

EVALUATION REPORT

**OF THE GENDER EQUALITY PLAN
for the period 2022-2026**

Gender Equality Plan (GEP)

VSB – Technical University of Ostrava



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1. Introduction

The Gender Equality Plan of VSB – Technical University of Ostrava for the period of 2022-2026 represented the first systematically conceived institutional framework aimed at promoting gender equality and equal treatment, and at creating an inclusive working and study environment at the University. Its establishment responded both to European strategic priorities in the field of gender equality, especially in relation to the requirements of the European Commission and the Horizon Europe programme, as well as to the need to gradually integrate the principles of gender equality into the key areas of University management, personnel work, working conditions, research environment and institutional culture.

The Gender Equality Plan (hereinafter GEP) was conceived in connection with the University's broader strategic documents. It was based on the then-current analytical findings, internal data, institutional needs, and European methodological frameworks for supporting gender equality in the higher education environment. At the same time, it built upon the principles of human resources development, transparent management, and modernisation of the working environment, which during the monitored period were further reflected in other strategic documents of the University.

The Evaluation Report builds upon this initial implementation period and provides a comprehensive assessment of the progress made in the realisation of individual measures, activities, and institutional changes that were gradually developed within the framework of the GEP. Its purpose is to map the achieved development in various thematic areas, summarise the status of the implementation of set measures, identify areas where significant progress has been made, and highlight topics that require further systematic development.

The Evaluation Report aims to provide a comprehensive assessment of the implementation of the GEP over the past period, evaluate the extent to which planned measures have been implemented, assess their institutional impact, and formulate recommendations for the subsequent period 2026-2030. The evaluation focuses not only on the level of implementation of individual activities but also on their sustainability, their connection to other strategic processes of the University, and opportunities for further development.

The Evaluation Report also serves as an expert basis for the preparation of the subsequent GEP VSB-TUO for the period 2026-2030, which will reflect experiences from the first implementation period, the current needs of the University, and new strategic priorities in the areas of personnel development, equal treatment, and the quality of the working and study environment.

In this sense, the Evaluation Report represents an important connecting framework between the implementation of the University's gender policy to date and the new planning period. Not only does it summarise previous experience, but it also provides a basis for formulating realistic, institutionally anchored measures that can be further developed in the follow-up period.

The Report is based on the principle that gender equality is not a one-off measure, but a long-term process of institutional development that requires continuous evaluation, adaptation of measures and the active involvement of different levels of University management.

2. Managerial Summary

The Evaluation Report on the fulfilment of the VSB-TUO GEP for the period 2022-2026 shows that the University has made significant progress in the systematic development of gender equality, equal opportunities and support for a quality work and study environment during the first implementation period. In most thematic areas, the planned measures were implemented, and a stable institutional framework was strengthened, which gradually became part of the University's normal functioning.

A significant shift was the gradual integration of gender equality principles into internal documents, personnel processes, communication tools, and the University's broader strategic activities. The area of equal opportunities was naturally linked to other development processes, in particular the implementation of the HRS4R strategy, the promotion of transparent human resource management, the development of social security, well-being, and the newly prepared *Strategy for the Development and Education of VSB-TUO Employees* for the period 2026-2028.

The fact that several measures have been established as long-term, sustainable processes can also be evaluated positively. This includes, for example, renewed regular monitoring of the satisfaction and needs of employees and students, work with gender statistics, support for flexible forms of work, development of more open HR processes, the activities of ombudspersons or support for employees in various life situations.

At the same time, the first implementation period created an important basis for further systematic development. In some areas, the University has already achieved a stable institutional anchoring; in others, there is room for further development, especially in the areas of wider employee awareness and support for returns after career breaks, the development of the gender dimension in research, and continuing education in the field of equal opportunities.

The recommendations formulated in the Evaluation Report, therefore, build on the progress already made and represent an expert basis for the preparation of the follow-up GEP of VSB-TUO for the period 2026-2030, within which they will be further developed into specific measures corresponding to the current needs of the University and its strategic priorities.

3. Methodology and Institutional Framework of Evaluation

The Evaluation Report is based on internal documents of the University, the outputs of individual activities carried out in the period 2022-2026, relevant strategic documents, web documents and ongoing institutional monitoring. The evaluation was carried out through thematic mapping of individual priority areas of GEP, focusing on the state of implementation of activities, their institutional impact, and their connection to other development processes of the University.

The Evaluation Report was prepared as a summary qualitative evaluation of the implementation of the measures contained in the VSB-TUO GEP for the period 2022-2026. The evaluation is based on a combination of documentary analysis, assessment of the activities carried out and reflection of the experiences of relevant actors involved in the implementation process.

The basis for preparing the evaluation report was primarily an analysis of the University's strategic and methodological documents, internal guidelines, personnel materials, outputs related to the implementation of individual measures, and other documents related to the implementation of the gender equality plan in the past period.

Interviews with University representatives, especially the Bursar, as well as with employees involved in implementing selected measures, were also an important source of information. The findings from these interviews enabled us to supplement the documentary analysis with the institutional context and practical knowledge gained from implementing individual activities.

The analysed data included in particular:

1. Gender Equality Plan VSB-TUO 2022-2026,
2. Relevant strategic documents of the University,
3. Internal personnel and methodological documents,
4. Documents related to the implementation of the HRS4R strategy,
5. Records of implemented activities in individual areas of GEP.

The evaluation was carried out according to the thematic areas of the original GEP in order to maintain continuity between the planned measures and their actual implementation.

For evaluation, individual activities were assessed according to the categories of the status of performance:

Fulfilment Status	Characteristics
Fulfilled	The activity was implemented in full.
Partially fulfilled	The activity has been partially fulfilled, part of the implementation will be postponed to the next period.
Not fulfilled	The activity has not been implemented, the implementation will be postponed to the next period.

In addition to the state of implementation, the evaluation assesses the benefits of individual measures and identifies areas that require further systematic development.

At the same time, the implementation of the first GEP represented an important step towards a more systematic integration of gender equality principles into the University's strategic management. During the period 2022-2026, institutional mechanisms were gradually developed

to enable the implementation of the planned measures and to connect gender equality topics with other areas of institutional development, especially in personnel policy, working conditions, communication, and the quality of the working environment.

An important supportive institutional framework in this period was also the implementation of the **HRS4R (Human Resources Strategy for Researchers)** strategy and the European Commission **HR Award**. This process has contributed to the systematic strengthening of the quality of human resources care, the transparency of personnel processes and the professionalisation of the working environment in the field of research.

The implementation of the HRS4R strategy has brought the University a strengthening of the quality of human resources management, support for the professional development of researchers, greater transparency of selection procedures, an increase in institutional prestige and a strengthening of the University's international attractiveness. In the context of GEP's implementation, this strategy has provided an important supporting framework, especially in the areas of equal access to recruitment, transparency of career progression and quality of working conditions.

