



Gender Equality Plan (GEP)

Limited Liability Company “Science Park of Zhytomyr Polytechnic State University” (SPZP)

Document type: Institutional Gender Equality Plan

Legal entity: Limited Liability Company “Science Park of Zhytomyr Polytechnic State University”

Short name: SPZP

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Registration / identification number: [insert EDRPOU or other legal identification number]

Website: <http://sciencepark.ztu.edu.ua>

Implementation period: 2025–2027

Version: Version 1.0

Date of approval: 01.01.2025

Date of next review: December 2026

Approval and Institutional Endorsement

This Gender Equality Plan is adopted by the Limited Liability Company "Science Park of Zhytomyr Polytechnic State University" as an official institutional document guiding the organisation's commitment to gender equality, non-discrimination, inclusion, and safe participation in research, innovation, technology transfer, and industrial collaboration.

The Plan is approved by the Director of SPZP. The Director of SPZP holds overall responsibility for the implementation of this Gender Equality Plan. The designated Gender Equality Officer, supported by SPZP management and relevant staff members, is responsible for coordination, monitoring, reporting, and communication related to the Plan.

Approved by:

Director of LLC "Science Park of Zhytomyr Polytechnic State University"

Name: Mykhailo Psiuk

Signature:

Date:

01.01.2025



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Definitions

For the purposes of this Gender Equality Plan, the following definitions apply.

Gender equality means equal rights, responsibilities, opportunities, treatment, and participation of women and men in all areas of organisational life, research, innovation, leadership, professional development, and external cooperation. Gender equality does not mean treating everyone identically in all circumstances; it means removing barriers and creating fair conditions that allow all persons to participate and progress on equal terms.

Equal opportunities means the absence of unfair barriers in access to employment, leadership, training, mentoring, project participation, innovation services, funding opportunities, visibility, and professional development.

Sex refers to biological characteristics generally used to classify people as female, male, or intersex. Sex may be relevant in research and innovation when biological differences affect needs, risks, data, design, testing, safety, or outcomes.

Gender refers to socially constructed roles, behaviours, expectations, norms, and relations associated with women, men, and gender-diverse persons. Gender may influence access to opportunities, participation in decision-making, user needs, technology adoption, safety, communication, and innovation outcomes.

Sex/gender-disaggregated data means data collected, analysed, and reported separately by sex and/or gender, where relevant and lawful. Such data helps SPZP monitor gender balance, identify possible inequalities, and evaluate progress. Data shall be processed in line with confidentiality, proportionality, and personal data protection principles.

Gender dimension in research and innovation means the systematic consideration of whether sex and/or gender are relevant to the design, methodology, data collection, analysis, testing, usability, implementation, market validation, dissemination, or societal impact of research and innovation activities. This may apply to applied research, digital solutions, additive manufacturing, industrial technologies, startup products, public services, and technology transfer.

Direct discrimination means less favourable treatment of a person because of sex, gender, pregnancy, maternity, parental status, family responsibilities, or other protected characteristics.

Indirect discrimination means an apparently neutral rule, criterion, practice, or organisational arrangement that places persons of a particular sex or gender at a disadvantage, unless it is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary.

Harassment means unwanted conduct related to a person's sex, gender, or other protected characteristic that violates dignity or creates an intimidating, hostile, degrading, humiliating, or offensive environment.

Sexual harassment means any unwanted verbal, non-verbal, physical, digital, or visual conduct of a sexual nature that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating, or offensive environment. Sexual harassment may occur in the workplace, during events, mentoring, business communication, online collaboration, travel, field visits, or project activities.

Gender-based violence means violence, threats, coercion, or harmful conduct directed against a person because of their sex or gender, or conduct that disproportionately affects persons of a particular sex or gender. It may include physical, psychological, sexual, economic, verbal, digital, or institutional forms of harm.

