

Gender Equality Plan



Jožef Stefan Institute, Ljubljana, Slovenia

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Document information

The Gender Equality Plan for Jožef Stefan Institute was developed under the ATHENA project: SwafS-09-2018-2019-2020 – Supporting research organisations to implement gender equality plans.


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The Gender Equality Plan was formally adopted by the Scientific Council of the Jožef Stefan Institute on October 20, 2022.



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Acronyms and Abbreviations

EU	European Union
GEP	Gender Equality Plan
GEPI	Gender Equality Plan Implementation
HR	Human Resources
JSI	Jožef Stefan Institute
PR	Public Relations

1. Introduction

Aligned with the European Union (EU) Gender Equality Strategy 2020 – 2023, on May 20, 2021 the Jožef Stefan Institute (JSI) adopted the Action Plan for Gender Equality (1). The activities of the JSI in the field of gender equality were initiated and accelerated by the project “Athena: Implementing gender equality plans to unlock research potential of RPOs and RFOs in Europe” (hereinafter the Athena project) financed by the European Union’s Horizon 2020 funding programme for research and innovation (2). As a partner in the Athena project, the JSI is committed to achieving gender equality, mitigating barriers to the recruitment, retention, and career progression of female researchers, and addressing gender imbalances in the decision-making processes through delivering and implementing the Gender Equality Plan (GEP). In the framework of the project, the Gender Equality Plan Implementation (GEPI) Committee¹ has been established, which acts as a driver for the development and monitoring of the GEP’s implementation. The committee is composed of the Institute’s employees who represent different target groups, including its leadership and management, researchers, administration, and PhD students.

To frame the Institute’s activities in the field of gender equality in the national context, Slovenia defines the freedom of work as one of the fundamental freedoms in Article 49 of the Constitution of the Republic of Slovenia, which includes the freedom to choose employment and the accessibility of any employment position by anyone under equal conditions regardless of gender or any other personal circumstance. Employment is the most common way of ensuring social security and the right to a retirement pension. The main legislative act related to gender equality is the Equal Opportunities for Women and Men Act (Zakon o enakih možnostih žensk in moških) (Uradni list RS, št. 59/02, 61/07 – ZUNEO-A, 33/16 – ZVarD in 59/19) (3) which in order to achieve its purpose, defines general and specific measures for the creation of equal opportunities, establishes the duty bearers, their competences and obligations, introduces a special informal handling of cases of alleged unequal treatment between genders and the Advocate of Equal Opportunities as the person responsible of dealing with these cases, and establishes the rights and obligations of the entities involved in

¹ Members of the GEPI Committee include: prof. dr. Barbara Malič (President); prof. dr. Aleš Berlec; Vesna Butinar; prof. dr. Miha Čekada (until May 2022); dr. Romana Jordan; doc. dr. Ita Junkar; mag. Matjaž Koželj; prof. dr. Saša Novak Krmpotič; Junoš Lukan; Alma Mehle; Rok Novak; doc. dr. Mojca Otoničar; Iva Perhavec; prof. dr. Maja Remškar; dr. Marina Santo Zarnik; Pia Starič; dr. Špela Stres; Luka Virag, dr. Vida Vukašinović.

these cases. The Act defines unbalanced gender representation as the representation of one gender in an individual area of social life or its part which is lower than 40%.

The Resolution on the National Programme for Equal Opportunities for Women and Men 2015–2020 (Resolucija o nacionalnem programu za enake možnosti žensk in moških 2015–2020 (ReNPEMŽM15–2) (Uradni list RS, št. 84/15) (4) sets out the general priority areas for improving the situation of women and men and for ensuring the sustainable development of gender equality in the Republic of Slovenia, and identifies key challenges and issues to be addressed in the period 2015–2020. According to this document, the relation between gender equality and science/education is currently not balanced and different types of gender inequalities have been recognized in this area.

The Protection against Discrimination Act (Zakon o varstvu pred diskriminacijo (ZVarD) (Uradni list: 33/2016, 21/2018-ZNOrg); Active since: 23. 5. 2016 (5), provides for the protection of every individual against discrimination regardless of gender, nationality, race or ethnic origin, language, religion or belief, disability, age, sexual orientation, gender identity and gender expression, social status, economic status, education or any other personal circumstance.

The Ministry of Labour, Family, Social Affairs and Equal Opportunities of the Republic Slovenia is responsible for gender equality policies and their implementation, monitoring and evaluation. In 2016, the Ministry implemented a pre-defined project entitled “Towards Equalizing Power Relations between Women and Men” (6). The overall aim of the project was to foster a better understanding of the equal and unequal power relations between women and men and to identify adequate responses to persistent imbalances in gender-based power structures in the Slovenian society.

Gender equality in research is regulated in the document Strategy of Work and Development of the Research Agency of the Republic of Slovenia (ARRS) 2016–2020 (7), which includes the number of women working on research projects and among project leaders as one of the indicators to monitor. Gender balance in the decision-making and the enhancement of women’s participation in research are regulated by the Rules on the Procedures of the (co)financing and Assessment of Research Activities and on Monitoring the Implementation of Research Activities (8).



The area of Research and Innovation is regulated by the Resolution on Research and Innovation Strategy 2011-2020 (9). Measure 34 foresees the adoption of an Action Plan for Improving Career Opportunities for Researchers in all Career Periods and for Ensuring the Gender Equality Principle. To increase the participation of women in science, improve scientific excellence and strengthen links with the European Research Area (ERA) and its goals, the Slovenian Strategy for Strengthening the European Research Area 2016-2020 (Slovenian ERA Roadmap 2016-2020) (10) entered into force in 2016. Gender equality and gender mainstreaming in research were included in priority area 4 of the strategy.

The Ministry of Education, Science and Sport is responsible for the implementation of the Research and Innovation Strategy of Slovenia (RISS) 2011-2020 (11) and the UNESCO L'Oréal Scholarship. In the framework of the Ministry, an independent Commission for Equal Opportunities in Science (12) is very active and conducts research and data collection; proposes legislative changes, including changes in order to create an action plan to improve career possibilities of women; awareness-raising; dissemination of research findings; promotion of gender equality etc.

In November 2021, the Scientific Research and Innovation Activities Act (Zakon o znanstvenoraziskovalni in inovacijski dejavnosti) (Uradni list RS, št. 186/21) (13) was adopted by the Parliament of the Republic of Slovenia. It regulates funding in a way that enables the stability and autonomous development of scientific research activities and their performers. The adopted law, with the establishment of the National Council for Ethics and Integrity in Science, also addresses ethics and integrity in science and gender equality.

The following chapters present the development process of the GEP, including the diagnoses of the current situation at JSI, the objectives to achieve, the proposed actions and the proposed ways for monitoring and assessment. The report concludes with a description of the dissemination strategy.

Gender is used as a binary category (women and men) throughout this document. However, it should be noted that women and men are heterogeneous groups and that some people do not identify with either of these two categories

or they understand their gender in a way that goes beyond simply identifying as either a man or woman.

In addition, the GEP is intended to be a living document, which will be periodically reviewed and updated in line with the analysis and findings of the annual gender equality report, including by using intersectionality, i.e., considering ways in which sex and gender intersect with other personal characteristics/identities, such as age, disability, ethnicity, nationality, gender identity, religion, sexual orientation and other attributes, and developing appropriate responses.

