

Gender Equality Plan II
2026–2028

Gender Equality Plan II (GEP II) of the Institute of Archaeology of the Czech Academy of Sciences, Brno (also referred to as ARÚB or Institute of Archaeology) serves as an instrument for the systematic promotion of gender equality within the institution for the period 2026–2028. It builds on the Gender Equality Plan 2022–2025 (GEP I), reflecting the experience gained from its implementation, further developing its outcomes, and deepening them within the same thematic areas, with the aim of ensuring continuity, sustainability, and the continued enhancement of the measures adopted. The plan constitutes a practical tool for advancing mechanisms and measures aimed at improving equal opportunities for women and men in research and in human resources management. At the same time, it implements the priorities of European strategies for gender equality, as well as the requirements of national and international funding programmes.

Equal opportunities in working conditions, career progression, evaluation, and remuneration represent fundamental values of a modern research institution, to which ARÚB is fully dedicated to uphold. By adopting the second cycle of the Gender Equality Plan, ARÚB declares its long-term commitment to fostering an institutional culture grounded in respect, inclusion, and the appreciation of diversity at all levels of the institution. The objective of GEP II is to continue systematically improving working conditions, organisational culture, and the working environment so as to meet the highest standards of quality, equality, and transparency. At the same time, during the implementation of GEP II, the Institute of Archaeology aims to initiate the process of fully implementing the Human Resources Strategy for Researchers (HRS4R), an internationally recognised framework for high-quality human resources management in research institutions, which is also expected to culminate in the successful acquisition of the HR Award.

In the implementation of GEP II, ARÚB will focus particularly on the following areas:

1. Work-life balance and organisational culture
2. Gender balance in leadership and decision-making processes
3. Gender equality in recruitment and career progression
4. Integration of the gender dimension into research content
5. Prevention and measures against gender-based violence, including sexual harassment
6. Equal pay
7. Implementation of the Human Resources Strategy for Researchers (HRS4R), with the aim of acquiring the HR Excellence in Research Award

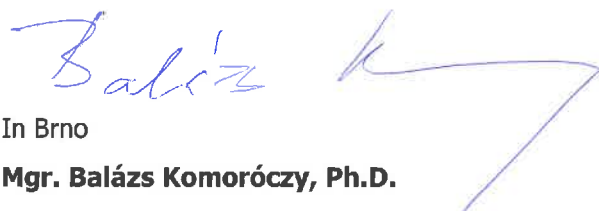
The measures proposed in GEP II are aimed at fostering change and improvement at all levels: cultural, institutional, interpersonal, and individual. The plan sets out a schedule for the implementation of specific activities and defines indicators that are measurable, achievable, realistic, and time-bound, enabling continuous progress monitoring while reflecting the current needs of the institution. Throughout the 2026–2028 period, ARÚB will build on the established practice of regularly collecting and evaluating gender-disaggregated personnel data. This will be conducted annually, serving as a basis for the ongoing management and evaluation of GEP II measures. The outputs will continue to be used

for internal monitoring, communicated to staff as appropriate, and incorporated into relevant institutional reports.

Following the repeated attainment of the Logib Certificate and the implementation of the first Gender Equality Plan, ARÚB continues to integrate systemic and sustainable changes to promote equal opportunities for all employees. In the context of international scientific collaboration, participation in major European research programmes, and following on from the findings of its gender audit, the Institute remains focused on monitoring European trends and cultivating the working environment in which its research activities take place.

By adopting GEP II, the Institute of Archaeology commits to further deepening the integration of gender equality principles into its management, workflows, and strategic institutional development.

ARCHEOLOGICKÝ ÚSTAV
AV ČR, BRNO, v.v.i.
602 00 Brno, Čechyňská 363/19
Česká republika



In Brno

Mgr. Balázs Komoróczy, Ph.D.

Director of the Institute of Archaeology of the Czech Academy of Sciences, Brno

1 Institute of Archaeology in Brno

The Institute of Archaeology of the Czech Academy of Sciences, Brno, builds on the branch of the State Institute of Archaeology in Prague, established in 1942. In 1953, the Brno branch became part of the Czechoslovak Academy of Sciences and gained independent status in 1970 as the Institute of Archaeology of the Czechoslovak Academy of Sciences, Brno. In the early 1990s, the institute underwent significant changes and substantial reorganisation with new leadership as part of the newly conceived Czech Academy of Sciences, transformed by 31st December 1992, and funded from the state budget. Since then, ARÚB has focused its primary activities on basic research. In 1995, a new scientific concept for the institute was developed and put into practice, guiding its activities to this day. A pivotal moment in the scientific and organisational aspects occurred in 2007 when the institute's status changed from a contributory organisation to a public research institution. This change brought about new legal, economic and organisational conditions, providing ARÚB with new opportunities for development in line with a 21st-century scientific institution.

