

NATIONAL ACADEMY OF SCIENCES OF UKRAINE

**Dolishnyi Institute of Regional Research of
the National Academy of Sciences of Ukraine**

APPROVED:

Academic Council of the Dolishnyi Institute of
Regional Research of the National Academy of
Sciences of Ukraine

Protocol No 03 dated March 30, 2026

Chairman of the Academic Council of Dolishnyi
Institute of Regional Research of the National
Academy of Sciences of Ukraine



____ Taras VASYLTSIV

Enacted by the Order of
the Director of the Institute
No 52 dated March 30, 2026.

GENDER EQUALITY PLAN

for 2026-2030

I. General provisions

Ensuring equality of rights and opportunities is a fundamental principle that guarantees every individual, regardless of gender, age, ethnicity or beliefs, equal starting conditions for professional growth and self-realization in the educational, professional and cultural space. The implementation of these principles is critically important for building a fair, inclusive society and the progressive development of science.

The Gender Equality Plan of the Dolishniy Institute of Regional Studies of the National Academy of Sciences of Ukraine (hereinafter referred to as the Institute) is aimed at building a modern academic environment free from discrimination and bias. The document is designed to create a safe research space where every employee, graduate student, or doctoral student receives the necessary support and feels professionally protected regardless of gender, age, or form of employment.

The Gender Equality Plan (hereinafter referred to as the Plan) of the Institute was developed to:

- affirmation of gender equality and prevention of discrimination based on sex;
- prevention and counteraction to gender-based violence;
- ensuring equal participation of women and men in strategic decision-making⁴
- creating conditions for combining professional and family responsibilities;
- fostering a culture of gender equality among employees.

The systematic implementation of the principles of equality creates favorable conditions for professional growth and full disclosure of the intellectual potential of each member of the team. The provisions of the document define ethical standards and the legal vector of internal activities, applying to all employees without exception.

The Institute guarantees equality of rights and opportunities, maintaining an atmosphere of tolerance and zero tolerance for prejudice.

The implementation of the Plan's tasks is based on the principles of transparency and consistency. This implies not only the consistent implementation of the identified measures, but also active inter-institutional cooperation. The publicity of the processes of implementation of the Plan and its regular discussion in the team is the key to compliance with high standards of academic integrity and social responsibility of the Institute.

This Plan is developed based on international and national law on gender equality, in particular:

- United Nations Convention on the Elimination of All Forms of Discrimination against Women of December 18, 1979 and its Optional Protocol of December 10, 1999.
- Beijing Declaration and Platform for Action, IV World Conference on Women, September 15, 1995.
- UN Sustainable Development Goals 2030, UN General Assembly Resolution 70/1 of September 25, 2015.
- Association Agreement between Ukraine, of the one part, and the European Union, the European Atomic Energy Community and their Member States, of the other part, of 27 June 2014.

- Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) of 11 May 2011
- Council of Europe Gender Equality Strategy 2024-2029 of 30 January 2024
- European Charter of Researchers and Code of Conduct for the Recruitment of Researchers, EU Commission Recommendation No. 2005/251/EC of 11 March 2005.
- Law of Ukraine "On Ensuring Equal Rights and Opportunities for Women and Men" of September 8, 2005 No. 2866-IV.
- Law of Ukraine 'On the Principles of Preventing and Combating Discrimination in Ukraine' of September 6, 2012 No. 5207-VI.
- Law of Ukraine 'On Preventing and Combating Domestic Violence' of December 7, 2017 No. 2229-VIII.
- The State Strategy for Ensuring Equal Rights and Opportunities for Women and Men for the Period up to 2030, approved by the Cabinet of Ministers of Ukraine of August 12, 2022 No. 752-r.
- National Strategy in the Field of Human Rights, approved by the Decree of the President of Ukraine of March 24, 2021 No. 119/2021.
- National Action Plan for the Implementation of UN Security Council Resolution 1325 'Women, Peace, Security' for the period up to 2025, approved by the Cabinet of Ministers of Ukraine of October 28, 2020 No. 1544-r.
- Resolution of the Cabinet of Ministers of Ukraine 'Issues of Data Collection for Monitoring Gender Equality' of December 2, 2020 No. 1517-r.