At the same time, the experience from the first implementation period shows that some activities have already gained a stable place in institutional practice, while other areas require further systematic elaboration in the subsequent period.

4. Evaluation of the Implementation of GEP VSB-TUO 2022-2026

The following chapter provides a summary evaluation of the implementation of the VSB-TUO GEP across individual thematic areas, which have been defined as key to advancing gender equality at the University within the plan for the period 2022-2026.

For each area, its original intention and institutional importance within the GEP are first briefly recalled, followed by an overview of the main implemented activities and their implementation status during the evaluation period. Each chapter also includes a summary commentary that evaluates the progress achieved, identifies important institutional contexts and draws attention to areas suitable for further development.

The evaluation is based on the analysis of available internal documents, implemented activities, relevant outputs of the University and information obtained during interviews with responsible persons. The aim of this part is not only to evaluate the degree of fulfilment of the planned measures, but also to provide a factual basis for formulating recommendations for the follow-up GEP for the period 2026-2030.

4.1. Organisational Culture

The area of organisational culture was one of the basic areas of institutional development within the GEP VSB-TUO for the period 2022-2026, as the creation of an open, respectful and inclusive work and study environment is a prerequisite for the long-term application of the principles of gender equality in other personnel and academic processes of the University.

This area aimed to strengthen the institutional culture based on the principles of equal treatment, transparent communication, mutual respect and the prevention of discriminatory or unequal mechanisms in the work and study environment.

The planned measures were focused primarily on the systematic monitoring of selected gender indicators, the promotion of transparency of personnel processes, the regular mapping of employee and student satisfaction, the strengthening of institutional communication on the topic of equal opportunities and the development of educational activities in the field of gender equality, diversity and social security.

The planned activities also included anchoring the principles of equal opportunities in key internal University documents, developing supporting personnel tools, and creating institutional conditions for the long-term integration of the principles of equality into the University's everyday practice.

At the same time, the area of organisational culture was conceived as a cross-cutting priority linked to the broader personnel and strategic processes of the University, including the development of a quality working environment, transparent management, and the promotion of a safe and respectful institutional culture.

At the same time, the planned measures in this area naturally followed up on other strategic documents of the University, in particular the action plan of the HRS4R strategy and the Strategic Plan of the University, in which the principles of a quality working environment, human resources development, transparency and support for an inclusive institutional culture are similarly emphasised.

Status of the main activities in the area of Organisational Culture for the period 2022-3/2026

Measures	Planned activity	Fulfilment status	Comment
Management of gender statistics among employees of VSB-TUO.	Regular mapping and management of gender statistics and information in the VSB-TUO Annual Report.	Fulfilled completely and continuously being fulfilled	Gender statistics were/are conducted annually and are published within <i>the Annual Reports of VSB-TUO</i> .

Management of gender statistics among students at VSB-TUO.	Regular mapping and management of gender statistics and information in the VSB-TUO Annual Report.	Fulfilled and continuously being fulfilled	Gender statistics were/are conducted annually and are published within <i>the Annual Reports of VSB-TUO</i> .
Monitoring the satisfaction and needs of employees and students.	Renewal/continuation of regular mapping of satisfaction and needs.	Fulfilled and continuously being fulfilled	Regular monitoring of satisfaction and needs was conducted on an annual basis, and the results of the monitoring were sent to employees and students. Monitoring is planned to continue.
Declaration of support for equal opportunities in key documents and on the VSB-TUO website.	Implementation of the support of equal opportunities and the definition against discrimination in key documents: <i>Work Regulations, Internal Wage Regulation, Code of Ethics, Collective Agreement</i> . Declaration of support for equal opportunities on the VSB-TUO website by creating an <i>Equal Opportunities section</i> .	FULFILLED FULFILLED and continuously being fulfilled	Support for equal opportunities has been implemented in all key documents. A section on Equal Opportunities has been created within the Strategy and Social Responsibility area, where key documents on the topic are shared.
Updating the rating system to set up transparency.	Launch of the employee evaluation system. Updating the wage regulation (classification of employees into wage classes). Employee evaluation training for senior employees.	FULFILLED FULFILLED FULFILLED and continuously being fulfilled	An employee evaluation system has been launched. The Internal Wage Regulations <i>have been updated</i> . Training of senior employees in the field of evaluation took place. Training and support for HRM will continue.
Mapping gender (in)equality in remuneration.	Implementation of remuneration analysis (for internal needs) from the perspective of gender equality.	FULFILLED and continuously filled	Regularly implemented and anchored as a regular item on the management's agenda.
Support to the HR department and the WP Working Group in the area of equal opportunities, gender and diversity.	Implementation of an educational workshop on the topic " <i>Equal opportunities and gender in a nutshell – how to effectively implement RP in the practice of an organisation?</i> "	FULFILLED	Workshop byl realizován pro PS pro rovné příležitosti a byla poskytnuta prezentace.
Supporting the expansion of knowledge in the areas of equal opportunities, gender	Implementation of an educational workshop on the topic "Equal Opportunities, Gender, GEP, Examples of Good	FULFILLED	The WUNI (Women at UNiversity) event was held and included a series of lectures on equal

and diversity, and measuring satisfaction.	Practice, Measurement of Employee Satisfaction (Sociorating)".		<i>opportunities for men and women, women in science, and employee satisfaction.</i>
Support in the field of social security at VSB-TUO.	<p>Conducting an internal audit in the field of social security at VSB-TUO.</p> <p>Sharing information in this area with other universities in the form of negotiations.</p> <p>Raising awareness in the field of social security.</p>	<p>FULFILLED</p> <p>FULFILLED and continuously being fulfilled</p> <p>FULFILLED and continuously being fulfilled</p>	<p>In April-May 2022, an internal audit titled "Social Security at the University" was conducted.</p> <p>In 2022, the Social Security project was implemented in cooperation with 25 universities in the Czech Republic. The output was a summary of recommendations for universities.</p> <p>Enlightenment on the VSB-TUO website, article in the journal <i>Akademik</i>.</p>

Summary evaluation of the Organisational Culture area for the period 2022-2026

In the area of organisational culture, a significant institutional shift was achieved during the implementation of the GEP at VSB-TUO, both in systematically embedding the principles of equal opportunities into the University's internal functioning and in communicating them outwardly, towards the public and students. All planned activities were carried out during the evaluation period and, in many cases, were integrated into ongoing processes.

Gender statistics are maintained consistently for both employees and students, with annual publication in the University's Annual Reports. Regular monitoring contributes to the creation of a basic database for further decision-making on equal opportunities and enables continuous monitoring of developments in individual areas of institutional functioning.

An important step was also the ongoing mapping of employees' and students' satisfaction and needs, carried out regularly during the evaluation period, with results communicated to the University community. This strengthened the principle of open feedback and creating materials to further develop the work and study environment.