2. Development process and GEP management

The process of negotiating a GEP at JSI has been initiated a few years prior to the official start of the ATHENA project in February 2021. The project is funded by the Horizon 2020 program and its main objective is to support the partners, i.e., research organizations, in the development and implementation of GEPs to enable cultural and institutional change and equal participation of staff in these organizations.

2.1 Action Plan

The first step of the process was to propose an action plan for the implementation of gender equality which served as a guideline in the creation of the GEP. This document was reviewed by Heads of Research Departments and Centers of the Institute and signed by the Director of the Institute on May 20, 2021 (*available at the webpage <https://www.ijs.si/ijsw/EnakostSpolov?action=AttachFile&do=get&target=EnakeMoznosti.pdf>*).

The document describes key steps towards the creation of a GEP planned to take place in 2022. In 2021, the Institute focused on analyzing the overall situation related to gender equality on the institutional level.

2.2 GEPI Committee

As support in the capacity building for systemic institutional change, the Gender Equality Plan Implementation (GEPI) committee was established on August 17, 2021. The committee consists of representatives of High and Middle management, Researchers, and Professors. It was noted that the institute does not have a Human Resources (HR) Manager or Unit and the need for such a structure was recognized. Thus, the administrative staff and a small personnel unit were merged into one target group (Business Administration

(BA) + Human Resources (HR)). On the other hand, young researchers (i.e., Ph.D. students), who represent about 10% of the total number of employees, were included as an autonomous target group in the GEPI committee. The committee consists of female and male members of all generations of employees and represents all target groups. It is noted that the number of members of the committee increased from 11 at the kick-off to 16 at the end of 2021. The GEPI committee members participated in three training modules. The first two training modules were organized by the coordinator of the ATHENA project for the whole ATHENA project consortium and took place in November 2021. These modules entitled “Change management for gender equality” and “Institutional change and gender equality plans to unlock research potential of RPOs and RFOs in Europe” consisted of lectures and study materials. The third training was organized in-house on January 14, 2022 and delivered by an external expert. The module included a lecture entitled “How to resist unconscious bias in the academic field?” and an interactive discussion related to the topic of the lecture.

2.3 Methods

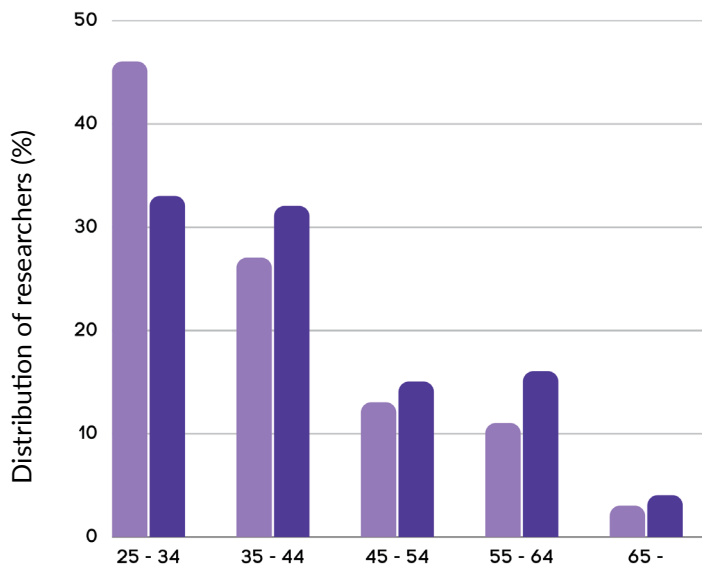
To obtain quantitative and qualitative data on gender equality at the institutional level, three data collection methods were used: online surveys, story-telling interviews, and focus group discussions. An online staff survey implemented by a standardized questionnaire comprising 47 closed and open questions was distributed via an online data collection system. In total, 324 responders (39% of the employees) were included in the analysis. In addition, the JSI joint services prepared quantitative data based on existing institute databases.

Quantitative data

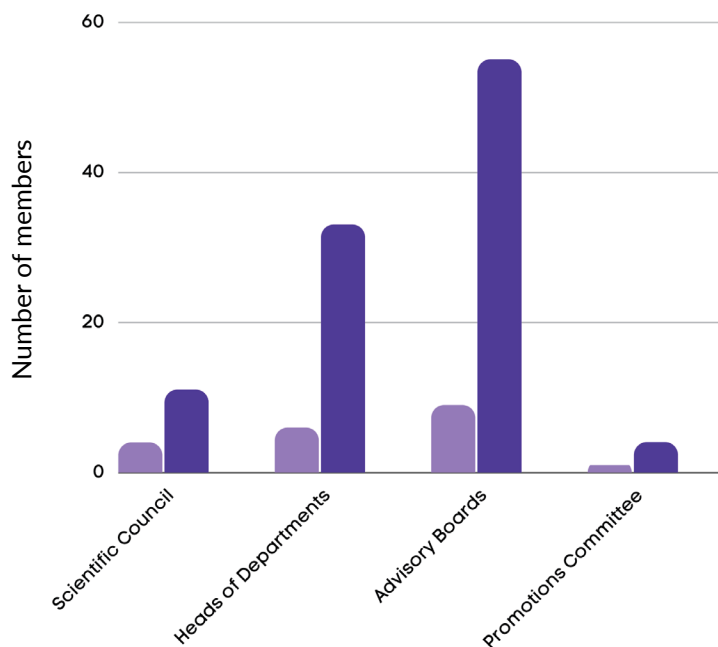
In 2020, the proportion of women in total employment (1119) was 36.5%. Among 856 researchers, 30.1% were women. 75% of these women were employed in Natural sciences and 25% in Engineering and Technology. The gender gap is particularly significant in scientific fields which demonstrate disproportionate shares of female students already at degree-level (e.g., physics). 46 %of female researchers are young (25-34 years), 27% in age period (35-44 years), 13% in age period (45-54), 11% in age period (55-64) years and 3% are above 65 years of age (Fig. 1a). The JSI has never had a female director since its establishment



in 1949. Since 2015, the Institute is headed by a male Director and for the first time a female Assistant Director for European Union (EU) Affairs. Among Heads of Departments, only 16% are women. In the Scientific Council, 27% of its members are women. In 2000, on average approximately 15 % of members in the decision-making bodies were women (Fig.1b).



*Fig.1:
Female (light purple)
and male (dark purple)
researchers at JSI in
2020*



*Female (light purple)
and male (dark purple)
members of decision-
making bodies at JSI in
2020*

2.4 GEP Management

The ATHENA framework is aimed at removing gender inequalities and facilitating institutional change. In addition to the ATHENA project partners, the GEPI Committee acts as the key institutional actor for the transmission of co-produced knowledge and the facilitation and promotion of the needed transformation through the development and implementation of the GEP. Its mission is to remove the barriers to the recruitment, retention, and career progression of female researchers, address gender imbalances in decision-making processes, and generate the institutional cultural change needed to avoid gender bias and discriminatory practices in the future. The activities of the GEPI Committee include monitoring the implementation of the GEP, its dissemination, and planning and organizing staff trainings.