The plan is based on the principles of the European Research Area (ERA), considering the Horizon Europe Programme Guidelines on Gender Equality Plans. The Institution recognizes gender equality as a fundamental condition for improving the quality of scientific results and the competitiveness of the Institute in the international arena. The implementation of the Plan ensures the harmonization of the institution's internal procedures with the pan-European standards of scientific career management and research ethics.

This Plan is developed as a comprehensive document that combines analytical, target and resource components to ensure systemic changes in the institution. The structure of the document begins with a thorough analysis, which contains key conclusions on the current state of gender balance in the field of recruitment, employment conditions and opportunities for professional development of the Institute's employees. Based on the results obtained, specific goals have been identified aimed at building a safe and inclusive working environment conducive to each member of the team.

The practical implementation of the Plan is ensured through a system of measures aimed at improving the quality of scientific and administrative activities through the active implementation of the equality policy. To ensure the effectiveness of these processes, the document clearly defines the necessary resources that the Institute allocates to achieve the planned results and sustainably support an inclusive corporate culture.

II. Analysis of the current gender status at the Institute

According to the results of internal monitoring, as of January 1, 2026, the following distribution of positions and academic degrees by gender was determined (Table 1).

Table 1

Distribution of the Institute's employees by positions and scientific degree depending on gender

Category of employees	Total	Women	Men	Share of women, %	Share of men, %
Employees of the Institute, total	113	67	46	59	41
The management staff of the Institute, in total					
<i>Of these:</i>					
Directorate	7	1	6	14	86
Heads of research and scientific and technical departments	8	7	1	88	12
heads of auxiliary units and services	7	6	1	86	14
Researchers (including from among the management staff), total	80	53	27	66	34
<i>Of these:</i>					
Doctors of Science	30	19	11	63	37
PhD / Candidates of Sciences	38	27	11	71	29
Young scientists (up to 40 years old)	10	7	3	70	30
Employees of auxiliary units and services (including from among the management staff), total	33	16	17	48	32

The results of internal monitoring conducted as of September 15, 2025 indicate the predominance of women in the overall structure of the Institute's staff, where their share is 59% of the total number of staff. Such a gender profile is typical for institutions of socio-economic orientation, but a detailed consideration of certain categories of personnel reveals certain structural features. In particular, there is a significant predominance of men in the directorate, who occupy 86% of top-level management positions, which indicates the presence of vertical segregation. At the same time, at the level of heads of scientific departments, the situation is mirrored, since women head 86% of departments, ensuring effective operational management of research processes.

The scientific potential of the institution also has an expressive female face, because women make up 65% among Doctor of Sciences and 68% among candidates of sciences. This trend is especially noticeable in the category of young scientists under the age of 40, where the share of women reaches 72%, which predicts a further strengthening of their role in the academic environment of the Institute. On the other hand, among the employees of auxiliary units and services, the most balanced ratio is maintained, where men make up 53% and women – 47%. The obtained statistics confirm the need to focus the Plan on supporting the professional growth of women in senior management and preserving the scientific capital of young researchers.

III. Strategic goals and objectives

To achieve the mission of the Institute and ensure de facto equality of rights and opportunities, the Plan is structured in five priority areas. Each of them includes a strategic goal and a list of specific tasks aimed at overcoming the identified imbalances and building a modern academic community.

GOAL 1. *Building an inclusive organizational culture and raising gender awareness*

This goal aims to affirm the ethics of equality, overcome stereotypes and build respect for diversity in the academic environment. The implementation of the direction involves the transformation of internal and external communications of the Institute to minimize gender bias and eliminate communication barriers. Attention is paid to the training of managers, since understanding the principles of equality is a critical factor in scientific progress.

1.1. Institutionalization of gender policy through the official appointment of the Commissioner for Gender Equality and the publication of his/her functional duties and powers on the website of the Institute.

1.2. Development of managerial competence by conducting regular information seminars for heads of departments on the principles of non-discrimination and overcoming unconscious prejudices.

1.3. Introduction of unified approaches to internal communications through the application of the principles of gender-sensitive language in official documents, public speeches and on the Institute's digital platforms.

GOAL 2. *Ensuring parity representation and equal opportunities in professional development*

The goal of this direction is to support academic careers at all stages and overcome vertical segregation. The activity is focused on ensuring equal participation of representatives of both sexes in strategic decision-making as part of the Academic Council, the Directorate and competition commissions.

2.1. Ensuring equal access to research infrastructure and funding through monitoring the gender composition of research teams in the formation of grant applications.