At the institutional level, the promotion of equal opportunities is anchored in key internal documents of the University, particularly in labour law and ethical regulations. At the same time, **a separate *Equal Opportunities* section has been created on the University's website**, which contributes to greater transparency and visibility of the topic.

The implementation of systemic measures in the field of transparency in personnel processes, in particular the launch of the employee evaluation system, the update of the internal wage regulation, and the related support for managers through training, can also be evaluated positively. These measures **contributed to the development of personnel management and to the strengthening of a transparent approach to** evaluation and remuneration.

A significant shift can also be considered **the regular mapping of gender equality in remuneration**, which has been embedded in the University's internal analytical processes.

An important part of the development of organisational culture was also the **implementation of educational and awareness-raising activities focused on equal opportunities, gender and diversity**, including the support of the working group for equal opportunities and the implementation of activities such as WUNI (Women at UNiversity), which contributed to raising awareness of the topic in the University environment.

The area of social security **has also gained significant institutional anchoring**, with an internal audit titled "Social Security, Follow-up Cooperation with Other Universities, and Ongoing Educational Activities" carried out in 2022.

Overall, it can be stated that the area of organisational culture has become a systemically developed area of GEP in the first implementation period, while a number of measures have already been transferred to the regime of regularly maintained institutional processes.

Recommendations for the GEP VSB-TUO for the period 2026-2030

For the next period, it is recommended to build on the already established institutional foundations and focus primarily on deepening the quality and systematisation of the measures already in place.

For the subsequent period, it is recommended:

- continue to keep gender statistics and use them in strategic decision-making regularly;
- to develop analytical work with the results of employee and student satisfaction monitoring so that they are even more utilised for targeted adjustment of measures;
- continuously update internal documents in response to legislative developments, institutional needs, and new topics in the field of equality and diversity.
- further strengthen the education of senior employees in the areas of equal treatment, leadership, and inclusive management;
- further develop and strengthen the education of senior employees in the area of evaluation, motivation and feedback;
- continue to regularly monitor gender aspects in the area of remuneration and personnel processes;
- further develop the area of social security and systematic communication of the topic towards the entire University community;

- to support the visibility of the equal opportunities topic through internal communication, sharing good practices, and targeted awareness activities;
- for the subsequent period, it will also be appropriate to better connect the area of organisational culture with other strategic University processes, particularly with personnel policy, leadership development, and institutional support for well-being.

4.2 Gender Balance in Leadership and Decision-Making

The area of gender balance in leadership and decision-making was another priority area within the VSB-TUO GEP for the period 2022-2026. It was based on the assumption that a more balanced representation of women and men in leadership contributes to better decision-making, a broader perspective in organisational management, and the strengthening of a modern institutional culture based on respect, professionalism, and equal opportunities.

This area aimed to promote a balanced representation of women and men in leadership and decision-making positions at different levels of University management, while also creating conditions that enable transparent professional growth for employees based on clearly defined rules and criteria.

The planned measures focused mainly on continuing to monitor gender representation in leadership positions, supporting women's motivation to take on leadership roles, developing mentoring and awareness-raising activities, and strengthening managers' managerial competencies in leadership, equal treatment, and team leadership. The planned activities also included sharing good practice through presentations on women's experiences in leadership positions, supporting internal communication on diversity in leadership, and creating space for the further development of an institutional environment that supports gender-balanced decision-making.

At the same time, the area of gender balance in leadership and decision-making was conceived in connection with the broader personnel and strategic processes of the University. It was naturally linked to the implementation of the HR Award action plan, which supports the principles of equal treatment, transparency and equal opportunities in the field of working conditions, career development and institutional culture.

Status of the implementation of the main activities in the area of Gender Balance in Leadership and Decision-Making for the period 2022-3/2026

Measures	Planned activity	Fulfillment status	Comment
Keeping gender statistics for the positions of senior employees of VSB-TUO.	Regular mapping and management of gender statistics in leading positions and information in <i>the Annual Report of VSB-TUO</i> .	FULFILLED and continuously being fulfilled	Gender statistics for managerial positions are compiled annually and published in <i>the Annual Reports of VSB-TUO</i> .

Motivation of women to perform leadership positions in all workplaces.	Raising awareness about the benefits of diversity and about supporting women in leadership positions with a presentation of possible support from VSB-TUO. Mentoring by female senior employees	FULFILLED and continuously being fulfilled	Regularly held event " <i>Women for Science, Science for Women</i> " (moderated discussion with women in leadership positions, who also function as mentors in the discussion panel).
Supporting senior employees in the area of equal opportunities.	Implementation of an educational workshop on the topic: " <i>Leadership in the context of equal treatment and team leadership from A to Z</i> ".	NOT fulfilled implementation will be postponed to the next period	In 2025, VSB-TUO worked on the <i>VSB-TUO Employee Development and Education Strategy 2026-2028</i> , which also aims to support the development of competencies among managers, e.g., in communication, team leadership, and diversity.

Summary evaluation of the Gender Balance in Leadership and Decision-Making for the period 2022-2026

Regarding **gender balance in leadership and decision-making, gender representation in leadership positions was regularly monitored and mapped during 2022-2026, and this area is part of ongoing institutional monitoring.** Gender statistics were processed and published annually as part of the VSB-TUO Annual Reports, thereby maintaining the basic analytical framework for further monitoring of the development of the representation of women and men in the University's leadership and decision-making structures.

A significant shift in this area was the **implementation of initiatives to motivate women to pursue professional development and leadership roles, especially through the regularly held event *Women for Science, Science for Women*.** This platform created a space for sharing the experiences of women in leadership, professional, and academic positions, while also strengthening the mentoring and inspirational dimensions of support for women in the University environment. The discussion format of these meetings helped open the topic of women's professional growth in academia and research, and increased the visibility of women's **role models**.

During the evaluation period, it also became clear that the area of gender-balanced leadership is closely linked to a broader system of leadership development, career growth and personnel work. Although the planned workshop focused on leadership in the context of equal treatment, which was not implemented in the given period, its content remains relevant. It has been newly reflected in the preparation of the document **Strategy for the Development and Education of VSB-TUO Employees 2026-- 2028, which already counts on the development of executive competencies in the areas of communication, team leadership, diversity, and modern leadership.**

From an institutional development perspective, this area can be assessed as stable, with potential for further systematic strengthening. In the following period, it will be appropriate to connect

better the promotion of gender balance in leadership with development programs for managers, mentoring activities, education, and targeted support for the professional growth of women in academic, research, and managerial environments.

At the same time, it is confirmed that **the area of gender balance in management naturally follows the broader strategic documents of the University, especially the HRS4R Strategy Action Plan and the Strategic Plan of the University**, which similarly accentuate the principles of human resources development, transparent career progression, diversity and quality institutional management.