Unconscious gender bias means implicit assumptions, stereotypes, or patterns of judgement that may influence decisions and behaviour without conscious intention. Such bias may affect recruitment, evaluation, leadership selection, mentoring, communication, allocation of tasks, visibility, and assessment of innovation potential.

Confidentiality means the protection of personal, sensitive, or case-related information from unauthorised disclosure. Information about complaints, reports, personal circumstances, or gender-disaggregated data shall be shared only with persons who have a legitimate need to know and only to the extent necessary for lawful and fair processing.

Retaliation means any adverse action, pressure, intimidation, exclusion, dismissal, negative evaluation, reputational harm, or other disadvantage imposed on a person because they reported discrimination or harassment, supported another person's report, acted as a witness, or participated in an investigation. SPZP does not tolerate retaliation.

Victim/survivor means a person who has experienced discrimination, harassment, sexual harassment, gender-based violence, or other harmful conduct covered by this Plan.

Witness means a person who has observed, received information about, or has relevant knowledge of an incident or pattern of conduct covered by this Plan.

Responsible person means the Gender Equality Officer, Director, HR/responsible administrative officer, project lead, or other authorised person designated to implement, monitor, or respond to matters covered by this Plan.

Inclusive organisational culture means a working and cooperation environment where people are treated with dignity, participation is encouraged, differences are respected, contributions are recognised fairly, and discriminatory or hostile behaviour is actively prevented and addressed.

Non-retaliation principle means that no person shall be punished, disadvantaged, threatened, or treated unfairly for raising a concern, submitting a complaint, supporting a complainant, or participating in a review or investigation in good faith.

1. Introduction & Context

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** is a limited liability company established by **Zhytomyr Polytechnic State University** to serve as a bridge between academia and industry. Its mission is to **commercialise the university's scientific research** by supporting spin-off creation, providing innovation services, and driving applied research into practice. Positioned at the intersection of higher education and the private sector, SPZP contributes to the sustainable growth of Ukraine's innovation ecosystem, strengthening industrial resilience and advancing the country's post-war recovery.

Gender equality is recognised as a **fundamental value of the European Union**, an essential driver of innovation, and a prerequisite for inclusive and sustainable development. Horizon Europe has established gender equality as a **cross-cutting priority** and requires participating research organisations, higher education institutions, and public bodies to have a Gender Equality Plan (GEP) in place. As a university-founded entity with strong links to research, innovation, and industrial collaboration, SPZP acknowledges the importance of aligning its policies and practices with European standards.

The integration of gender equality principles into SPZP's strategy is not only a matter of compliance, but also a **commitment to excellence, diversity, and innovation capacity**. Diverse teams and inclusive work environments foster creativity, improve the quality of research and development, and ensure that solutions reflect the needs of society as a whole. In the fields where SPZP operates — digitalisation of higher education management, additive manufacturing, advanced industrial processing, and technology transfer — the systematic integration of gender equality contributes to broadening participation, addressing structural imbalances, and generating sustainable impact.

Through this Gender Equality Plan, SPZP reaffirms its dedication to **structural and cultural change** that enables equal opportunities for women and men, supports the participation of underrepresented groups in science and innovation, and creates a safe and inclusive organisational environment. This plan provides a framework for embedding gender equality into SPZP's governance, operations, research activities, and external partnerships, in line with the **European Strategy for Gender Equality 2020–2025** and the requirements of **Horizon Europe**.

2. Objectives of the Gender Equality Plan (GEP)

The Gender Equality Plan (GEP) of the **Science Park of Zhytomyr Polytechnic State University (SPZP)** sets out the organisation's commitment to advancing gender equality as a cornerstone of institutional excellence, inclusiveness, and innovation capacity. The objectives of this GEP are aligned with the priorities of the **European Union's Gender Equality Strategy 2020–2025**, the **Horizon Europe eligibility requirements**, and SPZP's mission to foster technology transfer, applied research, and sustainable post-war recovery.

