specialist Associate	1	1	2	0	0	1	1
	Research Assistant Professor	22	45	67	17	21	5	24
	Senior Specialist Associate	0	1	1	0	0	0	1
	Research Associate Professor	8	12	21	0	2	8	10
	Research Professor	6	15	21	0	2	6	13
Sum:		**62**	**90**	**152**	**42**	**41**	**20**	**49**

**source: HR Department of NIC*

a) Awarding prizes for the greatest scientific-research achievements within the Institute's field of work

The National Institute of Chemistry introduced prestigious Pregl Awards to mark its 60th anniversary. The Grand Pregl Prize for Research words and the Pregl Award for outstanding achievements are awarded to researchers who have carried out part of the research to which the prize relates within or in cooperation with Slovenian academic or research institutions. The awards are given for top achievements in the field of basic or applied research, which are comparable to world breakthrough research achievements. Every year, the National Institute of Chemistry also awards several (2-3) Pregl Prizes for outstanding doctoral work for the best research carried out within the doctoral theses of doctoral students in the field of chemistry and related sciences.

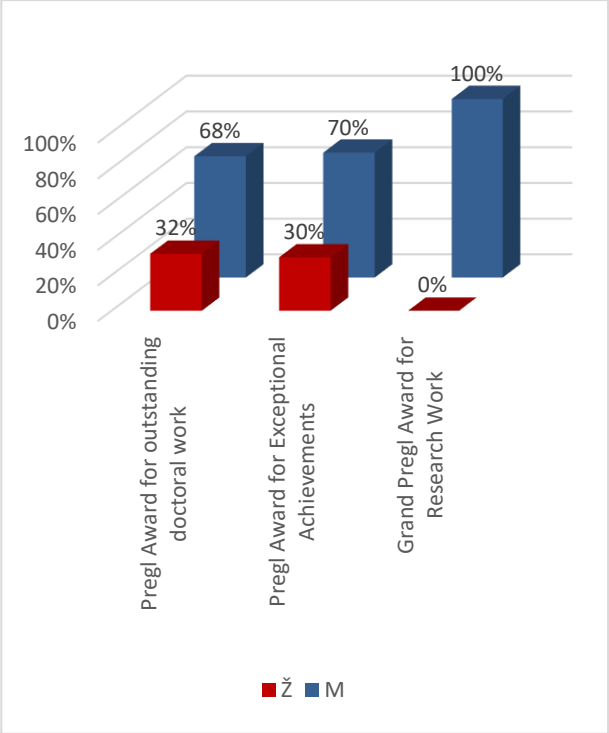


Image 1.2. Representation of Pregl Award winners by gender (in %).

The list of Pregl Award winners (https://www.ki.si/en/about-the-institute/prizes-and-acknowledgements/) shows that less than 30% of the awards were given to the researchers. 5 male researchers and no female researcher received the Grand Pregl Award for research work, 14 researchers and 6 female researchers received the Pregl Award for outstanding achievements, and 21 researchers and 10 female researchers received the Pregl Award for outstanding doctoral work. Figure 1.2 shows the representation of winners by gender (in%) by type of Pregl Award.

The title of Emeritus Professors is awarded to retired researchers as special recognition for their outstanding scientific research achievements and invaluable contribution to the development and reputation of the National Institute of Chemistry and Slovenian science both at home and abroad. So far, 7 retired male researchers have received this title – and no female researchers yet (https://www.ki.si/en/about-the-institute/prizes-and-acknowledgements/researcher-emeritus-of-the-institute-of-chemistry/).

Goals for the future

Both doctoral students and researchers must have equal opportunities in employment and career advancement. Recruitment, choice, and transparent conditions and opportunities for promotion are key steps in this effort. So, it's important to critically evaluate existing recruitment and selection procedures at all levels and to address potential biases that act as structural discrimination against female researchers in their careers. In doing so, it makes sense to adhere to the recommendations of national legislation (the Equal Opportunities for Women and Men Act (ZEMŽM), the Protection Against Discrimination Act (ZVarD), and the European Commission's strategy on gender equality in research and innovation.

The implementation of systematic annual data collection on the employment structure of researchers by gender, title and type of contract is a necessary measure that will enable analysis and planning of practices to ensure gender equality based on specific data.

An important goal is also to establish new mechanisms that would increase the share of female researchers in the three so called "Senior" research titles. Here, their representation is much lower compared to researchers. As an example of good practice in the field of equal career opportunities, various forms of counselling/guidance are being introduced in the European academic space at the start of an independent research path for researchers holding a doctoral degree (annexed). The advice and experience of senior colleagues at this stage of development, which usually involves even greater challenges in terms of harmonizing private and professional life, are key factors for a successful transition to an independent scientific career.

To ensure equal opportunities in advancement for both genders, it's also necessary to appoint gender-balanced committees for assessing researchers' applications for election to research titles, and the gender-balanced composition of other awarding and reviewing bodies should be similar.

There should also be an independent mechanism to provide appropriate legal assistance and expert advice for further action in case a researcher assesses that there has been a breach of the principle of equal opportunities in employment and career advancement.

The planned measures shown in Table 1.2 are aimed at achieving at least 40 % representation of the underrepresented gender in the three so called "Senior" research titles. We want to achieve at least 40 % representation of the underrepresented gender in the committees listed in the table. We also want to raise the level of recognition of excellent and emeritus female professors deserving researchers both in the institute and in the entire Slovenian space.

Planned measures to achieve the set goals

Table 1.2. Gender Equality Action Plan for Employment and Career Advancement.

ACTIVITY / MEASURE	GOALS	INDICATORS	TITLE-HOLDERS	RESPONSIBLE PERSONS / EXECUTIVE BODIES	TIMEFRAME	CORRECTION MECHANISMS
ANNUAL REVIEW OF EMPLOYED RESEARCHERS BY GENDER, TITLE AND TYPE OF CONTRACT	Systematic monitoring of researchers' employment status by gender and titles at NIC	Annual statistics on the employment of researchers at NIC	Director: Scientific Council; Board of Governors; Council for Equal Opportunities in Science	HR Department	2022 (then periodically every year)	- Verification of compliance with the strategy; - Initiate additional analyses; - Call for an explanation on allegedly inappropriate selections
SUPPORT FOR RESEARCHERS AT THE START OF THEIR SCIENTIFIC CAREERS	Increasing the number of established researchers at NIC	Implementation of counselling/guidance by established researchers and external experts for interested individuals ---------- Increased number of female researchers in the top three research titles at NIC.	Researchers at the start of their independent careers	Director; Scientific Council; HR Department; Council for Equal Opportunities in Science	2022 ---------- 2026	- Current Situation Analysis; - Initiate the correction of recorded anomalies.
RAISING AWARENESS OF THE IMPORTANCE OF GENDER-BALANCED COMPOSITION OF EMPLOYEES AT ALL LEVELS OF THE RESEARCH ORGANIZATION	Increasing the number of established researchers at NIC	Professional training organized on these topics	Employees at NIC	HR Department	2022 (then periodically every two years)	- If necessary, prepare a strategy to improve the situation.

ANONYMOUS QUESTIONNAIRES FOR RESEARCHERS AT THE START OF THEIR SCIENTIFIC CAREERS ABOUT THEIR VISION OF CAREER ADVANCEMENT	Increasing the number of established researchers at NIC	Questionnaire analyses conducted	Director; Council for Equal Opportunities in Science; Researchers	HR Department	2022 (then periodically every two years)	- If necessary, prepare a strategy to improve the situation.
GENDER-BALANCED APPOINTMENT OF COMMITTEES FOR AWARDING RESEARCH TITLES	Gender equality in employment and career advancement opportunities	The 3-member committees include at least one person of each gender, and the percentage of the under-represented gender is increased in multi-member committees.	Researchers	Head of Departments; Scientific Council	2022	- Any breach of the principle of equal opportunities in employment and career advancement is dealt with via the Institute's established mechanisms, with the help and information of authorised agents.
GENDER-BALANCED COMPOSITION OF BODIES FOR AWARDING SCIENTIFIC TITLES AND EMPLOYING STAFF	Gender equality in employment and career advancement opportunities	For elected bodies, the number of proposals for the underrepresented gender is increased.	Researchers	Director; Head of departments Scientific Council; Researchers	2022	- Any breach of the principle of equal opportunities in employment and career advancement is dealt with via the Institute's established mechanisms, with the help and information of authorised agents.
GENDER-BALANCED COMPOSITION OF AWARD COMMITTEES	Gender equality in employment and career advancement opportunities	Three-member committees include at least one person of each gender, and the percentage of the under-represented gender is increased in multi-member committees.	Researchers	Director; Scientific Council	2022	- Current Situation Analysis; - Initiate the correction of recorded anomalies.

