

APPROVED
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GENDER EQUALITY PLAN 2023-2028

"ISM University of Management and Economics", UAB (hereinafter referred to as ISM or the University) is a modern business university, recognised as always being one step ahead. Through high quality studies and research, ISM contributes to equality, economic progress, and a better society. ISM mission is to be a platform for high quality training of students, current and future managers, entrepreneurs, experts, to share with business and social partners the knowledge needed to develop critical thinking to challenge the status quo, to inspire improvement and to provide impact for sustainable change. The ISM community - students, faculty, staff, alumni, business partners - contributes to a better society by being respectful, open, and valuing different opinions as they provide an opportunity to learn, grow and develop.

ISM supports gender equality and diversity and does not tolerate discrimination in any of its activities. The "ISM University of Management and Economics Gender Equality Plan 2023-2028" (hereinafter referred to as the "Gender Equality Plan") is a set of commitments and specific actions aimed at drawing the community attention to the importance of gender equality and promoting gender equality at the University by making the necessary institutional and cultural changes.

The main objective of the Gender Equality Plan is to help ensure equal opportunities for all current and future members of the ISM community, regardless of their gender, and to systematically address gender issues. The Plan aims to introduce structural and cultural changes in the field of equal opportunities at the University. It is hoped that the Plan will help to ensure the ongoing development of a safe and equitable climate at the University, reduce stereotypes of career choices and ensure the prevention of discrimination.

The Gender Equality Plan has been prepared based on the relevant directives and provisions of the European Union, the European Commission's European Horizon

Guidelines for Gender Equality Plans and Recommendations, the laws and regulations of the Republic of Lithuania and other legal acts.

Promoting gender equality is a priority area of the European Horizon programme for research and innovation (R&I). To apply the principle of gender equality effectively, the European Commission (EC) is imposing stricter requirements on programme participants. From 2022, formal institutional gender equality plans (GAPs) and evidence of their implementation are a prerequisite for participation in Horizon Europe. A gender equality plan is considered as an eligibility criterion for applicants and applies to all public sector bodies, research, or higher education institutions (including private ones) in the Member States of the European Union and associated countries.

Gender equality is a fundamental value of the European Union. Gender equality is essential and necessary for research and innovation (R&I) because it improves the quality and relevance of R&I, attracts and retains more talent, and ensures that everyone can maximise their potential. In the EU, there has been a [clear progress](#) towards gender equality in the European Research Area (ERA), but the evidence shows that there is still much to be done. Gender equality objectives can only be achieved through a structured approach to change across the entire European research and innovation system, i.e., a shared commitment among research and innovation organisations, their funders, national authorities and the European Commission.

The introduction of a Gender Equality Plan as one of the eligibility criteria builds on the legal basis of the European Horizon programme, which has made gender equality one of its priorities. This provision is also directly linked to the [European Commission's European Strategy for Gender Equality 2020-2025](#), which announces that participating organisations must be subject to the requirement of a Gender Equality Plan. The Council of the European Union, in its conclusions on the new European Research Area (ERA) in December 2020, also called on the Commission and the Member States to refocus on gender equality through GEP and gender mainstreaming in R&D.

Highlights of the European Commission's gender equality strategy:

1. Being free from violence and stereotypes
2. Thriving in a gender-equal economy
3. Leading equally throughout society
4. Gender mainstreaming and an intersectional perspective in EU policies
5. Funding actions to make progress in gender equality in the EU
6. Addressing gender equality and women's empowerment across the world

The importance of gender equality is also reflected in the laws of the Republic of Lithuania.

[*The Law on Equal Opportunities for Women and Men of the Republic of Lithuania*](#) is intended to ensure the implementation of equal rights of women and men as provided for in the Constitution of the Republic of Lithuania, to create equal opportunities for women and men, and to prohibit any discrimination on the basis of gender. This law also provides a mechanism for the implementation of equality between women and men in all areas.

[*Article 5 of the Law on Amendments to the Law on Equal Opportunities for Women and Men of the Republic of Lithuania*](#) also states that "Educational establishments, research and study institutions are obliged to implement equal rights for women and men".

[*The Guidelines for the Prevention and Handling of Sexual Harassment*](#), developed by the Conference of Rectors of Lithuanian Universities in 2020, define harassment as an unacceptable form of behaviour at the University, which violates the dignity of another person, infringes academic freedom, creates an unwelcome atmosphere and impedes the fulfilment of the University mission. The University is responsible for creating a working environment that prevents harassment and a culture of bullying in academia.

[*Article 26 of the Labour Code*](#) stipulates that employers shall implement the principles of gender equality and non-discrimination on other grounds.

