

GENDER EQUALITY PLAN

2022–2025



CONTENT

P	PREAMBLE	2
I	ASSESSMENT OF THE CURRENT SITUATION	3
	1.1. Analysis	3
II	OBJECTIVES	5
	2.1. The corridor model: target percentages for 2025	5
III	FIELDS OF ACTION AND MEASURES	6
	3.1. Organizational culture	6
	3.1.1. Raising awareness of executives	6
	3.1.2. Placement in committees and commissions	6
	3.1.3. Use of gender-neutral language	7
	3.1.4. Data management and reporting	7
	3.1.5. Feedback culture	8
	3.1.6. Counteracting sexual harassment, bullying, and discrimination in the workplace	8
	3.1.7. Active participation of the Gender Equality Officer	9
	3.2. Recruitment	10
	3.2.1. Job announcements	10
	3.2.2. Active recruitment and selection of personnel	10
	3.2.3. Appointment commissions	11
	3.2.4. Interview process	12
	3.3. Human resources development and career promotion	12
	3.3.1. Annual performance review	12
	3.3.2. Qualifying women to be future leaders	13
	3.3.3. Career events and networking opportunities at IRI	13
	3.4. Reconciliation of work and family life	14
	3.4.1. Workplace organization	14
	3.4.2. Flexible working solutions	15
	3.4.3. Re-integration after maternity leave and parental leave	15
	3.4.4. Reconciliation of work and care responsibilities for dependent relatives	15
IV	CONTINUAL ADJUSTMENT OF THE GENDER EQUALITY PLAN	16

PREAMBLE

The Gender Equality Plan of the Institute for Development and Innovation (IRI) formulates the key principles, objectives, and measures to promote equal opportunities for women and men. The aim of The Gender Equality Plan at the Institute for Development and Innovation – IRI is to achieve equal participation of women and men in professional life at IRI. This includes the reduction of the underrepresentation of any sex, the avoidance of gender-specific disadvantages, the filling of job openings on equal terms oriented on the quality of the applicants at all qualifications and employment levels, and the optimization of the reconciliation of work and family for the employees of IRI.

Specific objectives include quantitative and qualitative data collection in order to detect underrepresentation and possible gender-specific disadvantages, the removal of gender barriers through improved policies and practices in job placement on equal terms at all qualification and employment levels, the promotion of the advancement of early-career women scientists through specific training and career development initiatives and the optimization of the reconciliation of work and family life for the employees.

Furthermore, specific training modules shall raise awareness for gender aspects in research. The results of the data collection, the objectives and measures as well as the examples of best practices from the participating research centers are to be incorporated into tailor-made gender equality plans for the respective institutes.

In June 2022, IRI formulated a Gender Equality Plan for the period 2022–2025. The Gender Equality Plan is available in English on the IRI's website and in the internal web, so it can be accessed by all employees.

1. ASSESSMENT OF THE CURRENT SITUATION

The situation of female employees is shown in comparison to male employees in the following tables. The necessary data for the assessment, which presents the percentage of men and women in the various salary groups and at the same time serves as control of the success of measures to promote equal opportunities at IRI, is provided annually by the Human Resources Department. The tables show:

- the percentage of women among all employees of IRI (Table 1);
- the percentage of women according to employment type (Table 2) and
- the percentage of women among the administrative staff (Table 3).

1.1. Analysis

As of June 30, 2022, a total of 3 people were full-time employed at IRI; of these 2 were women. This corresponds to a percentage of approximately 67%. On the other side, 5 people were engaged in part-time work, out of which 3 are women.

Table 1. Total number of IRI employees (statistics as of June 30, 2022)

	As of June 30, 2022		
	Total	Of these: Women	
		Number	Percentage (%)
Total number of employees (regardless of the source of funding)	8	5	62.5%

As can be seen on the following page in Table 2, which presents the distribution of employees according to the type of employment, women are dominant in part-time employment as well as in the full-time employment.

Table 2. Total number of employees of IRI by employment type (June 30, 2022)

Employment type	Total employees	Men	Women	Percentage of Women in %
Full-time	3	1	2	66,70%
Part-time	5	2	3	60%
Total	8	3	5	62.5%

Tables 3 allow a look at staff in administration:

Table 3. Administrative staff, technical and other staff (statistics as of June 30, 2022)

Salary group	Total				Part-time employees Total			
	Total	Men	Women	% Women		Men	Women	% Women
Administrative Staff	1	0	1	100%	0	0	0	
Total	1	0	1	100%	0	0	0	0%

In administration, men are underrepresented. There is no man who works in as administrative staff.