GENDER-BALANCED NOMINATION OF CANDIDATES FOR INSTITUTE AND STATE AWARDS	Gender equality in employment and career advancement opportunities	In award nominations, the percentage of the underrepresented gender is increased.	Researchers	Director; Scientific Council; Researchers	2022	- Current Situation Analysis; - Initiate the correction of recorded anomalies
ASSISTANCE IN CASE OF INFRINGEMENT OF THE PRINCIPLE OF GENDER EQUALITY IN EMPLOYMENT AND CAREER ADVANCEMENT OPPORTUNITIES	Gender equality in employment and career advancement opportunities	An independent mechanism is implemented for cases of breach of the principle of gender equality in employment and career advancement opportunities.	Researchers	Director; Legal Department	2022	- If necessary, a strategy is prepared to improve the situation.

2. Gender-balanced representation in managerial and decision-making positions

The Action Plan addresses gender representation at all levels of managerial and decision-making processes at the Institute, namely in the Management Team, Research Sector, Joint Services, and Working Bodies or committees. Most of these positions involve managerial and decision-making tasks – and some are mostly decision-making positions (e.g. in working bodies and committees). Yet, these two roles are not separated in the Action Plan. In the research sector, there are also ad hoc management positions that arise with the acquisition of a project and extinguish with its expiry. However, the actual impact of these positions depends on the organization and relationships within the department.

The Management is composed of the Director, Assistant Directors, The Scientific Council, and the Board of Governors.

The Research Sector is responsible for the management of departments, laboratories and programme groups as permanent forms, and the management of various types of projects and mentors to doctoral students as temporary forms. We should also mention the implementation of the Pregl and Forum 40 lectures, which fall under the results of the research sector's work.

The Joint Services is composed of the Secretariat, HR Department, Knowledge Transfer Office, Project Office, ICT Department, Quality Department, Occupational Safety and Health Department, Library, Accounting Department, International Project Monitoring Office, Planning and Analysis Department, Technical Department, PR Department. Some of these departments include only one person, who has a managerial or decision-making position.

The Other Decision-Making Bodies are composed of: the advisory bodies (Innovation Committee, Quality Council, Council for Equal Opportunities in Science), the Scientific Integrity Tribunal and the Pregl Awards Committee for Best Doctoral Thesis and the Pregl Awards Committee for awards granted by the Institute.

Data source: HR Department and website of the National Institute of Chemistry, Ljubljana.

Employees

The number of employees in the Research Sector and Joint Services is an important factor in the Situation Analysis. The situation as of 17 May 2021 is shown in Table 2.1. Women predominate in the Joint Services, while the genders are equally represented in the Research Sector. Nearly half of the people in the Research Sector (47.5%) are doctorate holders, of which 42% are women. This suggests that the percentage of women with higher titles is rapidly declining (senior research associates, scientific advisors), and the process begins after the doctorate.

Table 2.1. Analysis of employees (17. 5. 2021)

	F	M	Total	F (%)
Research Sector	163	157	320	51
Researchers with doctoral degree	64	89	152	42
Joint Services	32	12	44	73
TOTAL	195	169	364	54

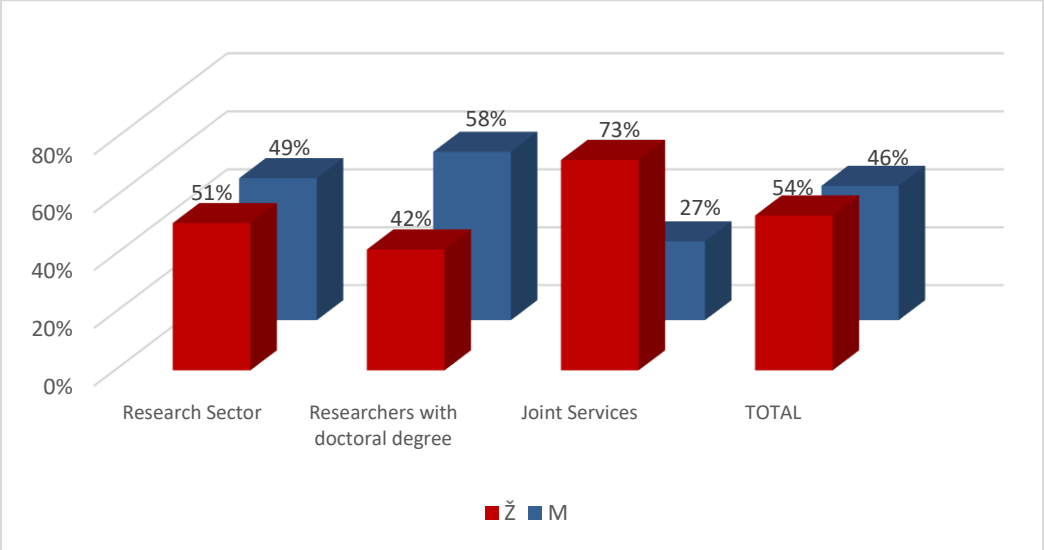


Image 2.1. Representation of female researchers by gender (in %) among employees as of 17. 5. 2021

Current Situation Analysis

a. The Institute's management

The Institute's management is strongly dominated by men; the female represent only 19 % (3 out of 16; see Table 2.2).

Table 2.2. Gender representation in the Institute's management (May 2021).

FUNCTION	F	M	Sum:	F (%)
Director	0	1	1	0
Assistant Director	1	1	2	50
Board President / Vice-President	0	2	2	0
Board Member	1	4	5	20
Scientific Council President / Vice-President	0	2	2	0
Scientific Council Member	1	7	8	13
TOTAL*	**3**	**13**	**16**	**19**

* Presidents and vice-presidents of the Board of Governors and Scientific Council are only counted once.

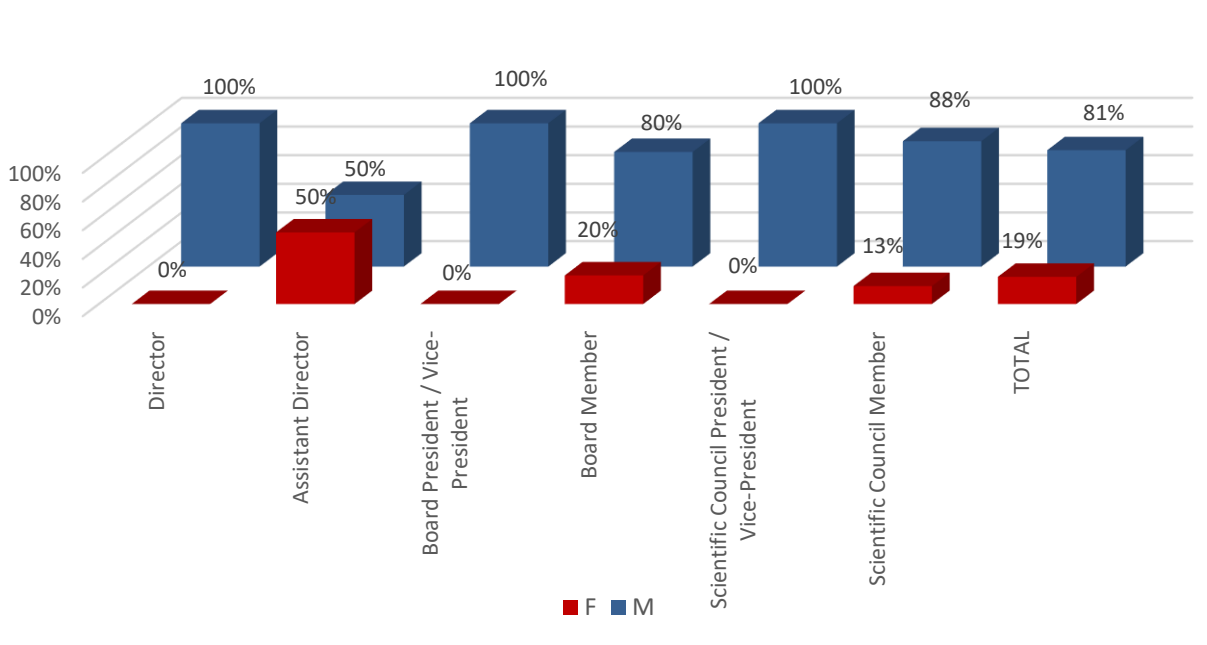


Figure 2.2. Gender representation (in %) in the Institute's Management as of 17.5.2021.

b. Research Sector

The Research Sector handles the management of departments, laboratories, programme groups, various types of projects and mentors for doctoral students. We point out that the management of departments and laboratories is a de facto stable position (the number of mandates is not limited), and the management of programme groups is usually permanent. Project management and mentoring of doctoral students begin upon project acquisition or the doctoral student's enrolment and ends upon completion.