An external expert has advised on the various activities of the ATHENA team and provided professional support in the training of the GEPI committee. The support of the external expert is funded by the ATHENA project budget.

The responsibility for the implementation and monitoring of the GEP is upon the Director of the JSI and within his office the Assistant Director for EU Affairs. The need for a HR Manager or unit has become evident. A new staff member responsible for gender equality, including the implementation and monitoring of the GEP, analytical work, updates of the GEP, ethical aspects, and conflict resolution was hired by the Institute in September 2022.

Financial resources

All initial tasks, including the gender equality assessment, creation of a data base, gender training programs, the definition of standards related to gender and equality, and monitoring of the GEP is financed from the Athena project budget. The new Gender Equality Expert is funded from the institutional pillar of the IJS, which finances infrastructure programmes, administrative and support activities. In line with the Scientific Research and Innovation Activities Act (Zakon o znanstvenoraziskovalni in inovacijski dejavnosti (Uradni list RS, št. 186/21) which was adopted on November 18, 2021 and entered into force on January 1, 2022, all activities implemented after the end of the implementation period of the Athena project will be financed via institutional funding.



3. Diagnosis

The following diagnosis is based on the data analyses of the data collection composed from the JSI general gender indicators for the year 2020, the 12 story-telling interviews, the discussions carried out in five focus groups with 49 participants, and on the data collected from the institutional survey that involved 39% of JSI's employees. We have structured the findings following the main thematic areas as proposed by the Athena project below.

3.1 Work-life balance and organizational culture

Work-life balance represents the most important challenge for female researchers in the course of their careers and promotion. Childcare and parental care are not equally distributed between male and female researchers and most of the domestic work is still performed by women. In 2020, maternity leave was used by 11% of female researchers of the age 25-44 years but only 5% of male researchers of the same age have used paternal leave². Sharp competition among researchers for research grants on the basis of the number of publications and other relevant references contributes to the decision of many young fathers not to use the possibility of parental leave due to risk of its impact on project application success. The age period when a woman usually has small children is when the share of women researchers drops as mothers find it difficult to advance their scientific careers and be promoted during this time. Young mothers are overwhelmed, tired, and absent from work more frequently. The additional drawback for young parents is the internal mandatory requirement to spend at least one academic year (9-months) at a post-doctoral position in an academic institution abroad before obtaining

2 Non-transferable maternity leave lasts 105 days, followed by 260 days of parental leave that can be used either by one parent in full or divided between both parents. Paternal leave of 30 calendar days (subject to a 10-day extension in certain cases) is an optional right.

a senior researcher position. This is one of the crucial steps for obtaining a permanent position in the organization. The period of the post-doctoral stage coincides with the time when many people decide to have children. A widely held opinion is that men usually progress considerably in their research careers in the period when many women have small children. Moreover, a great decrease in the number of female researchers above 45 years of age has been observed at the JSI in the past years. This decrease might be explained by the decision of researchers of this demographic profile to seek employment in the industry, public administration, or at universities, where the workplace is more secure (14).

The employees of the JSI have the possibility of a flexible working time and telework (i.e., working remotely, home office, etc.). They can also work part-time. In 2020, 151 researchers worked part-time, of these 25% were women and 75% were men. These numbers are due to the existence of complementary employment, whereas many researchers (the majority are men) are employed full-time (100%) at a university in a pedagogical capacity and part-time (20%) at the JSI.

Maternity/paternity/parental institutional policy at the JSI has not yet been developed and respective support measures follow the national policy that applies to all types of employment. The JSI does not provide internal childcare services or on-demand/flexible childcare support for employees/PhD students. The JSI does not provide formal support for the care of employees' elderly and/or dependent family members, but provides an informal support based on the agreement/consent of an individual Head of Department.

3.2 Gender balance in leadership and decision-making

During the past three years, the percentage of women members of decision-making bodies decreased in comparison with the time period between 2006-2018, when it was gradually increasing toward the 30% ratio (15). There are no specific leadership educational or other programs provided to support



women in decision-making positions. There are also no gender trainings for managers, which would help increase the gender competencies of the Institute's management. Targets/quotas for gender balance in the decision-making bodies such as boards and committees are not considered neither openly discussed. The majority of the survey responders agree that men are preferred candidates for top managerial positions in research or academia and as project applicants at the national level. The majority of the survey responders also disagree that it is natural for men to assume leading positions while women perform services/support work.

3.3 Gender equality in recruitment and career progression

The proportion of women among PhD candidates in 2020 was 39%, while among the selected new PhD students 31% were women. Among all active PhD students, 36% were women. The 60% of all graduations in 2016 were obtained by women, while in 2020 it was only 38% female graduates, which is a notable drop that needs to be considered. "Brain drain" contributed to this decrease as well as the overall climate in the society, which puts pressure on women to undertake a larger share of childcare and family responsibilities. According to national provisions, the age limit (28 years) for candidates for young researcher positions is extended in case of parents (mother or father) who have taken leave for parental care. Researchers who are parents have the possibility of part-time work, which is also considered in the extension of the period of the PhD stage. The right to work part-time can be exercised by one of the parents who cares for and protects the child until the age of three. In case of having two children, the right to work part-time is extended to the age of 6 years of the youngest child. However, due to career challenges this possibility is rarely used.

It can be concluded that the criteria for career development and promotion are in practice applied equally to staff of both genders, but are not gender-sensitive. Moreover, there is no gender-sensitive mentoring process in place.

3.4 Integrating the gender dimension into research and teaching content

monitor gender discrimination have not been established so far. A dedicated committee responsible for harassment at the institutional level has not yet been set. A protocol on how to deal with cases of sexual harassment and gender-based violence cases is not fully in place at the JSI.

Currently, an act from 2021 on gender-based violence exists at JSI, however, it is not easily accessible among the JSI acts (16). Promotion of awareness measures to prevent harassment and sexist attitudes is not in place. A contact point for reporting cases of mobbing in the workplace and assistance to victims/survivors regardless of their gender though the provision of legal information was established recently.

3.6 Needs identified for GEP actions

Based on the situation described above, the following needs are presented as diagnosis for GEP actions.

1. Need to redesign the mandatory promotion criteria with flexible performance method

The main problem for the advancement and promotion of female researchers and their continuation of scientific careers is the 9-month mandatory visit to an academic institution abroad in the period soon after PhD graduation. This strict rule causes many women and also some men to leave the JSI and find jobs in environments, including academic ones, without this kind of requirement. The essence of a postdoc training is based on the need to acquire knowledge and skills that cannot be obtained at the home institution and in establishing international contacts. Therefore, parents with small children who cannot travel to a postdoc abroad are in an unequal position. Furthermore, the rule of the obligatory postdoc stage abroad is set for the period when researchers do not yet have a permanent position at the JSI and there is no guarantee of re-employment at the JSI upon their return, which affects the security of the researchers' position. The flexible promotion criteria for younger researchers, flexibility in completing the postdoc at a more senior stage or breaking down the visit to a foreign academic institution to few shorter stays seem to be appropriate solutions.

2. Need for more flexible daily work time

Flexible working hours, work from home/teleworking and the use of surplus hours for absence from work are still not widely desired or supported in JSI work documents and by the decision makers, although these measures would contribute to an easier harmonization of work and family obligations, especially in the period when researchers have small children. It would also have an overall beneficial effect on the work-life balance and the well-being of all employees. This requires a re-design of the JSI work documents.