2. OBJECTIVES

In the long term, the organizational culture at IRI will be designed to be family-friendly and to provide equal opportunities for both genders. With The Gender Equality Plan, IRI seeks to implement the **following objectives**:

1. Ensure equal opportunities through equal treatment of women and men with regard to work and career;
2. Promote the respective underrepresented gender;
3. Increase the percentage of women in leadership positions and decision-making bodies;
4. Facilitate the compatibility of work and family for women and men.

2.1. The corridor model: target percentages for 2025

Organizations commit themselves to specific policy objectives in order to advance in organization structure and one of these policies is the equal treatment of female and male employees (with emphasis on the research stuff). The issue of equal opportunities is a focus of the reporting. The Supervisory Board of IRI had decided on targets for the percentage of women in the organization to the year 2025. The following target percentages (highlighted with a yellow background) were determined in close consultation with The Gender Equality Officer.

	Percentage of Women	Percentage of women – Derivation and Target 2022/2025	
	Actual June 30, 2022	Target Dec. 31, 2025	Target Dec. 31, 2025
	Women (%)	Women (%)	Women (%)
Board of Directors	0 %	0%	0%
First Management Level	50%	50%	50%
Administrative Staff	100%	50%	50%
Research Stuff	66.7%	50%	50%

3. FIELDS OF ACTION AND MEASURES

3.1. Organizational culture

IRI is committed to a culture of collaboration and appreciation embedded in a dynamic framework of transparent structures, well-defined procedures and open communication culture. It strives for an environment that promotes careers advancement and career development for all employees.

3.1.1. Rising awareness of executives

On a continual basis, the executives should place high priority on the topics of equality of opportunity and the promotion of early-careers. These topics are to be part of the leadership culture at IRI.

Measures:

1. To promote an overarching culture of gender equality at IRI and to incorporate it into the daily research activities, the concept of leadership shall be defined and management guidelines shall be developed. As part of these guidelines, principles for dealing with each other in daily life at IRI shall be formulated.
2. Workshops on gender bias developed shall be offered to executives and employees.
3. Executives shall be encouraged in their mentoring and advisory role, inter alia through the instrument of the quarterly and annual performance review.

3.1.2. Placement in committees and commissions

Increased placement of underrepresented gender on higher-level committees, appointment commissions, selection committees for open positions, and internal committees is another important step for implementing gender equality by the decision makers.

IRI strives to achieve a balanced proportion of both genders in the whole organization.

Measures:

1. Employment committees will consist of both genders and will review candidates based on their curriculums and competences.
2. In the selection process both genders will be incentivized to fully represent themselves and their ambition.

3.1.3. Use of gender-neutral language

The equal treatment of women and men is to be taken into account linguistically in the formulations used. Nevertheless, many university and non-university texts are still rendered in the generic masculine. Women are not mentioned here and thus remain invisible in the academic and research context and in the imagination of the reader. The objective of IRI is to address women and men equally and to make women visible linguistically as a matter of principle.

Measure:

1. To raise awareness of the use of gender-neutral language, all employees will be provided with a language usage guide with recommendations and examples which can be accessed on the intranet pages of The Gender Equality Officer.

3.1.4. Data management and reporting

All cross-sectional measures, including gender-aggregated data collection on the proportion of women and analyses, shall be presented annually to all employees.

The Gender Equality Plan shall be updated every three years. Furthermore, an annual report shall be presented at the annual employees meeting at the beginning of the year.

The results of the measures taken shall be analyzed and, if necessary, adjustments/ optimizations shall be made.

Measures:

1. IRI collects gender-aggregated data on recruitment and the employment structure according to the currently implemented reporting carried out within the framework of the annual meeting.
2. IRI documents the percentage of women in every phase of the recruiting process and for every job opening that is announced. The documentation for the open positions is part of the annual reporting.

3.1.5. Feedback culture

The establishment of a feedback culture serves to reflect the guidelines and processes as well as the work experience at IRI as the basis for a continuous improvement.

Measure:

1. As a standard procedure, IRI shall offer a feedback form to employees and guest researchers who leave IRI.

3.1.6. Counteracting sexual harassment, bullying, and discrimination in the workplace

IRI condemns any type of sexual harassment, bullying and discrimination. It is part of the duty of care of IRI to protect its employees from this at the workplace, and this applies to both women and men to the same extent. The IRI's commits to immediately investigate any cases of sexual harassment, bullying or discrimination, which became known to it. If employees are affected or feel affected by sexual harassment, bullying or discrimination, they have the right to obtain advice and support from the Commissioner for the Protection of Equality, The Gender Equality Officer, or any individuals they trust.

