

Gender Equality Plan of the Institute of Archaeology of the Czech Academy of Sciences, Prague

2026–2029

1. Introduction

The Institute of Archaeology of the Czech Academy of Sciences, Prague (hereinafter “the Institute”), presents its Gender Equality Plan (GEP) for the period 2026–2029. This document represents a direct continuation of the GEP 2022–2025, which it updates, expands, and aligns with the Institute’s Code of Ethics.

The new GEP is grounded in the results of the internal Gender Audit, conducted in accordance with the Gender Audit Standards of the Czech Republic and carried out by the Gender Equality Plan Working Group using data provided by the HR Department. All planned activities and measures respond to the audit’s findings and build on steps already implemented in recent years.

Governance, Coordination, and Monitoring

Implementation of the GEP will be monitored by the Ethics Committee, which is responsible for overseeing the timely fulfilment of the planned actions. Day-to-day coordination of GEP activities will be ensured by the Gender Equality Officer (GEO). The Ethics Committee and representatives of key stakeholder groups will meet at least twice a year to evaluate progress and propose adjustments where needed.

The GEP fully meets the four mandatory process-related requirements of the *Horizon Europe* programme. A set of key performance indicators (KPIs) and a comprehensive monitoring framework have been established to track progress throughout the implementation period.

Structure of the GEP

The document is structured into two main chapters:

1. Gender Audit
Summarises the findings of the internal audit, conducted according to national standards, and provides the evidence base for the measures proposed in the GEP.
2. Gender Equality Plan 2026–2029
Describes the Institute’s commitments, measures, and planned activities in the following areas:
 - formal adoption and public availability of the GEP;
 - dedicated resources and expertise;
 - data collection and monitoring;
 - training and awareness-raising;
 - work–life balance and organisational culture;

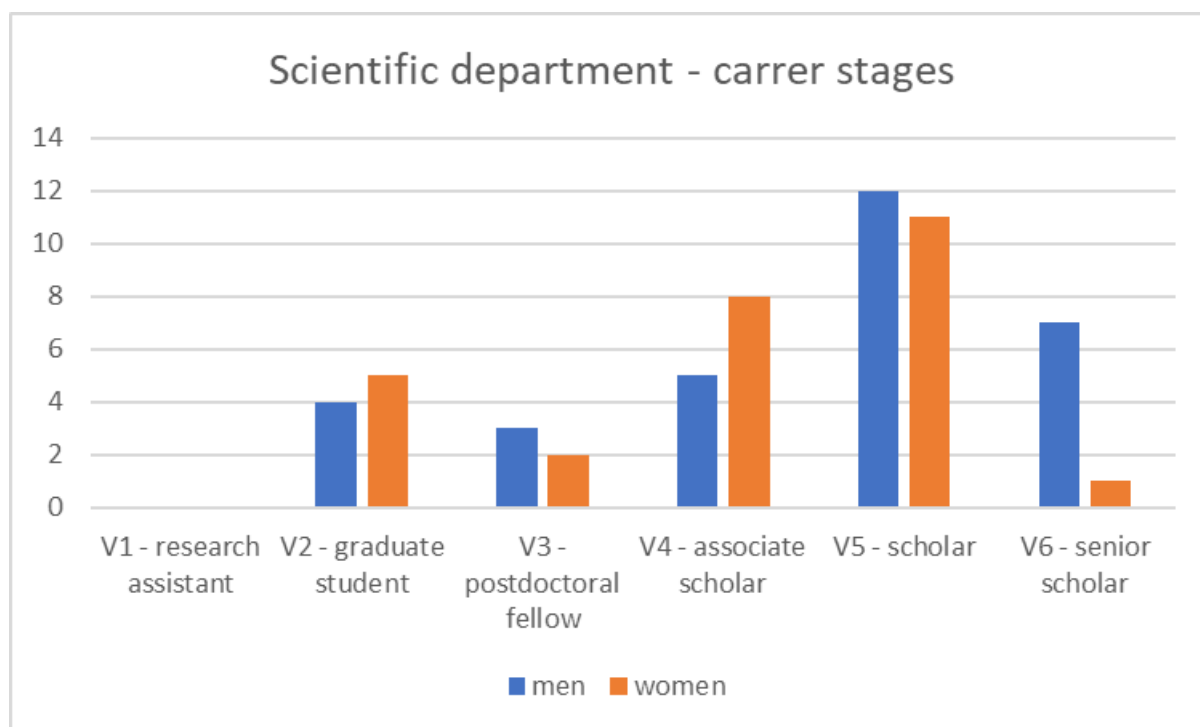
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;
- measures against gender-based violence, including sexual harassment;
- integration of the gender dimension into research and teaching.

