



GENDER EQUALITY PLAN

2025 – 2030

Introductory Provisions

Gender equality is a value widely shared across Europe. It is embedded in the legal frameworks of individual states, as reflected in the Charter of Fundamental Rights and Freedoms, the Anti-Discrimination Act, the Labor Code, and the European Social Charter. It is also explicitly recognized within the framework of the European Research Area. Since 2012, incentives have been introduced to promote equitable working conditions for women and men in research. These measures aim to facilitate mobility across research teams and to foster innovation and diversification in the research landscape.¹ The European Commission actively supports this agenda through the **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers**, and through the **HR Excellence in Research Award**, a prestigious distinction granted for excellence in human-resources practices in the research environment.

The Equal Opportunities Plan (GEP 2025–2030) is the second strategic document issued by AVU to address gender inequality within the institution and to systematically outline structural measures aimed at achieving gender equality. It builds on the previous Equal Opportunities Plan (GEP 2023–2025), drawing on its foundations and further developing its key areas. By adopting this strategic plan, AVU publicly commits to supporting gender equality as one of its strategic objectives and affirms that gender equality and equal opportunities are integral to its institutional policies.

The GEP outlines specific actions and initiatives aimed at achieving sustainable change, includes indicators to monitor their implementation, and establishes a framework for evaluating these changes.

The plan identifies the following priority areas:

Priority Area 1: Work–life balance and organizational culture

Priority Area 2: Gender equality in leadership and decision-making

Priority Area 3: Gender equality in recruitment and career advancement

Priority Area 4: Integration of the gender dimension in research and education

Priority Area 5: Measures to prevent gender-based violence

¹ [European Commission Communication on 'A Reinforced European Research Area Partnership for Excellence and Growth' \(COM\(2012\) 392 final\)](#)

The GEP represents a selection from this framework and is based on information derived from an internal analysis prepared by the Gender Equality, Inclusion and Diversity Department (GRID). This internal review drew on the methodology of a gender audit, focusing primarily on qualitative data. This approach was chosen to encourage employee participation, ensuring that the issue of equality reflects employee needs, and that the measures proposed in the action plan are viewed as relevant and supported by employees across the institution. In this context, two focus groups were organized with employees in technical and administrative positions (THP) as well as with academic staff. Group interviews were supplemented by individual interviews with key members of both the student body and the academic community.

This inquiry aligns with issues currently being addressed at AVU through the ongoing monitoring of GRID's activities, including its annual activity reports, and was further refined in consultation with both the interim and the newly elected leadership.

Vision and Objectives for GEP 2025–2030

The GEP outlines both short-term and long-term objectives. It is the second action plan in a series, following the GEP for the years 2023–2025. Like the preceding plan, it builds on the long-term vision of creating an inclusive and supportive environment that fosters individuality and provides a stimulating setting for ongoing artistic practice. AVU aims to create a welcoming and non-discriminatory environment in which all processes—from recruitment to career advancement—are fair and transparent. The decision to focus on the procedural aspects of embedding fairness draws on feedback received during the 2018 gender audit, and on the ongoing and final evaluations of the implementation of the first GEP, which also served as a basis for the preparation of this plan.

Priorities for the following period were defined primarily in the area of establishing transparent HR processes, in particular in relation to work–life balance and organizational culture—priority area no. 1—and the continued support and development of priority area no. 5, the prevention of gender-based violence. In this area as well, the emphasis in the coming period will be placed on methodological and structural aspects.

Targeted Resources

Based on experience gained during the first period of implementing the GEP 2023–2025, the operational costs of the GRID department can be estimated. These will primarily consist of grants and project-based funding (former Central Development Projects and the subsequent PPROVŠ projects). These resources are expected to remain available in the coming period, although their availability will also depend on the policy of the Czech Ministry of Education (MŠMT). Past experience has shown that part of the required funding can also come from the institution's internal resources.

With regard to personnel policy, given the size of the institution, the department is staffed at the level of 1 FTE while the agenda of inclusion and support for students with specific needs is shared. Strengthening the department in view of the scope of its activities represents a future challenge.