2 Gender equality

Equality of women and men is one of the fundamental values of the Czech Republic guaranteed by the *Charter of Fundamental Rights and Freedoms*. At the national level, this area is further defined by the government document *Gender Equality Strategy for 2021–2030*,¹ which covers a total of eight thematic areas (work and care, decision making, safety, health, knowledge, society, external relations, and institutions). A key document at the European level is the *Gender Equality Strategy 2020–2025*,² and its forthcoming updated version post-2025.

The Czech Republic has long ranked among the below-average EU member states in the area of gender equality. According to the Gender Equality Index developed by the European Institute for Gender Equality (EIGE),³ significant inequalities persist within Czech society, particularly in the domains of power (the representation of women in decision-making positions), time (the unequal distribution of care responsibilities), and work. These inequalities are not merely statistical; they significantly affect the daily lives of individuals as well as the functioning of institutions. The Gender Equality Index assesses the level of equality between women and men on a scale of 0–100, based on more than 40 indicators monitoring the situation in the labour market, education, decision-making, the domain of time, health, and other dimensions of life.

In recent years, the Czech Republic has recorded gradual, although slow, improvement. Since 2015, its score has increased by more than five points, with a more pronounced shift occurring after

¹ Gender Equality Strategy for 2021–2030, Office of the Government of the Czech Republic, <https://vlada.gov.cz/assets/ppov/gcfqe/Strategie-2021-plus-online-EN.pdf>.

² Gender Equality Strategy 2020–2025, European Commission, https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en.

³ European Institute for Gender Equality (EIGE), <https://eige.europa.eu/gender-mainstreaming/countries/czechia>.

2020, particularly in the domain of power, and especially in decision-making positions. Nevertheless, the pace of this improvement remains below the European Union average, and Czechia continues to lag significantly behind. In the latest 2025 assessment, the Czech Republic ranks towards the bottom of the EU member states with a score of 53.2 out of 100, with work, time, and decision-making remaining the lowest-rated areas.⁴

Further international comparison is provided by the World Economic Forum's 2025 report, which has been tracking global gender gaps since 2006. This index operates with a limited number of core indicators across four key areas: economic participation and opportunity, education, health, and political empowerment. Compared to the EIGE Index, it offers a more indicative overview; nevertheless, it confirms the long-term unfavourable position of the Czech Republic. In the current assessment, Czechia sits in the lower half of the global rankings in 102nd place, making it one of the lowest-ranked EU member states.⁵

All progress made to date in the field of gender equality in the Czech Republic is, to a large extent, the result of legislative measures, equal treatment policies, gender mainstreaming in public policy, and targeted tools to support equality between women and men. Strategic documents and systematic measures contribute to reducing inequalities and creating an environment where every individual's potential can be fulfilled, regardless of gender or societal expectations.⁶ In the absence of a clear strategic framework, existing inequalities could be expected to persist or even deepen further.

In this context, gender equality plans have become a significant tool for supporting systemic change. The mandatory requirement for research organisations in EU Member States and associated countries to implement these plans represents a vital step towards reducing gender inequalities within the research environment. Furthermore, a GEP is an eligibility criterion for participation in key grant programmes such as Horizon Europe, GACR, TACR, and others. The European Commission considers a document to be a fully-fledged Gender Equality Plan only if it meets the minimum requirements (known as building blocks) and covers the five recommended thematic areas.

Minimum requirements of the European Commission on a GEP:

1. It is a formal document that affirms the existence of a Gender Equality Plan in accordance with GDPR, is signed by the top management and published on the institute's website.
2. The institution must allocate specific resources for the implementation of the plan, achieving its goals, monitoring and evaluating the plan, including adequate staffing.
3. It must include measures and objectives, ensuring ongoing assessments based on established indicators through annual reports.
4. It must include awareness-raising and training activities on gender equality for employees and decision-making authorities.