2.2. Supporting professional continuity through the implementation of scientific mentoring programs for young scientists with equal access regardless of gender.

2.3. Ensuring gender balance in strategic decision-making through the implementation of the principles of parity representation in the composition of the Academic Council and competition commissions of the Institute.

GOAL 3. *Guaranteeing a safe working environment and countering gender-based violence*

This direction ensures the creation of effective mechanisms of protection against discrimination, mobbing and any forms of violence. The Institute implements a zero-tolerance policy for ethical violations to guarantee the safety of each member of the team.

3.1. Creation of regulatory protection mechanisms through the development and approval of internal regulations for responding to complaints of discrimination or violation of professional ethics.

3.2. Organization of confidential consulting through the work of the Authorized Person on professional ethics and protection of individual rights.

3.3. Preventive education through information campaigns on algorithms for combating violence and the use of legal tools for personal protection.

GOAL 4. *Creating conditions for a harmonious combination of professional activity and personal life*

The purpose of the activity is to organize the harmonious combination of scientific work with family responsibilities. The plan provides for the creation of conditions for the effective reintegration of scientists after career breaks related to childcare or other circumstances.

4.1. Streamlining the work schedule by holding collective events (meetings, seminars, meetings) exclusively within the main working hours from 10:00 to 16:00 to ensure a balance between professional and family responsibilities of employees.

4.2. Expanding digital interaction by providing the technical possibility of remote participation in scientific events for employees with family responsibilities.

4.3. Reintegration of scientific personnel through the provision of advisory support to scientists to resume activity after long career breaks.

GOAL 5. *Systematic monitoring and integration of a gender perspective into scientific research*

This goal creates a methodological foundation for the collection of sex-disaggregated data and the integration of gender analysis into the content of scientific research. The implementation of the direction ensures public accountability and modernization of scientific methodology in accordance with European standards.

5.1. Formation of an analytical database through an annual gender audit of personnel and presentation of analytical reports to the Academic Council.

5.2. Methodological modernization of scientific activity through the inclusion of gender analysis in the study of regional policy, sustainable development of territories, cross-border cooperation and spatial transformations of socio-economic systems.

5.3. Ensuring public reporting through the annual publication of the results of monitoring and the report on the implementation of the Plan on the official website of the Institute.

The Action Plan for the implementation of the Plan is given in Table 2.

IV. Action plan

Measures for the implementation of the Plan are given in Annex 1.

V. Monitoring and evaluation of the implementation of the Plan

The assessment of the effectiveness of the Plan is based on a comprehensive combination of quantitative and qualitative monitoring of key indicators. The main indicators of success are the dynamics of the share of women in various categories of personnel, the level of their representation in management bodies, public activity and participation in international scientific projects, in particular in the Horizon Europe program.

The results of the implementation of the Plan are annually recorded in a report submitted to the Director of the Institute, discussed at a meeting of the Academic Council and published on the official website. The analytical data of the report become the basis for adjusting measures and improving the personnel policy of the institution.

Annual monitoring is carried out according to the following indicators:

- distribution of the Institute's employees by gender within structural subdivisions and by categories of scientific positions;
- gender structure of the team, considering the level of education and scientific degree of employees;
- average age of the institution's employees by gender;
- the level of average salary by gender with a breakdown by scientific and auxiliary departments.

VI. Resource support for the implementation of the Plan

To ensure the effective implementation of the measures of the Gender Equality Plan, the Institute allocates the necessary resources in several key areas.

Institutional support is provided through the appointment of a Gender Equality Commissioner, who is delegated the authority to coordinate, advise and report. Administrative support is provided by the personnel department, legal adviser and secretary of the Academic Council of the Institute, and the heads of scientific departments contribute to the involvement of employees in the planned events and guarantee compliance with ethical standards in teams.

The Institution recognizes the need to allocate working time to perform the functions of the Authorized Person and the participation of employees in thematic seminars and trainings. The activities of the Authorized Person are considered when distributing his/her total workload as an important component of organizational work, and members of working groups and commissions perform the tasks of the Plan within the established working hours.

The Institute provides technical means for conducting online events and ensuring remote participation of employees in scientific life. Information support includes the publication of the Plan and reports on the official website of the Institute, and methodological support is based on the recommendations of the European Research Area (ERA) and the standards of the Horizon Europe program.