Education and Capacity Building

An integral component of the strategy is raising awareness of issues dealing with gender equality among management, developing competencies in gender-sensitive personnel dealings, and providing education and training for all AVU employees.

Recognizing the importance of creating a welcoming and inclusive environment for everyone, educational and awareness-raising activities will also target the student body.

Capacity building will involve developing an inclusive and participatory framework for shaping the shared direction of gender equality, inclusion and diversity agenda. Focus groups, working groups, and other forms of inquiry will therefore form an integral part of implementing the GEP at AVU.

Monitoring and Evaluation

Monitoring of the implementation of measures outlined in the AVU GEP for the period March 2023–March 2025 was carried out in accordance with the approved plan and its implementation schedule (action plan and action steps). The evaluation and monitoring methodology was based on recommendations formulated by the National Contact Centre – Gender and Science, and the main findings from both the mid-term monitoring and final monitoring and evaluation were used as background for the preparation of the GEP 2025–2030.² From a procedural perspective, monitoring and evaluation were carried out by the AVU GRID department. The AVU GRID department collaborates on the preparation and implementation of the action plan and is responsible for carrying out some of the individual activities. It will continue to be responsible for monitoring and evaluating progress in the future.

Monitoring and evaluation also aim at the transparent publication of data pertaining to equal representation. Gender statistics are essential for establishing and sustaining the gender equality agenda. AVU commits to annually monitoring the gender distribution of all employees, including smaller units such as the institution’s leadership, individual departments, and the rector’s advisory bodies. Responsibility for this task is shared within the rectorate, and the primary means of publishing relevant findings will be AVU’s annual reports.

Contextual Analysis and Evaluation of the Implementation of GEP 2023–2025

Monitoring of GEP measures was conducted in two phases: in March 2024, when mid-term monitoring of the implementation indicators was carried out, and in February 2025, when new measures were developed using the collected data. For monitoring purposes, it should be noted that the entire period originally fell within the term of Rector Ing. arch. M. Topolčanská, PhD., and the vice-rectors from her team; however, this elected leadership resigned during the period in question. The autumn of 2024 was a turbulent period, consequently the evaluation and preparation of the new GEP 2025–2030 took place under the temporary leadership of the acting Vice-Rector for Academic Affairs Šárka Krtková, M.A. Neither the activities of the GRID department nor the implementation of the GEP agenda and the gender equality agenda were disrupted. On 5 March 2025, prof. Mgr. Tomáš Pospiszyl, Ph.D., was elected rector of AVU, and the proposed GEP was discussed with him.

The monitoring of GEP 2023–2025 confirmed that the key measures, referred to as “building blocks,” were implemented. These consisted of:

Publication of the GEP – The official AVU GEP document was approved and signed by the rector of the institution and published on the AVU website (located [here](#)).

Dedicated resources – AVU allocated resources and expertise in the area of gender equality to support the implementation of the GEP, including the establishment and funding of a dedicated GRID department at AVU.

² Nebeská Ananké and Linková Marcela, *Jak na monitoring a evaluaci plánů genderové rovnosti*, Sociologický ústav AV ČR, 2023.

Data collection and monitoring – Data on employees and students are collected and disaggregated by gender. These data are published by AVU in ongoing annual reports (located [here](#)). The data in these reports are analyzed internally by the GRID department in cooperation with the institution’s quality assurance officer.

Education – The AVU GRID department, as well as other parts of the institution, organize training sessions and raise awareness of gender equality and unconscious gender bias among employees and leadership. The AVU GRID department publishes an annual activity report that also provides an overview of the implementation of training activities.

Among the individual measures, priority was given to those aimed at **supporting organizational culture, preventing gender-based violence, and formally institutionalizing the GRID department**. These activities and measures primarily contributed to **institutional and cultural change** by establishing a framework for supporting gender equality and inclusion. Individual changes—such as the creation of a safe environment and the development of trust among students, academic staff, and employees in the established framework and its effectiveness—were also evaluated. These changes are reflected in the use of the various counselling services, in the willingness to consult specific situations, and in seeking support from GRID when addressing problematic or uncomfortable situations (see also the annual activity reports and the Monitoring and Evaluation of GEP 2023–2025).