⁴ European Institute for Gender Equality (EIGE), Gender equality index 2025, <https://eige.europa.eu/gender-equality-index/2025/country/CZ?domain=health>.

⁵ World Economic Forum 2025, https://reports.weforum.org/docs/WEF_GGGR_2025.pdf.

⁶ Gender Equality Strategy 2020–2025, European Commission.

Five recommended thematic areas that should be covered by a GEP:

1. Work-life balance and organisational culture
2. Gender balance in leadership and decision-making
3. Gender equality in recruitment and career progression
4. Integrating the gender dimensions into research content
5. Measures against gender-based violence, including sexual harassment

3 GEP working committee

The Institute of Archaeology has allocated both human and financial resources for the development and implementation of the Gender Equality Plan. During the first GEP cycle, a working group (hereinafter referred to as the GEP Committee) was established, becoming the key body for systematic gender equality work at the institutional level. Drawing on gained experience, operational continuity, and the needs of the institution, the GEP Committee continues its activities within GEP II, maintaining the same membership as in the final phase of GEP I implementation.

The GEP Committee served as the primary coordinating and expert unit for the development and implementation of GEP I, including the compilation of annual interim reports and the final evaluation report covering the entire implementation period. Its activities also encompassed the ongoing assessment of results and the impact of individual measures. Based on this comprehensive analysis, the GEP Committee acquired the key data and experience that informed the development of GEP II.

The current GEP Committee is as follows (in alphabetical order): Ing. Ilona Imramovská (HR Specialist; collection of gender-disaggregated data and preparation of documents for Logib analysis), Mgr. Jakub Knobloch (organisational and administrative agenda; collaboration on Logib analysis), Mgr. Balázs Komoróczy, Ph.D. (Director; coordination of implementation), Mgr. Zuzana Kopáčová (representative for graduates in archaeology; administrative agenda), Mgr. Olga Lečbychová (Chair of the GEP Committee; Advisor to the Director on equal opportunities), and Mgr. Klára Matulová (external member; organisational agenda and collaboration on document preparation).

The composition of the GEP Committee is designed to ensure balanced representation across various professional roles within ARÚB. Based on ongoing reflection of the committee's activities and the evolving needs of the institution, its membership may be further adjusted or expanded in the future.

4 Analytical framework and basis for GEP II

The basis for the development of GEP II is the GEP I Final Report for the 2022–2025 period, which was published at the end of 2025. This final report serves as a key analytical and evaluative document for subsequent planning and the identification of GEP II priorities. The report is accessible to all ARÚB employees and available to others upon request.

The GEP I Final Report includes the systematic collection and analysis of statistical data for 2022–2025, a comprehensive assessment of the GEP I action plan implementation, an evaluation of the positive impacts achieved, and the identification of weaknesses that have emerged as key themes for the further development of the institution’s gender equality policy.

Based on these findings, an action plan with a schedule for 2026–2028 was subsequently prepared. Its aim is to create a working, educational, and social environment in which the rights, dignity, and equal opportunities of all persons in the workplace are respected.

5 Gender Equality Plan II ARÚB

The Gender Equality Plan II sets out a series of specific measures designed to promote gender balance and equal opportunities at the Institute of Archaeology across seven priority areas for the 2026–2028 period. GEP II builds on the first plan (2022–2025), developing its outputs and reflecting the lessons learned during its implementation and evaluation. In GEP II, education, awareness-raising, and competency development are treated as cross-cutting measures integrated throughout all thematic areas (e.g. recruitment, the gender dimension in research, prevention of misconduct, and internal communication). The proposed measures do not focus solely on gender equality in the narrow sense, but also contribute to the long-term development of the institutional and organisational culture.

The implementation of GEP II is overseen by the GEP Committee, which was established during the first cycle and continues its mandate into the subsequent period. The GEP Committee is responsible for coordinating the implementation of individual measures in line with the established schedule, for continuously monitoring their progress, and for evaluating the results achieved. The committee will meet regularly, at least twice a year. Throughout the implementation, monitoring, and evaluation of GEP II, the committee may collaborate with external experts as needed.

The GEP Committee will publish an annual interim report on the progress of individual activities, which will be made available to all employees via internal communication channels. At the end of the three-year cycle, a final evaluation report will be produced. This report will provide a comprehensive assessment of the plan’s implementation, evaluate its impact, and identify any persistent or emerging challenges. The final report will serve as a baseline for future strategic planning regarding gender equality and human resources management at ARÚB.