2.1 General Objectives

- **Promote equal opportunities** for women and men in all organisational activities, ensuring fair treatment and non-discrimination at every stage of the employment cycle.
- **Mainstream gender equality** into SPZP's governance, strategic planning, and operational practices, embedding it as a cross-cutting principle.
- **Ensure inclusive participation** in research, innovation, and industrial collaboration by creating structural and cultural conditions that enable diversity.
- **Integrate the gender dimension** into research methodologies, innovation services, and spin-off development to strengthen relevance, quality, and societal impact of outcomes.
- **Prevent and address gender-based violence and harassment**, establishing a safe and respectful organisational environment for staff, partners, and collaborators.

2.2 Specific Objectives

- Establish a transparent and accountable system for **gender-disaggregated data collection, monitoring, and reporting**, allowing for evidence-based decision-making and progress tracking.
- Develop and implement **training and awareness programmes** to address unconscious bias, build inclusive leadership skills, and strengthen organisational commitment to equality.
- Increase the **representation of women in leadership and decision-making** roles within SPZP's governance structures and project consortia.
- Strengthen **work–life balance policies** that support staff with caring responsibilities, contributing to long-term staff well-being and retention.
- Foster **gender-sensitive recruitment and career progression practices**, ensuring equal opportunities in traditionally male-dominated fields such as engineering, additive manufacturing, and industrial technology.
- Collaborate with **university structures, industrial partners, and European networks** to share best practices and promote gender equality in the wider innovation ecosystem.

2.3 Alignment with Horizon Europe

This GEP responds directly to the **Horizon Europe eligibility criterion** by including all four mandatory process-related building blocks—official publication and endorsement, dedicated resources, data collection and monitoring, and training. It also addresses the five recommended thematic areas: work–life balance, leadership and decision-making, recruitment and career progression, integration of the gender dimension in research, and measures against gender-based violence.

By implementing these objectives, SPZP demonstrates its commitment to **structural and cultural change**, contributing not only to its own institutional excellence but also to the broader European Research Area (ERA) and Ukraine’s innovation-driven recovery.

3.1 Publication & Endorsement of the GEP

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** is committed to ensuring that its Gender Equality Plan (GEP) is a transparent, public, and accountable document, fully endorsed by senior leadership. This approach reflects Horizon Europe requirements and ensures that gender equality is not only a strategic principle but also a visible organisational priority.

Publication

- The GEP will be published on the official SPZP website (<http://sciencepark.ztu.edu.ua>), ensuring open access for staff, partners, stakeholders, and the public.
- The document will be available in **Ukrainian and English**, using clear and accessible language.
- The GEP webpage will provide:
 - The full text of the plan.
 - A statement of commitment to gender equality.
 - Key objectives, targets, and actions.
 - Links to annual monitoring reports.

Endorsement by Leadership

- The GEP will be formally signed and endorsed by the **Director of SPZP**.
- Endorsement from the **University Rector as the founding institution** will be included, ensuring alignment with broader institutional commitments.
- A senior manager (Gender Equality Officer or equivalent) will be formally designated to lead and coordinate implementation of the plan.

Internal and External Communication

- The GEP will be disseminated to all staff members through internal communication channels (email, newsletters, intranet, staff meetings).
- Partners, collaborators, and industry stakeholders will be informed about SPZP's commitment to gender equality through project proposals, partnership agreements, and external communication materials.
- Key messages about the GEP will be included in induction materials for new staff and communicated during training activities to emphasise that gender equality is a shared responsibility across the organisation.

Progress Reporting

- SPZP will publish **annual progress reports** on the same webpage, summarising actions taken, results achieved, and areas requiring further improvement.
- These reports will serve as an accountability mechanism and will be openly accessible to staff, university partners, and external stakeholders.

Through publication and endorsement, SPZP ensures that its Gender Equality Plan is a **living, transparent, and institution-wide commitment**, driving cultural and structural change in line with European standards.