The Gender Equality Officer shall be informed about the specific steps that are to be undertaken.

Measure:

1. Attention shall be drawn to the commitment IRI has made, and awareness of the issue shall be raised. To communicate adequate handling of this issue, it is recommended to include this topic in the quarterly meetings.

3.1.7. Active participation of the Gender Equality Officer

The early involvement of The Gender Equality Officer in all personnel, social and organizational planning, decisions, and measures relevant to gender equality form the prerequisite for the successful promotion of equal opportunities. The responsibility for informing The Gender Equality Officer in a timely manner lies with the management of the organization, the leaders of the research groups, and the heads of other organizational units.

The Gender Equality Officer shall be integrated to a greater extent and with strengthened rights in the coordination and decision-making processes.

The Gender Equality Officer shall not be bound by instructions in the exercise of her duties. IRI supports The Gender Equality Officer in her tasks by releasing her from other duties and giving her the necessary personnel, space and material equipment to carry out her activities. IRI shall also bear the cost of attending training and education events, provided that they provide knowledge necessary for The Gender Equality Officer to carry out her work.

The Gender Equality Officer shall not be hindered in the performance of her tasks nor placed at a disadvantage in her career development due to her activities. The Deputy Gender Equality Officer shall have the same rights and obligations in the case of substitution.

3.2. Recruitment

The recruitment will be based on a transparent process as standard for hiring staff in the organization. These include the presentation to all employees of all steps of the recruiting process, describing important checkpoints, and also providing material supporting the selection committee's work for a uniform and fair process.

3.2.1. Job announcements

The organizational culture of IRI shall be reflected in the design of the job announcements.

Measures:

1. The job advertisements of IRI shall generally contain an indication that the work environment is gender-sensitive, that the professional career of the applicants is taken into account irrespective of gender, nationality or religion, and supportive offers to better reconcile work and family life exist.
2. All job announcements for IRI will be gender-neutral.
3. As a matter of principle, all job announcements shall contain a link to the Internet pages of IRI on the reconciliation of work and family life.
4. For jobs announcements for positions in teams, in which currently only one gender is represented, prospective applicants belonging to the not-represented gender shall be specifically encouraged to apply.

3.2.2. Active recruitment and selection of personnel

Active recruitment to increase the pool of highly qualified female candidates is of special importance for the fulfillment of the corridor model.

Measures:

1. The management shall recommend female candidates to fill positions. For appointments for joint professorship, the representatives of IRI shall be requested to actively contact suitable women employees and to encourage them to submit an application.
2. The conference participants of IRI shall be encouraged by the executive staff to give feedback to the program coordinators and to suggest top-class women researchers for possible future appointments. The program coordinators shall collect the suggestions, discuss these in their respective areas and pass these on to IRI's management.
3. A standard ratio of male and female candidates invited to the final interview for a vacancy shall be applied depending on the ratio of applications, or at least two candidates of less represented gender shall be called for interviews. This also serves as a measure to provide female candidates with experience in the process of interviewing.

3.2.3. Appointment commissions

Appointment commissions shall implement measures for the general quality assurance of selection procedures and thus guarantee the execution of a fair, transparent recruitment process.

Measures:

1. Special attention shall be devoted to the participation of female members in committees.
2. Assessment criteria shall be recorded in writing at the first meeting, which serves as the basis for a fair selection process.
3. The members of appointment commissions shall be supported by seminars or web-based modules on the topic of gender bias, for example with the video of the European Research Council (ERC): "Recruitment bias in research institutes".
4. Until a balanced gender ratio has been achieved at the executive level, additional support will be given to female executives who are particularly overburdened by committee work, e.g. in the form of additional staff.

3.2.4. Interview process

Interviews must be objective, unbiased and transparent and shall take place according to previously established assessment criteria.

Measures:

1. The interview questions shall be defined for each position by the appointment commission and established in advance.
2. The interview reports of the appointment commission shall inform the management about the appointment recommendations.
3. For increased transparency, IRI will inform all applicants about the progress of the procedure at regular intervals.
4. When sending interview invitations and offers, information shall be included about the framework conditions at IRI, such as the reconciliation of work and family life, social services, or the Dual-Career Service.

3.3. Human resources development and career promotion

To prepare female and male researchers and other employees for different career paths, they will be encouraged to take advantage of career development measures and to assume leadership tasks.

3.3.1. Annual performance review

Annual one-on-one meetings between the supervisor and employee will be used by the employees to reach agreement on the employee's individual development goals and options and to find suitable instruments to implement these.