5.1. Work-life balance and organisational culture

Work-life balance and the systematic cultivation of organisational culture remain among the primary priorities of the ARÚB management. The GEP I Final Report confirmed that the measures adopted in this area have contributed to improved working conditions, enhanced transparency of internal processes, and the gradual integration of the principles of equality and a participatory approach to institutional management. These results provide a solid foundation for further development within GEP II.

In the second cycle of the Gender Equality Plan, ARÚB will focus on a further revision of strategic and internal documents, both in terms of content and language, to ensure their clarity, relevance, and alignment with the principles of gender equality.

The internal communication platform, the intranet, remains an important pillar for increasing transparency and the quality of internal communication. Introduced during GEP I, it has become a key tool for sharing information, internal documents, and organisational rules. Within GEP II, the intranet will be further developed and systematically utilised as the central platform for communication with all employees.

ARÚB will also continue to regularly review the employee benefits and working conditions, including measures supporting flexible working arrangements and work-life balance. These steps will be based on the ongoing evaluation of staff needs and the institute's capacities.

Regular anonymous questionnaire surveys, conducted in the fourth quarter of each calendar year, remain a key tool for identifying needs, assessing the impact of adopted measures, and obtaining feedback from employees on organisational culture and working conditions. The results of these surveys will be systematically analysed by the institute's management and used as a basis for measures in the areas of organisational culture, institutional management, and work-life balance. The findings will also be used for the ongoing refinement of GEP II instruments, and for identifying areas requiring increased attention and targeted institutional support.

Beyond the measures set out in GEP I, feminine hygiene products were made available at ARÚB workplaces. This measure contributes to improving working conditions, strengthening an open and respectful organisational culture, and creating an inclusive work environment. Within the second cycle of the Gender Equality Plan, this practice will be maintained, with the regular provision of female hygiene products in ARÚB workplaces will continue to be systematically ensured.

GEP II also includes the further strengthening of open communication regarding gender equality as an integral part of the institute's organisational culture. Emphasis will be placed on maintaining a high level of staff awareness, supporting a participatory approach, and the long-term embedding of gender equality as a standard component of the institute's operations.

5.2. Gender balance in leadership and decision-making

Gender balance in leadership and decision-making processes represents an area where the most significant gender inequalities persist, both within the Czech research environment in general and within the Institute of Archaeology of the Czech Academy of Sciences, Brno. Findings from the implementation of GEP I, based on the regular collection and evaluation of gender-disaggregated data, have consistently confirmed the presence of vertical segregation, namely the unequal representation of women and men at different levels of the employment hierarchy, particularly in senior scientific and decision-making positions. This situation is the result of the institute's long-term personnel development while also reflecting broader structural inequalities within both society and the fields of science and research. For

this reason, the situation cannot be interpreted solely through quantitative indicators; it must be viewed within broader institutional and social contexts.

During the implementation of GEP I, there was no fundamental quantitative shift in the composition of the institute's leadership and decision-making bodies; however, individual measures aimed at greater openness and balance were applied. The approach of targeted outreach to female candidates during the personnel renewal of the Editorial Board of the *Přehled výzkumů* Journal was evaluated particularly positively. This contributed to a more balanced composition of the board and now serves as an inspiring model for the institute's other advisory, evaluation, and decision-making bodies. Increasing the visibility of successful female scientists, specifically through their involvement in expert lectures and discussions, also proved to be a significant tool for supporting equality. These efforts helped strengthen the role of women as professional authorities and provided positive inspiration for women considering a scientific career or further career advancement.

At the same time, however, there is a clear need within GEP II to place increased emphasis on the area of gender balance in leadership and decision-making domains. In this context, the targeted and systematic addressing of female experts is recommended, particularly regarding appointments to decision-making and leadership positions or the institute's advisory boards. In doing so, it is recommended to consider to a greater extent the possibilities of involving qualified female experts with the appropriate professional capacity and profile, not only at the national level but also internationally.

The area of gender balance in leadership and decision-making represents a long-term challenge where gradual changes are to be expected over a longer timeframe. Nevertheless, the experience and insights gained during GEP I provide an important foundation for more targeted and systematic steps within GEP II, especially in supporting women's career development and their involvement in the decision-making and evaluation structures of ARÚB.