The Research Sector is also in charge of selecting lecturers for the Pregl Colloquium and Forum 40 Colloquium.

The management of organizational units in the research sector is mostly performed by men (Table 2.3).

Table 2.3. Gender representation in the Management of organizational units in the Research Sector (May 2021)

	F	M	Total	F (%)
Head of department	3	7	10	30
Head of laboratory	2	8	10	20
TOTAL	5	15	20	25

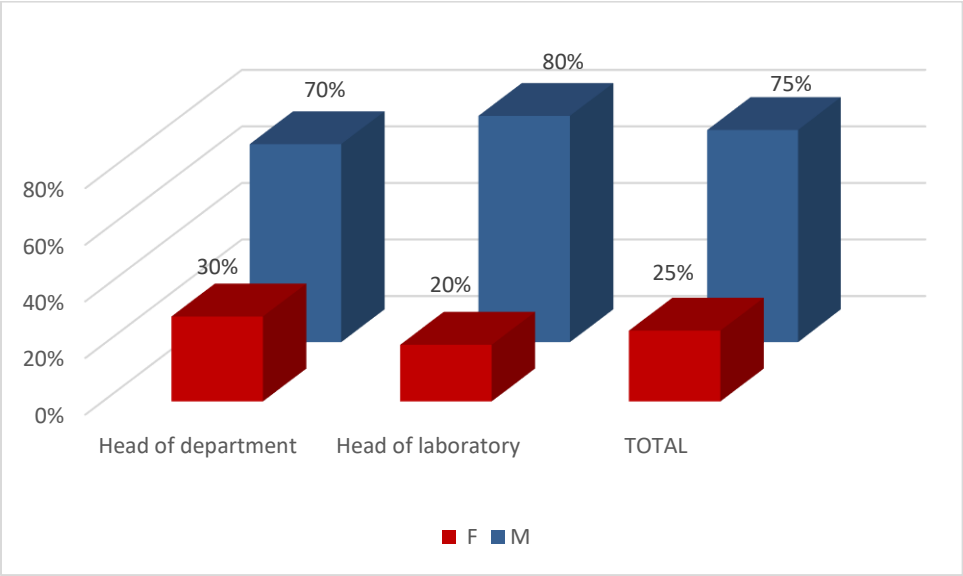


Figure 2.3. Gender representation in the Management of organizational units in the Research Sector as of 17. 5. 2021.

The management of research work takes place in programmes (research and infrastructure, ARRS financing) and various projects. In the management of projects, we deal separately with ERC projects (here also PoC projects financed by the ERC), ARRS research projects, various international projects, and other projects from Slovenian financing schemes. Table 2.4 shows the situation for the period of 1.10.2017-17.5.2021 (projects that were at least partially implemented during this period).

Research within the framework of various programmes and projects is mostly headed by men (75%). The total average for women heading programmes and projects (25%) – yet interestingly, a larger number of women head ARRS projects (30%) and programmes (27%).

Table 2.4. Gender representation in research project management (1.10.2017-17.5.2021)

	F	M	Total	F (%)
Programmes	4	11	15	27
ERC projects	0	6	6	0
ARRS projects	37	85	122	30
International projects	9	42	51	18
Other projects from Slovenian financing schemes	5	17	22	23
TOTAL – projects	51	150	201	25
TOTAL – programmes and projects	55	161	216	25

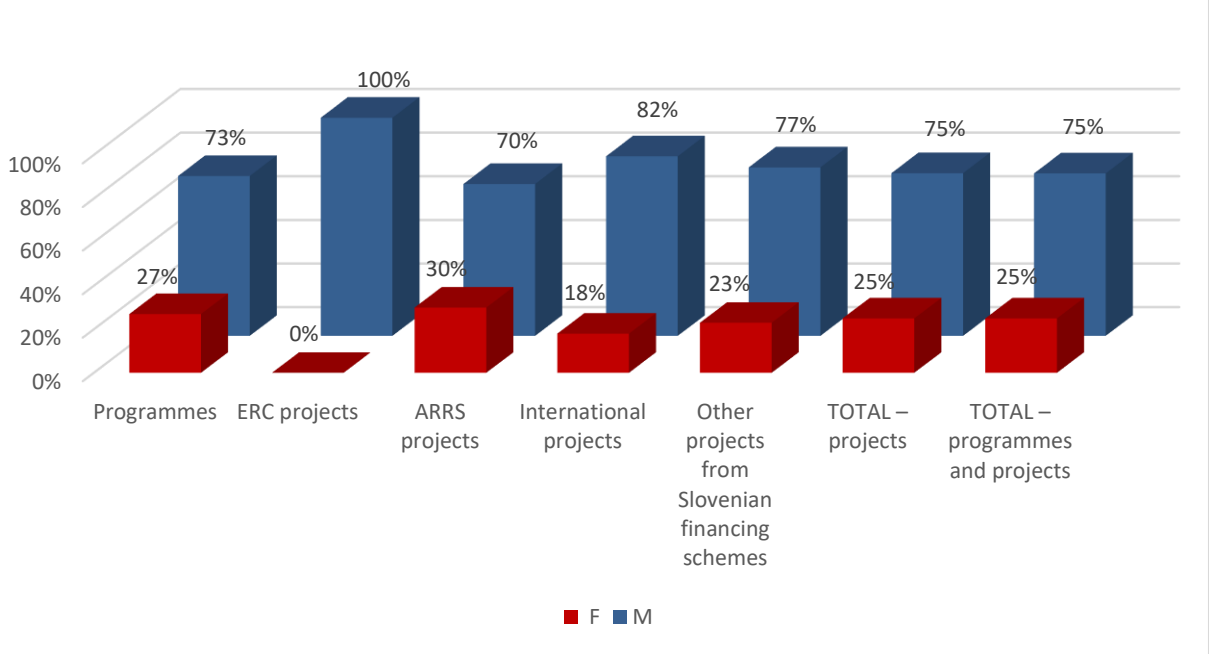


Figure 2.4. Gender representation (in %) in research project and programme management (1.10.2017-17.5.2021).

Mentoring

In the mentoring of doctoral students, we analysed the data for the period of 1.10.2017-7.5.2021. We separated mentored doctoral students financed by ARRS and mentored doctoral students financed from other sources (European projects, industrial projects, ARRS projects, scholarships, etc.). Since some mentors have multiple doctoral students, we also analysed the number of students mentored by women or men.

Table 2.5 shows that male mentors predominate (70% from ARRS financing and 75% from other sources), mentoring 65% and 85% of all doctoral students, respectively. This means that there are no significant differences between the two types of financing according to the gender of the person mentoring the doctoral students. However, we notice that women mentor a slightly higher percentage of students from the ARRS financing scheme (35%) and a smaller percentage from other sources (15%). We attribute this to the fact that most doctoral

students from other sources are funded by projects in which mainly men are doctorate holders.

Table 2.5. Mentoring for doctoral students from the ARRS scheme and from other sources by gender and number of associated doctoral students (1.10.2017-17.5.2021).