3.2 Dedicated Resources

The effective implementation of the Gender Equality Plan (GEP) at the **Science Park of Zhytomyr Polytechnic State University (SPZP)** requires the commitment of dedicated resources. While the exact level of resources will be defined according to the organisation's evolving needs and capacities, SPZP ensures that sufficient human and financial means will be allocated to sustain the plan as a long-term process of institutional change.

Human Resources

- A designated **Gender Equality Officer** (or equivalent function) will oversee and coordinate the implementation of the GEP, supported by senior management.
- Staff members from relevant departments may contribute part of their working time to specific actions, such as data monitoring, training coordination, or awareness campaigns.

Financial and Organisational Support

- A portion of SPZP's organisational budget will be reserved to support GEP-related activities, such as training, awareness-raising, and communication initiatives.
- Where appropriate, external expertise (trainers, consultants, or university specialists) may be engaged to reinforce SPZP's internal capacity.

Sustainability of Efforts

- Resources will be maintained throughout all phases of the GEP cycle: audit, planning, implementation, monitoring, and reporting.
- SPZP will ensure that gender equality responsibilities are integrated into existing governance and management structures, avoiding reliance on ad hoc or short-term measures.

By securing appropriate resources, SPZP confirms that the Gender Equality Plan is not a symbolic statement but a **practical and actionable framework**, supported by both leadership commitment and operational capacity.

3.3 Data Collection & Monitoring

To ensure accountability and continuous improvement, the **Science Park of Zhytomyr Polytechnic State University (SPZP)** will establish a structured approach to data collection and monitoring as part of its Gender Equality Plan (GEP). This process will provide evidence for decision-making, allow progress tracking, and demonstrate compliance with Horizon Europe requirements.

Data Collection

- SPZP will collect **sex- and gender-disaggregated data** on its staff, management structures, and project teams.
- Where relevant, additional data will be gathered on participants in spin-off projects, innovation services, and collaborations with external partners.
- Data will be collected annually and aligned with available university, national, and EU reporting practices.

Monitoring Indicators

- Key indicators will include:
 - Gender balance in staff positions and management roles.
 - Participation of women and men in research and innovation projects.
 - Representation of women in spin-offs and technology transfer initiatives.
 - Participation rates in gender equality training and awareness activities.
- Indicators will be periodically reviewed and adapted to reflect organisational priorities and sector-specific challenges.

Reporting and Transparency

- SPZP will prepare an **annual gender equality report** based on collected data and indicators.
- Reports will be published on the organisation's website, alongside the GEP, to ensure transparency and stakeholder accountability.
- Findings will inform updates to the GEP, enabling a cycle of continuous improvement.

Integration into Organisational Processes

- Data monitoring will be embedded in SPZP's governance and project management processes.
- Results will be communicated to staff, management, and partners to encourage active engagement in achieving gender equality objectives.

By systematically collecting and monitoring gender-related data, SPZP ensures that its GEP is **evidence-based, measurable, and adaptable**, supporting structural and cultural change over time.

3.4 Training & Awareness

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** recognises that meaningful progress towards gender equality requires not only policies and structures but also a shared understanding and active participation of all staff and partners. Training and awareness activities are therefore an integral component of the Gender Equality Plan (GEP).

Objectives

- Build awareness of gender equality as a core organisational value and a driver of excellence in research and innovation.
- Address unconscious gender bias in decision-making, recruitment, career development, and project management.
- Equip staff, managers, and collaborators with the knowledge and tools to integrate gender perspectives into their daily work.

Training Activities

- **Introductory sessions** on gender equality and diversity for all staff and new employees.
- **Targeted workshops** for managers, team leaders, and decision-makers focusing on inclusive leadership, bias-free recruitment, and gender-sensitive project management.
- **Thematic seminars** on integrating the gender dimension into research design, innovation content, and technology transfer.

Awareness-Raising Measures

- Internal communication campaigns (newsletters, digital content, posters) highlighting SPZP's commitment to gender equality.
- Participation in international and national awareness initiatives, such as the European Researcher's Night or gender equality weeks.
- Promotion of role models and success stories of women in science, engineering, and innovation.