2. Gender audit

The gender audit is based on anonymized data processed by the HR Department as of 31 July 2025, in full compliance with GDPR.

As of the above-mentioned date, the Institute employed 169 persons (56.2% women, 43.8% men), with a total of 136.35 FTEs (53.9% women, 46.1% men). Of the total, 58 persons (48.1 FTEs) are employed in scientific departments in scientific positions (Attachment 1: *Table 1*), and 111 persons (88.25 FTEs) are employees of the support sections and departments (Attachment 1: *Table 2*).

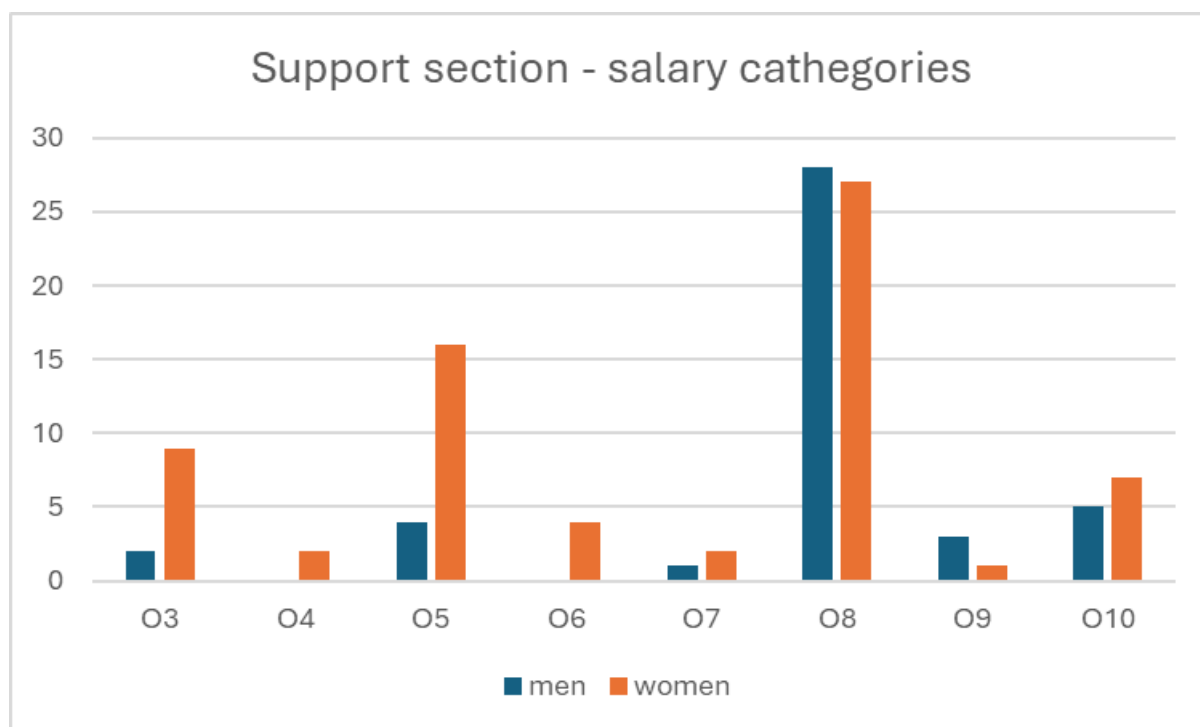
Scientific employees are divided into six groups (V1–V6) according to their career stages (<https://www.avcr.cz/cs/o-nas/pravni-predpisy/karierni-rad-vysokoskolsky-vzdelanych-pracovniku-av-cr>), ranging from research assistants (V1) to senior scientists (V6). In total, 27 women (46.6%) and 31 men (53.5%) are employed in these positions, representing 19.7 FTEs (41%) and 28.4 FTEs (59%) respectively. The comparison of salary levels by gender (*Graph 1*) shows a well-balanced representation of men and women in categories V2–V5 (with a higher representation of women in categories V2 and V4). The stable gender balance in these categories gives reason to expect a gradual reduction of disparity within category V6 in the future. Category V1 is not represented here, as there are currently no employees.