	F		M		Total		Percentage of female mentors	
	female mentors	Number of mentored doctoral students (F+M)	Male mentors	Number of mentored doctoral students (F+M)	Number of mentors (F+M)	Number of mentored doctoral students (F+M)	% of female mentors	% of doctoral students by female mentors among all doctoral
ARRS MR	15	27	35	50	50	77	30	35
Other sources	8	12	24	68	32	80	25	15
IN TOTAL	15	39	45	118	60	157	25	25

Lectures at NIC

During lectures, we only discuss topics that are advertised throughout the entire research sector (i.e. Pregl's colloquia and Forum 40, and not internal lectures for individual department. Table 2.6 collects data on lecturers for 2021. For this year, we've achieved gender-balanced representation, slightly more women in Forum 40 and less in Pregl's colloquium. It's worth mentioning that, in 2020, we didn't have a single female lecturer in the Pregl colloquium programme, so we paid special attention to this in 2021. However, we can certainly say that in Forum 40, gender-balanced representation among lecturers is the result of active selection and also provides the possibility for it, because there are still sufficient female researchers employed at this stage.

Table 2.6. Gender representation for lectures conducted within the Pregl Colloquium and Forum 40 Colloquium in 2021.

	F	M	Total	F (%)
Pregl Colloquium	4	6	10	40
Forum 40	6	4	10	60
Total	10	10	20	50

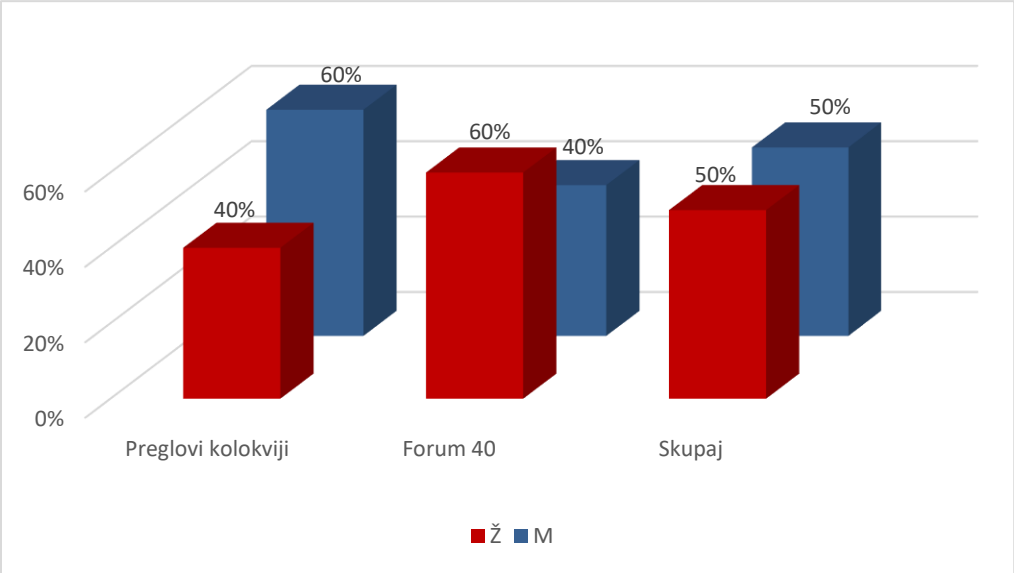


Figure 2.5. Gender representation (in %) for lectures conducted within the Pregl Colloquium and Forum 40 framework in 2021.

c. Joint services

In the Joint Services, women predominate among employees (73%; see Table 1).

In the Situation Analysis of Managerial and Decision-Making Positions, all work units are counted, which means 13 positions in total. Some of these units are composed of only one person, who is assigned a managerial (decision-making) position. The vast majority of these positions is held by women (11 out of 13; Table 2.7).

Table 2.7. Management of units in General matters department (May 2021).

	F	M	Total	F (%)
Secretariat	1	0	1	100
HR Department	1	0	1	100
Knowledge Transfer Office	1	0	1	100
Project Office	1	0	1	100
ICT Department	0	1	1	0
Quality Department	1	0	1	100
Occupational Safety and Health Department	1	0	1	100
Library	1	0	1	100
Accounting Department	1	0	1	100
International Project Monitoring Office	1	0	1	100
Planning and Analysis	1	0	1	100
Technical Department	0	1	1	0
PR Department	1	0	1	100
TOTAL	11	2	13	84.6

d. Other Decision-Making Bodies

The Other Decision-Making Bodies are the advisory bodies: the Innovation Committee, the Quality Council and the Council for Equal Opportunities in Science. In this context, we also discuss the Arbitration for Scientific Integrity, the Pregl Awards Committee for Outstanding Doctoral Thesis and the Pregl Awards Committee of the National Institute of Chemistry.

Except for the Tribunal for Scientific Integrity, where women strongly predominate, membership of all other committees are evenly gender-balanced. Most decision-making bodies are headed by women (see Table 2.8).

Table 2.8. Gender representation in advisory bodies and committees

	Composition				Management		
	F	M	Total	F (%)	F	M	F (%)
Innovation Committee	1	2	3	33	1	0	100
Quality Council	6	6	12	50	1	0	100
Council for Equal Opportunities in Science	5	4	9	55.5	1	0	100
Tribunal for Scientific Integrity	4	1	5	80	1	0	100
Pregl Awards Committee for Outstanding Doctoral Thesis	2	3	5	40	0	1	0
Pregl Award Committee	3	3	6	50	0	1	0
TOTAL	21	19	40	52.5	4	2	67

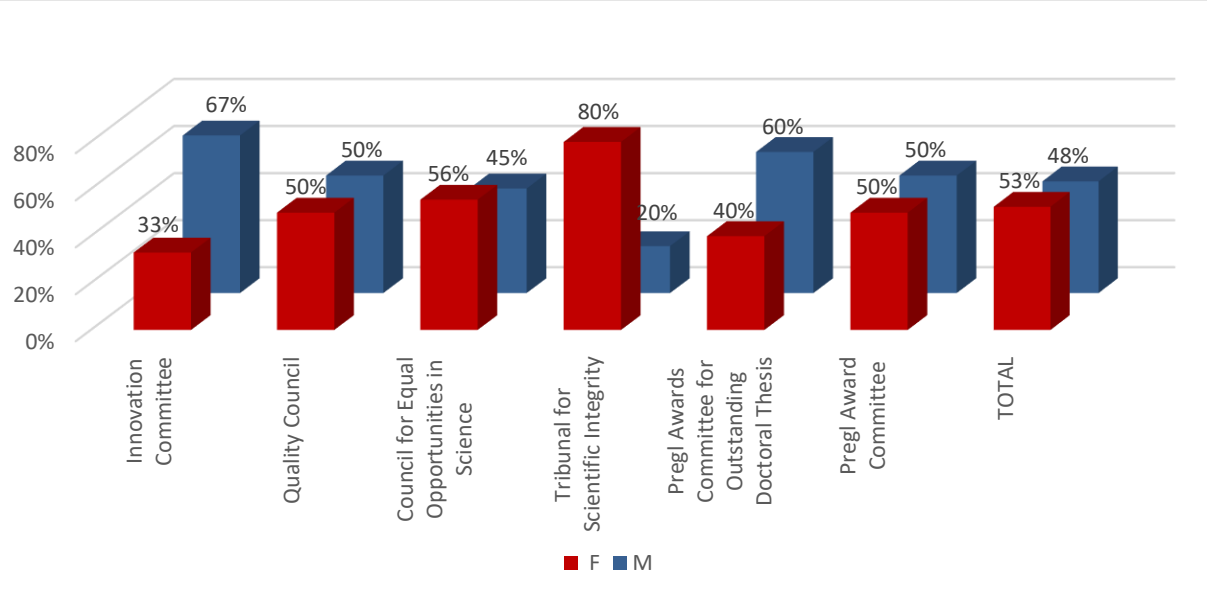


Figure 2.6. Gender representation (in %) in advisory bodies and committees as of 17.5.2021.

Goals for the future

Men predominate in managerial and decision-making positions in the Research Sector, while women predominate in Joint Services.

In the Research Sector, the reasons for the under-representation of women in managerial and decision-making positions need to be identified and the belief that this needs to be changed and why needs to be established. Taking into account the criteria and procedures for occupying these positions, it is examined where and how positive discrimination can be introduced with the aim of at least 40% representation of each gender. An action plan is dedicated to this.

In the Joint Services, it would be wise to increase the number of men, to move closer to gender balance. This should be duly taken into account in new jobs.

In the Mentoring Programme, it would make sense to analyse not only gender balance among mentors but also to monitor their age structure and, above all, the quality of mentoring.