In the [*National Progress Plan 2021-2030*](#), one of the strategic objectives is "2. To increase the social well-being and inclusion of the population, to strengthen health and to improve the demographic situation of Lithuania." To achieve this strategic objective, it is envisaged to "create an appropriate, stimulating, family-friendly environment that allows for the proper performance of family functions and, at the same time, for a more active and successful participation in the labour market, and to strengthen equal opportunities for women and men...".

In addition, the [*Action Plan for Equal Opportunities for Women and Men 2023-2025*](#) was adopted in 2023 to address gender equality issues in a coherent, comprehensive, and systematic manner by ensuring the implementation of the provisions of the Law on Equal Opportunities for Women and Men, taking into account the European Union's and international commitments in the field of gender equality.

The Gender Equality Plan also considers the University's internal documents:

ISM's [Equal Opportunities Policy](#) ensures that the University organises its activities in such a way that all social groups are represented and that every employee feels respected and can use his or her competences and skills to good effect. All employees, irrespective of their gender, race, nationality, language, origin, social status, religion, beliefs or opinions, age, sexual orientation, disability, ethnic origin, religion, shall be given equal opportunities to learn, develop their abilities and advance professionally.

The ISM [Statute](#) emphasise that the University's activities are based on unity of research and study, academic freedom, and autonomy. The Statutes also emphasise that one of the University's primary objectives is to fully support and encourage its staff and to enable them to provide the best possible service to students, regardless of gender, disability, nationality, and other personal identity characteristics.

The ISM [Strategy 2020-2025](#) states that members of the ISM community treat each other with respect, remain open-minded and value diverse opinions, especially as opportunities to learn and grow. The Strategy emphasises that the ISM community stands for equal opportunities for growth, regardless of social, demographic, or economic factors.

The ISM [Prevention of Harassment, Sexual Harassment or Stalking Policy](#) emphasises that every member of the University's academic community shall respect the dignity of others, shall demonstrate courtesy and respect when interacting with each other, and shall, by his/her behaviour, ensure a working environment in which no member of the community is subjected to hostile, unethical, degrading, humiliating, aggressive, abusive, or insulting actions. All members of the ISM community are actively involved in creating a work environment that is welcoming, respectful of human dignity, equal opportunity and is non-discriminatory.

Distribution of ISM Employees by Gender

Distribution of ISM Administrative Staff by Gender

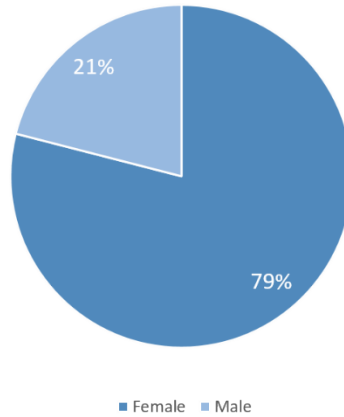


Figure 1: Distribution of ISM administrative employees by gender (data of June 2023)

According to the data of June 2023, 79% of ISM's administrative workforce is female and 21% male (Figure 1). Academic workforce demonstrates more gender parity – 59% of participating faculty and 55% of participating and supporting faculty are female (Figures 2 and 4). It is important to regularly monitor the gender equality situation at the University and, if necessary, to carry out a more in-depth gender analysis to identify areas for improvement.

Gender distribution of **participating** faculty

Gender distribution of **participating** faculty (FTE)

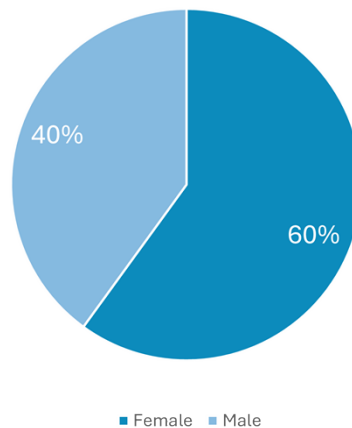
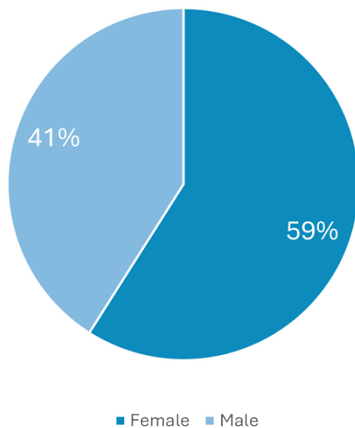


Figure 2 & 3: Distribution of ISM academic participating faculty by gender (data of June 2023)

Gender distribution of participating and supporting faculty Gender distribution of participating and supporting faculty (FTE)



Figure 4 & 5: Distribution of ISM academic participating and supporting faculty by gender (data of June 2023)

ISM has a remuneration policy that is not based on gender or other discriminatory grounds. The internal procedures governing the remuneration of academics, research, administrative and other staff are in place. The descriptions set out the structure of pay, the principles for determining it and the procedures for payment. They define the salary coefficients which have to be used for the allocation of salaries.