Sustainability

- Training and awareness activities will be conducted on a **regular basis** and integrated into SPZP's ongoing staff development programmes.
- Participation will be monitored annually to ensure broad engagement across the organisation.
- Continuous feedback will be collected to adapt content and approaches to evolving organisational needs.

By embedding training and awareness into its operations, SPZP ensures that gender equality is not only a formal requirement but also a **shared organisational culture**, actively supported by staff, leadership, and external partners.

4.1 Work–Life Balance & Organisational Culture

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** recognises that a healthy work–life balance and an inclusive organisational culture are essential to achieving gender equality and sustaining long-term excellence. These elements are particularly relevant in the context of applied research and innovation, where high workloads and industry-driven timelines may create additional pressures for staff.

Objectives

- Promote a supportive and inclusive organisational culture that values diversity and equality as core principles.
- Ensure that all staff, regardless of gender or family responsibilities, have equitable opportunities to participate fully in organisational life and professional development.
- Foster organisational resilience by embedding flexibility and inclusiveness into working practices.

Measures

- **Flexible working arrangements:** adoption of hybrid or remote work models where feasible, as well as flexible working hours.
- **Support for care responsibilities:** consideration of parental and family leave, as well as organisational adjustments for employees with caring duties.
- **Awareness campaigns:** communication initiatives promoting respect, inclusiveness, and collaboration across teams.
- **Visibility of women's contributions:** ensuring that women are equally represented and acknowledged in internal and external communications, events, and publications.

Organisational Culture Development

- Integrate gender equality principles into SPZP's codes of conduct, staff handbooks, and onboarding processes.
- Establish regular dialogue opportunities (surveys, focus groups, meetings) to understand staff needs and identify barriers to work–life balance.
- Encourage team-based approaches that value inclusiveness, respect, and shared responsibility.

By embedding work–life balance and inclusiveness into its organisational culture, SPZP creates an environment where all employees can thrive, strengthening both individual well-being and institutional performance.

4.2 Gender Balance in Leadership & Decision-Making

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** recognises that balanced representation in leadership and decision-making is a cornerstone of institutional fairness and organisational excellence. Achieving gender balance at all levels of governance ensures that diverse perspectives inform strategic choices, project management, and innovation outcomes.

Objectives

- Increase the representation of women in leadership and decision-making roles across the organisation.
- Ensure transparency and fairness in appointment and nomination processes.
- Build institutional capacity for inclusive leadership that actively promotes gender equality.

Measures

- **Transparent selection processes:** all appointments to leadership bodies, committees, and project management roles will be carried out through clear, published procedures that ensure equal opportunities.
- **Balanced representation targets:** strive towards balanced participation of women and men in governance and project leadership structures, applying corrective measures if persistent imbalances are identified.
- **Inclusive leadership training:** provide targeted training for managers and decision-makers on unconscious bias, inclusive leadership, and gender-sensitive decision-making.
- **Visibility of women leaders:** highlight and promote women's contributions to research, innovation, and technology transfer in internal and external communications.

Governance Commitment

- Senior management will regularly review gender balance across leadership roles and committees.
- Where gender imbalances persist, SPZP will consider corrective measures such as mentorship, succession planning, or voluntary targets.
- Findings will be included in the organisation's annual gender equality report.

By strengthening gender balance in leadership and decision-making, SPZP ensures that institutional governance reflects the diversity of its community and supports sustainable, inclusive innovation.

4.3 Gender Equality in Recruitment & Career Progression

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** is committed to ensuring equal opportunities for women and men throughout the recruitment process and during their professional growth. By embedding fairness, transparency, and inclusiveness into recruitment and career development practices, SPZP strengthens its capacity to attract and retain talent, particularly in fields where women are underrepresented, such as engineering, additive manufacturing, and industrial technologies.

Objectives

- Guarantee equal access to employment opportunities and career progression for women and men.

