

GENDER EQUALITY PLAN (GEP)

for the period 2024-2027



prepared by Equality and Diversity Coordination Team

NEWTON University

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1. Background information and Strategic context

Equal opportunities are one of the priorities of a democratic society, a long-term priority of the European Union and a declared priority of the Government of the Czech Republic. NEWTON University follows the objectives of the EU in the field of gender equality, the document *A Union of Equality: Gender Equality Strategy 2020-2025* and the government document *Gender Equality Strategy 2021-2030*, which formulates measures necessary to increase the quality of life of women and men in the Czech Republic to a level comparable to other European countries. NEWTON University's Gender Equality Plan (GEP) is implemented in the context of the Ministry of Education's Gender Equality Support Plan 2021-2024.

NEWTON University has held membership in the Business Graduates Association (BGA) since 2023. The BGA is an esteemed international organisation dedicated to ensuring the dedication of the world's preeminent business schools and institutions displaying high potential. BGA members are committed to 10 principles, including social responsibility, ethical conduct, and sustainability, alongside a steadfast commitment to advancing equality, diversity, and inclusion. These principles constitute foundational pillars embraced by the University over the long term, extending to its interactions with both its faculty and student body.

NEWTON University has its *Ethical Codex* that summarises the basic ethical rules for employees, students and members of the school's governing bodies and is publicly available on the organisation's website. Through its *Ethical Codex*, NEWTON community subscribes to moral values, advocates the promotion of ethical principles in all its processes, and defines itself against discrimination. Institutional *Ethical Codex* establishes a solid foundation for ethical behaviour and fosters an environment that facilitates the personal and professional development of all people associated with NEWTON University.

NEWTON University is committed to consolidating its efforts to promote diversity and support work-life balance policies. It strives to increase productivity to strengthen internal cohesion and enhance organisational culture. As part of its Gender Equality Plan (GEP), the school is keen to introduce measures and initiatives based on the fundamental principles of transparency, equality, accountability and inclusion.

Everyone strives to set an example of responsible behaviour and thereby make a positive impact on society and the global community. It strives to cultivate an environment where both employees and students have equal opportunities in all spheres of engagement. NEWTON University is a member of the NEWTON University Group and is committed to supporting the development of such an environment in all of the Group's institutions.

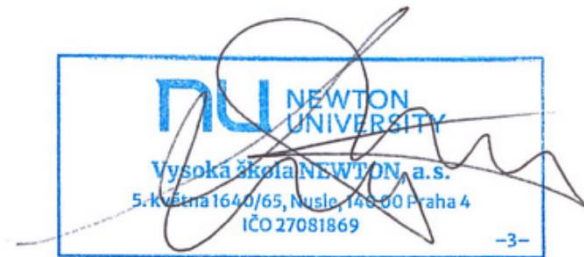
The initiatives set out in the Gender Equality Plan for NEWTON University 2024-2027 are in line with an organisational ethos that sees the promotion of equal opportunities as an integral aspect of social responsibility. NEWTON University is committed to promoting equality, diversity in teams, teamwork and a sense of belonging based on mutual dialogue, respect and transparency.

We are committed to publishing this plan on our website, including annual evaluation reports on its implementation.

Prague, 21.4.2024

Anna Plechatá Krausová, DPhil.

Chancellor of NEWTON University



2. Analysis of the current situation and background to the Gender Equality Plan

NEWTON University is already taking a proactive and responsible approach to equal opportunities and social responsibility. The organisation is guided by a publicly available *Ethical Codex*, which espouses its moral values.

NEWTON University in 2023 implemented:

a) monitoring/gender statistics for both male and female staff and students for 2023

The mapping shows the following:

Male and female employees:

NEWTON University has a diverse leadership with 4 women and 4 men in senior positions.