Recommendations for the GEP VSB-TUO for the period 2026-2030

For the next period, it is recommended to build on the already established institutional foundations and focus on using the data obtained (from gender statistics) and on a more systematic integration of gender balance in leadership and decision-making into development programmes.

For the subsequent period, it is recommended:

- to maintain regular monitoring of gender representation in leadership and decision-making positions and continue to evaluate data annually as part of institutional monitoring;
- to work with the obtained data not only as an overview of the current state, but also as a basis for continuous monitoring of the development of the representation of women and men at individual levels of University management;
- to identify areas where gender representation is less balanced, monitor developments where there is a positive shift and where the situation remains stable, and use this knowledge to support the further development of equal opportunities in a targeted manner;
- to continue activities supporting the visibility of women in the academic, research and managerial environment of the University, in particular through the sharing of experience, mentoring forms of support and the presentation of female professional role models;
- to further develop discussion and inspirational formats that support women's motivation for professional growth and leadership roles;
- to link the topic of gender-balanced leadership more systematically with development programs for managers, especially in the areas of leadership, communication, team leadership and work with diversity;
- use the upcoming *Strategy for the Development and Education of VSB-TUO Employees 2026-2028* as a suitable framework for incorporating the principles of inclusive leadership and equal treatment into the vocational education system;
- to continue to strengthen an institutional culture that promotes transparent career development and equal opportunities for women and men to participate in decision-making processes.

4.3 Gender Equality in Recruitment and Career Advancement

The area of gender equality in recruitment and career advancement within the GEP VSB-TUO for the period 2022-2026 focused on supporting transparent, non-discriminatory and equitable personnel processes of the University. It was based on the assumption that the methods for recruiting new employees, the conditions for professional growth, and the setting for career advancement significantly affect the quality of the working environment and the possibilities for equal employment for all employee groups.

This area aimed to support transparent and gender-correct processes for filling job positions, to ensure equal access to job opportunities for applicants, and to strengthen the conditions for fair career development of employees in the University's academic and non-academic environments.

The planned measures were aimed in particular at promoting a transparent selection procedure, the use of gender-correct language in the formulation of job advertisements, the unification of procedures for recruiting new employees and the maintenance of internal rules governing the process of selection, entry and career advancement of employees. This area also included support for students' career development through educational and counselling activities.

An important part of the planned activities was also strengthening support for career growth through the PhD Academy and the development of the Counselling and Career Centre, which aimed to make information, counselling, and career orientation services available to students.

At the same time, the area of gender equality in recruitment and career advancement was conceived in connection with the broader personnel and strategic processes of the University. It was naturally linked to the implementation of the HRS4R strategy action plan, which supports the principles of equal treatment, openness and a quality institutional environment in the field of working conditions, transparent recruitment and career development.

Status of the implementation of the main activities in the field of Gender Equality in Recruitment and Career Advancement for the period 2022-3/2026

Measures	Planned activity	Fulfillment status	Comment
Promoting a transparent process of selection and recruitment of workers and a declaration of equal and non-discriminatory access.	VSB-TUO will continue to adhere to the principles of the <i>European Charter for Researchers</i> and the <i>Code of Conduct for R&D Recruitment</i> .	FULFILLED and continuously being fulfilled	VSB-TUO is guided by the principles of the <i>European Charter for Researchers</i> . It follows the <i>OTM-R policy of VSB-TUO</i> , which is a set of principles and recommendations from the <i>European Commission for the recruitment of scientific and academic staff</i> and is also a key part of the HRS4R strategy.

	VSB-TUO will continue to follow internal documents that transparently govern the selection and onboarding of new employees (Rules of Recruitment Process of Academic Staff and Designated Other Employees of VSB-TUO; Documents Z2.1 Selection of a New Employee; Z2.2 <i>Entry into a New Employee</i>).	FULFILLED and continuously being fulfilled	An update to the RRP and to the process is planned.
Supporting students in their career advancement.	Implementation of workshops within the PhD Academy, also on the topic of communication, (self-)presentation, etc.	FULFILLED and continuously fulfilled	Workshops/courses, and events are regularly held in the PhD Academy on various topics, e.g., communication, presentation competencies and personal brand building, self-coaching and self-motivation, etc.
Implementation of support for equal treatment and gender correctness in the field of recruitment.	Unification of advertising of all advertised jobs in all workplaces (visual style and content). Making adjustments to templates. The use of gender-correct language in all advertisements.	FULFILLED and continuously being fulfilled	A uniform template for advertised positions on the University website has been created and is used; the formal correctness of advertising is checked, incl. gender-correct job titles.
Promoting balanced career growth for men and for women (employees and students).	Career counselling for VSB-TUO students Updating the Career Centre website in line with gender equality requirements.	FULFILLED and continuously being fulfilled FULFILLED and continuously being fulfilled	The Counselling and Career Centre offers comprehensive counselling, individual coaching and consultations. VSB-TUO supports women in technical and scientific fields at Open Days and other recruitment events. The VSB-TUO Counselling and Career Centre offers students a comprehensive package of counselling, assistance, prevention, and mental hygiene, delivered through a wide range of events, workshops, webinars, consultations, development programmes, and wellbeing-related activities.

Summary evaluation of the Gender Equality in Recruitment and Career Advancement area for the period 2022-2026

In the area of gender equality in recruitment and career advancement, a stable institutional setting characterised by a transparent, non-discriminatory approach to hiring new employees was maintained during **2022-2026**. VSB-TUO continues to adhere to the principles **of the European Charter for Researchers** and continues to fulfil the principles of openness, transparency and equal treatment **in accordance with the HRS4R strategy**.

A significant shift was the further anchoring of the OTM-R principles, reflected in the University's personnel practices and newly supported by the computerisation of employee recruitment. At the same time, internal personnel documents governing the process of selection and onboarding of new employees were developed, and **the form of job advertisements was unified, including the use of gender-correct language**.

In the field of career development, **the University continued to support students through educational activities within the PhD Academy and through the activities of the VSB-TUO Counselling and Career Centre, which offers counselling, individual consultations, and development activities to support professional careers**.

Support for women entering technical and natural sciences can also be evaluated positively. As part of open days and other recruitment activities, the **University purposefully presents female professional role models and supports applicants in challenging stereotypical perceptions of technical and other scientific fields**. At the same time, the growing interest of women in studying technically oriented programmes is confirmed.

An important strategic step for the next period was the creation of the VSB-TUO Employee Development and Education Strategy 2026-2028, which systematically develops the area of professional employee education, leadership, soft skills, digital competencies and support for career growth.

From the perspective of institutional development, this area can be assessed as well-established and further developed, in direct connection with the University's personnel strategy, the implementation of the HRS4R strategy, the University's Strategic Plan, and the principles of modern personnel work.