Graph 1. Career stages at scientific departments after gender.

Career stages generally correspond to age statistics (Attachment 1: *Table 3*), with only minor exceptions. For both women and men, the possibility of part-time work is available, although it is used more frequently by women (see FTE details in Attachment 1: *Table 1*).

Employees in the support (infrastructure) sections are divided into eight categories (O3–O10), which can be grouped into three main clusters: O3–O5 – technical and administrative staff, O6 and O8 – highly qualified staff, and O7, O9–O10 – technical and administrative managers. Out of a total of 111 employees, there are 68 women (61.3%) and 43 men (38.7%), representing 53.8 FTEs (60.9%) and 34.5 FTEs (39.1%) respectively. The comparison of salary categories by gender shows that the majority include more women than men, with categories O4 and O6 being represented only by women. More men are present only in categories O8 and O9.



Graph 2. Salary categories at support sections after the gender.

The age structure of the support staff (Attachment 1: *Table 4*) shows balance across all categories, with a slight concentration in the 30–49 age group, especially in categories O6 and O8 (highly qualified staff). Women and men are adequately represented in all age groups. For both women and men, the option of part-time work is available, with women making use of it slightly more often (see FTE details in Attachment 1: *Table 2*).

In the decision-making bodies of the Institute, gender balance is well maintained at the level of heads and deputy heads of scientific departments, where out of a total of 9 people, 5 are women (55.6%) and 4 are men (44.4%). Gender balance is also evident in the leadership of individual departments, where one gender holds the position of head and the other that of deputy (the difference in total numbers is due to one department having two deputies). In the support section, there are 9 people serving as heads or deputies – 4 women (44.4%) and 5 men (55.6%). Within the scientific departments, several sections have their own heads (e.g. the Archive, depositories, or laboratories), three of whom are women (75 %) and one is a man (25 %). Gender imbalance is evident at the level of the Director’s Board, as the director and all deputies are men. The Institute’s Board consists of 6 internal employees and 3 external members, including 3 women (33.3%) and 6 men (66.7%). The Supervisory Board is composed of 1 internal and 4 external members, including 1 woman (20%) and 4 men (80%). In total, 27 internal leadership positions are held at the Institute of Archaeology, 12 of which are occupied by women (44.4%) and 15 by men (55.6%).



3. Gender Equality Plan 2026-2029

The Institute has adopted a comprehensive Gender Equality Plan (GEP) for the period 2026–2029. The GEP is a formally approved, publicly available institutional document, fully aligned with Horizon Europe requirements. It builds on measures already in place, consolidates ongoing activities, and sets out future commitments to ensure structural and cultural change.

3.1 Formal Adoption and Public Availability

The GEP is a formally endorsed document, approved by the Institute's leadership and signed by the Director. It is publicly accessible on the Institute's website via a permanent hyperlink, ensuring transparency and accountability. Status: Adopted in 2025, published online, formally signed. Commitment: Annual updates and revisions will ensure its continued compliance with Horizon Europe.