Male and female students:

NEWTON University has an almost balanced student ratio, with 52% female and 48% male students studying at NU in 2022/2023.

b) monitoring/gender pay statistics for 2023

NEWTON University management recognises the importance of pay equity for comparable positions. The appraisal and remuneration system is perceived by employees as fair where it is transparent, where the organisation should clearly state what all influences the final salary. The gender analysis of remuneration revealed inequality at the top management level, with women earning 7.5% more than men. This disparity is due to the hierarchy in the organisation, with a woman in the top position as chancellor. In senior management positions, there is a 3.7% pay gap, in favour of men. In the rank and file positions, the remuneration of men and women is comparable. The system of evaluation and remuneration of men and women in NEWTON University has some reserves and there is an opportunity for initiating positive changes, also just through the planned measures and activities under GEP.

NEWTON University is keen to uphold the principles of equality, to approach equal opportunities policy responsibly and to openly promote equality, diversity, non-discrimination and the reconciliation of work and family/personal life. It provides its employees with appropriate working conditions and a safe working environment, while fostering the working environment attuned to individual needs of each employee and designed to harness their individual potential.

In general, NEWTON University will focus on:

- raising awareness of equality and gender issues,
- a system of onboarding and initial training for male and female employees,
- support for the development and training of male and female managers in the context of equal opportunities,
- streamlining the motivation and evaluation system for male and female employees,
- improving the quality of care for male and female employees, developing a manual for reconciliation (including maternity/parental leave management and age management),
- making communication towards all employees more efficient (transparency in the processes set up, monitoring of needs and satisfaction, etc.),
- removing barriers that could act as obstacles to equal opportunities for male and female job seekers, students, researchers and other employees.

3. System for planning measures and activities in GEP

As a result of the summary of priorities in the field of equal opportunities and gender issues, the Gender Equality Plan (GEP) for the period 2024-2027 aims to support the development of quality HR policy and care for male and female employees in the context of equal opportunities and is also a mandatory element of Horizon Europe from 2022¹.

NEWTON University's GEP contains priority areas which include:

1. Organisational culture
2. Gender balance in leadership and decision-making
3. Gender equality in recruitment and promotion
4. Reconciliation of work and family/personal life
5. Gender dimension in creative activities, science and research
6. Measures against gender-based violence, including sexual harassment

NEWTON University is already, in some parts of the priority areas, proactive and supportive of equal opportunities.

¹ **Horizon Europe** has introduced a new eligibility condition for applicants from public institutions, research organisations, universities and colleges. From 2022, all such applicants must have a gender equality plan to help achieve sustainable change at institutional level. Available here: <https://www.horizontevropa.cz/cs>

Each priority area will always contain the following structure with the following information:

- WHY a priority is important
- WHAT NEWTON University is already doing in this area
- Plan for new measures and activities

4. GEP implementation, evaluation and continuous monitoring

The Gender Equality Plan (GEP) was developed by an internal Equality & Diversity Coordination Team, which includes representatives from the different departments. This working group will be responsible for following up the steps described in this action plan. The progress of implementation will be monitored according to the timetable and individual activities. The Chancellor of NEWTON University will coordinate the task force and those responsible for the implementation of the activities planned under the GEP. The students of NEWTON University are also an important part of the community; therefore, the planned measures and activities will be aimed at them, and they may also participate in the implementation of some of the planned activities.

Within each priority area, the following will always be mentioned: measure, activity, indicator/output, target group, responsibility, resources and implementation date.

The GEP is conceptually planned for the period 2024-2027. Progress in the implementation of the individual activities will be monitored, controlled by the persons in charge of the GEP in cooperation with the persons responsible for the achievement of the individual objectives.

The system of evaluation and continuous monitoring will be set up on a regular annual basis, whereby monitoring of the continuous implementation of the plan will be carried out at the end of each calendar year, in the form of an annual GEP Implementation Report. If some activities cannot be implemented, or if there is a time delay, an explanation will have to be added as to why this is the case.