The action plan includes monitoring the situation (annual review, multi-annual comparisons) using the current situation data shown above (Tables 2.1-2.7). To raise awareness of the importance of change, we suggest appropriate training (with an emphasis on the specifics of the institute) and measuring the opinion of employees.

The Action Plan for Equal Opportunities in Managerial and Decision-Making Positions is adjusted according to current needs and in line with the current situation.

Planned measures to achieve the set goals

Table 2.9. Action Plan for Equal Gender Opportunities (preferably also for age groups) in management and decision-making positions.

ACTIVITY / MEASURE	GOALS	INDICATORS	TITLE-HOLDERS	RESPONSIBLE PERSONS / EXECUTIVE BODIES	TIMEFRAME	CORRECTION MECHANISMS
ANNUAL REVIEW OF GENDER REPRESENTATION IN MANAGERIAL AND DECISION-MAKING POSITIONS (MODELED ACCORDING TO THE SITUATION REVIEW IN THIS DOCUMENT)	Obtaining data on gender balance at all levels of managerial and decision-making processes	Data on gender representation in managerial and decision-making positions, dynamics over time (the term length of these functions is also taken into account)	Director; Assistant Director; Council for Equal Opportunities in Science	HR Department	The data is presented each year in the Annual Report	- Review each major change to make sure it's in line with the adopted strategy; - Review the criteria for the selection of vacancies; - Strive to introduce positive discrimination.
MULTIANNUAL DYNAMICS OF GENDER REPRESENTATION IN MANAGERIAL AND DECISION-MAKING POSITIONS	Monitoring gender representation in leadership and decision-making positions (data from before is also used, e.g. from the Plotina Project)	Statistical review of gender representation dynamics over past years (proposal: 5-year period)	HR Department; Council for Equal Opportunities in Science	HR Department	Annual updating of data and extension of the period, setting indicators for the 5-year period	- Situation Analysis; - Verification of compliance with the strategy; - Proposal to correct recorded anomalies; - Analysis of issues/irregularities and proposals for their solution
EMPLOYEE OPINION ON GENDER-BALANCED REPRESENTATION IN MANAGEMENT AND DECISION-MAKING BODIES	Obtaining employee feedback on the issues and the success of changes	Survey results (included in the Employee Satisfaction Survey)	All employees	HR Department	Every two years, a part of the employee satisfaction survey (the data is presented in a separate part of the report)	- If necessary, prepare a strategy to remedy the situation. - If necessary, actors are called on to clarify inconsistencies.

ACQUIRING KNOWLEDGE AND RAISING AWARENESS OF THE ISSUE OF EQUAL GENDER REPRESENTATION IN MANAGERIAL AND DECISION-MAKING POSITIONS	Raising awareness of the importance of equal gender and age-group representation across the entire vertical	Organizing educational lectures, workshops, and consultations; Active participation of actors/persons in managerial/decision-making positions; Analysis of good practices in the global academic sphere.	All employees	HR Department; PR Department; Council for Equal Opportunities in Science	Each person (in a managerial/decision-making position) attends at least one such event per year	- Analysis of the participation of managerial and decision-making structures in thematic events; - If necessary, propose to the Director to issue reminders; - If necessary, acquaint employees with this information.
PROVIDING KNOWLEDGE IN THIS AREA TO ALL EMPLOYEES	Raising awareness among all employees about the importance of equal gender and age-group representation	Organizing seminars, lectures, workshops	All employees	HR Department; Council for Equal Opportunities in Science; PR Department	Organized at least once a year, ensuring the best possible participation	- Analysis of employee participation and their comments (active participation).
GENDER-BALANCED RESEARCH PROJECT MANAGERS	Gender-balanced representation in research-work management	Current data for Table. 2.4 - Percentage of the underrepresented gender and dynamics of change over a min. 5-year period; The individual categories in Table 4 and the total percentage are monitored.	Director; Board of Governors; Council for Equal Opportunities in Science	Project Office; International Project Monitoring Office	Ongoing activities of the Project Office in cooperation with the Board of Head of departments	- Introduction of appropriate positive discrimination in cooperation with the Head of department and Head of laboratory; (min. 25% participation of young leaders should be taken into account).
GENDER-BALANCED MENTORING	Gender-balanced representation in mentoring (ARRS and other sources)	Current data for Table. 5 - Percentage of the underrepresented gender and dynamics of change over a min. 5-year period.	Director; Board of Governors;	HR Department	Ongoing activities of the Director and Board of Head of departments	- Introduction of positive gender discrimination; - Ensure min. 25% participation of young people as stipulated in

			Council for Equal Opportunities in Science			Article 110 of the Rules on (Co)financing and Evaluation Procedures… (ARRS).
GENDER-BALANCED REPRESENTATION IN JOINT SERVICES	Gender-balanced representation	Current data for Table. 2.7: Percentage of the underrepresented gender and dynamics of change over a min. 5-year period.	Director; Secretariat; HR Department	HR Department	Ongoing activities of all new employees	Introducing positive discrimination to new employees.

3. Harmonizing private and professional life within organizational culture

Harmonizing private (including family) and professional life can be a real challenge for researchers. Although such a title may initially suggest that the direct title-holder is only a "woman with a small child", the title-holding group needs to be expanded, as other employees may face a variety of challenges in reconciling private and professional life (care for young children and relatives, prolonged illness, etc.). Indirect title-holders may include family members as well as co-workers. When adopting proposals, it makes sense to examine the proposed measures from different angles, so as not to burden another group due to the potential relief of one group, but this area already interferes with the management of an individual project, so this particularly applies to leaders and decision-makers.

Through data collection and analysis, calls for specific challenges and specific proposals, and monitoring of good practice, the National Institute of Chemistry wants to first examine how, as an organization, it can systematically help researchers and other staff to cope with diverse life situations, obligations and challenges with satisfaction to do their job and build a successful career.

Current Situation Analysis

The National Institute of Chemistry already conducts many activities related to harmonizing private and professional life and caring for the health of employees, such as sports activities, vaccinations, etc. Yoga and Pilates take place weekly – live (videos are available as well). The institute co-finances playing tennis, swimming, basketball, volleyball and registration fees for Triple Jump events and the Ljubljana Marathon. All employees are entitled to book a holiday cottage in Golica. In addition, for several years now, the Institute has been providing additional training, which includes various aspects, with which students become acquainted with psychological topics, techniques of encouragement, mentoring and the like. The Institute is the proud holder of the Family-Friendly Company certificate (https://www.ki.si/en/care-for-employees/) and the HRS4R – HR Excellence in Research Award (Excellence in Human Resources for Career Development in Science), which provides a basis for the implementation of GEP. The Institute has also developed workplace health promotion programs.

Already during the Plotina project, we carried out various activities at the Institute related to identifying coordination challenges and collecting proposals for their solution. Specific questions and answers regarding work-life balance can be found on the Institute's intranet: https://portal.ki.si/SitePages/Delo-in-zasebno-%C5%BEivljenje.aspx. Here, you will find a wide selection of questions and answers regarding rights arising from absence from work in various life situations, which facilitates the search for information in frequent life situations.

In 2019, an extensive survey was conducted at the National Institute of Chemistry, which also touched on the field of gender equality. In general, there was no difference between the responses among women and men, which indicates a favourable situation at the Institute. In

the future, it would be wise to also review the answers to individual questions in respect to harmonizing private and professional life (as the survey conducted in 2019 didn't include many such questions), to monitor the new situation in case some opinions from this survey have already been implemented and then propose further improvements based on this. It would also be wise to review the annual statistics on the use of existing opportunities for harmonizing work and private life (e.g. use of leave, maternity, childcare leave, etc.) and on this basis to assess the need for new or further improvements. The data for mothers and fathers in the period between 1.1.2017 and 21.5.2021 is as follows: 44 women took a 1-year childbirth leave, 1 employee took an 11-month leave, 1 employee took a 4-and-half month leave, and 1 additionally-employed man took a 3-month leave. It may also be wise to check long-term sick leave by gender if the gender mainstreaming strategy needs to be adjusted according to gender. In the event of additional questionnaires on a hot topic, despite the protection of anonymity (which is guaranteed), it must be ensured that the respondent is not uniquely identified by answering the questions.