Measure:

1. Workshops will be offered once a year to the employees as well as coaching for executives, in order to prepare them for the above-mentioned one-on-one meetings.

3.3.2. Qualifying women to be future leaders

The preparation for future leadership positions as well as support in newly assumed executive positions includes the targeted development of special competences and management skills. Through individualized development strategies, women will be prepared to take on roles with more responsibility.

Measures:

1. Workshops on leadership, communication and self-assessment.
2. Through coaching for high potentials females from research and administration, the start in a new position as an executive will be supported with regard to the diversity of tasks and roles and the balance between career and family. Women from the level of department head in the administration and higher and women researchers from the level of young investigator group leader and higher can find a coaching scenario suited to them from a pool of experienced coaches.

3.3.3. Career events and networking opportunities at IRI

All employees of IRI will be given the opportunity to participate in career and networking events at IRI and to identify career options for the future.

Measures:

1. Seminars attendance (networking lunchtime seminars): Invited speakers who have started an independent career in society offer specific case studies highlighting the challenges and benefits of maintaining a good work-family life balance while succeeding in research.
2. Career Pathways Seminars: In this seminar series presents career options.
3. Career Day: Once a year, a career day is held at IRI, in which comprehensive information is given in the form of talks, panel discussions, information stands and one-to-one conversations about career options.

3.4. Reconciliation at work and family life

A family-friendly work environment at IRI is designed to help women and men reconcile work and family life, and in this aspect, to see no reasons to leave job. For the period from 2022 to 2025 IRI is focusing on the following fields of action: leadership and leadership development, human resources development, internal communication and service for employees.

Executives at IRI will play an active role in leadership responsibilities and help employees to reconcile work and family life.

Measures:

1. Better communication of the different offers and framework conditions:
 - a. Poster campaign promoting the benefits of good work and family life compatibility;
 - b. A clear commitment supporting work-family life balance shall be published on the IRI's website;
2. Establishment of further childcare and home services.

3.4.1. Workplace organization

As far as possible, IRI strives to design its workplaces in all areas and functions so that request for a reduction of working hours and job-sharing can be granted. As far as conditions allow the request of part-time employees to increase their weekly working hours shall be considered, just as the individual request for a reduction of working hours. Part-time employees shall be granted the same career development and advanced training opportunities as full-time employees.

3.4.2. Flexible working time solution

Beyond the flextime regulations, at IRI there are individual possibilities for variable working hours, i.e. the change from full to part-time and vice versa and – in case of need and in consultation with the respective supervisor – possibilities of home office solutions and leaves of absence.

Employees are given the possibility to make their work activities adaptable to their family life. The focus is on advisement about the legal regulations related to the reduction of working time, leave and re-entry.

In scheduling vacation leave, the requests of employees with school-age children for vacation during the school holidays shall have priority. IRI implements various measures that will help employees reconcile work and family, ranging from a parent-child room to a welcome center, which among other things assists in matters of childcare.

3.4.3. Re-integration after maternity leave and parental leave

For the reintegration after maternity leave and parental leave, the respective valid work agreement between IRI and employee shall apply. All rights are applied in accordance with the relevant articles of the Employment Act of the Republic of Serbia (*"Off. Herald of RS", Nos. 24/2005, 61/2005, 54/2009, 32/2013, 75/2014, 13/2017-Decision of the CC, 113/2017 and 95/2018 - authentic interpretation*), Part 4. Protection of Motherhood, Part 5. Maternity Leave and Leave for Nursing a Child and Part 6. Leave for Special Care of a Child or another Person.

3.4.4. Reconciliation of work and care responsibilities for dependent relatives

In order to improve the reconciliation of work and care responsibilities of the employees, in cooperation with an external service provider a care service is provided in the context of a model project, where employees throughout Serbia are supported by specialists through a service portal and a care hotline. The employees receive valuable support both in the case of acute care as well as fundamental questions about the topic of care.

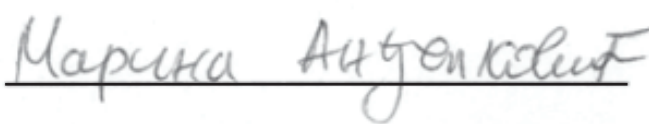
4. CONTINUAL ADJUSTMENT OF THE GENDER EQUALITY PLAN

Each year in the annual meetings of the IRI employees, a comprehensive report on the developments regarding gender equality during the last reporting period shall be given under the agenda item Gender Equality.

Gender Equality Plan for the period from 2022 to 2025



Nenad Jevtović
Director


Marina Anđelković
Human Resources Manager

GENDER EQUALITY PLAN

2022–2025

