



**Masaryk  
University  
Gender Equality  
Plan**

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# MASARYK UNIVERSITY GENDER EQUALITY PLAN 2025-2028

(Gender Equality Plan MU – GEP MU)

Masaryk University's management follows the European Union's gender equality objectives for 2020–2025 (Equality Union: Gender Equality Strategy 2020–2025) and the Updated Gender Equality Strategy 2021–2030 <https://vlada.gov.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Aktuality/Strategie-rovnosti-zen-a-muzu-na-leta-2021-2030-aktualizace-rijen-2024.pdf>. MU will implement a variety of measures to promote gender equality as part of the University's strategic commitment to the principles of transparency, equality and accountability, while at the same time reconciling the work and personal lives of all its staff and students. The University will pursue this commitment at the level of its units and through the activities of the University as a whole. The individual professional departments of the MU Rector's Office will cooperate with the faculties and other units in the implementation. The plan provides a framework for the development and implementation of effective measures to achieve the goals in the priority areas of gender equality at MU and within MU units.

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## Strategic context

MU recognises that its most valuable asset is its people, and that achieving its mission depends on the performance, dedication, professionalism and skills of its staff and students. While MU has already made significant progress in creating an equitable, flexible and gender-balanced work and learning environment, it will continue to cultivate an organisational culture in which employees and students have equal opportunities in all areas. To achieve this strategic goal, the University will create adequate institutional tools, implement and financially support the activities outlined in this MU Gender Equality Plan 2025–2028, which are in line with the vision and goals of the Masaryk University Strategic Plan 2021–2028.

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## The background to the gender equality plan

Measures in the areas of the Gender Equality Plan are proposed on the basis of the results and recommendations of gender audits carried out by MU units in the period 04–09/2024, which covered the following areas: Transformation of organisational culture; reconciliation of personal and professional life; recruitment and selection; functional advancement; equal opportunities for women and men in leadership positions; measures against sexual harassment and other forms of gender-based violence; research and innovation; study; collection and monitoring of gender-differentiated data; and allocation of human and financial resources to address gender equality issues. The findings presented in the final reports of the gender audits in each thematic area are supported by content analysis of documents, analysis of statistical data, results from questionnaire surveys, group discussions with selected groups of people, individual and group interviews. The results of individual gender audits are the basis for this MU Gender Equality Plan (hereinafter referred to as MU GEP).

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## Implementation and accountability

A Gender Equality Guarantor has been appointed at the MU management level who will cooperate with other Vice-Chancellors and, in particular, with MU units and representatives of relevant departments from the MU Rector's Office in the implementation of MU GEP activities. The guarantor is the representative entrusted with the issue through the MU Organisational Regulations. The guarantor will inform the MU management about the results achieved in the implementation of the MU GEP. Furthermore, information on the implementation of the objectives and activities of the MU GEP will be included in the existing annual reports and will therefore be available not only to the management of the individual MU units but also to all employees and students of the University.

# AREAS OF THE GENDER EQUALITY PLAN

## 1. Transforming the internal culture of the organisation

The University and its units will promote an organisational culture and working and learning environment that is inclusive, motivating and supportive of equal opportunities for all staff and students.

## 2. Gender balance in leadership and decision-making

The University and its units will promote improved opportunities for gender balance in leadership and decision-making towards gender balance.

## 3. Reconciling personal and professional life

The University and its units will facilitate and further promote flexible forms of work as well as the creation of conditions for the provision of childcare and family care to enable employees to balance work and family responsibilities.

## 4. Recruitment, selection and promotion

The University and its units will continue to implement open and transparent recruitment and selection based on quality and competence. In terms of promotion, they will strive for balanced opportunities in developing and maintaining a gender-diverse workforce by establishing a talent management, career support and mentoring system, especially for early career women scientists.

## 5. Measures against sexual harassment and other forms of gender-based violence

The University and its units will further develop a rights protection system based on reporting and complaints, supplemented by the possibility of counselling and advisory services for the fair resolution of cases arising.

## 6. Research and innovation

The University and its units will strive to promote and integrate the principles of gender equality in research and innovation and will promote research results achieved by women and research that takes gender issues into account.

## 7. Collection and monitoring of gender-disaggregated data

The University and its units will establish a system for collecting and regularly evaluating gender-disaggregated data in MU GEP areas, which will also be published as aggregated statistics in annual reports.

## 8. Study

The University and its units will strive to promote and integrate the principles of gender equality and in teaching, including equal learning opportunities.

## 9. Allocation of human and financial resources

The University and its units will generate adequate resources within their annual budgets to implement the proposed measures to promote gender equality in all areas of the GEP.