Recommendations for the GEP VSB-TUO for the period 2026-2030

For the subsequent period, it is recommended:

- to maintain and further develop a transparent and open recruitment system in accordance with OTM-R principles, including the ongoing use of digital recruitment, standardised procedures, and gender-sensitive communication when posting job positions;
- to continue to support the professional and career development of employees in accordance with the Development and Education Strategy of VSB-TUO 2026-2028, particularly in the areas of specialised training, leadership, soft skills, and managerial competencies;

- to continue supporting students through the activities of the Counselling and Career Centre of VSB-TUO and the PhD Academy, with a focus on professional orientation, competence development and support for career prospects;
- to further develop activities supporting women in entering technical and natural sciences fields and to strengthen the presentation of female professional role models in academic, research and technical environments.

4.4. Balancing Work and Family/Personal Life

The area of balancing work and family/personal life, represented within the framework of GEP at VŠB-TUO for the period 2022-2026, is an important part of supporting a quality work environment, as creating conditions for a balance between work and personal life is among the key prerequisites for the long-term stability of employees, their job satisfaction, and sustainable professional development.

This area aimed to promote working conditions that enable employees to better respond to various life situations, particularly during periods of caring for children, close relatives, or when returning to work after parental or maternity leave. Part of the planned activities included maintaining flexibility in working conditions, supporting accessible childcare, developing internal communication to support caring employees better, and creating conditions for easier continuity of work for them.

In this area, activities were simultaneously planned to support employees in the prevention of overload, time management, psychohygiene, and overall wellbeing, both through educational activities and through internal information and available support measures.

An important part of this area was also supporting communication with employees on maternity and parental leave, including efforts to maintain contact with the University, keep them informed about opportunities to engage in work, and provide support upon return to employment.

The area of work-life balance is naturally built upon the broader personnel and strategic processes of the University, particularly the development of working conditions, employee wellbeing, and the promotion of equal access within the University's personnel policy.

Status of the main activities in the area of Balancing Work and Family/Personal Life for the period 2022-3/2026

Measures	Planned activity	Fulfillment status	Comment
Support for flexible forms of work.	VSB-TUO will continue to follow its internal rules for flexible working hours and will also continue to offer part-time contracts.	FULFILLED and continuously being fulfilled	VSB-TUO also presents the possibilities of flexible working arrangements in advertisements and on the website, within the section on equal opportunities. příležitostí.

Providing care for preschool children.	Ensuring the operation of the University kindergarten for the children of employees and students.	FULFILLED and continuously being fulfilled	VSB-TUO offers a kindergarten for employees' children as well as for students – complete information is clearly available on the website.
Support for the area of balancing work and family/personal life (education and awareness).	Implementation of a workshop on the topic: 'Balance and Effective Time Management'	FULFILLED and continuously being fulfilled	In 2024, a workshop on the given topic was held. Within the Counselling and Career Centre, support for well-being is offered, including counselling with psychologists and coaches, as well as workshops and relaxation activities.
Support for employees who need to care for (small children or a close person)	Create an offer of possible support and assistance for caring employees. Create a chapter on this topic in the Equal Opportunities section.	FULFILLED and continuously being fulfilled	Within the Equal Opportunities section, a tab called Support for Equal Opportunities has been created to summarise all the tools that caring employees can utilise.
Active utilisation of maternity and parental leave management (support for parents returning from Maternity/Parental leave).	To present all information related to communication with employees during maternity/parental leave in a concise form, and provide options for involvement in the work process during maternity/parental leave.	PARTIALLY FULFILLED and further continuously fulfilled	On the website, the Equal Opportunities Support section features the document 'Concept of Work-Life Balance' at VSB-TUO. Additionally, in the Equal Opportunities Support tab, all tools available to caring employees are presented.

Summary evaluation of the Balancing Work and Family/Personal Life area for the period 2022-2026

In the area of balancing work and family/personal life, a stable institutional setting of employee support for a combination of work and personal roles was maintained during 2022-2026. VSB-TUO continued to apply flexible forms of work, especially through flexible working hours, the possibility of part-time work, and individually agreed forms of work organisation. At the same time, these options are also actively communicated to job seekers.

The University systematically supports employees' well-being, with an emphasis on mental and physical health. In the field of mental health, seminars and workshops focused on **mental hygiene and personal development** are held, supplemented by the availability of **quiet zones** for concentration and regeneration during the working day.

Physical health promotion is provided by a wide range of physical activities, access to sports facilities on the University campus, organisation of group seminars with elements of compensatory and relaxation techniques (e.g. healthy back, eye yoga), sports events and the

possibility of using benefits such as the MultiSport card or discounted entry to fitness centres. **The support also includes preventing health problems through educational activities focused on workplace ergonomics and a healthy lifestyle.**

The operation of the University kindergarten **also remains a stable, important measure in this area, serving as a tool to support employees and students in providing care for preschool children and contributing to creating conditions for better reconciliation of work, study, and family life.**

During the evaluation period, the area of education and support for well-being was further developed, for example, through a workshop focused on reconciling work and personal life and on effective time management. At the same time, the university expanded the support **activities offered within the VSB-TUO Counselling and Career Centre, which provides counselling, consultations with psychologists and coaches, development programmes, and wellbeing activities for students.**

A positive shift was also the **more systematic access to information for caring employees on the website, through the Support of Equal Opportunities section**, where the available support tools and information on various life situations related to the care of children or a close person were made more transparent.

In the area of support for employees on maternity and parental leave, the institutional anchoring of this issue has been partially developed through the document *Concept of Balancing Work and Personal Life at VSB-TUO*, which provides a basic framework for communication, information, and support for the return to work. At the same time, this area is also linked to the further development of the University's personnel policy and to projects supporting the return of academic staff after a career break, particularly regarding the development of working conditions, the sustainability of academic careers, and the HRS4R principles.

From the point of view of institutional development, **this area can be assessed as stably developed, with a direct link to the University's strategic documents**, in particular the *Strategy for the Development and Education of VSB-TUO Employees 2026-2028*, the HRS4R Action Plan and other internal measures supporting a quality working environment, well-being, and equal opportunities.

Recommendations for GEP VSB-TUO for the period 2026-2030

For the subsequent period, it is recommended:

- to preserve and further develop flexible working conditions that support the balance of work and personal life, particularly in the areas of flexible working hours, part-time employment, and other forms of individual work organisation;

- to continue to develop support for employees caring for children or close persons, including ongoing updates of available information, supportive tools, and internal communication in this area;
- systematically strengthen support for individuals returning after maternity leave, parental leave, or other career breaks, across all categories of employees, primarily through timely communication, adaptation support, the possibility of gradual return, and connection to professional development; at the same time, further develop this area in accordance with the Strategy for the Development and Education of VSB-TUO employees, which creates space for supporting professional growth, enhancing competencies, and facilitating employees' reintegration into the workforce after their return.
- further develop well-being activities, education, and counselling services supporting the prevention of overload, psychohygiene, and long-term sustainability of the work environment, both for employees and students.