Regarding activities that were not implemented, the evaluation identified only one: the need to establish procedural provisions in internal documents and to define gender-based violence in the workplace, as well as other inappropriate conduct, within these documents. These documents were not created (with the exception of the updated AVU Code of Ethics and the accompanying Principles of Ethical Conduct at AVU, which partially address the need to define these issues but does not replace a dedicated procedural document). This unfinished task corresponds to the identified needs for the next period, namely a stronger focus on defining and structuring internal processes, which will also be reflected in newly created internal regulations and methodological guidelines. For this reason, this measure—similarly to other measures to be implemented on a continuous basis—has been incorporated into GEP 2025–2030.

List of abbreviations:

AS – Academic Senate

ATD platform – Anti-Discrimination Platform

GBV – Gender-based violence

GE – Gender equality

GRID – Department of Gender Equality, Inclusion and Diversity

THP – Administrative and technical staff

Priority Area 1: Work–Life Balance and Organizational Culture

Measure	Action	Objective	Indicator	Responsibility / Resources	Timeline
Addressing work–life balance in its various forms	Introduction of an institutional framework for the management of parental and maternity leave across different target groups (teaching staff, academic staff, technical and administrative staff, students, and doctoral candidates)	Institutional level – to develop institutional procedures addressing periods of caregiving Individual level – to provide information and support	Information materials for parents and prospective parents	GRID, Rector’s Office, PR Department PPOVŠ – Work–Life Balance Program	12/2025
	Strengthening the competencies of managerial staff to support work–life balance within personnel management practices	Institutional level – to establish a procedural framework for periods of caregiving for caregivers Individual level – to provide information and support	Information materials and management training	GRID, Rector’s Office PPOVŠ – Ethical Culture	12/2026
	Consideration of support measures for the care of other dependents	Cultural level – to provide expression of support for additional forms of caregiving	Preparation of proposals for management and the trade union on benefits supporting employees who care for dependents	Trade Union, GRID, Rector’s Office	6/2027

	Increasing awareness of available options for additional forms of care	Institutional level – to establish a procedural framework for periods of caregiving responsibilities Individual level – to provide information and support	Information materials on long-term caregiving leave, including links to guidance and support options	GRID, Rector's Office, PR Department PPOVŠ – Work-Life Balance	12/2025
Overview of flexible forms of work at AVU	Revision of internal documents and clarification of the possibilities for flexible forms of work	Institutional level – to establish a procedural framework for flexible forms of work (FFP) at AVU Individual level – to increase transparency of available flexible work options for individual positions	Update of internal documents (workplace regulations, etc.).	GRID, Rector's Office	Ongoing, until 12/2026.
	Increasing transparency in the scheduling and availability of employees (shared calendar and similar tools)	Institutional level – to establish a procedural framework for flexible forms of work (FFP) at AVU	Enhancements within the intranet Enhancements to shared calendars	GRID, Project Department, IT Department DevelopAVU Project	12/2028
	Addressing flexibility management and the need to respond effectively to the diverse needs of employees	Cultural level – to establish change management and the ability to manage flexible working arrangements for oneself and for others	Training and education in the use of tools for managing flexibility (shared calendars), time management, and managing team flexibility	GRID DevelopAVU project and subsequently the	6/2029

		Individual level – to establish respect for different forms of flexibility, effective coordination of flexible working arrangements, and strengthening competencies in team management		PPROVŠ projects of the GRID Department	
Support for gender equality within AVU's institutional culture	Implementation of activities aimed at increasing the visibility of topics related to gender equality at AVU (e.g., work–life balance, etc.).	Cultural level – to extend the emphasis on gender equality to related topics that are a part of daily practice at AVU	Organization of discussions for Equal Care Day 2023 and participation in conferences (including hosting thematic conferences). Collection of related topics in the area of work–life balance.	GRID	03/2026, and subsequently on an ongoing basis
	Survey of good practices in international and Czech contexts for establishing and maintaining a fair environment at (art) higher education institutions	To increase the visibility of efforts to create an inclusive environment, promote a constructive rather than solely restrictive approach, and bring recognition of AVU as well as other examples of good practice into public debate	Publication of examples of good practice from AVU and other universities Presentation of anonymized examples of good practice at conferences	GRID	On an ongoing basis