5.3. Gender equality in recruitment and career progression

Gender balance in recruitment and career progression represents another key area of the Gender Equality Plan. During the implementation of GEP I, a series of measures were adopted to enhance transparency, fairness, and equal treatment for all staff, particularly in the areas of research assessment, recruitment processes, and the reduction of language barriers. These measures have established an important institutional framework, which GEP II systematically builds upon.

At the same time, it is evident that structural inequalities persist regarding the representation of women in scientific positions, requiring more long-term and targeted support. Within GEP II, it is therefore recommended to pay increased attention, especially to the onboarding and professional development of women in science. A more systematic approach to working with promising female students and early-career researchers appears desirable, achieved by strengthening links with educational institutions, actively involving students in research projects, internships, and the institute's activities, as well as providing long-term support for their professional growth. In the long run, these

measures can contribute to a more balanced representation of women in scientific positions at ARÚB and strengthen the institute's personnel stability and professional capacity.

Building on the previously established document regarding OTM-R principles, the GEP Committee recommends continuing the further alignment and formalisation of recruitment procedures during the GEP II period. Priority measures for 2026–2028 include the organisation of training focused on preventing unconscious bias in recruitment and research work evaluation. This training is intended for those involved in selection procedures and evaluations, with an emphasis on the specificities of the academic and research environment. Furthermore, it is recommended to systematically develop the use of gender-sensitive and inclusive language in both internal and external communication, and to continue ensuring that key information is accessible to non-Czech speaking employees in accordance with the principle of non-exclusion.

GEP II will also include the publication of an onboarding handbook for new ARÚB staff. This guide aims to facilitate the adaptation process, enhance awareness during the initial stage of employment, and support transparent career development. Simultaneously, the exit survey questionnaire will continue to be systematically used as a tool for obtaining feedback on working conditions, organisational culture, and career opportunities at the Institute; its evaluation will serve as one of the baselines for the ongoing evaluation of the measures adopted.

5.4. Integrating the gender dimensions into research content

During the implementation of GEP I, the topic of integrating the gender dimension into research content was gradually introduced and developed, primarily through seminars, training sessions, and the sharing of educational materials focused on gender equality in science, the gender dimension of research, and related institutional and grant requirements. These activities contributed to raising awareness of the importance of a gender perspective in research work and strengthened institutional discussion in this area.

Within GEP II, ARÚB will continue the collaboration established with external specialist institutions, particularly the NKC – Gender and Science and the NORA Gender Information Centre, which provide long-term professional support in the field of gender issues, gender equality in science, and the integration of the gender dimension into research. This collaboration will continue to be utilised primarily for providing more broadly focused expert lectures and seminars, which will address the theoretical foundations, institutional requirements, and methodological aspects of applying a gender perspective in research.

At the same time, GEP II will place emphasis on expanding the range of dedicated archaeological lectures led by experts who already practically integrate a gender perspective into their research. These activities will serve to transfer specific expertise and examples of best practice, contributing to a better understanding of the possibilities for the meaningful application of the gender dimension in archaeological research.

Furthermore, the systematic expansion of the ARÚB library collection will continue, focusing on specialist literature dedicated to gender themes, women's history, the gender dimension in science and research, and gender-oriented archaeological and historical research. The aim of this activity is to support the transfer of specific experiences, methodological approaches, and examples of best practice into the institute's professional activities, and to contribute to a deeper understanding of the possibilities for a meaningful and contextually grounded application of the gender dimension in archaeological research.

In GEP II, the GEP Committee will also strive for more intensive communication with ARÚB employees and for their more active involvement in these activities.

5.5. Prevention and measures against gender-based violence, including sexual harassment

The Institute of Archaeology in Brno maintains a policy of zero tolerance towards discrimination, harassment, and gender-based violence, including sexual harassment. Within the Gender Equality Plan II, this area will be further systematically developed, with an emphasis on prevention, staff awareness, and a clear institutional integration of available support mechanisms.

Throughout the implementation of GEP II, ARÚB will draw upon the newly established central framework of the Czech Academy of Sciences, specifically the creation of the Defender of Rights Unit and the appointment of the CAS Ombudsperson, which serves as a key tool for the independent and confidential resolution of cases of misconduct. ARÚB will establish cooperation with this central office regarding training, the use of educational materials, and advisory services, and will ensure that employees are clearly and repeatedly informed of its scope, competencies, and the procedures for contacting the Ombudsperson.