3. Need to establish a Human resources (HR) unit

Currently, the JSI has no HR unit to handle different aspects of the employee life cycle. Heads of departments and units decide on the employment of the new staff only according to the needs they have identified through their vision, available financial resources, and work needs. There is also no institutional policy on gender balance in hiring, recruitment, career progression, and promotion of the underrepresented gender. There are no specific leadership programs or sets of rules for assuring gender balance in the bodies where decision-making processes take place. Researchers and other staff are not supported or encouraged to apply for decision-making positions. It is necessary to set up a HR unit tasked with providing comprehensive information related to promotion, career progression and the potential flexibility of the required method for promotion after PhD graduation. The HR Unit is expected to provide services not only to researchers but also to other employees. There is a strong need for a career development plan to be set for the technical and administrative staff at JSI as well. Additionally, the HR unit will serve as a contact point for reporting incidents of mobbing or sexual harassment, preparing preventive measures and appropriate rules of behavior with regard to gender equality for the heads, researchers and other employees.



4. Need for taking mandatory actions and setting rules for a balanced composition of the decision-making bodies by age and gender, and discontinuing the practice of unlimited duration of mandates

The composition of the decision-making bodies by gender does not reflect the ratio of female researchers at the JSI and has gradually become more unequal in comparison to the previous periods. The number of mandates one can serve in the Scientific Council and as a Head of Department or a JSI unit is not limited. The number of mandates in the Promotions Committee is also not limited and sometimes retired researchers continue to be long-time members with influence over the promotions policy. Alternation is not implemented in any position. A strong concentration of power which is the result of the same person(s) holding a few powerful decision-making positions has been a decades-long problem. A large majority of the staff is discouraged from taking up leadership positions regardless of their abilities and competence. A few people who have been occupying triple or in some cases quadruple decision-making positions for many years are extremely busy. Therefore, such positions are not attractive for women or parents at an age when they have to take care of children and simultaneously advance their scientific career. When they are older, lack of references from leadership positions prevents them from applying for such a position and usually they lack support from their environment. Introducing measures/rules to consider a balanced gender ratio in the election of members of decision-making bodies will lead to the desired gender equality in their composition. Both genders can and should contribute equally to the work of the JSI decision-making bodies, thus influencing the development of the JSI's working environment.

4. Objectives

Based on the detailed diagnoses of the current situation regarding gender equality at the institute and the identified needs, we have defined the following main objectives of the JSI GEP.

Work-life balance has been identified as the most important challenge for female researchers and young parents in their career development. The general objective is to propose changes on the organizational level to improve the work-life balance including the revision of the promotion process, help with childcare and regulations for flexible working hours and remote work.

Gender balance in leadership and decision-making is another important area that needs attention, not only due to the low proportion of women in leadership positions but also due to a lack of training and coaching programs for academic leadership. The objective is to encourage women to take up leadership roles on different boards at the Institute.

Recruitment and career progression currently lack systematic internal support. The objective is to establish a human resources unit and provide trainings on career progression. Obtaining a permanent position at the Institute is very much dependent on having a senior research position, which according to the current regulations requires a post-doctoral placement abroad. The specific objective is to support career progression of women by providing a possibility of a female advisor and relaxing the requirement of a post-doctoral placement abroad in order to create a family-friendly working environment for young parents while still maintaining high quality research standards in the framework of the promotion process.



Integrating the gender perspective and gender dimensions into research is left to each researcher. There is no training or other kind of support to assist researchers in recognizing different ways of integrating sex and gender perspectives and dimensions in their research. Today many research problems involving users, data analysis of users generated data, development of user interfaces, human-computer interaction, IoT etc. have a potential for including the gender dimension. The objective is to offer a seminar or training on the topic of gender perspective and dimensions in research accompanied by written guidelines.

Measures against gender-based violence, sexual harassment and mobbing are not established. There is no organizational arrangement or assigned responsible person for handling any type of misconduct. The objective is to develop guidelines for addressing these issues and establish a responsible body (trusted persons) to objectively and independently monitor, give advice, report and deal with gender discrimination.

5. Actions

We have organized the actions according to the five areas addressed in the project. In Table 1 through Table 5 we describe the actions for the following five areas:

- 1.) work-life balance and organizational culture,
- 2.) gender balance in leadership and decision-making,
- 3.) gender balance in recruitment and career progression,
- 4.) integrating the gender dimension into research and teaching content and
- 5.) measures against gender-based violence, including sexual harassment.

For an easier understanding of the tables, the important parts of columns are explained below:

The column “Action” presents the actions that have to be taken during the implementation of the GEP to address specific issues. The column “Impact assessment” presents the plan to assess the impact linked to specific indicators. The column “Success stories” refers to any aspects of success related to the action.

To propose changes at the organizational level to improve **work-life balance**, we will consider topics such as internal regulations on research position progression, flexible working hours and remote working, help with childcare etc. In this part, we will also focus on creating a family-friendly workplace. We will initiate annual evaluations of gender equality and we will measure gender-disaggregated HR data. To increase awareness of the importance of a gender balance at the workplace, we will promote gender equality and organize seminars, workshops and trainings.



To propose changes of institutional acts towards an **equal representation of gender in leadership**, we will seek support from the Director and board members. In this part we will consider equal representation regarding gender, age and limitation of the number of mandates an individual can hold within different boards. We will promote the visibility of women in research and encourage nominations of women for awards, as our data show that a low number of women are nominated for research awards. In addition, we will plan mentoring programs, where a rapid skill transfer from the mentor to the mentee will be achieved. In this part, women interested in managerial positions will work closely with the top management representatives (a man or a woman). We will also organize training and coaching programs for leaders of research groups.

We will seek support from the Director's Office to establish a HR unit that will also help achieve a **gender balance in recruitment and career progression**. A part of this process was the recent new employment of a staff member dedicated to gender equality. We will organize seminars and mentorships for career progression. We will also propose a transparent and objective career development path, which is partially linked with JSI's internal acts.

In this part we propose a strict policy of:

- a) setting transparent selection criteria for the decision-making bodies at the Institute;
- b) defining a process of publishing the openings in any of the decision-making bodies internally or publicly (depending on the type of the decision-making body) well in advance;
- c) setting and following a policy of attracting at least 40% of one-gender candidates to the application process in accordance with the national legislation;
- d) introducing an internal or public (depending on the type of the decision-making body) presentation of candidates and their vision/goals which should be set in place and followed to foster a transparent working and decision-making environment.

To **integrate the gender dimension into research and teaching content** we will organize seminars to educate on the topics of gender equality and equity and we will develop a training package on gender sensitive research proposal design to overcome the traditional gender-blind research. We will also promote gender balance for awards nomination, grants, recruitment, whereby we will provide financial initiatives and recognition to women in research by setting up grants, scholarships, awards, which will be complemented with the proposed mentoring programs. In this part we will also develop guidelines and promote gender-sensitive language in internal documents and acts, and we will propose rules for properly representing gender equality in documents.

Looking broadly at the topic of **measures against gender-based violence**, we will develop and adopt internal acts on gender-based violence, increase awareness on this topic by organizing seminars and establish a contact person to whom incidents of gender-based violence and sexual harassment can be reported. Furthermore, we will also conduct anonymous sexual harassment surveys to evaluate the situation at the JSI regarding this sensitive issue.