- Remove structural and cultural barriers that may hinder women's participation in scientific, technical, and leadership roles.
- Promote fairness and transparency in recruitment, evaluation, and promotion processes.

Measures

- **Bias-free recruitment procedures:** integrate clear, standardised, and transparent criteria into job advertisements, selection processes, and interview procedures.
- **Inclusive job descriptions:** ensure that recruitment materials use non-discriminatory language and encourage applications from diverse candidates.
- **Gender-sensitive selection panels:** strive for gender-balanced recruitment and promotion committees, with members trained in unconscious bias awareness.
- **Career development support:** promote mentorship opportunities, mobility schemes, and training programmes that enable women and men to advance equally in their careers.
- **Workload planning:** ensure fair distribution of tasks and responsibilities to prevent disproportionate burdens that may impede career progression, particularly for staff with family responsibilities.

Monitoring and Accountability

- Data on recruitment, promotions, and career development opportunities will be collected and reviewed annually to identify trends and address imbalances.
- Findings will be included in the annual gender equality report and used to inform corrective measures.

By embedding gender equality principles into recruitment and career progression, SPZP fosters a fair and supportive working environment that enables all employees to thrive and contribute to the organisation's mission.

4.4 Integration of the Gender Dimension into Research & Innovation Content

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** acknowledges that research and innovation achieve greater societal impact when they systematically consider sex and gender dimensions. Integrating these perspectives ensures that results are relevant, inclusive, and responsive to the needs of diverse populations. This approach is particularly important for SPZP's focus areas, including digitalisation, additive manufacturing, advanced processing, and technology transfer to industry.

Objectives

- Mainstream the consideration of sex and gender into research methodologies, innovation services, and technology transfer projects.
- Build organisational capacity to recognise and address gender dimensions in applied research and industrial collaborations.
- Ensure that spin-off companies and innovation outcomes benefit from inclusive and socially responsible design.

Measures

- **Research design guidelines:** develop and disseminate internal guidance to help researchers and project teams integrate sex and gender analysis into methodologies, where relevant.
- **Capacity-building workshops:** provide training for researchers, innovators, and project managers on gender-sensitive approaches to R&I.
- **Project evaluation criteria:** encourage the inclusion of gender dimensions in project proposals, particularly in EU-funded and national innovation programmes.
- **Collaboration with university experts:** leverage the expertise of Zhytomyr Polytechnic State University academics in gender studies and public administration to strengthen the quality of SPZP's applied research.
- **Awareness in spin-offs:** promote gender-sensitive business models and product design within spin-off companies supported by SPZP.

Monitoring

- Annual review of project portfolios to identify the extent of gender dimension integration in research and innovation activities.
- Inclusion of case studies in the annual gender equality report to highlight good practices and lessons learned.

By embedding the gender dimension into research and innovation, SPZP enhances the scientific quality, societal relevance, and ethical responsibility of its outputs, strengthening its role as a driver of inclusive and sustainable innovation.

4.5 Measures Against Gender-Based Violence & Harassment

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** is committed to providing a safe, inclusive, and respectful environment for all employees, collaborators, and partners. Gender-based violence, harassment, and discrimination are incompatible with SPZP's

values and mission. A zero-tolerance approach will be adopted to prevent and address such behaviours, ensuring that all members of the organisation can work without fear of intimidation or harm.

Objectives

- Establish a clear institutional stance of **zero tolerance** towards gender-based violence, sexual harassment, and discrimination.
- Provide accessible, confidential, and effective mechanisms for reporting and addressing incidents.
- Promote a culture of respect, dignity, and mutual support within the organisation and across external collaborations.

Measures

- **Policy framework:** adoption of internal policies explicitly prohibiting gender-based violence, harassment, and discrimination, aligned with national legislation and EU standards.
- **Reporting mechanisms:** creation of safe and confidential channels for staff and partners to report incidents, with guarantees of protection against retaliation.
- **Investigation procedures:** clear processes for investigating complaints promptly, fairly, and transparently, with proportionate sanctions applied where misconduct is confirmed.
- **Support structures:** provision of access to counselling or referral services for victims and witnesses.
- **Awareness and training:** regular awareness campaigns and training sessions for staff and managers to recognise, prevent, and respond to harassment.