Goals for the future

The mentioned examples of good practices (in the appendix) come mostly from large institutions, where the departments deal professionally with this topic and significantly more resources are allocated to gender equality. These proposals take into account the specifics of research work, where success in a particular scientific field is mostly based on the ability, work and performance of individuals and their motivation. Therefore, we believe that the Institute may introduce some systemic measures:

- Enabling flexible working hours, whereby individuals can take advantage of the possibility of private exit without the prior approval of their superior, if they arrange for urgent replacement and if this doesn't hinder the work process. To this end, we propose an amendment to the Working Time Rules.
- Enabling work from home for more than 2 days a week if the person can perform work from home in a quality and timely manner (with the agreement and approval of the direct superior, e.g. head of an organizational unit or mentor).
- Empowering leaders in the field of gender equality, harmonizing professional and private life, motivating employees and giving constructive criticism.
- A simple example of assessing unconscious bias (https://implicit.harvard.edu/implicit/), which we can complete in a few minutes from different areas, to show ourselves what we subconsciously think.
- Introduction of the "playroom" – and equipment of the space/room at the Institute, where the employees' children can wait. The room can also be used for kids in urgent cases when no childcare is available or the parent urgently needs to work extra hours.

Planned measures to achieve the set goals

Table 3.1: Action Plan for Harmonizing Private and Professional Life

ACTIVITY / MEASURE	GOALS	INDICATORS	TITLE-HOLDERS	RESPONSIBLE PERSONS / EXECUTIVE BODIES	TIMEFRAME	CORRECTION MECHANISMS
ANNUAL STATISTICS ON THE USE OF MATERNITY CHILDCARE OR SICK LEAVE BY AGE AND GENDER	Situation Analysis (and a comparison with it if data on the Slovenian population can be obtained)	Report	NIC employees and their families	HR Department	2022-2027	- It's only a matter of monitoring the current situation, no correction mechanism is envisaged.
EMPLOYEE SATISFACTION SURVEY (EVERY 2 YEARS) (INCLUSION OF MORE SPECIFIC QUESTIONS ABOUT HARMONIZING PRIVATE AND PROFESSIONAL LIFE)	Situation Analysis with respect to the prior survey	Report	NIC employees	Legal and HR Department	2022, 2025	- Include more specific questions on harmonization of life in the existing survey, to monitor employee satisfaction with the existing work methods; - Employees can suggest improvements.
ENABLING FLEXIBLE WORKING HOURS	Increasing the flexibility of researchers to harmonize work with private life	Adjustment of Working Time Rules	NIC employees and their families	Director Legal Department HR Department	2022	- Extension of the completion deadline and request for clarification.
ENABLING WORK FROM HOME WHEN IT CAN BE DONE QUALITATIVELY	Increasing the flexibility of researchers to harmonize work with private life	Preparing the necessary documents to meet the legal requirements	NIC employees and their families	Director Legal Department HR Department	2022	- Extension of the completion deadline and request for clarification.

PROVIDING OPTIONAL EDUCATION IN THE FIELD OF HARMONIZING PRIVATE AND PROFESSIONAL LIFE, HEALTHY LIVING ETC.	Employees learn various strategies in the field of Situation Analysis of Participation	Annual Report on training activities And Participation	NIC employees, colleagues participating in training activities, and their families	HR Department	2022-2023	- In case of poor participation, better promotion; - In case of a good response, continue the activities; - If necessary, request an explanation for non-participation.
EMPOWERING LEADERS IN THE FIELD OF GENDER EQUALITY, HARMONIZING PROFESSIONAL AND PRIVATE LIFE, MOTIVATING EMPLOYEES AND GIVING CONSTRUCTIVE CRITICISM	Organizing training for Head of department	Number and scope of organized training activities	Head of department NIC employees	HR Department	2022-2026	- If necessary, additional training for Heads of departments; - If necessary, request an explanation for non-participation.
CONTINUING TO ENCOURAGE ACTIVE LEISURE TIME	Healthy employees	Number and variety of leisure activities	NIC employees	Sports activity coordinator, Director	2022-2026	- In case of poor participation, intensive promotion of activities
PLAYROOM	A waiting room for the employees' children	Room set-up	NIC employees and their families	Director	By latest, upon reconstruction of the old building	

4. Taking gender dimensions into account in research and teaching

Why take gender dimensions into account in research and teaching?

Gender-sensitive research takes gender differences into account in all aspects of research, from the initial design, defining of research questions, objectives and methodology, to the final results and the presentation of the results. In addition to integrating the gender dimension into the content, a gender-sensitive approach seeks to ensure the equal participation of women and men in scientific work. The gender-sensitive approach also takes into account members of the LGBTQ + community.

Gender-sensitive teaching takes gender differences into account both in the development of the syllabus/research plan and during research/teaching. This includes introducing students to the gender dimension within the presented content, including gender-sensitive studies and research in a particular subject or research project, curricula and materials, and assigning homework that requires students to consider the gender dimension of each subject. research. A gender-sensitive approach to research/teaching provides equal opportunities for both female and male teaching staff and attracts students of both genders, as well as LGBTQ+ community members. Gender-sensitive research/teaching is thus more inclusive and at the same time encourages critical thinking.

Current Situation Analysis

As evident in *Table 2.4 - Gender Representation in Research Project Management and Table 2.5 - Mentoring doctoral students from the ARRS scheme and from other sources by gender and number of associated doctoral students*, a large gender gap remains in the management. In pedagogical work, the gender dimension is less apparent. In fact, the pedagogical work (except for mentoring) is based on proposals by individuals.

The National Institute of Chemistry was part of the PLOTINA project consortium, within which it carried out activities to promote gender equality. As a result of the project, the practice of using gender-sensitive language was introduced at the institute. The Institute's strategy papers and the new documentation are kept in line with the principles of gender-sensitive language use.

Goals for the future

- Promoting gender equality in scientific and pedagogical work.
- Standardization of the use of gender-sensitive language at all levels of the Institute's operations.
- Taking gender dimensions and gender equality into account in the promotion of scientific excellence.

Specific proposals:

- Detailed analysis of gender equality at the level of project teams, preparation of guidelines based on the results of the analysis.
- Standardization of the use of gender-inclusive use of language – preparation of guidelines for use and education on the topic of use. Guidelines are an integral part of introducing new employees to work, review and proofreading in line with the guidelines, before confirming the presentation text/publication, etc.
- Equal gender representation in the promotion of scientific excellence, special campaigns for the promotion of scientific excellence among female researchers.

Planned measures to achieve the set goals

Table 4.1: Action Plan for considering Gender Dimensions in Research and Teaching.

ACTIVITIES	GOALS	INDICATORS	TITLE-HOLDERS	INDICATORS	RESPONSIBLE PERSONS / EXECUTIVE BODIES	TIME-FRAME	CORRECTION MECHANISMS
ANAYSIS OF RESEARCH GROUPS IN PROJECTS/PROGRAMMES	Systematically monitoring equal gender participation in scientific work	Reviewed lists of research groups (persons written on projects - gender + role in the project)	Programme/project managers; Joint Services; Employees	Reviewed lists of research groups (persons written on projects - gender + role in the project)	HR Department, Planning and Analysis Department, International Project Monitoring Office	2022	Prepare a strategy to improve the situation at the Institute's level and by departments.
GENDER-INCLUSIVE LANGUAGE USE IN ALL THE INSTITUTE'S PROMOTIONAL MATERIALS	Standardizationof gender-sensitive language use at the Institute's level	The Institute's promotional material includes gender-sensitive language	Expert staff; PR Department Employees	The Institute's promotional material includes gender-sensitive language	Proposal: PR Department, review. Assessment/correction: Council for Equal Opportunities. Final approval: The Management	2022-2023	Upgrade existing presentation materials and guidelines for all further publications by the Institute
EDUCATING EMPLOYEES ON GENDER-SENSITIVE LANGUAGE USE AND POLITICAL CORRECTNESS		Conducting training (min. 1x); Added value - education/training for new employees	Employees	Conducting training (min. 1x); Added value - education/training for new employees	HR Department	2022	Additional guidelines for all new employees on gender-sensitive language use, as well as the Institute's values
ANALYSIS OF EXISTING SCIENCE PROMOTION PRACTICES BY GENDER AND TITLE	Taking gender dimensions and gender equality into account in the promotion of	Analysis is conducted and presented to the Management	Researchers, PR Department	Analysis is conducted and presented to the Management	PR Department	2022	Prepare a strategy to improve the situation at the Institute's level