Table 1 Work life balance and organisational culture

Action No.	Action	Issue to be addressed/evidence (specific objective)	Start/end date	Responsibility	Impact assessment	Success stories	Strategies to solve the problem	
1	Propose changes of internal acts	Flexible working hours (childcare/caretaker, remote work etc.)	2022-2023	Director	Implement institutional changes	Support of the Director's Office	Discussions and spreading awareness through educational seminars, workshops	
		Career development criteria for young parents (maternity leave, parental leave)		Secretariat		Support to implementation of gender-inclusive language in internal acts		Lobbying for changes with the director
		Flexibility regarding postdoc		Scientific Council		Indicators [1-3, 12 15]		Formulating proposals for changes in the internal acts and submitting them for consideration to the JSI's Scientific Council
		Gender-sensitive language in internal acts		Dedicated HR person ³				
2	Annual gender equality assessment	No established assessment system of gender equality	2022-	Director's Office	Publishing of annual gender equality report including appropriate database	Reports on increased number of women in research, positions etc.	Increase awareness on gender equality by discussion	
		No measures for evaluating gender equality and future planning		Dedicated HR person ²				All indicators
3	Measure gender-disaggregated HR data	No measured disaggregated data at JSI	2022-2023	Director's Office	Awareness of gender equality at JSI	Design of appropriate strategy/action plan	Increase awareness of gender equality and importance of appropriate data by seminars, workshops, successful stories of mixed teams	
				Secretariat				Service for Business Informatics
4	Transformation of JSI policy to become a family-friendly workplace	No support system for young parents	2023-	International Project Office	Implemented family-friendly grants/support	Childcare support services established		
				Dedicated HR person				Indicators [1-3, 15]
5	Promotion of gender equality at JSI	Limited awareness on gender equality	2021-	Director's office	General awareness at JSI on gender equality issues measured by interviews, surveys	Use of gender-sensitive language	Increasing awareness by organizing workshops, promotion on webpage, providing yearly data about gender equality in JSI yearly reports	
		Unconscious bias		Athena members ⁴				Increased number of women in research
6	Seminars for employees at JSI	Limited awareness on gender equality	2022-2025	GEPI committee	Participation of members of different boards	Educational seminars on JSI web page	Encouraging employees to attend by director, heads of departments, and GEPI members	
		Unconscious bias		Dedicated HR person				Indicator [16]

³ The dedicated HR person will start with their activity once established by the JSI.

⁴ Members of the JSI Athena Consortium committed to work on the activity for the duration of the Athena project.



Table 2 Gender balance in leadership and decision making

Action No.	Action	Issue to be addressed/evidence (specific objective)	Start/end date	Responsibility	Impact assessment	Success stories	Strategies to solve the problem
1	Changes of JSI acts for balanced representation regarding gender, age Limitation of the number of mandates on different boards	Low gender balance in leadership positions and decision making Long-term appointments	2022-	Director Secretariat Scientific Council Heads of units Dedicated HR person	New institutional internal rules to improve gender balance Increased dynamics of boards members Indicators [17-23]	Increased number of women in different boards and committees / commissions	Discussions and spreading awareness via educational seminars
2	Promote visibility of women in research	Low number of women researchers in the age above 40 Low visibility of women	2023-	Director's Office JSI PR office Head of units Dedicated HR person	Awareness on successful women at JSI Indicators [8, 24-36]		Promotion of women researchers on JSI's webpage Promote gender-balanced reporting in media
3	Promote nomination of women for awards	Low number of women nominated for awards Unconscious bias	2023-	Director's Office Head of units Dedicated HR person	Number of women receiving awards Indicators [24-36]		Encourage leaders of research groups to nominate men and women researchers Encourage women researchers to apply for awards
4	Introducing and organizing mentoring programs	Low number of women leaders, managers No instrument to transfer managing/leadership skills Low number of young leaders	2024	Director's Office HR Unit ⁵	Rapid skill, knowledge transfer from mentor-mentee and building social networks Indicators [37-44]		Recruiting senior researchers at JSI as mentors
5	Training and coaching programs for leaders of research groups and other leaders of units at JSI	Lack of skills in leadership	2024-	Director's Office HR Unit	Indicator [44]	Educational seminars, including on JSI's webpage Participation of heads of departments and leaders of research groups	Raising awareness and promotion among unit leaders, especially those newly appointed

⁵ The HR unit will commence its work on the activity once established by the JSI.



Table 3 Gender equality in recruitment and career progression

Action No.	Action	Issue to be addressed/evidence (specific objective)	Start/end date	Responsibility	Impact assessment	Success stories	Strategies to solve the problem
1	Establish a HR unit	Lack of institutional support in career development No support for PhD recruitment No system for career progression No support system for young parents and senior women researchers Lack of information regarding career development No support regarding the taxation system in Slovenia	2023	Director	Operational HR unit Indicators [45-47]	New employment of a dedicated HR person on gender equality as a first step towards establishing a HR unit	Increase awareness for the need of HR unit Interpersonal support between JSI Athena and GEPI members
2	Establishing transparent and objective career development plans	Lack of transparent and objective rules for career development	2024-	Director's Office Scientific Council Secretariat HR unit	Clear rules to be published transparently for all JSI staff Indicators [48-55]		Raising awareness on the importance of career planning Formulation of a proposal for transparent and objective career development rules
3	Establish a stimulating internal award system	Lack of established system of stimulation for additional tasks Improve visibility of administrative and research responsibilities in units/departments	2025-	Director HR unit	Monitoring of workload (all focus groups) Indicators [59-64]		
4	Organize seminars and mentorships for career progression	No mechanisms for promoting career progression	2023-	Director's Office Athena members HR unit	Indicator [44]		Recruiting senior researchers at JSI as mentors
5	Promotion of gender balance for awards, grants, recruitment	Low number of women applying and receiving awards Lack of mentoring programs that build skills and increase the confidence of women No guidelines to evaluate research projects from a gender-sensitive perspective	2023-	Director's office Heads of units Dedicated HR person	Monitoring the number of women who applied and received grants/ awards Indicators [16, 24, 26, 28, 30, 32, 34, 44, 59-64, 66]	Increasing visibility of excellent research of women	Collaboration with other institutions on this topic (awards for women in engineering etc.)



Table 4 Integrating gender dimension into research and teaching content

Action No.	Action	Issue to be addressed/evidence (specific objective)	Start/end date	Responsibility	Impact assessment	Success stories	Strategies to solve the problem
1	Organize trainings on integrating the sex/gender dimension in research and teaching	Limited awareness on the gender dimension in research	2024-	Director's Office Athena members Dedicated HR person	Seminars, workshops, publication on the webpage and in JSI news Indicators [65, 66]	Increasing awareness	Promoting gender dimension in research by organizing workshops and trainings and discussion
2	Use of gender sensitive language in JSI internal acts	Unconscious bias Lack of gender-sensitive language in JSI internal acts	2022	See action No. 1	See action No. 1	See action No. 1	See action No. 1
3	Promote the use of gender-sensitive language	Unconscious bias Low use of gender-sensitive language at public events organized at JSI	2022-	Director's Office JSI PR office Dedicated HR person			Promote the use of gender sensitive language when organizing events, workshops, lectures...