# 1. Transforming the Internal Culture of the Organisation

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>1.1 Develop MU's gender equality policy</b>	Publication of the MU Gender Equality Plan (GEP) 2025-2028 as a formal document	Staff Students Public Grant agencies	12/2024	Published by GEP MU	RMU/ PersManOff
	Annual publication of a report on the fulfilment of the MU GEP objectives according to specified indicators in the existing MU annual reports		Annually	Published information on the fulfilment of MU GEP objectives for the year	RMU/ PersManOff ECU
<b>1.2 Continuously and systematically continue to take gender equality principles into account in communication</b>	Consideration of gender equality principles in communication (towards different target groups)	Staff Students Public	2025-2028 Ongoing, as needed	Established procedures for mainstreaming gender equality principles in internal and external communication to different target groups	RMU/all departments and workplaces ECU
<b>1.3 Raise awareness and understanding of gender equality issues</b>	Appropriate supplementation of existing employee development and training activities with gender issues, implementation of lectures and workshops aimed at raising awareness of this issue	Staff Students	From 01/2025+	Number of lectures and workshops on gender and number of staff and students attending	CERPEK ECU
	Use internal communication tools - information campaigns towards employees and students, in the form of articles in M magazine, posts on social networks, articles in newsletters	Staff Students Public		Number of awareness-raising events and outputs on social networks and other internal MU communication channels	RMU/ComOff and all other departments and workplaces ECU
<b>1.4 Introducing a methodology for calculating the gender pay gap according to international and national standards</b>	Implement a unified university methodology for calculating the pay gap so that data from individual parts of the university are comparable for the purposes of gender equality audits	Gender audit implementers	4Q/2026	Methodology approved and implemented at MU	RMU/ PersManOff
	Implement training of people carrying out gender audits			Authorised people trained	

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>1.5 Transparency of remuneration at MU</b>	Implement activities leading to the disclosure of the gender pay gap in accordance with the relevant national legislation implementing Directive (EU) 2023/970 of the European Parliament and of the Council	Staff	4Q/2027	Gender pay gap outcome published based on national legislation implementing Directive 2023/970	RMU/ PersManOff ECU
	Update the Internal Wage Regulation where necessary as a result of the gender pay gap analysis			Updated MU Internal Wage Regulations	RMU/ PersManOff ECU
<b>1.6 Modernise the process and outcomes of the evaluation process for academic and non-academic staff</b>	Creation of an integrated evaluation system for academic and non-academic staff	Staff	Until 12/2028	Existence of an online integrated assessment system at MU	RMU/ PersManOff/ ROff/QOff ECU
	Take into account career breaks for motherhood and parenthood, long-term care of dependants and other relevant gender aspects in the evaluation of academic and scientific work			Methodological guide to the assessment and interview process, taking into account caring responsibilities and career breaks	
	Creation of a methodological manual for conducting evaluation and motivational interviews and a training e-course			Existence of e-course training and number of people trained	

## 2. Gender Balance in Leadership and Decision-making

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>2.1 Create conditions for a better gender balance in leadership positions and advisory bodies</b>	Examine the formal procedures for applications, nominations and selection of members with a view to promoting women's interest in participating in these positions	Staff Students	01/2025+	Reviewing formal procedures for nominations and selections for leadership and decision-making positions and advisory bodies (and making recommendations where appropriate)	ECU
	Support for mentoring and training towards a more balanced representation of women and men in leadership or decision-making positions			Number of men and women participating in awareness-raising events and training programmes	
	Clear dates and timeframes are given in advance for regular meetings of MU bodies and committees. Enabling hybrid leadership of these meetings.			Recommendation forwarded to the organisers of meetings of MU bodies and committees	
<b>2.2 Improving gender balance in leadership and decision-making</b>	Develop and strengthen the principles of gender balance in leadership or decision-making positions and advisory bodies, taking into account the capabilities of MU components	Staff Students	12/2025+	Monitoring the balance of representation in leadership and decision-making positions and decision-making bodies Proportion of women and men in leadership and decision-making positions and advisory bodies	ECU