3.2 Dedicated Resources and Expertise

A Gender Equality Officer has been appointed, with a clearly defined workload by overseeing the GEP implementation.

3.3 Data Collection and Monitoring

The Institute collects and analyses gender-disaggregated data on staff (and students, where relevant) on an annual basis. This includes recruitment, promotions, leadership positions, contract types, and participation in decision-making bodies. Baseline data (2025) are included in this GEP. Annual monitoring is carried out, with results presented in the Institute's Annual Report. Status: Data collection procedures already established; systematic reporting to be enhanced from 2026.

3.4 Training and Awareness-Raising

Training is compulsory for HR staff, managers, and committee members, and available to all other employees.

3.5 Work–Life Balance and Organisational Culture

The Institute ensures conditions supporting reconciliation of professional and personal life: five weeks of annual leave and an additional five paid sick days, pension contributions, flexible work arrangements, including part-time contracts for parents, retirees, and researchers. Remote work policy (up to four days per week for full-time staff), formally regulated since 2024. Ethical Code of Conduct introduced and binding for all employees. Status: Implemented; ongoing improvements foreseen.

3.6 Gender Balance in Leadership and Decision-Making

Must include at least 50% women (with a minimum threshold of 33% where duly justified) if possible.

3.7 Gender Equality in Recruitment and Career Progression

Recruitment and promotion are based on open, transparent, and merit-based procedures. All recruitment texts reviewed for gender-sensitive language (completed 2023). HR staff receive ongoing training in gender equality. New employees are informed of the Code of Ethics and the GEP during onboarding. Status: Implemented; continuous improvement in line with EU best practice.

3.8 Measures Against Gender-Based Violence, Including Sexual Harassment

The Institute applies a zero-tolerance policy towards harassment, bullying, and gender-based violence. A secure whistleblowing channel has been established (www.oznam.to), ensuring confidentiality and protection of whistleblowers. All procedures are fully aligned with EU Directive 2019/1937 and Czech legislation.

Whistleblowing Procedures are described in detail at <https://www.arup.cas.cz/o-nas/ochrana-oznamovatelů/>

Accountability: The Director informs staff regularly about procedures. The HR Department ensures that all new employees are informed upon onboarding.

Status: Implemented; awareness-raising and monitoring ongoing.

3.9 Integration of the Gender Dimension into Research and Teaching

Staff engaged in research and teaching are required to apply gender-sensitive approaches.

3.10 Key Performance Indicators (KPIs) and Monitoring Framework

The following KPIs provide measurable objectives for monitoring progress of the GEP 2026–2029. They are aligned with Horizon Europe eligibility requirements and are subject to annual review. The 2025 baseline follows the previously implemented GEP (2022–2025).

<i>Objective</i>	<i>Indicator</i>	<i>Baseline (2025)</i>	<i>Target (2029)</i>	<i>Responsible Unit</i>
Formal Adoption & Availability	GEP document publicly accessible	Published	Published annually	Director + IT
Resources & Expertise	Gender Equality Officer appointed	Appointed in 2025, position maintained, and resources secured	Achieved	Director
Data Collection	Gender-disaggregated HR data collected annually	Partial	100% systematic	HR

Training	% employees trained in gender equality	0%	≥ 90%	HR + Training Unit
Leadership*	Share of women in boards/committees	43%	≥ 50%	HR + Director
Recruitment	Recruitment adverts using gender-sensitive language	100%	Maintain 100%	HR
Violence Prevention	Reports addressed within 30 days	Not tracked	100%	Authorised Officer
Research & Teaching	Projects integrating gender dimension	<10%	≥ 30%	Research Leads

Monitoring and accountability: Annual GEP monitoring reports will be prepared by the Working Group and published on the Institute's website. The Director ensures enforcement; HR collects data; Ethics Committee monitors integration in research. At least one external evaluation will be conducted by 2029. In addition, at least one external auditor will review the implementation of the GEP before 2029, ensuring independent evaluation and compliance with Horizon Europe standards.