Table 5 Measures against gender based violence, including sexual harassment

Action No.	Action	Issue to be addressed/evidence (specific objective)	Start/end date	Responsibility	Impact assessment	Success stories	Strategies to solve the problem
1	Develop and adopt internal acts on gender-based violence	Lack of transparent procedures and no broad dissemination of information for JSI employees about this issue	2023	Director's Office Athena members Dedicated HR person	Increasing awareness on this topic Change of institutional acts Indicator [69]	Internal acts include issues regarding gender-based violence and sexual harassment	Establish evidence/data base on gender-based violence at JSI Organize workshops on gender-based violence to increase awareness Visibly published internal rules on gender-based violence on JSI's web-page Employment of person for gender equality issues
2	Establish a contact person for handling gender-based violence, mobbing, sexual harassment	No support or contact person available for reporting gender-based violence, sexual harassment	2023-	Director's Office Dedicated HR person	Establish a contact person responsible for addressing gender-based violence Indicators [67, 68]		
3	Workshops on gender-based violence	Lack of information regarding gender-based violence and sexual harassment Unfamiliarity of staff with incident reporting mechanisms	2022 -	Director's Office Athena members Dedicated HR person	Increasing awareness by organizing workshops Indicator [16]		Increase awareness by discussions and organized workshops
4	Anonymous sexual harassment surveys	Lack of internal data on gender-based violence and sexual harassment	2023-	Director's Office Dedicated HR person	Yearly surveys	Available data regarding gender-based violence	Raising awareness among JSI's employees Surveys conducted by the person appointed for gender equality



6. GEP monitoring, reporting and assessment

The JSI commits to annual monitoring and reporting on the status of the GEP implementation. The GEP will be monitored using indicators and data disaggregated by sex/gender and other personal circumstances where possible and/or accessible. Targets are set according to those proposed by the EU GEP Guidelines (17). Within each area, we have identified several issues that we hope to overcome through the implementation of the GEP. The status and progress in the five areas of the EU GEP Guidance will be monitored each calendar year using measurable indicators. The indicators have been carefully selected based on the goals we want to achieve through the GEP implementation and the issues we want to address.

The main monitoring method is the collection of data (indicators) that form the basis for evaluating both the implementation and tracking of changes related to gender equality. Data will be collected, reviewed, and reported annually. The majority of the data will be collected primarily by the Secretariat and the Service for Business Informatics. The heads of these departments will be responsible for collecting the necessary information for the periodical monitoring. The GEPVISION program developed within the Athena project (or other appropriate software) will be used to analyse and present the collected information. The collected data will be closely reviewed by Athena members during the project implementation period and the GEPI committee. The criteria for the selected indicators are closely related to the assessment of the current situation and the actions proposed by the GEP with the aim of becoming an equal opportunities employer for all regardless of gender. The reports prepared by the HR team will be submitted to the Scientific Council and published in the JSI Annual Report and on the JSI webpage.

The assessment of the data (the status of gender equality at the JSI, based on the data) and updates of the GEP are under the responsibility of the Director, the Director's Office, the GEPI Committee and the dedicated person for gender equality.

The Director and the Scientific Council are responsible for the adoption of the new GEP.

During the implementation period of the Athena project, the Athena members and the GEPI committee will be responsible for the monitoring of the entire planning and implementation of the GEP. Following the conclusion of the Athena project, this responsibility will be shared between the GEPI committee and the newly established HR unit.

6.1 Work-life balance and organizational culture

To improve the work-life balance and the organizational culture, we identified the following six main actions which cover different issues identified in WP2 and WP3. The indicators that address work-life balance and organizational culture are numbered and listed below. Some of the indicators can provide us with useful information in relation to various proposed actions and will be evaluated accordingly.

*The status of Action no. 1: **Propose changes of internal acts** will be monitored by the indicators [1-3, 12-15]. Particularly, if an environment with flexible working hours was established will be monitored by indicators [1, 2, 3], friendly and appropriate career development criteria for young parents (maternity leave, parental leave) will be monitored by indicators [2, 12-15], while adequate flexibility regarding the postdoc will be monitored by indicators [15].*

*The status of Action no. 2: **Annual gender equality assessment** will be monitored by the indicators [1-70][1-72] and the GEPI committee. Particularly, to monitor, if an assessment system of gender equality was established, indicators [5-12] will be used, while whether there are adequate measures for evaluating gender equality and future planning will be assessed by the GEPI committee.*

*The status of Action no. 3: **Measure gender-disaggregated HR data** will be monitored by indicators [1-70][1-72]. Particularly, the issue of a low number of women researchers in the age group 40+ will be monitored by indicator [8], while the issue of measured disaggregated data at JSI will be monitored by indicators [4-7,9-11].*



*The status of Action no. 4: **Transformation of JSI policy to become a family-friendly workplace*** will be monitored by the indicators [1-3, 15].

*The status of Action no. 5: **Promotion of gender equality at JSI*** will be monitored by the indicators [4-7]. Particularly, the status of the issue of limited awareness of gender equality will be monitored by the GEPI committee, while unconscious bias will be monitored by indicators [4, 5, 7].

*The status of Action no. 6: **Educational seminar for employees at JSI*** will be monitored by the indicator [16]. Particularly, awareness of gender equality will be monitored by the GEPI committee, while how skilled employees are in gender bias (unconscious bias) will be monitored by indicator [16].

6.2 Gender balance in leadership and decision-making

Gender balance in leadership and decision-making is a very important area that needs attention and will be addressed through five main actions. Indicators used for this section are listed below.

*The status of Action no. 1: **Additional request for JSI acts for balanced representation regarding gender, age, limited mandates at different boards*** will be monitored by indicators [17-23]. Gender balance in leadership position and the decision-making bodies can be easily monitored by the proportion of women at these positions. The issue of long-term memberships will be monitored by indicators [71, 72].

*The status of Action no. 2: **Promote visibility of women in research*** will be assessed by the annual monitoring of indicators [8, 24-36].

*The status of Action no. 3: **Nomination of women for research awards*** will be monitored by the indicators [24-36].

*The status of Action no. 4: **Introducing and organizing mentoring programs*** will be monitored by the indicators [37-44]. The issue of the low number of women leaders and managers will be monitored by the indicators [38-41, 43].

An assessment if there is an appropriate instrument to transfer managing will be monitored by the GEPI committee, while an assessment if employees have gained leadership skills will be monitored by the indicator [44]. The issue of low number of young leaders will be monitored by the indicators [37, 39, 42, 43].

*The status of Action no. 5: **Training and coaching programs for leaders of research groups*** will be monitored by the indicator [44].

6.3 Gender equality in recruitment and career progression

*The status of Action no. 1: **Establish a HR unit*** is planned to be realized in 2023-2024. Its performance will be assessed based on how it faces the issues identified in the GEP. The HR unit will be able to monitor specific data (indicators) that are important for the identification of the progress or the lack thereof [45-47]. Training and coaching actions can be provided for individuals or specific target groups [16].

*The status of Action no. 2: **Development of transparent and objective career development*** will be monitored by indicators [48-55]. We will monitor the gender dimension in different research fields [52-58] to establish gender-balanced teams to the extent possible.