Financing of activities is carried out within the general budget of the institution for administrative, economic, scientific and organizational activities. The costs of trainings, publication of materials and updating digital resources are covered by funds for the maintenance of the institution, while individual events within the framework of international cooperation can be financed by relevant grant projects. For confidential consultations, the Institute provides access to premises that guarantee privacy, and meeting rooms and multimedia equipment are provided as a priority for the implementation of educational activities, provided for in this Plan.

MEASURES FOR THE IMPLEMENTATION OF THE GENDER EQUALITY PLAN

No	Name of the event	Responsible for implementation	Expected result	2026	2027	2028	2029	2030
<i>GOAL 1. Building an inclusive organizational culture and raising gender awareness</i>								
1.1	Appointment of the Commissioner for Gender Equality	Director, Chairman of the Trade Union	Order on the appointment of the Commissioner for Gender Equality	+				
1.2	Placement of the Plan on the official website of the Institute, contacts of the Authorized Person and the relevant regulatory framework	Authorized person	Ensuring the publicity and openness of the institution's policies	+				
1.3	Implementation of the principles of gender-sensitive communication in official documents and on the Institute's website	Academic Council, Directorate	Absence of stereotypes in texts, use of feminities	+	+	+	+	+
1.4	Conducting information seminars for heads of departments on the principles of non-discrimination and overcoming prejudice	Authorized person	Raising the level of awareness of the management level	+		+		+
<i>GOAL 2. Ensuring parity representation and equal opportunities in professional development</i>								
2.1	Monitoring the gender composition of research teams applying for internal and external grants to prevent segregation.	Authorized person, heads of scientific departments	Equal access to international funding and resources	+	+	+	+	+
2.2	Introduction of objective criteria for the formation of a personnel reserve for managerial positions based on gender equality and professional competence	Human Resources Department	Transparent and objective selection for leadership positions	+		+		
2.3	Implementation of mentoring programs for young scientists with equal access	Academic Council, Council of Young	Development of	+	+	+	+	+

No	Name of the event	Responsible for implementation	Expected result	2026	2027	2028	2029	2030
	regardless of gender	Scientists	scientific potential					
2.4	Observance of gender parity in the formation of the Academic Council and competition commissions of the Institute	Directorate, Academic Council	Achieving a balanced impact on decision-making	+	+	+	+	+
<i>GOAL 3. Guaranteeing a safe working environment and countering gender-based violence</i>								
3.1	Development and approval of internal regulations (protocols) for responding to complaints of discrimination.	Legal Adviser, Authorized Person	Availability of a clear legal algorithm for the protection of rights	+				
3.2	Conducting explanatory campaigns among graduate students and employees about their rights, mechanisms of protection against discrimination and manifestations of unethical behavior	Authorized person	Formation of an atmosphere of zero tolerance to mobbing	+		+		+
3.3	Establishment of confidential advice on professional ethics and ensuring gender equality	Authorized person	Creation of a mechanism for the protection of workers' rights and compliance with gender ethics standards	+	+	+	+	+
<i>GOAL 4. Creating conditions for a harmonious combination of professional activity and personal life</i>								
4.1	Implementation of the regulations for holding meetings and meetings exclusively within the main working hours	Directorate	Maintaining a balance between working time and personal life of employees of the institution	+	+	+	+	+
4.2	Providing technical conditions for remote participation of employees in scientific and organizational events of the institution	Directorate	Inclusiveness of scientific discussions for all categories of employees	+	+	+	+	+

No	Name of the event	Responsible for implementation	Expected result	2026	2027	2028	2029	2030
4.3	Providing advisory support to scientists on the resumption of scientific activity after long career breaks	Authorized person	Reduction of the time for reintegration of scientists into work	+	+	+	+	+
<i>GOAL 5. Systematic monitoring and integration of a gender perspective into scientific research</i>								
5.1	Conducting an annual gender audit of personnel and preparing an analytical report for the Academic Council	Human Resources Department, Authorized Person	Availability of up-to-date statistics for decision-making	+	+	+	+	+
5.2	Integration of gender dimension and analysis into the Institute's research methodology	Heads of Scientific Departments, Academic Council	Improving the quality of scientific results and compliance of research methodology with European standards (ERA)	+	+	+	+	+
5.3	Publication of the results of monitoring and the report on the implementation of the Plan on the official website of the Institute	Authorized person	Public accountability and compliance with the requirements of the Horizon Europe program	+	+	+	+	+