PROMOTING SCIENTIFIC EXCELLENCE AMONG RESEARCHERS VIA A SPECIAL PROMOTIONAL CAMPAIGN AND SOCIAL NETWORK CHANNELS	scientific excellence among female researchers	Number of posts	Researchers; PR Department	Number of posts	PR Department	2022-2024	Upgrade promotional activities and materials
ORGANIZING EVENTS FOR PROMOTING SCIENTIFIC EXCELLENCE AONG RESEARCHERS	Taking gender dimensions and gender equality into account in the promotion of scientific excellence	Annual event: Women in Science International Day (February 11th) as part of the Institute's calendar of events	Researchers; Staff in charge of promoting research content	Number of events (min. 1-2x/year)	PR Department	2022-2024	Additional guidelines for all new employees on gender-sensitive language use, as well as the Institute's values
REGULAR TRAINING FOR RESEARCHERS AT THE START OF THEIR CAREER ON HOW TO PROMOTE THEIR RESEARCH WORK AND RESULTS		Number of training activities (min. 1x)	Young researchers at the start of their career NIC Research Groups	Number of training activities (min. 1x)	HR Department	2022-2024	Additional guidelines for all new employees on gender-sensitive language use, as well as the Institute's values

5. Prevention of gender-based violence, including sexual harassment

Definition of violence, gender-based violence, and sexual violence

a) Violence and forms of violence

Violence means hurting, ruining, harming or humiliating another person. In relationships where respect and acceptance of diversity are present, there's no room for violence. Violence is about being aware of the presence of power over another person – physical, mental or hierarchical power. Violence is a pre-thought and deliberate act that can be a one-time or repetitive thing. Zero tolerance is given to violence that has no justifiable cause or reason.

Violence in the work environment involves going beyond formal relationships and consequently causes the other person to feel feelings of discomfort, fear, shame, subordination, malaise, distress.

b) Gender-based violence

Gender-based violence is any violence that is directed against a person on the basis of gender, gender identity, sexual expression, or that disproportionately affects persons of a particular gender (EIGE, 2021). Various forms of gender-based violence are defined as crimes.

c) Sexual violence

Sexual violence also involves abuse of power, position, influence or knowledge over another person. Sexual violence is always the fault of the perpetrator, who abuses his emotional, physical, social and economic power, his position and influence in society, as well as his knowledge of the victim. Sexual violence is not just about sexuality in the strict sense of the word, but about a form of subordination, control and coercion that is carried out through various acts with sexual content.

d) Forms of gender-based violence and sexual violence:

- Physical forms: sexually suggestive gestures, unwanted hugging or kissing, unnecessary touching, patting, leaning, pinching, pushing into a corner, sexual assault, and forced sexual intercourse.
- Verbal forms: unwelcome flirting, changing business topics into sexual ones, obscene comments, stories, jokes, remarks with sexual content, unwanted addressing with affectionate nicknames, etc.
- Non-verbal forms: closely approaching a person, lustful and offensive looks or gestures, emails or text messages with sexual content, etc.
- Other gender-based forms: sexist jokes, intimidation, slander, insults, ridicule, humiliation, telling lies or spreading untrue rumours - all because of a person's gender.
- Career forms: promising higher salary, promotion, or other benefits if the employee complies with any of the actions listed above, or threatening with negative consequences upon refusal or non-compliance.

Measures:

- Raising awareness of what is gender-based violence and sexual violence (forms of sexual violence and sexual harassment).
- Clearly expressed zero tolerance for violence and expression of justification for reporting (ensuring a high level of confidentiality).
- Awareness-raising and education of all employees on how to act in case of violence (in case of victims, confidants, observers) - clear protocols of conduct.
- Application of the procedures set out in the Rules on the Prevention of Violence, Harassment and Harassment in the Workplace.
- Determining clear and transparent consequences and sanctions for the offender.

Current Situation Analysis

On 20 December 2013, the National Institute of Chemistry adopted the Rules on the Prevention of Violence and Harassment in the Workplace (as amended on 3 September 2020). The Rules set out measures to prevent violence, harassment and harassment in the workplace, to ensure the effective protection of human dignity and respect for the personality of each individual.

On 5 September 2013, the Director adopted a Resolution on appointment of a plenipotentiary for assistance and information (Resolution No. 3/2013) and subsequent amendments to the Resolution (Resolution No. 1/2014, Resolution No. 22/2015 and Resolution No. 13/2019). In each resolution, two plenipotentiaries are appointed – a male trustee and a female trustee. One from the research sector and one from the Joint Services sector. In this way, employees have the option of choosing which person to turn to.

So far, the practice of reporting has not shown any occurrence of gender-based violence at NIC. However, in the period between 2016 and 2021, we had five formal reports of workplace violence. In the last two years, we also recorded three informal applications or seeking help from an authorised agent, which we at the National Institute of Chemistry resolved by talking and providing a more suitable working environment to an employee who found himself in distress. So far, the resolution of previous reports and the elimination of employee problems have been resolved peacefully, by adapting the procedure to each individual case, with two resolution methods:

The first method involves: receiving the application → informing the management plenipotentiary → talking to the applicant → preparing the meeting minutes → informing the Management about the specific issue → informing the applicant's leadership and finding a possible solution to improve the applicant's well-being → ensuring implementation of measures.

The second method involves: receiving the application → informing the management via the plenipotentiary → appointing a committee to determine the adequacy of the application

(separate discussion with all involved in the event) → preparing the committee meeting minutes → informing the Management of the committee's findings → the Director's Resolution on measures to prevent similar events → all employees who were involved in the event receive a copy → ensuring implementation of measures.

Planned measures to achieve the set goals

Table 5.1: Action Plan for Prevention of Gender-Based Violence, Including Sexual Harassment

ACTIVITY / MEASURE	GOALS	INDICATORS	TITLE-HOLDERS	RESPONSIBLE PERSONS / EXECUTIVE BODIES	TIMEFRAME	CORRECTION MECHANISMS
EDUCATION AND AWARENESS (WHAT VIOLENCE IS AND HOW TO ACT IN CASES OF A VICTIM, OBSERVER, CONFIDANT) - CLEAR PROTOCOLS OF CONDUCT	Employees recognize various forms of violence	Attendance at training activities (min. 1x), receipt of materials, other	All employees	The Management or relevant professional service (Legal Department, HR Department, Occupational Safety Department)	2022 (and periodically every two years)	Consistently conduct activities/measures
DETERMINING CLEAR AND TRANSPARENT CONSEQUENCES AND SANCTIONS FOR ANY OFFENDERS	Awareness that potential offenders will be held accountable for their actions	Attendance at training activities, receipt of materials, other	All employees	The Management or relevant professional service (Legal Department, HR Department, Occupational Safety Department)	2022	Consistently conduct activities/measures
IMMEDIATE TERMINATION OF VIOLENCE	Victim protection	Violence is terminated	All employees	Everyone who's aware of or a witness to violence is responsible for taking action – reporting	This is done immediately upon occurrence of violence	Any contact between the victim and the perpetrator takes place in the presence of a third party.
ASSISTANCE PLAN	Empower the victim	The victim's psycho-physical well-being	All employees	The Management, or experts appointed by the Management	To be performed immediately upon any occurrence of violence	Check the victim's psycho-physical condition – taking the most suitable action in each case.
REMINDING EMPLOYEES TO REPORT VIOLENCE TO THE	Empower employees to do their part to stop violence and	Prevention of further acts of violence by the	All employees	All employees who are aware of any	This is done immediately upon occurrence	Regularly encourage employees in educational workshops to report