As general essential identifiers necessary for the implementation of the GEP it is possible to mention:

- Issuance of new regulations/norms or their modification and updating
- Implementation of specific training activities for individual target groups
- Creation of e-learning
- Arranging and implementing specific events (or competitions)
- Implementation of monitoring (online questionnaire survey)

5. Action Plan 2024-2027

Organisational culture

Why is this priority area important?

The culture of an organisation means the designation of the social attitudes, values, ideas and norms shared within the organisation. Organisational culture is the basis for how employees relate to each other, their superiors and subordinates. Within this priority area, the quality of communication and relationships, transparency and clarity are important: A declaration of support for equal opportunities is also important, both in key internal documents and on the NEWTON University website.

NEWTON University has a vested interest in continuing to promote equality and define itself against discrimination. It is keen to focus on streamlining communication, and has an interest in building healthy relationships in the workplace. As part of this priority area, NEWTON University will continue and further develop the promotion of a healthy organisational culture and working environment, one that respects diversity and individuality, while promoting an equal and respectful environment for all.

Activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
1. Maintaining gender statistics for male and female NU employees	Continued mapping and maintenance of gender statistics.	Information in the <i>NU Annual Report</i> .	Employees, Public	HR Dept.	Internal Source	Regular annual periodisation
2. Maintaining gender statistics for NU students	Continued mapping and maintenance of gender statistics.	Information in the NU Annual Report.	Students Employees Public	HR Dept.	Internal Source	Regular annual periodisation

Plan of new measures and activities

New measure/objective	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
3. Declaration of support for equal opportunities in a key document and on the NU website to set up HR processes from recruitment to the eventual departure of staff in one document. Furthermore, to publicly sign up to the equal opportunities theme and also to raise awareness	Implementation of the promotion of equal opportunities and anti-discrimination in the new document <i>Life Situations Manual</i> .	A newly created document, the <i>Life Situations Manual</i> , applicable to the entire NUG, which will contain all information relating to the employment relationship from the start of employment, how to adapt, the course of the employment relationship to the end of the	Employees	Equality & Diversity Coordination Team in cooperation with the human resources and legal department.	Internal Source	2.Q/2024

and understanding of gender equality issues.		employment relationship.				
	Declaration of support for equal opportunities on the NU website, revisions to the existing <i>Ethical Codex</i> on the website, and the creation of an equal opportunities label.	Articles/advice on equal opportunities will be placed here under the equal opportunities label.	Employees Students Public	Equality & Diversity Coordination Team	Internal Source	2.Q/2024
4. Setting up an evaluation and motivation system to ensure transparency and to process the system in the context of fair remuneration.	Systematising the methodology for conducting assessment interviews.	Training of senior staff on appraisal and conducting appraisal interviews, including the writing of a methodology for standardisation across the school.	Management	Equality & Diversity Coordination Team	Internal Source	3.Q/2024
5. Mapping gender (in)equality in pay , to determine whether men and women in comparable positions are paid equally.	Conduct an analysis of remuneration (for internal needs) from a gender equality perspective using an appropriate analytical tool.	The mapping will take place annually, after which an internally available gender pay analysis report will be produced. If any inequalities are identified in comparable positions, set up a conceptual solution.	Employees NU management will be informed of the report.	HR Dept.	Internal Source	3.Q/2024 thereafter at annual intervals
6. Onboarding system setup and initial training.	Setting up an adaptation system and including this process in the new <i>Life</i>	The newly created <i>Life Situations Manual</i> , which will include a	New Employees	Equality & Diversity Coordination Team	Internal Source	3.Q. 2024