### 3. Reconciling Work and Personal Life

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>3.1 Promote work from home opportunities</b>	To take advantage of all legal opportunities within the framework of the university-wide guidelines governing the conditions of working from home	Staff	2025+	Number/proportion of employees benefiting from the provisions of the Directive governing home working conditions  Monitoring the perception of the availability of home working	RMU/ PersManOff ECU
	Create a „catalogue“ at the HS regulating the possibilities of using individual internal forms of flexibility			A catalogue of flexible working conditions is created at HS	ECU
<b>3.2 Institutional support for carers</b>	Support existing playgroups and encourage cooperation with childcare centres	Employees with young children	2025+ and onwards	Supporting existing childcare facilities for young children	RMU/ PersManOff ECU
	Suggest modifications to suitable areas within the University premises to meet the needs of parents with young children			Implemented modifications	RMU/InvOff ECU
	Based on the HS discussion, develop a system and rules to enable reconciliation of work and care	Employees in a caring role	12/2025 onwards	Scope and content of the implemented support measures for caring persons	ECU

## 4. Recruitment, Selection and Promotion

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>4.1 Expand return grants</b>	Expand return grant schemes to provide opportunities and promote their availability to the pool of scientists who have interrupted their research careers, thus facilitating their return to a scientific career	Scientists returning to work after a career break in research	2025+	Number of return grants awarded  Amount of funds allocated for return grants	RMU/ROff ECU
<b>4.2 Support women scientists in their career development</b>	At the unit and university level, promote mentoring programmes specifically for women scientists	Female staff/ academics	From 2025+	Number of pilot mentoring programmes created  Supported by mentors at individual sites	RMU/ROff and CERPEK ECU
<b>4.3 Reinforce a culture of positive attitudes towards taking sabbatical leave</b>	Analysis of barriers to sabbatical leave and their removal  Removing barriers to take sabbatical leave	Staff	By the end of 2025  From 2026+	Analysis of barriers to sabbatical leave and their removal at MU units  Sabbatical leave take-up rate	RMU/ PersManOff ECU  RMU/ PersManOff ECU
<b>4.4 Promotion of women in science at MU</b>	At the university level, organise conferences promoting women in science and conferences on women in science  Promote women in science, provide examples of good practice/role models, career paths etc. through university information channels	Female staff/ academics	From 2025+ onwards	Scope and content of conferences and other events on women in science  Outputs promoting women in science  Introduced collegial sharing on the topic of successful scientific careers for women	RMU/ROff/ ComOff ECU
<b>4.5 Implementation of the offboarding process</b>	Utilise the offboarding process and analyse attrition statistics  Create a template for the exit questionnaire	Staff	2025+	Documenting the offboarding process including the exit interview and its technical setup  Exit questionnaire and its usage rate  Monitoring reasons for leaving and termination of employment	RMU/ PersManOff ECU  RMU/ PersManOff ECU

## 5. Measures Against Sexual Harassment and Other Forms of Gender-based Violence

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>5.1 Continuing and strengthening institutional incident management</b>	Continue to strengthen financially and organizationally the position of the Ombudsperson as an independent entity operating at the University and also operating at the University-wide Protection of Rights Office (PCOP)	Staff Students	2025 onwards	Independent professional adviser services available to staff and students	RMU/Bursar
	Continue to support the network of contact persons primarily dedicated to receiving reports of sexual harassment			Contact persons available to employees and students	RMU/RPO ECU
	Investigate the incidence and impact of inappropriate behaviour, including gender-based violence			Investigations carried out within MU (in an appropriate form)	RMU/RPO/ SO/QOff
<b>5.2 Continuing of preventive awareness-raising activities on sexual harassment and other forms of gender-based violence</b>	Strengthen awareness raising in the form of lectures, seminars, workshops, training, videos, social media posts, appropriate infographics to address problematic situations	Staff Students Public	12/2028	Number of lectures, workshops, seminars and training sessions	RMU/RPO/ AdvServ and CERPEK
	Create promotional materials			Promotional materials for awareness-raising activities in the field of social security	RMU/RPO/ ComOff
	Develop ombudsman advisory opinions on topical issues (e.g. close consensual relationships, conflicts of interest, etc.)			Opinions of the Ombudsman	RMU/RPO
<b>5.3 Continuing conflict prevention</b>	To implement an adaptation course organised by the Centre for International Cooperation, enriched with training for foreign students focused on the topic of intercultural differences	Students	12/2028	Number of educational events organised	CIC and CERPEK
	To train academic and non-academic staff on the topic of intercultural differences and conflict prevention	Staff			CERPEK