*The status of Action no. 3: **Establish stimulating internal award system*** will be monitored by indicators [59-64]. Providing additional financing and/or educational seminars to stimulate employees who perform extra work and who are eager to progress in their careers (administration, researchers, technicians, accounting etc.). This data will be carefully monitored to prevent any conscious or unconscious gender biases.

*The status of Action no. 4: **Organize educational seminars and mentorships for career progression*** will be monitored by the indicator [44].

*The status of Action no. 5: **Promotion of gender balance for awards, grants, and recruitment*** will be monitored by the indicators [16, 24, 26, 28, 30, 32, 34, 44, 59-64, 66]. The number of women applying and receiving awards will be

monitored by indicators [24, 26, 28, 30, 32, 34]. The issue of lack of mentoring programs that build skills and increase confidence of women will be monitored by the indicators [16, 44]. Trainings for using gender in research and teaching will help set guidelines to evaluate research projects from a gender-sensitive perspective [66].

6.4 Integrating the gender dimension into research and teaching content

*The status of Action no. 1: **Organize trainings on integrating the sex/gender dimension in research and teaching*** will be monitored by indicators [65, 66]. Limited awareness on gender dimension in research will hopefully increase with the trainings organized at the JSI. The number of projects that at least partially integrate a gender dimension will be monitored by indicator [65].

*The status of Action no. 2: **Use of gender-sensitive language at JSI*** will be the responsibility of the Directors Office, the Legal office, the JSI PR office and the HR Unit and will be monitored by indicators [65, 66], the GEPI committee and the HR Unit. The use of gender-sensitive language in JSI's internal acts and the use of gender sensitive language at public events organized at JSI will be addressed and recommendations will be given by the GEPI committee, which has already proposed the use of gender-sensitive language in JSI internal acts and documents.

*The status of Action no. 3: **Promotion of the use of gender-sensitive language*** will be monitored by the GEPI committee and the HR unit, while this will primarily be the responsibility of the Directors Office and the JSI PR office which promote the use of appropriate language. The institute will promote the use of gender-sensitive language at public events organized at JSI as well as in the contents of its webpages. The HR unit – when established – will also organize workshops on this topic to promote the use of gender-sensitive language.

6.5 Measures against gender-based violence, including sexual harassment

*The status of Action no. 1: **Develop and adopt internal acts on gender-based violence*** will be monitored by the indicators [69]. Lack of transparent rules and no broadly accessible information for JSI employees about this issue will be regulated by internal acts related to gender-based violence.

*The status of Action no. 2: **Establishment of a contact person for handling gender-based violence, mobbing, sexual harassment*** will be monitored by the indicators [67, 68].

*The status of Action no. 3: **Workshops on gender-based violence*** will be monitored by indicator [16]. Workshops will address topics on the use of gender-sensitive language and raise awareness of the presence of gender equality topics in JSI internal acts.

*The status of Action no. 4: **Anonymous sexual harassment surveys*** will be monitored by indicators [70]. Information regarding gender-based violence and sexual harassment will be transmitted during the seminars and via JSI webpage “IJS za enake možnosti”.

List of indicators to monitor the GEP actions:

- [1] Annual number and percentage of researchers on maternity/paternity or parental leave in the given year, by gender
- [2] Number of researchers working part-time due to the childcare, by gender
- [3] Number of working days researchers used for care on an annual basis, by gender
- [4] Proportion (%) of women among total number of employees in the organisation (all types of contracts)
- [5] Number of women and men in the administration and support units
- [6] Proportion (%) of persons employed part-time among researchers by gender
- [7] Distribution (%) of researchers employed, by gender
- [8] Distribution (%) of researchers employed across age groups, by gender; (Age cohorts: <25, 25–34; 35–44; 45–54; 55–64; 65 and over)
- [9] Distribution (%) of researchers in the field of Electronics and Information Technology, by gender
- [10] Distribution (%) of researchers in the field of Physics and Reactor Engineering, by gender
- [11] Distribution (%) of researchers in the field of Chemistry, Biology, Materials and Environmental Sciences, by gender
- [12] Number of female and male researchers (Ph.D.) who left JSI in a calendar year, by gender
- [13] Number of researchers (Ph.D.) who went abroad for a postdoctoral training in a calendar year, by gender
- [14] Number of researchers (Ph.D.) who returned from a postdoctoral training abroad in a calendar year and (re) employed at JSI, by gender
- [15] Number of applicants who applied for national funding within two years after maternity or parental leave
- [16] Number of seminars and trainings on gender equality organized at JSI in a calendar year
- [17] Women among Directors in previous term and current year
- [18] Proportion (%) of women among Assistant Directors in the previous term and current term
- [19] Proportion (%) of women in the JSI Scientific Council
- [20] Proportion (%) of women among Heads of Departments and Centres
- [21] Members of the Election Committee, by gender
- [22] Members of the JSI Director's Expert Committees: Expert Council, Expert

- Councils of Research and Infrastructure Areas, Investment Commission, Nuclear and Radiation Commission, Reactor Safety Committee, by gender
- [23] Number of women and men nominated (by JSI) to the Commissions or committees of institutions operating in the field of science (Slovenian Research Agency (SRA), Ministry for Education, Science and Sports, SPIRIT and elsewhere where JSI is invited to nominate candidates)
 - [24] Number of women and men nominated by JSI for the Zois Award
 - [25] Number of women and men among Zois Award winners
 - [26] Number of women and men nominated by JSI for Zois recognition
 - [27] Number of women and men among Zois Recognition winners
 - [28] Number of women and men nominated by JSI for the Puh Award
 - [29] Number of women and men among the winners of Puh awards
 - [30] Number of women and men nominated for the JSI Golden Emblem Prize
 - [31] Number of women and men among the winners of the JSI Golden Emblem Prize
 - [32] Number of women and men nominated for the Blinc Award
 - [33] Number of women and men among the winners of the Blinc award
 - [34] Number of women and men nominated for the Blinc Recognition
 - [35] Number of women and men among Blinc Recognition winners
 - [36] Number of women and men who received JSI awards for the best innovation
 - [37] Number of applicants - principal investigators of research funding for a given year in national funds, by gender
 - [38] Success rate (by gender) in funding national research projects for JSI researchers as principal investigators in the past year. Difference in success rate in obtaining funding of national research project between men and women as principal investigators from JSI applying for national research funds for the given year
 - [39] Number of women and men selected to fund the Early Career Researchers program
 - [40] Number of researchers leading an industrial project, by gender
 - [41] Number of researchers leading a national research (SRA) program, by gender
 - [42] Number of women and men among the proposals for the JSI Director's Fund
 - [43] Number of women and men among the winners of the JSI Director's Fund
 - [44] Number of seminars and trainings on leadership skills and career mentorship organized at JSI in a calendar year
 - [45] Average gross monthly earnings of employees of the organisation paid in



the given year including additional functions and success factors, by gender

[46] Average gross monthly earnings of researchers paid in the given year, by gender and habilitation level

[47] Number of years between first and full-time employment - for female and male researchers

[48] Distribution (%) of R&D staff by level of education and gender

[49] Proportion (%) of women among academic staff, by academic grade

[50] Proportion (%) of A grade women (professors) among all A grade staff by the main fields of Research and Development