4.5 Integration of the Gender Dimension into Research and Educational Content

The integration of the gender dimension into research and educational content was an important part of institutional development in the area of quality research and an educational environment within GEP VSB-TUO for the period 2022-2026. The gender dimension in research is currently perceived in the European context as part of high-quality research design, as it contributes to a more accurate understanding of research topics, a broader interpretation of results, and consideration of the diverse needs of research users.

Gender equality in education primarily involves actively removing barriers, supporting inclusion, and creating equal conditions for women, men, and individuals with other gender identities. Emphasis is placed on supporting women in STEM, equal access to internships, mobility, project-based learning, and laboratory teaching. Gender equality is not only a matter of ethics and social justice but also a strategic investment in the quality of education.

This area aimed to support the basic orientation of employees and students on when and how it is appropriate to include the gender dimension in research and educational activities, while also gradually strengthening awareness of the importance of this issue within the University's academic and research environment.

Part of the planned activities included awareness-raising and education on gender in science and research, popularising the topic of gender dimensions in research design, and creating accessible informational materials to assist employees and students in preparing research proposals, projects, and professional activities.

In this area, a gradual strengthening of the reflection on the gender dimension was also planned within internal grant and project processes, with particular emphasis on ensuring that this

perspective could be taken into account already during the preparation, implementation, and evaluation of research activities.

The region is naturally aligned with broader European requirements in research and innovation, particularly with the principles of the Horizon Europe programme and the institutional development of research-environment quality, which is part of the University's broader strategy for the development of science, research, and human resources. The gender dimension of research was also discussed and considered across all project types at the national level.

Status of the main activities in the area of the Integration of the Gender Dimension into Research and Educational Content for the period 2022-3/2026

Measures	Planned activity	Fulfillment status	Comment
Support for integrating the gender dimension into educational activities.	Implementation of education on the topic of 'Gender in Science and Research'. Within the Equal Opportunities section, links to educational workshops in this area will be provided.	PARTIALLY FULFILLED and continuously being fully fulfilled	VSB-TUO offers awareness and education through links to external materials and plans to popularise this topic through targeted training further. It will extend into the next GEP 2026+ period.
Ensuring equal conditions in science and research projects and their evaluation.	Incorporation of gender dimension monitoring into the rules of internal grant competitions with regard to the relevance of research topics – creation of an internal methodology that would include rules for the inclusion of the gender dimension.	PARTIALLY FULFILLED and continuously being fully fulfilled	VSB-TUO primarily supports this topic through awareness-raising, including links to organisations dedicated to advancing gender in science and research. In R&D activities, transparent evaluation is considered, with regard to respecting equal opportunities. VSB-TUO also plans to further popularise this topic. From 2026, VŠB-TUO will implement the 'Returns' project, which supports academic researchers returning from a career break.

Summary evaluation of the Integration of the Gender Dimension into Research and Educational Content for the period 2022–2026

In the area of integrating the gender dimension into research and educational content, the relevance of the gender perspective in research and educational activities was gradually explored during 2022-2026, and the basic conditions for its further development within the University's institutional environment **were created**. In this area, VSB-TUO focused primarily on educational and informational support, especially through the Equal Opportunities section, which provides links to external methodological and educational materials on the gender dimension in science and research, summarised.

A positive step was the provision of relevant materials and recommendations from external institutions, particularly materials from the Czech Republic Grant Agency (GA ČR), the Technology Agency of the Czech Republic (TA ČR), and the National Contact Centre (NKC) – gender and science, which provide employees and students with a basic orientation on the possibilities of integrating the gender dimension into research design and project preparation.

The University fosters a more open environment that helps break down the stereotypical perception of technical fields as predominantly male domains. This trend is also supported by **the University's recruitment and popularisation activities**, especially presentations of female students and graduates of technical fields during open days and other events aimed at female applicants.

In the field of education and popularisation of the topic, this priority has so far been developed to a rather limited extent and **remains an open development topic for the next period.** At the same time, it has been shown that the gender dimension in research can be more systematically reflected in internal methodological support and in discussions of the quality of research projects, especially where taking a gender perspective is factually relevant.

A positive follow-up for the next period is also the **upcoming development of this area in connection with the project of returns after a career break**, which VSB-TUO has been implementing since 2026 and supports R&D workers in returning to research activities after a career break.

From the point of view of institutional development, this area can be assessed as gradually opening, with a direct link to the European requirements of the Horizon Europe programme, the principles of a quality research environment and the further development of support for science, research and human resources at the University.

Recommendations for GEP VSB-TUO for the period 2026-2030

For the subsequent period, it is recommended:

- further develop educational and awareness-raising activities focused on the gender dimension in research and teaching, particularly through targeted seminars, workshops, and methodological support for staff and students;
- gradually strengthen the practical application of the gender perspective in relevant research and project activities, especially where it can contribute to the quality of research design, interpretation of results, and societal impact of the research;
- In connection with the development of the University's scientific environment, further support for equal conditions in research work is provided, including support for individuals returning after a career break and the development of measures that facilitate continuity in academic and research careers.

4.6 Measures against Gender-Based Violence, including Sexual Harassment

Preventing gender-based violence, discrimination, and sexual harassment was an important part of support for a safe, respectful, and dignified working and studying environment within GEP VSB-TUO during 2022-2026. Creating conditions that ensure equal access, protect personal dignity, and provide clearly defined mechanisms for addressing inappropriate behaviour are among the fundamental prerequisites for a high-quality institutional culture at the University.

This area aimed to strengthen employees' and students' awareness of the principles of equal treatment, the options for defence in cases of inappropriate or discriminatory behaviour, and the internal procedures the University has established in this regard. At the same time, it was important to gradually develop a preventive approach that supports early recognition of risky situations and open communication on topics such as discrimination, harassment, and inappropriate conduct.

Part of the planned activities included mainly awareness-raising and education on discrimination and sexual harassment, integrating these issues into the University's internal documents and regulations, ongoing monitoring of the work and study environment, and creating conditions for the safe submission of reports and the resolution of any complaints.

In this area, institutional measures were also planned to strengthen independent support mechanisms and trustworthy contact points for employees and students, which would help in resolving sensitive situations in accordance with the principles of personal dignity and equal treatment.

The area is naturally built upon the broader personnel and ethical frameworks of the University, particularly the internal regulations governing complaint handling, ethical standards, and the development of a safe institutional environment as part of the University's responsible management.