Monitoring and Accountability

- Annual review of reported cases (while protecting confidentiality) and evaluation of the effectiveness of prevention and response measures.
- Inclusion of progress and challenges in the annual gender equality report.

By adopting these measures, SPZP strengthens its commitment to an organisational culture based on **safety, respect, and equality**, ensuring that every member of its community can contribute fully to innovation and knowledge transfer without discrimination or harassment.

Section 5. Implementation & Governance

Goal 1: Promote equal opportunities for women and men in all organisational activities, ensuring fair treatment and non-discrimination at every stage of the employment cycle.

Planned Activities	Indicator / Output	Period	Responsibility
Review and update HR policies to ensure bias-free recruitment and employment practices.	Existence of updated policies; evidence of gender-sensitive criteria in recruitment documents.	2025	Director, Gender Equality Officer
Ensure transparent and inclusive recruitment procedures (gender-balanced panels where possible).	% of selection panels with gender balance; number of recruitments monitored.	Annually	HR, Project Leads, Gender Equality Officer
Monitor staff composition by gender across roles and contract types.	Annual gender-disaggregated statistics report.	Annually, starting 2025	Gender Equality Officer, HR
Provide equal access to professional development opportunities (training, conferences, mobility schemes).	% of women and men participating in training and development activities.	2025–2027	Director, HR, Project Leads
Establish an internal complaints and feedback mechanism on equal opportunities.	Functioning confidential reporting system; number of cases reviewed/resolved.	2026	Gender Equality Officer, Director

Goal 2: Mainstream gender equality into SPZP's governance, strategic planning, and operational practices.

Planned Activities	Indicator / Output	Period	Responsibility
Integrate gender equality commitments into SPZP's strategic and operational documents.	Inclusion of gender equality references in strategic plans, annual work programmes, and internal policies.	2025	Director, Gender Equality Officer

Ensure gender equality is a standing agenda item in management and board meetings.	Number of meetings with gender equality reported in minutes.	Quarterly, from 2025	Director, Management Board
Appoint a Gender Equality Officer and define their role within governance structures.	Formal designation of officer; role description and mandate published.	2025	Director
Develop internal guidelines for gender-sensitive decision-making and project management.	Existence of published guidelines; % of staff trained on implementation.	2026	Gender Equality Officer, Project Leads
Conduct an annual review of governance structures for gender balance.	Annual gender balance review report with recommendations.	Annually, 2025–2027	Gender Equality Officer, Director

Goal 3: Ensure inclusive participation in research, innovation, and industrial collaboration by creating structural and cultural conditions that enable diversity.

Planned Activities	Indicator / Output	Period	Responsibility
Promote balanced participation of women and men in spin-off projects, R&D initiatives, and industrial collaborations.	% of women and men in project teams and spin-off leadership roles.	Annually, 2025–2027	Project Leads, Gender Equality Officer
Introduce gender-sensitive criteria into partnership agreements and project calls.	Number of agreements and calls that include gender equality clauses.	From 2025	Director, Legal Officer, Project Leads
Encourage participation of women entrepreneurs and innovators through targeted outreach and mentorship.	Number of mentorship activities; % of female participants in innovation programmes.	2025–2027	Gender Equality Officer, HR, Innovation Leads

Organise workshops with industry partners on diversity and gender equality in innovation ecosystems.	Number of workshops held; feedback from participants.	Once per year, 2025–2027	Gender Equality Officer, Project Leads
Monitor inclusiveness in project outcomes and disseminate good practices.	Annual inclusiveness review; case studies published in GEP report.	Annually, 2025–2027	Gender Equality Officer, Communication Officer

Goal 4: Integrate the gender dimension into research methodologies, innovation services, and spin-off development to strengthen relevance, quality, and societal impact of outcomes.