RELEVANT INSTITUTION (APPLIES TO ALL WHO ARE AWARE OF VIOLENCE OCCURRING)	prevent the possibility of violence recurring by reporting it.	same/another offender		occurrence of violence	of violence	violence in case of occurrence. If a victim turns to a confidant but doesn't want to report it, provide advice on how to act in individual cases/situations.
MEASURES TO PREVENT RECURRENCE OF VIOLENCE AND TO ENSURE SAFETY	Ensuring the safety of all employees	Zero presence of violence	All employees	The Management or relevant professional service (Legal Department, HR Department, Occupational Safety Department)	This is done immediately upon occurrence of violence	Consideration and elimination/prevention of procedural errors
SEPARATE PROCEDURES FOR ALL PARTIES INVOLVED IN A CASE OF VIOLENCE (OBSERVERS, VICTIM, ALLEGED PERPETRATOR)	Possibility to get the most objective insight into the case of violence	Separate procedures conducted	All employees	Committee appointed by the Management	This is done immediately upon occurrence of violence	Persistently conducting separate procedures
DOCUMENTING THE EVENT	Archive, or if necessary, hand over to external institutions	Preparation of minutes	All employees	Committee appointed by the Management	This is done immediately upon occurrence of violence	Preparation of appropriate report forms
SANCTIONING VIOLENCE	Accepting responsibility for a crime of violence	The Director's Resolution	All employees	The Management	This is done immediately upon occurrence of violence	Involvement of relevant external institutions
REGULARLY UPGRADING THE RULES ON ESTABLISHING SANCTIONS FOR GENERAL CASES	Raising awareness among all employees about the consequences of individual actions	Upgrading the Rules on the Prevention of Violence and Harassment in the Workplace	All employees	The Management or relevant professional service; authorised agents for assistance and information	Regularly upgrading the Rules – for general cases where clear sanctions can be defined	Obtain help from relevant external institutions

Attachment: Examples of Good Practice

Examples of Good Practice

- *University of Copenhagen (UCHP) (Denmark) - Women represented in all stages of the application process* (https://eige.europa.eu/gender-mainstreaming/toolkits/gear)

At UCHP, various specific proposals related to vacancy tendering procedures, recruitment and evaluation of applications have been implemented. The UCHP now requires at least one applicant of either gender before a vacancy can be filled. Similarly, all awarding and reviewing committees must include at least one of each gender.

- *Radboud University in the Netherlands - Promoting personal development to improve the position of women in scientific (academic) titles* (https://eige.europa.eu/gender-mainstreaming/toolkits/gear)

In 2010, this university launched a mentoring programme for women in academic and administrative positions. After a positive evaluation, it was decided that this programme should be continued, but exclusively for women in academic titles. The programme organizes mentoring groups for talented women scientists to gain greater insight into their current job position and what activities and skills are needed for their growth. The goal of the programme is to provide practical support and advice for talented researchers (especially postdoctoral: assistants, assistant professors and associate professors) who want to develop their academic careers. Mentees choose their mentor (male or female, preferably from another faculty or department). In a series of interviews, it is the mentee who determines the topics to be discussed. The mentor can help the mentee with personal and professional development, a better understanding of the organization, establishing useful contacts and new access to networks. On average, mentees have five to six meetings with a mentor, lasting a maximum of one year. In addition to the mentoring program, a professional coach in the human resources department may also be involved. The approach to coaching is based on the results or specific needs of the mentoring programme. The goal of the programme is to further deepen the topics from the meetings with the mentor. The programme includes several workshops and peer reviews with colleagues. For example, there are workshops on networking, negotiation, and personal branding.

- *University of Trnava (Slovakia) - Career Development Plan* (https://eige.europa.eu/gender-mainstreaming/toolkits/gear)

In 2013, this university developed a GEP that included a measure to develop a Career Development Plan (NDP) for university researchers. The project team opted for a participatory approach consisting of: a review of the current situation at the two university faculties, collection of research and education data disaggregated by gender, interviews with the Rector's Office and HR managers, conducting surveys among researchers and several equality questionnaires gender divisions in the context of awareness-raising activities. Based on the information gathered, they developed a proposal for the NRP. The inclusion of research, questionnaires and discussions in the policy-making process has not only served as an example

of evidence-based policy-making but has also contributed to raising awareness of gender equality and policy itself.

- *Deft University of Technology (DUT), The Netherlands – High-profile jobs for outstanding scientists* (https://eige.europa.eu/gender-mainstreaming/toolkits/gear)

DUT founded its "Fellowship" in 2010, which offers high-profile jobs to outstanding scientists in the research fields in which the university operates. Five-year scholarships are awarded to outstanding scientists from any country and any discipline existing at the university who are not currently employed at DUT. These scholarships are awarded at the level of assistant, associate or full professor. The researchers will have a unique opportunity to set up their research programme with an international reputation, including generous start-up financing (€100,000 for assistant professors, €200,000 for associate professors and €300,000 for full professors). Female candidates can write their own research proposals (not limited to specific available posts). Scholars are provided with an informal mentoring scheme to get to know the university and the Dutch (research) environment. In addition, female participants can also enrol in the introductory university programme and personal development programme. Upon a positive assessment at the end of (maximum) five years, female employees are given a mandate and can continue their regular scientific career at DUT. If anyone fails to achieve the expected goals in that period by the fourth year, they are offered professional advice to help them find employment opportunities elsewhere.

- *Max Planck Institutes (*https://www.mpg.de/family-and-career*)*

Upon participation in conferences, they offer childcare cost reimbursements and subsidies (up to 50%). The Christine Nüsslein-Volhardt Foundation Scholarships offers grants for doctoral students (up to 400 EUR/m, up to 3 years). In the case of hiring a researcher, they also try to find a job for the partner.

- *Technical University of Munich (TUM) (*https://www.chancengleichheit.tum.de/en/career-and-training/*)*

All campuses have kindergartens for staff and students. They offer various programmes that enable the development of female students (mentoring, coaching). companies that offer childcare and assistance to the elderly. They offer summer programmes for the children of staff and students, as well as children's playrooms where parents can leave their kids if no childcare is available. Caretakers are also present, even outside "normal" working hours, and are financed by TUM. Upon hiring a researcher, they also try to find a suitable job for the partner. For teachers, the TUM Faculty Tenure Track system enables personal employment models (maternity leave, sick leave, part-time employment, family care (including elderly relatives), extension of evaluation or election periods and consideration of the status/situation in evaluation).

- *Vienna Biocenter* (https://www.imp.ac.at/career/your-family/*)*

The campus has a kindergarten for children (3-month- to 6-year-olds) of all employees and neighbouring businesses; they are also included in the WWTF Dual career service scheme to help partners find employment.

- *The Affirmative Action Plan* (which includes 31 Italian universities), among other things, provides employees with mental health counselling in the event of various hardships related to private or professional life (https://eige.europa.eu/sites/default/files/garcia_report_mapping_org_work-life_policies_practices.pdf).

History of the implementation of NIC Gender Equality Plan (GEP)

Version 1.0 was prepared by the Council for Equal Opportunities in Science, composed of its president prof. dr. Simona Golič Grdadolnik, and members (dr. Marjan Bele; assoc. prof. dr. Marta Klanjšek Gunde; assis. prof. dr. Andrej Perdih; dr. Iva Hafner Bratkovič; dr. Matej Huš; Tajda Klobučar; Tanja Svetic; Ivica Ilić), based on the Director's Resolution (Resolution No. 9/2021, dated 15. 4. 2021), and submitted to the Director for further consideration on 24. 6. 2021.

Version 1.0 was reviewed by all heads of offices within the Joint Services division. Comments on Version 1.0 were received from the director prof. dr. Gregor Anderluh (on 30. 6. 2021 and 23. 8. 2021), and head of the Project Office, dr. Barbara Tišler (on 1. 7. 2021 and 30. 9. 2021)).

The finalized Version (2.0) was reviewed by the Scientific Council at its 35th regular meeting on 20.10.2021, where particular substantive comments were highlighted (the significance of specific gender representation numbers in various areas; the significance of including mentoring topics; the plan's visual image). On the same day, Version 2.0 was forwarded to the Education, Science and Culture Trade Union of Slovenia (ESTUS) at NIC for consideration by the ESTUS trade union's trustee, assoc. prof. dr. Marta Klanjšek Gunde. The union members' comments referred to the plan's visual image and minor substantive comments and inconsistencies. All comments were taken into account when preparing the new version (Version 3.0). On 21.10.2021, all employees were also invited to send comments and remarks via email. No additional comments were received.

Version 3.0 was reviewed and approved by the Scientific Council at its 36th regular session (on 10.11.2021), and then proposed to the NIC Board of Governors for adoption. Version 3.0 was also reviewed and approved by the NIC Board of Governors at its 4th regular meeting (on 25.11.2021).