The status of the main activities in the area of Measures against Gender-Based Violence, including Sexual Harassment, for the period 2022-3/2026

Measures	Planned activity	Fulfillment status	Comment
Education on the topic of discrimination and its elements.	Workshops/seminars on the topics of <i>discrimination/anti-discrimination, sexual harassment, mobbing, and bossing</i> .	FULFILLED COMPLETELY and continuously being filled	A working group for equal opportunities was trained. In the autumn of 2023, a series of training sessions on sexual harassment and bullying took place for both academic and non-academic staff. pracovníky.
	Create an e-learning course on this topic.	FULFILLED	An e-learning course <i>on Social Security</i> has been created and

			is available on the VSB-TUO website.
Education on the topic of discrimination and its elements.	Implementation of awareness-raising on this topic in the University magazine <i>Akademik</i> . As part of the awareness campaign, VSB-TUO mechanisms were also presented on how to defend oneself against potential discrimination and sexual harassment.	FULFILLED COMPLETELY and continuously being filled	An article on the topic of Social Security was published in the <i>Akademik</i> magazine (No. 2/2023), featuring interviews with the ombudsperson, the chairwoman of the Ethics Commission of VSB-TUO, and a supervisor in the field of sexual harassment and bullying.
Monitoring of the environment at VSB-TUO among employees And students.	Restoration of monitoring/mapping of satisfaction and needs, and inclusion of questions about possible encounters with discrimination or sexual harassment.	FULFILLED COMPLETELY and continuously being filled	VSB-TUO conducts Satisfaction and Needs Monitoring annually. The questionnaire also includes questions on equal opportunities and inappropriate behaviour.
Incorporation of the topic of equal treatment and anti-discrimination into one of the existing internal documents.	The topic of anti-discrimination will be incorporated into the <i>Directive on Handling Complaints, Petitions, Submissions, and Other Complaints</i> .	FULFILLED	<i>The Directive on Handling Complaints, Suggestions, Reports, Petitions, and Other Complaints</i> has been updated. <i>The Ethical Code</i> has been updated. From March 2026, the document on <i>Commitment to Social Responsibility and Sustainability</i> is valid and declares ethical conduct, academic integrity, transparency, and safe, respectful, and non-discriminatory behaviour.
Creation of the ombudsman function.	Creation of an ombudsman to provide services in this area and to operate throughout the reporting period.	FULFILLED COMPLETELY and continuously being filled	There are two ombudspersons at VSB-TUO, who are available to employees and students. They act as advisors, mediators and preventers. VSB-TUO strongly supports social security at the University, emphasises equal treatment, and takes a stand against discrimination and inappropriate behaviour.

Summary evaluation of the area of Measures against Gender-Based Violence, including Sexual Harassment, for the period 2022–2026

In the area of prevention of gender-based violence, discrimination and sexual harassment, there **has been a significant institutional strengthening of prevention and support mechanisms in the period 2022-2026**. In this area, VSB-TUO developed both educational and awareness-raising activities, as well as specific internal tools to support **a safe and respectful working and study environment**.

An important step was the **implementation of targeted training on sexual harassment, bullying, discrimination, mobbing, and bossing** for academic and non-academic staff. At the same time, **the Social Security e-learning was created**, a permanently available educational tool for employees and students that contributes to the long-term strengthening of awareness in **this area**.

A positive aspect is also the systematic educational activity, for example, through the University magazine *Akademik*, where the topic of social safety and protection against inappropriate behaviour was publicly communicated, including the presentation of available support mechanisms and the roles of key University actors.

At the same time, **regular monitoring of the working and study environment was conducted during the evaluation period through a satisfaction and needs questionnaire, which also included questions related to equal opportunities and potential experiences of inappropriate behaviour**. In this way, the University creates an ongoing analytical basis for monitoring the institutional climate.

A significant institutional shift was also the strengthening of the internal normative basis – an update of the Complaints Handling Directive, an update of the Code of Ethics and the newly adopted Commitment **to Social Responsibility and Sustainability**, which explicitly declares the principles of a safe, respectful and non-discriminatory environment from 2026.

The activities of the Ethics Commission and the two ombudspersons, whose services are available to employees and students and fulfil an advisory, mediation, and preventive role, can be considered a fundamental stabilising element in this area. Thus, the area of protection against discrimination and inappropriate behaviour has become an integral part of the University's institutional support for social security.

From the point of view of institutional development, this area can be assessed as very significantly strengthened, with a direct link to the development of the ethical environment, the principles of the university's social responsibility and a broader strategic direction in the field of the quality of the working and study environment.

Recommendations for GEP VSB-TUO for the period 2026-2030

For the subsequent period, it is recommended:

- continue with regular training of employees and students in the area of discrimination prevention, sexual harassment, and inappropriate behaviour, including ongoing updates of e-learning and educational tools;
- continue to develop educational activities and strengthen clear communication about available assistance mechanisms, the possibilities for submitting suggestions, and the roles of the Ethics Commission and ombudspersons within the institutional environment of the University;
- maintain regular monitoring of the work and study environment and utilise the data obtained for ongoing assessment of social safety and identification of areas requiring further support;
- Strengthen the connection of this area with the university's internal strategic documents, especially with the principles of social responsibility, ethical management, and the development of a safe working and studying environment.
- to develop employees' awareness of the principles of gender equality, the Gender Equality Plan, and equal opportunities, through an educational or informational activity that also presents their connection to the HRS4R strategy, social responsibility, and other strategic University documents supporting a quality working environment and modern human resource management.

5. Summary of all recommendations for the subsequent GEP 2026-2030

Based on the evaluation of the implementation of the GEP VSB-TUO for the period 2022-2026, recommendations have been formulated for individual thematic areas that reflect the progress achieved, identified needs for further growth, and lessons learned during the first implementation period.

These recommendations serve as an expert basis for preparing the subsequent GEP of VSB-TUO for the period 2026-2030. However, they are not understood as a direct list of future individual activities, but rather as a broader framework of themes and developmental directions, which will be further elaborated into specific measures in the subsequent period, taking into account institutional priorities, the interconnection of individual areas, and the realistic possibilities of their implementation.

At the same time, it is understood that some recommendations naturally overlap across multiple thematic areas and can be developed further through joint or interconnected activities in the subsequent period. Therefore, the proposed measures will be further specified methodologically to create a functional, realistic, and strategically anchored whole that meets the University's current needs.

Organisational Culture – Recommendations

For the next period, it is recommended to build on the established institutional foundations and focus primarily on deepening the quality and systematisation of the measures already implemented.

For the subsequent period, it is recommended:

- to continue to maintain gender statistics and utilise them in strategic decision-making regularly;
- to develop analytical work with the results of employee and student satisfaction monitoring so that they are even more utilised for targeted adjustment of measures;
- continuously update internal documents in accordance with the development of legislation, institutional needs, and new topics in the field of equality and diversity.
- further strengthen the education of senior employees in the areas of equal treatment, leadership, and inclusive management;
- further develop and strengthen the training of senior employees in the area of evaluation – motivation and feedback;
- to continue regularly monitoring gender aspects in the area of remuneration and personnel processes;
- further develop the area of social security and systematic communication of the topic towards the entire University community;
- to support the visibility of the equal opportunities topic through internal communication, sharing good practices, and targeted awareness activities;
- for the subsequent period, it will also be appropriate to better connect the area of organisational culture with other strategic university processes, particularly with personnel policy, leadership development, and institutional support for wellbeing.