Planned Activities	Indicator / Output	Period	Responsibility
Develop internal guidelines on integrating sex and gender analysis into research and innovation.	Guidelines document published and shared with staff.	2025	Gender Equality Officer, Project Leads
Provide training sessions on gender-sensitive research design and innovation processes.	Number of trainings conducted; % of staff trained.	2025–2026	Gender Equality Officer, External Experts
Include gender dimension as an evaluation criterion in internal project assessments and spin-off proposals.	% of project evaluations including gender criteria.	From 2026	Director, Project Leads
Collaborate with university experts on gender and diversity to strengthen applied research.	Number of joint initiatives or consultations per year.	Annually, 2025–2027	Gender Equality Officer, University Partners
Document and share good practices on gender-sensitive innovation in annual reports.	Case studies published in annual gender equality report.	2025–2027	Gender Equality Officer, Communication Officer

Goal 5: Prevent and address gender-based violence and harassment, establishing a safe and respectful organisational environment for staff, partners, and collaborators.

Planned Activities	Indicator / Output	Period	Responsibility
Adopt and publish a zero-tolerance policy on gender-based violence, harassment, and discrimination.	Policy document published and accessible on website.	2025	Director, Gender Equality Officer
Establish confidential reporting mechanisms and procedures for addressing complaints.	Functioning reporting system in place; number of cases handled (confidentially).	2025	Gender Equality Officer, HR
Train staff and managers on recognising, preventing, and addressing harassment.	Number of trainings conducted; % of staff trained.	2025–2026	Gender Equality Officer, External Trainers
Raise awareness through internal campaigns and communication materials.	Campaign materials published; participation in awareness initiatives.	Annually, 2025–2027	Communication Officer, Gender Equality Officer
Provide support and referral services for victims and witnesses.	Availability of support structures; number of staff informed of services.	From 2025	Director, HR
Monitor effectiveness of measures and report in annual GEP updates.	Inclusion of evaluation findings in annual report.	Annually, 2025–2027	Gender Equality Officer

Section 6. Monitoring, Evaluation & Reporting

The **Science Park of Zhytomyr Polytechnic State University (SPZP)** will ensure that the implementation of its Gender Equality Plan (GEP) is continuously monitored, evaluated, and reported in a transparent manner. This process guarantees accountability, enables evidence-based improvements, and demonstrates compliance with Horizon Europe requirements.

Monitoring

- **Annual data collection:** gather sex- and gender-disaggregated data on staff composition, leadership positions, recruitment, career progression, training participation, and project involvement.
- **Tracking of activities:** monitor implementation of planned actions for each goal (Sections 5.1–5.5).
- **Indicators:** use quantitative and qualitative indicators established in the action plan tables to measure progress.

Evaluation

- **Annual internal review:** the Gender Equality Officer will prepare an annual progress review, assessing achievements, challenges, and lessons learned.
- **Mid-term evaluation (after 2 years):** assess overall progress towards strategic goals and adjust measures if necessary.
- **End-of-cycle evaluation (after 3 years):** conduct a comprehensive review to inform the renewal and improvement of the next GEP cycle.

Reporting

- **Annual Gender Equality Report:** publish a report summarising key findings, achievements, and next steps. The report will be made publicly available on SPZP's website to ensure transparency.
- **Internal communication:** present results to staff and management during meetings, newsletters, and training sessions to foster shared responsibility.
- **External communication:** share progress with partners, funders, and stakeholders in project proposals, partnership agreements, and annual reports.

Governance Responsibility

- **Gender Equality Officer:** responsible for data collection, monitoring, and reporting, with support from HR and project leads.
- **Director:** oversees implementation and ensures that gender equality remains a strategic priority.
- **Management Board:** reviews reports and approves updates to the GEP.

Through systematic monitoring, evaluation, and reporting, SPZP ensures that the GEP remains a **living document**—transparent, adaptive, and aligned with both institutional priorities and European gender equality standards.