Simultaneously, an internal directive governing procedure for addressing misconduct, including sexual harassment, will be applied at the institute level, effective from 1 January 2026. This directive will contribute to greater procedural transparency, a clear definition of roles, and a strengthened sense of safety for all staff.

In the area of prevention and education, ARÚB will continue to organise training sessions and educational activities focused on gender-based violence in the academic and research environment, through both in-person or online sessions and available e-learning tools. These activities will be carried out in collaboration with specialised organisations, particularly NKC – Gender and Science, and will be intended for all employees as well as those in decision-making positions.

The GEP Committee will continue to monitor this area, reflect on staff feedback, and, where necessary, propose further measures aimed at strengthening a safe, respectful, and open working environment at ARÚB.

5.6. Equal pay

Equal pay for women and men is one of the long-term priorities of the Institute of Archaeology. ARÚB systematically maintains data in this area and, even prior to the introduction of the Gender Equality Plan, conducted pay equity analyses in collaboration with the Ministry of Labour and Social Affairs of the Czech Republic using the standardised Logib tool. GEP I built on this practice and integrated it into a regular two-year evaluation cycle.

Within GEP II, ARÚB will continue its regular monitoring of the remuneration system through repeated analyses using the Logib tool. The GEP Committee will continuously evaluate the results of these analyses and, should any potential inequalities be identified, propose appropriate measures aimed at maintaining a transparent and fair remuneration system in the long term.

5.7. Implementation of the Human Resources Strategy for Researchers (HRS4R) with the aim of seeking the HR Excellence in Research Award

The Human Resources Strategy for Researchers (HRS4R) is a tool supporting the systematic development of personnel policies in research organisations in accordance with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Its aim is to contribute to creating an open, transparent, and predictable working environment that supports the professional development of researchers and enhances the institute's attractiveness in both national and international contexts. Participation in the HRS4R initiative also enables the sharing of experience and best practice within the European network of research organisations.

The implementation of HRS4R contributes to strengthening the transparency and credibility of ARÚB as an employer. Clearly formulated and internationally shared personnel policy rules allow candidates to unequivocally understand the values, principles, and conditions under which the institution operates. ARÚB thus profiles itself as an open and predictable organisation that creates a fair and intelligible working environment, making it an attractive destination for new researchers in both a national and international context. Achieving the HR Excellence in Research Award represents a visible signal of the quality of personnel policy and provides an internationally recognised framework that enhances the institute's competitiveness in the labour market and supports long-term human resources development.

During the implementation of the Gender Equality Plan 2026–2028, the Institute of Archaeology of the Czech Academy of Sciences, Brno, will initiate the process of implementing the HRS4R strategy and gradually fulfilling its requirements with the aim of obtaining the HR Excellence in Research Award (also referred to as the HR Award). The adoption of the HRS4R strategy involves a multi-level process spread across several stages (see schedule below), which primarily includes conducting an internal gap analysis of current human resources management practices at ARÚB, identifying areas for improvement, and subsequently developing a specific action plan. The action plan, together with the results of the internal gap analysis and other required documentation, will form the basis for the formal application

for the HR Excellence in Research Award and will be submitted to the European Commission for assessment via the EURAXESS platform in accordance with the HRS4R initiative methodology.

6 Action plan

1. Work-life balance and organisational culture

Activity	Objective	Indicator	Responsibility	Deadline
Revision and update of ARÚB's internal documents (including the use of gender-sensitive language)	Culture cultivation and increasing transparency	Number of revised documents	ARÚB Director, GEP Committee	As needed
Revision and update of ARÚB's internal documents with respect to the current employee benefits and conditions of the work-life balance	Culture cultivation, increasing transparency and improving communication between employer and employees	Number of revised documents	ARÚB Director, GEP Committee	As needed
Regular employee satisfaction surveys	Improving internal communication and reflecting the real needs of employees	Number of respondents	ARÚB Director, GEP Committee	2026, 2027, 2028
Regular provision of feminine hygiene products at ARÚB workplaces	Strengthening an open and respectful organisational culture	Purchase of products	GEP Committee	2026, 2027, 2028