[51] Number of applicants for Young Researchers grants, by gender

[52] Proportion (%) of women among PhD applicants

[53] Proportion (%) of women among new PhD students in the given year

[54] Proportion (%) of women among all PhD students

[55] Proportion (%) of women among PhD graduates in calendar year

[56] Proportion (%) of women among new doctors in a calendar year in the field of Electronics and Information Technology

[57] Proportion (%) of women among new doctors in a calendar year in the field of Physics and Reactor Engineering

[58] Proportion (%) of women among new doctors in a calendar year in the field of Chemistry, Biology, Materials and Environmental Sciences

[59] Number of all doctors who were employed at JSI in a calendar year, by gender

[60] The average grants' amounts allocated to research projects conducted by men and women - principal investigators from national research funds at the level of organisation for a given year (EUR)

[61] The average grants' amounts allocated to research projects conducted by men and women - principal investigators (international research funds) (at the level of organisation) for a given year (EUR)

[62] Number of applicants - national coordinators within an international consortium of research funding for a given year in international funds, by gender

[63] Number of applicants within an international consortium of research funding for a given year in international funds, by gender

[64] Number of beneficiaries - national coordinators within international consortium of research funding for a given year in international funds, by gender

[65] Number of projects involving the gender dimension in the calendar year

[66] Number of trainings for using gender in research and teaching

[67] Number of people involved in violence and sexual harassment at JSI

[68] Number of cases considered [69] Internal acts on gender-based violence

[70] Yearly survey

[71] The number of researchers (by gender) who have taken on a new role or membership in one of the decision-making JSI bodies in the last year

[72] The number of researchers (by gender) who have taken on a new role or membership in one of the decision-making bodies in the past year, and for whom this is the first role on a body

7. Dissemination strategy of the GEP

The dissemination strategy is crucial for the successful implementation of the GEP. Overall, dissemination is planned through; i.) JSI website (a webpage for gender equality has been created), ii.) internal workshops and trainings organized by the GEPI committee, ii.b) email messages which will promote these educational activities, sent to all JSI employees, iii.) publication of articles in “JSI News” and other relevant publications, iv.) increasing awareness at JSI by proposing institutional changes regarding gender equality and v.) active participation of our members at different external events organized on this topic.

The main dissemination strategy is to provide as much information as possible regarding gender equality at the JSI on its website to increase awareness of this topic at JSI. We have established a webpage “IJS za enakost spolov” or in English “JSI for Gender Equality” (<https://www.ijs.si/ijsw/EnakostSpolov>), which is created on the institutional (JSI) webpage. This page provides short information about the Athena project with a link to the Athena project webpage and current news on this topic. The page also includes information regarding gender equality at JSI: i.) the decision on the adoption of an action plan for GEP signed by the Director, ii.) the proposed use of gender-sensitive language at JSI and its internal acts, iii.) education, where educational seminars are posted and available to all employees, iv.) news, where we publish relevant events regarding gender balance (International Women’s Day, International day of Women in Engineering etc.), v.) the GEPI committee, which is accessible only to the GEPI members.

Additionally, one of the primary dissemination strategies is to deliver trainings (also part of WP3) on the topic of gender equality to all employees at JSI. Five trainings are planned, which will be organized by the GEPI committee in collaboration with an external expert. We plan to organize trainings on five topics most relevant for the JSI; i.) Unconscious bias, which is already available online on our institutional website and it will still be further disseminated by organizing

a workshop on this topic, ii.) Work-life balance and organizational culture, iii.) Gender equality in leadership positions and decision-making, iv.) Gender equality in career progression and recruitment, and v.) Ethics and integrity in research. The trainings will be organized online or live, depending on the epidemiological conditions related to the Covid-19 pandemic. In both cases the trainings will be recorded and published on our website for further dissemination at the Institute.

Another important dissemination tool is the JSI news (Novice IJS) which is published every three months. In this newsletter, which is available both in print and online, we plan to publish different articles and posts to present the current status and increase the awareness on gender equality. So far, we have published an article about the formation of the GEP at JSI within the Athena project (18), which was followed by two articles on the current situation at JSI regarding gender equality; i.) the article by Prof. Dr. Maja Remškar about gender equality at JSI (14) and ii.) the article about the ratio of women in leadership positions (heads of departments) by Prof. Dr. Miha Čekada (15). We also published an article to mark the International Women in Engineering Day (19). Other relevant publication will follow and if possible, they will be disseminated in other relevant publications to increase the recognition outside the JSI as well.

Dissemination is foreseen also by proposing institutional changes by the GEPI committee to different boards and commissions at JSI. The proposed changes will increase awareness and initiate discussions on this topic also at higher management and decision-making bodies at the JSI, which are partially already included in the Athena project. Recently, the GEPI committee proposed new rules for the use of gender-sensitive language in JSI internal acts; their use will be evaluated at different levels at JSI. In this part not only researchers but also other employees will become more aware about the gender equality and further discussions, ideas regarding institutional changes will follow.

Dissemination outside the JSI is also planned. We have already collaborated in several external meetings and roundtables regarding gender equality. For example, i.) Round table on Gender Equality University of the future, ii.) Commission for equality in science: Where are women candidates for promotion and awards, decision makers and academics? iii.) Horizon Europe presentation on gender equality plan for JSI. We plan to continue with this type of dissemination also in the future.



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(15) Miha Čekada, Delež žensk v vodstvu IJS v zadnjih 30 letih (The share of women in IJS leadership in the last 30 years), Novice IJS, marec 2022, pages 22-24

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(18) Alma Mehle, Načrt za enakost spolov na Institutu “Jožef Stefan”, Novice IJS, June 2021, page 18

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9. Annex

Training plans

Module 1: Unconscious bias (mandatory topic addressing the staff and decision-makers)

- 1.) Examine the arguments that support the value of gender equality and diversity in RPOs/RFOs.
- 2.) Outline the nature of unconscious bias and how it may affect our judgment and decision-making.
- 3.) Explore examples and case studies of unconscious bias.
- 3.) Examine cases in research where the inclusion of gender issues led to successful outcomes.
- 4.) Explore how the gender dimension can be considered at each phase of the research.

Module 2: Work-life balance and organizational culture

- 1.) Understand the relations between gender equality, organizational culture in research and academic environments and work-life balance.
- 2.) Learn and discuss about the inspiring practices for possible interventions and policies.

Module 3: Gender equality in leadership positions and decision-making

- 1.) Understand the main concepts and concerns regarding gender equality in leadership positions
- 2.) Understand the role of gender bias in leadership and decision-making
- 3.) Become familiar with tools to improve institutional gender balance in leadership positions and decision-making
- 4.) Learn about successful implemented measures to improve gender balance on leading positions

Module 4: Gender equality in career progression and recruitment

- 1.) Learning about positive practices to overcome inequalities in recruitment and promotion
- 2.) Understand and recognize the existing gender imbalances and bias in research organizations in career progression and recruitment

Module 5: Ethics and integrity in research

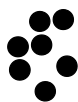
- 1.) Importance of ethics and integrity in research. Examples of omitting ethical principles.
- 2.) Understand and recognize existing problems in research organizations. Propose solutions.





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