Priority Area 2: Gender Equality in Leadership and Decision-Making Positions

Measure	Action	Objective	Indicator	Responsibility / Resources	Timeline
Strengthening equal representation	When appointing members to institutional bodies, give strong consideration to the issue of equal representation of underrepresented groups	Cultural level – to place emphasis on gender equality and the representation of women in addition to professional expertise	An increase in the representation of underrepresented groups in appointed bodies	Rector	Starting in 2025, on an ongoing basis
	Collection and monitoring of data on the representation of women and men across levels of management	Institutional level – to develop robust statistics in the area of gender equality Cultural level – to strengthen engagement based on data rather than solely on verbal commitment	Development of gender statistics, particularly with regard to the representation of women and men in leadership and decision-making positions at AVU	Human Resources Department, Rector’s Office, GRID	Starting in 2025, on an ongoing basis

Priority Area 3: Gender Equality in Recruitment and Career Advancement

Measure	Action	Objective	Indicator	Responsibility / Resources	Timeline
Support for workforce diversification	Placing emphasis on diversity in recruitment procedures, with	Cultural level – to become more open to diversity and to addressing practical	Posting career opportunities internationally	Chancellor, Vice-Rectorate for Strategic	12/2025, and subsequently on an

	particular attention to internationalization	incentives for change Institutional level – to establish and further develop the framework for announcing and advertising recruitment procedures	Actively encouraging candidates from underrepresented groups to apply and take part in recruitment events	Development, Human Resources (HR)	ongoing basis
	Setting up an integration process	Institutional level –to establish and further develop an integration process across AVU Individual level – to support the integration of all employees while taking their individual needs into account	Update of the brochure for newly hired employees. Creation of an English-language information leaflet to help international staff navigate the Czech context	GRID, Vice-Rectorate for Strategic Development, PR Department Potential of the OP JAK project	12/2026
	Integrating gender equality into training for new employees	Individual and cultural levels – to align expectations and approaches to the understanding of gender equality at AVU, and to further develop this agenda within the AVU community	Including a presentation on GRID and gender equality as part of mandatory training for all new employees	GRID, Rector’s Office PPOVŠ Programme – GRID projects	On an ongoing basis
A fair working environment, evaluation, and remuneration	Preparation for assessing work of equal value and for the implementation of the EU Pay Transparency Directive	Institutional level – to undergo pilot testing of the assessment of work of equal value Individual level – to	Pilot testing of a job classification system based on skills and responsibilities (inspired by the methodology of MPSV)	Human Resources Department, GRID, working group PPOVŠ – Work-Life	3/2026

		<p>establish equal pay across AVU and verify its effectiveness</p> <p>Cultural level – to emphasize the everyday experience of inequalities and efforts to address them, with a communication focus on participation and the promotion of equality</p>		Balance	
	Pilot testing of the LOGIB tool for the assessment of equal pay	<p>Institutional level – to undergo pilot testing of equal pay practices</p> <p>Individual level – to strengthen employees' trust in the fairness of equal pay at AVU</p> <p>Cultural level – to emphasize the everyday experience of inequalities and efforts to eliminate them</p>	Pilot testing using the LOGIB equal pay analysis tool	<p>Human Resources Department, GRID</p> <p>PPROVŠ – Work-Life Balance; PPROVŠ – GRID projects</p>	6/2028

Priority Area 4: Integration of the Gender Dimension into Research and Educational Content

Measure	Action	Objective	Indicator	Responsibility / Resources	Timeline
Strengthening awareness of the intersections between gender equality and art, research, and educational content at AVU	Providing training on gender equality	To focus on students, teaching staff, and employees more broadly, to increase awareness of gender equality at AVU, and to build an informed base of collaborators who can help define the next steps in the shared effort to make AVU a more equitable institution	Providing training delivered by the NKC– Gender and Science for employees at different levels, including teaching staff, workshop staff, and technical and administrative staff	Vice-Rector for Research and Development, GRID	Ongoing from 2023