2. Gender balance in leadership and decision-making

Activity	Objective	Indicator	Responsibility	Deadline
Collecting and assessing gender disaggregated data	Monitoring and development of the personnel representation at ARÚB	Data published in the GEP Interim Report and Annual Report of ARÚB	Technical-Economic Department	2026, 2027, 2028
Lecture led by successful female scientists in archaeology	Making talented female colleagues visible, motivating	Number of lectures, number of participants	ARÚB Director, GEP Committee	2026, 2027, 2028

	young female scientists			
--	-------------------------	--	--	--

3. Gender equality in recruitment and career progression

Activity	Objective	Indicator	Responsibility	Deadline
Training for employees who participate in recruitment and evaluation process	Prevention of unconscious gender bias	Number of training sessions, number of participants	GEP Committee	2026, as needed
Creation of an infographic material for the prevention of unconscious bias during recruitment	Prevention of unconscious gender bias	Created infographic material	GEP Committee	2026
Create an onboarding handbook for new employees	Strengthening employee awareness and simplifying the adaptation process	Created handbook	ARUB Director, GEP Committee	2026
Translation of ARUB's fundamental internal documents in English	Removing the language barrier in communication with all employees	English version of a document	GEP Committee	As needed

4. Integrating the gender dimensions into research content

Activity	Objective	Indicator	Responsibility	Deadline
Education in the gender dimension in research	Raising awareness of gender issues in science	Number of training sessions, number of participants	GEP Committee	2027
Organisation of archaeological lectures led by scholars who already integrate a gender perspective into their research	Examples of best practice and a better understanding of the application of the gender dimension in	Number of lectures, number of participants	GEP Committee	2026, 2027, 2028

	archaeological research			
Systematic expansion of the ARÚB library collection with specialist literature focused on gender themes	Examples of best practice and a better understanding of the application of the gender dimension in archaeological research	List of purchased publications	GEP Committee	2026, 2027, 2028

5. Prevention and measures against gender-based violence, including sexual harassment

Activity	Objective	Indicator	Responsibility	Deadline
Establishment of cooperation with the CAS Ombudsperson	Education in the given area, advisory services	Available materials, training attendance, consultation	ARÚB Director, GEP Committee	2026, 2027, 2028
Training of all employees on the topic of gender-based violence	Prevention of inappropriate behaviour	Number of training sessions, number of participants	GEP Committee	2026
NKC – Gender and Science e-learning course module on gender-based violence	Prevention of inappropriate behaviour	Completed e-learning course, number of participants	GEP Committee	2026

6. Equal pay

Activity	Objective	Indicator	Responsibility	Deadline
Regular analysis of pay gap using the Logib tool	Pay gap prevention	Obtaining the Logib Certificate	Technical-Economic Department	2027

7. Implementation of the Human Resources Strategy for Researchers (HRS4R) with the aim of seeking the HR Excellence in Research Award

Activity	Objective	Indicator	Responsibility	Deadline
Endorsement of the principles of the European Charter for	Obtaining the HR Award	Official declaration of	ARÚB Director	2026

Researchers and the Code of Conduct for the Recruitment of Researchers		endorsement of the principles of the European Charter for Researchers and the Code of Conduct, and registration of ARÚB in the HRS4R (EURAXESS) initiative		
Initiation and coordination of the HRS4R process (establishment of the working team, schedule)	Obtaining the HR Award	Established HRS4R working team, approved schedule and internal communication of the process	ARÚB Director	2026
Internal analysis of existing human resources management practices and identification of areas for improvement	Obtaining the HR Award	HRS4R GAP analysis report against the Charter & Code principles, including employee involvement	ARÚB Director, GEP Committee	2027
Assessment of the compliance of the existing OTM-R document with the principles of Open, Transparent and Merit-based Recruitment and its potential update within the HRS4R process	Obtaining the HR Award	Assessment of the OTM-R document within the HRS4R GAP analysis; or use of the OTM-R checklist according to the EC methodology	ARÚB Director, GEP Committee	2027
Development of the Action Plan	Obtaining the HR Award	Approved HRS4R Action Plan linked to the GAP analysis results	ARÚB Director, GEP Committee	2027

Submission of the internal analysis and Action Plan to the European Commission for assessment	Obtaining the HR Award	Submitted application for the HR Excellence in Research Award via EURAXESS, including all required documents	ARÚB Director	2028
--	------------------------	--	---------------	------