ISM is an equal opportunities employer and does not discriminate against employees on the basis of race, religion, gender, sexual orientation or gender identity, age, disability or any other factor not directly related to the performance of their job. ISM is transparent in its selection of new employees, and all candidates are assessed on the same criteria. Job descriptions set out the qualification requirements for the post, which are used as a guide for advertising and selecting new staff.

The ISM Gender Equality Plan is based on five key building blocks recommended by the [European Commission](#):

Aim	Actions	Indicators of achievement	Target	Person responsible	2023	2024	2025	2026	2027	2028
Reviewing gender equality policy	Incorporate gender equality provisions in strategic documents.	ISM strategic documents are reviewed, and gender equality provisions added where necessary.	Gender equality policy reviewed	Head of HR	X					
	Update the Code of Ethics with gender equality measures.	Gender Equality Policy is promoted.			X		X		X	
Work-life balance	Organize periodic briefings and memos for staff and managers on flexible working arrangement options and benefits for those with children.	Facilitate the balance of work, study and family.	At least one info session organized per semester	Head of HR	X	X	X	X	X	X
	Regularly monitor staff and faculty workload.	Workload of staff and faculty not exceeding 1.5 FTE	Staff satisfaction with work-life balance (not less than 4 on 5-point Likert scale)	Head of HR, Academic Director	X		X		X	
Gender balance in leadership and decision-making	Review procedures for the nomination of candidates for leadership and decision-making positions, decision-making bodies, etc. and update as necessary.	Percentage of procedures for appointing leaders reviewed and updated	100% procedures for appointing leaders reviewed and updated.	Head of HR	X	X	X			

	Gender balance in leadership and decision-making bodies positions taken in consideration during appointment/selection processes.	Percentage of women in leadership roles	Gender balance held at 50/50 in each leadership and decision-making body.	Heads of Departments	X	X	X	X	X	X
Gender equality in employment and career progression	Achieve gender balance in recruitment and career progression.	Procedures for recruitment competitions, reviewed and updated as necessary.	All relevant HR policy documents reviewed	Head of HR	X	X	X	X	X	X
	Require diverse candidate pools for all positions.	Percentage of candidate pools gender balanced.	100% of candidate pools gender balanced	Head of HR	X	X	X	X	X	X
Communication committed to gender equality	Educate ISM community (staff, academics, and students) on gender equality issues.	Percentage of staff and students receiving training.	At least 80% staff/students have completed gender equality training.	Head of HR	X	X	X	X	X	X
	Ensure website, marketing materials, and communications use inclusive language and showcase diversity.	Percentage of communications reviewed for inclusive language.	100% of external communications reviewed.	Head of Communication, Marketing	X	X	X	X	X	X
	Feature stories on female staff, faculty, and students.	Percentage of stories featuring women	50% of highlighted stories feature women.	Head of Communication, Marketing	X	X	X	X	X	X

Links to the documents

1. <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-search>
2. https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/era-progress-report-2018_en
3. <https://eur-lex.europa.eu/legal-content/LT/TXT/PDF/?uri=CELEX:52020DC0152&from=EN>
4. <https://www.e-tar.lt/portal/lt/legalActEditions/TAR.746227138BCB>
5. <https://www.infolex.lt/ta/113292:str5>
6. https://lurk.lt/wp-content/uploads/2020/07/Seksualinio-priekabiavimo-prevencijos-ir-atvej%C5%B3-nagrin%C4%97jimo-gair%C4%97s-2020m-be-nuorod%C5%B3_T.pdf
7. <https://www.e-tar.lt/portal/lt/legalActEditions/f6d686707e7011e6b969d7ae07280e89>
8. <https://www.e-tar.lt/portal/lt/legalActEditions/d492e050f7dd11eaa12ad7c04a383ca0>
9. <https://www.e-tar.lt/portal/lt/legalAct/f0e6c420a09511ed8df094f359a60216>
10. <https://elearning.ism.lt/pluginfile.php/42236/coursecat/description/Lygiu%20galimybiu%20politika%20ir%20jos%20igyvendinimo%20tvarka.pdf>
11. <https://elearning.ism.lt/pluginfile.php/42236/coursecat/description/2018%2003%2028%20Statutas.pdf>
12. <https://www.ism.lt/v2/wp-content/uploads/2022/07/ISM-Strategy-2020-2025.pdf>
13. <https://elearning.ism.lt/pluginfile.php/42236/coursecat/description/Priekabiavimo%20prevencijos%20tvarka.pdf>