Priority Area 5: Prevention of Gender-Based Violence

Measure	Action	Objective	Indicator	Responsibility / Resources	Timeline
Advancing gender equality and inclusion	Further development of the advisory support framework at AVU under GRID	Individual level – to provide comprehensive support for employees and students facing difficult life situations, issues related to inclusion,	Contractually secured counselling services providing psychological, pedagogical, social, anti-discrimination, and legal	Rector, Chancellor, GRID expert PPOVŠ – GRID	Ongoing

		negative workplace dynamics, or discrimination Institutional level – to cooperate with counselling centers and other external support service	support	projects	
	Networking and cooperation among ombudspersons in the Czech Republic as well as abroad	Cultural level – AVU will strive to serve as a role model among Czech higher education institutions in the arts in promoting gender equality, inclusion, and diversity	Taking part in existing initiatives and networks that bring together professionals in similar roles, regularly organizing meetings and initiating further opportunities for exchange	GRID expert	Ongoing
Maintaining a transparent approach to addressing negative workplace behavior	Defining gender-based violence (GBV) in the context of employment, along with related forms of misconduct, in AVU's internal documents	Cultural level – to address the issue of gender-based violence and establishing effective procedures for handling reports Institutional level – to establish clear policies and definitions concerning gender-based violence (GBV)	Preparing a methodological document or policy, or incorporating gender-based violence into other internal documents, such as the Code of Conduct	AVU leadership, GRID	12/2028
	Awareness-raising – broadening the understanding of gender-based violence and related inappropriate conduct, and joining the Charter against Domestic	Cultural level – to connect efforts to address gender-based violence and related inappropriate conduct within the institution and beyond Individual level – to also offer support in cases involving domestic violence	Signing of the Charter against Domestic Violence Counselling services Lectures and training sessions	Rector, GRID	12/2025 and subsequently on an ongoing basis

	Violence				
	Ensuring that information about the system for filing complaints at AVU is widely communicated, including to newly hired employees	Cultural level – to increase awareness of the available tools and procedures for addressing gender-based violence among all employees and students Individual level – to use positive experiences to build trust in the process and its outcomes	Ongoing communication. Including information about the complaint procedures in introductory training as part of the onboarding process for new employees. Including information about the complaint procedures in introductory training for students as part of the introductory seminar	Human Resources Department, GRID.	Ongoing
	Systematically collecting feedback on the institutional climate and perceptions of negative workplace dynamics at AVU from departing employees and students through exit interviews	Cultural level – to use all available opportunities to gather feedback on perceptions of negative workplace dynamics at AVU and on possible measures for their prevention	Expanding and regularly conducting an annual survey within the Alumni Club Conducting exit interviews or surveys with departing employees	Human Resources Department, GRID, AVU Alumni Club Coordinator	3/2029 and subsequently at regular intervals
	Monitoring incidents of inappropriate conduct and evaluation of existing response mechanisms using gender-based indicators	Institutional level – to monitor the use and effectiveness of the various channels for addressing incidents of inappropriate conduct Individual level – to monitor the impact of GRID's	Tracking annual statistics on the use of the various reporting and support channels (ATD platform, GRID, counselling services)	GRID, ATD platform	Starting in 2023, subsequently annually

		activities through direct engagement with individuals			
	Reporting and anonymized communication of the outcomes of cases addressing inappropriate conduct	Institutional level – to regularly provide anonymized information about the scope of GRID’s activities Individual level – the aim is to build trust in the reconfigured system and encourage willingness to address problematic situations	Annual anonymized reporting – in the annual report. Annual anonymized reporting to the AS	GRID	Starting in 2023, subsequently annually

Prague, 31 March 2025

Šárka Krtková, M.A.

Vice-Rector for Study Affairs

Pursuant to Article 6(3) of the AVU Statutes, acting on behalf of the Rector of AVU