*** (Leadership) Evaluation of Women's Representation in Decision-Making Bodies (in line with Horizon Europe requirements)**

The analysis of women's representation in the Institute's decision-making and leadership bodies shows that women make up **35%** of all members of these structures. Balanced or higher representation of women is observed particularly at the **middle management level**, where women account for **55% of heads and deputy heads of departments** and even **67% of heads of infrastructure sections**. Leadership data include both internal and external members as per Horizon Europe guidelines.

In contrast, women's representation in the **highest governing bodies** (Director's Board – 0%, Supervisory Board – 20%) remains **significantly below** the level recommended by the **European Commission under Horizon Europe**, which sets a **target minimum of 40% women** in decision-making bodies.

In accordance with the **Horizon Europe Gender Equality Plan (GEP)** requirements, the Institute will therefore:

- **Monitor the representation of women and men** in decision-making and advisory bodies on an annual basis;
- **Strive to achieve at least 40% participation of women** in the highest governing structures;
- **Ensure gender-balanced composition** of selection and evaluation committees;

- **Strengthen women's leadership competencies** through training, mentoring, and transparent recruitment procedures.

Annex: Baseline Data Consistency Check – Gender Equality Plan 2026–2029

This annex provides a cross-check between the baseline gender audit data (as of 31 July 2025) and the figures reported in the Gender Equality Plan (GEP) 2026–2029. It confirms the internal consistency and data accuracy of the key indicators.

<i>Indicator</i>	<i>Baseline Audit 2025</i>	<i>GEP 2026–2029 (Chapter 3)</i>	<i>Difference / Comment</i>
Total staff	169 persons (56% women, 44% men)	Not explicitly stated; derived from audit	Consistent – GEP draws from audit data
Scientific staff (V1–V6)	27 women (47%), 31 men (53%)	Reflected in narrative; consistent	No discrepancies found
FTEs – scientific positions	19.7 FTE women (41%), 28.4 FTE men (59%)	Not numerically repeated; consistent	Aligned with HR data
Support sections staff	68 women (61%), 43 men (39%)	Used for overall gender balance	Consistent
Heads & deputies – scientific depts	5 women (56%), 4 men (44%)	Women 55% in middle management	Fully consistent
Heads & deputies – support sections	4 women (44%), 5 men (56%)	Part of middle management group (≈55% women)	Minor rounding difference (+10 p.p.)
Heads of infrastructure sections	3 women (75%), 1 man (25%)	67% women in infrastructure heads	Slight rounding difference (–8 p.p.)
Director's Board	0% women	0% women	Fully consistent
Institute Board	3 women (33%), 6 men (67%)	≈33% women	Consistent
Supervisory Board	1 woman (20%), 4 men (80%)	20% women	Consistent

Overall leadership (28 positions)	12 women (43%), 16 men (57%)	35% women (includes external members)	Methodological difference – external members included
Women in boards/committees (KPI)	43%	43%	Identical
Women in decision-making bodies (KPI)	≈35%	35%	Identical
Women in middle management (KPI)	55–75%	55–67%	Consistent; rounding only
Integration of gender dimension in research	<10% projects	Target ≥30% by 2029	Aligned with baseline assessment

Conclusion: All figures and proportions reported in the GEP 2026–2029 are consistent with the baseline audit data from 31 July 2025. Minor rounding differences (±8 percentage points) are explained by methodological adjustments, including the inclusion of external members in the calculation of decision-making bodies' composition. The GEP meets Horizon Europe requirements for data accuracy and transparency.

Approved on December 9, 2025

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Mgr. Jan Mařík, Ph.D.

director