Gender Balance in Leadership and Decision-Making – Recommendations

For the upcoming period, it is recommended to build on the already established institutional foundations and focus on utilising acquired data (from gender statistics) and on a more systematic linking of the topic of gender balance in leadership and decision-making with development programmes.

For the subsequent period, it is recommended:

- to maintain regular monitoring of gender representation in leadership and decision-making positions and continue with annual data evaluation as part of institutional monitoring;
- to work with the obtained data not only as an overview of the current situation but also as a basis for ongoing monitoring of the development of the representation of women and men at various levels of University management;
- to identify areas where the representation of women and men is less balanced, monitor developments where positive progress is being made, as well as where the situation remains stable, and based on these insights, purposefully support further development of equal opportunities;

- to continue with activities that support the visibility of women in the academic, research, and managerial environment of the University, especially through sharing experiences, mentoring support, and presenting female professional role models;
- further develop discussion and inspirational formats that support women's motivation for professional growth and leadership roles;
- more systematically connect the topic of gender-balanced leadership with development programmes for senior employees, particularly in areas such as leadership, communication, team management, and diversity work;
- to use the upcoming *Strategy for the Development and Education of VSB-TUO Employees 2026-2028* as a suitable framework for incorporating the principles of inclusive leadership and equal treatment into the vocational education system;
- to continue strengthening the institutional culture that supports transparent career development and equal opportunities for women and men in participating in decision-making processes.

Gender Equality in Recruitment and Career Advancement – Recommendations

For the subsequent period, it is recommended:

- to maintain and further develop a transparent and open employee recruitment system in accordance with the principles of OTM-R, including the ongoing use of electronic recruitment, standardised procedures, and gender-sensitive communication when publishing job vacancies;
- to continue to support the professional and career development of employees in connection with the *VSB-TUO Employee Development and Education Strategy 2026-2028*, especially in the areas of vocational education, leadership, soft skills and managerial competencies;
- to continue supporting students through activities of the Counselling and Career Centre at VSB-TUO and the PhD Academy with a focus on professional orientation, competence development, and support for career prospects;
- further develop activities supporting women in entering technical and scientific fields and strengthen the presentation of female professional role models in academic, research, and technical environments.

Balancing Work and Family/Personal Life – Recommendations

For the subsequent period, it is recommended:

- to maintain and further develop flexible working arrangements that promote work-life balance, in particular in the areas of flexible working hours, part-time work and other forms of individual work organisation;

- to continue to develop support for employees caring for children or close persons, including ongoing updates of available information, supportive tools, and internal communication in this area;
- systematically strengthen support for people returning after maternity, parental or other career breaks, across all categories of employees, especially through timely communication, adaptation support, the possibility of gradual return and follow-up to professional development; at the same time, to further develop this area in connection with *the Strategy for the Development and Education of VSB-TUO Employees*, which creates space to support professional growth, complement competencies and facilitate the reintegration of employees into the work process upon their return.
- further develop well-being activities, education, and counselling services supporting the prevention of overload, psychohygiene, and long-term sustainability of the work environment, both for employees and students.

Integration of the Gender Dimension into Research and Educational Content – Recommendations

For the subsequent period, it is recommended:

- further develop educational and awareness-raising activities focused on the gender dimension in research and teaching, particularly through targeted seminars, workshops, and methodological support for staff and students;
- gradually strengthen the practical application of the gender perspective in relevant research and project activities, especially where it can contribute to the quality of research design, interpretation of results, and societal impact of the research;
- In connection with the development of the University's scientific environment, further support for equal conditions in research work is provided, including support for individuals returning after a career break and the development of measures that facilitate continuity in academic and research careers.

Measures against Gender-Based Violence, including Sexual Harassment – Recommendations

For the subsequent period, it is recommended:

- to continue with regular training of employees and students in the area of discrimination prevention, sexual harassment, and inappropriate behaviour, including ongoing updates of e-learning and educational tools;
- further develop educational activities and strengthen clear communication about available assistance mechanisms, opportunities to submit suggestions, and the roles of ombudspersons within the institutional environment of the University;
- to maintain regular monitoring of the work and study environment and utilise the data obtained for ongoing assessment of social safety and identification of areas requiring further support;

- to strengthen the connection of this area with the university's internal strategic documents, especially with the principles of social responsibility, ethical management, and the development of a safe working and studying environment;
- to develop employees' awareness of the principles of gender equality, the Gender Equality Plan, and equal opportunities, through an educational or informational activity that also presents their connection to the HRS4R strategy, social responsibility, and other strategic university documents supporting a quality working environment and modern human resource management.

6. Conclusion

The Evaluation Report on the fulfilment of the VSB-TUO GEP for the period 2022-2026 confirms that the University has made significant progress in the systematic development of gender equality, equal opportunities and support for a quality work and study environment during the first implementation period. In several thematic areas, it was possible not only to fulfil the originally planned measures but also to establish a stable institutional framework that is now an integral part of the university's functioning.

In particular, the fact that the area of equal opportunities and the principles of gender equality have been gradually reflected in key internal documents, personnel processes, communication tools, and the University's strategic activities over the past period can be evaluated positively. A significant contribution was the connection of GEP with other development frameworks of the University, especially with the implementation of *the HRS4R strategy*, the principles of transparent human resource management, the development of social security, the promotion of well-being, and now also with *the Strategy for the Development and Education of VSB-TUO Employees for the period 2026-2028*.

Another strength of the implementation of GEP was that a number of measures did not remain only at the level of one-off activities, but were set up as long-term sustainable processes – for example, regular monitoring of satisfaction, work with gender statistics, **development of social security support, the activities of ombudspersons**, support for flexible forms of work, more open personnel processes and the development of support for employees in various life situations.

At the same time, it turns out that the **first implementation period laid an important foundation for further systematic development**. In some areas, the University has already achieved a high degree of institutional stability, in others, there is room for further deepening, especially in the area of broader awareness of employees, greater methodological anchoring of some processes, further support for returns after career breaks, development of the gender dimension in research and strengthening of continuous education in the field of equal opportunities.

The recommendations formulated in the individual chapters of this evaluation report are therefore not a response to shortcomings but, above all, a natural follow-up to the progress already made. It is from these recommendations that the specific activities of the new GEP VSB-

TUO for the period 2026-2030 will be formulated in the following period, further developing the existing processes and reflecting the current needs of the University and new strategic priorities.

Overall, the first implementation period of GEP can be assessed as successful, stabilising, and developmental. In this period, VSB-TUO has demonstrated its ability to translate the principles of gender equality into concrete institutional practice and has, at the same time, created a solid foundation for the next stage of systematic development in this area in the coming years.