## 6. Research and Innovation

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>6.1 Raising awareness of gender equality in research and teaching</b>	Supplement and innovate existing platforms for supporting scientists: in the course for PhD students FRESHERS: Skills for Research Careers and in the MUNI PhD Careers Days activity, training on grant programmes, training on university-wide projects; the methodology of events supplemented with gender issues in science, teaching and research (taking gender into account in the research plan and research design)	Staff Students	From 2025 onwards, integrate continuously into individual activities	Number of implemented actions  Number and structure of people trained  Published methodologies	RMU/ROff ECU
<b>6.2 Ensuring a level playing field in the evaluation of science and research projects</b>	Ensure gender equality in the evaluation committees of internal projects, taking into account the possibilities and maintaining the main criterion of expertise	Staff Students	From 2025 onwards	Collection of data on the composition of evaluation committees and research teams	RMU/ROff ECU ICS – data warehouses

## 7. Collection and Monitoring of Gender-disaggregated Data

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>7.1 Expand the existing system of data collection and regular evaluation in the field of gender equality</b>	Further, update the indicator sets, their description and sources, for the methodology of collecting gender-disaggregated data so that it is carried out in a comparable manner at all units, respecting the principle of intersectionality	Employees of relevant MU departments and units		Definition of new indicators by 12/2025, tracking from 2025	Updated MU methodology RMU/ PersManOff - guarantor and other RMU departments ROff/SO/ ComOff/QOff/ StudOff ECU
	Implement and develop tools for the collection and analysis of gender-disaggregated data (development of applications in the MUNI IS and use of an international tool for gender audit and data monitoring in order to compare MU practice with the international environment)			12/2025+	Existence and use of IT and other tools for collecting and analysing gender-disaggregated data
<b>7.2 Implement annual monitoring of gender-disaggregated data through data warehouses</b>	Annual monitoring and publication of gender-disaggregated data in all GEP areas	Staff Students Public	From 2025 onwards	Existence of a comprehensive database of gender-disaggregated statistics in all areas of GEP MU	RMU/ PersManOff guarantor+all relevant RMU departments and ICS ECU

## 8. Area of Study

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>8.1 Support work with student feedback on identified disrespectful and inappropriate behaviour</b>	Analyse the possibilities and create a methodology and IT support for automating the evaluation of student survey results by keywords	Students	2025 onwards	Internal methodology and IT support created	RMU/SO/ComOff IS
<b>8.2 Raising awareness on gender equality</b>	Make more intensive use of the University's social networks for information on activities to promote gender equality	Students Applicants for studies	2Q/2025 onwards	Information campaign on the Gender Equality Plan  Information campaign on the methodology for dealing with sexual harassment cases.	RMU/ComOff  RMU/RPO
<b>8.3 Support teachers and students in potentially problematic situations</b>	Incorporate student mental health topics and solutions into teacher competency framework training	Teacher	1Q/2027 onwards	Topics included in the training on the Teacher Competence Framework	RMU/QOff and CERPEK
	Implement a mental health awareness campaign for students	Students	4Q/2025 onwards	Information campaigns implemented	RMU/AdvServ and Teiresiás
<b>8.4 Supporting people during career/study breaks due to care</b>	Review the options for maintaining access to e-resources for parents on maternity/parental leave and during PhD interruptions, and develop a list of these and instructions on how to request continued access	Parents on maternity/parental leave and during interruption of PhD studies	2Q/2025	Parent Handbook created and included in information materials for staff and students on maternity/parental leave	RMU/ROff/ StudOff ECU
<b>8.5 Promoting the integration of the gender dimension into educational activities</b>	Complement existing activities, training and other events with gender equality issues	Staff Students	Continuously from 2025	Number of implemented actions  Number and structure of persons trained	RMU/ROff/ StudOff/ ComOff and CERPEK ECU

## 9. Allocation of Human and Financial Resources

Objective	Action/action description	Target group	Date/Period	Indicators	Stakeholders
<b>9.1 Institutional arrangements for the gender equality agenda</b>	Appoint a gender equality guarantor at MU level who will cooperate with other members of MU management, MU units and representatives of relevant departments from RMU in implementing MU GEP activities and create sufficient capacity at RMU and MU units to support the gender agenda	Staff Students Public	During 2025–2028	RMU and the university's units have a gender equality agenda guarantor Gender coordinators at the HS	RMU/ PersManOff ECU

## List of Abbreviations

AdvServ	Student Advisory Centre
CERPEK	Competence Development Centre
CIC	Centre for International Cooperation
ECU	Economic Units
GEP	Gender Equality Plan
ICS	Institute of Computer Science
InvOff	Infrastructure Development Office
IS	Information System
MU	Masaryk University
PersManOff	Personnel Management Office
RMU	Rector's Office
ComOff	Communication Office
QOff	Quality Office
ROff	Research Office
RPO	Rights Protection Office
SO	Strategy Office
StudOff	Office for Studies
Teiresiás	Support Centre for Students with Special Needs





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