	<i>Situations Manual</i> document.	chapter on the Onboarding.				
	Creating the presentation of the Induction Training for new employees	Presentation of the <i>Life Situations Manual</i> as part of the annual Preparation Period, which will include all key information for newcomers and promoting equality.	Management, who will be the guarantors of the adaptation process for their new employees.	HR Dept.	Internal Source	3.Q 2024
7. Streamlining Internal Communication to present all news and activities within the organisational culture, in the context of equal opportunities / diversity	An effective and comprehensible form of information about new developments and innovations in the context of equal opportunities within NU.	Creation of a PR article/video summarising what NU is doing to promote equal opportunities in its HR policy. Communication of the plan will take place at a weekly meeting of the whole NU community and disseminated through other ways.	Employees Applicants Students Public	Marketing Dep.	Internal Source	3-4.Q 2024
8. Mapping Equal Opportunities and Social Responsibility at NU	The gender audit is planned for the future and will take place when the school has secured external funding. The audit will be carried out	Implementation of the gender audit and the Final Report, which will include findings and recommendations in all key areas.	Employees	Equality & Diversity Coordination Team	Internal Source	4.Q 2024- 1.Q 2025

	by the organisation following the government methodology and the Gender Audit Methodology Standard.	Presentation of GA results to female staff members.				
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5.2 Gender balance in leadership and decision-making

Why is this priority area important?

In the contemporary landscape of professional endeavours, diversity stands as a prevailing imperative, particularly concerning the representation of genders and age cohorts. Individuals coming from diverse demographic groups, each endowed with unique experiences and perspectives, serve to mutually enrich and complement one another within organisational frameworks. Enterprises that conscientiously champion diversity not only harness the full breadth of human potential across all strata of their workforce but also underscore their commitment to fostering an inclusive and equitable environment. The attainment of gender equity within leadership and decision-making spheres assumes paramount significance in this context. Such equity ensures that decision-making processes are informed by a comprehensive array of viewpoints, reflective of the manifold experiences of both genders. When organisational leadership embodies diversity, it operates in accordance with contemporary norms, eschewing biases and selecting team members based solely on merit and expertise. Consistent empirical evidence attests to the manifold benefits engendered by gender-diverse leadership structures, ranging from the cultivation of an inclusive workplace culture to the stimulation of innovation and creativity through diverse decision-making paradigms.

NEWTON University supports diversity and is interested in maintaining balanced leadership. The school will continue to follow the *Ethical Codex*, which also emphasises the principle of equal access and equal opportunities and respect for diversity. NEWTON University will promote gender balance in leadership and decision-making at all levels of management and will therefore further develop and reinforce the principles of gender balance in leadership or decision-making positions, including through planned actions.

Plan of activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
9.Maintaining gender statistics for NU management positions.	Continue/expand the mapping and maintenance of gender statistics in leadership	Information in the <i>NU Annual Report</i> . Disclosure of representation in leadership and	Employees Public	HR Dept.	Internal Source	3.Q.2024as part of the 2023 Annual Report and subsequent regular annual

	and decision-making positions.	decision-making positions in all departments.				implementation/periodisation
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Plan of new measures and activities

New measure/objective	Aktivita / popis akce	Indicator/output	Target group	Responsibility	Source	Date
10. Raising awareness and understanding of equal opportunities and gender equality issues.	Awareness of the benefits of diversity and in leadership positions with a presentation of possible support from NU, including mentoring by women in leadership positions.	An informative email, a newsletter from the Chancellor, which would also present the GEP and in brief form the activities NU is doing to promote equal opportunities and gender equality.	Employees Students	Marketing Dep.	Internal Source	12/2024 a Regular annual periodisation
	Implementation of equal opportunities and gender equality in a discussion format with NEWTON TV to raise awareness of the issue.	Discussions with women in leadership positions (sharing good practices, successes, experiences). Implementation of an online stream within NU.	Employees Students	Marketing Dep.	Internal Source	3.Q/2025
11. Supporting managers and employees in the field of equal opportunities with the aim of improving management skills in leaders in the context of equal opportunities.	Implementation of an educational workshop on "Authentic Leadership".	Workshop implemented, + e-learning of this workshop created and published internally, if applicable.	Management	HR Dept.	Internal Source	3.Q/2025 a Regular annual periodisation

5.3 Gender equality in recruitment and promotion

Why is this priority area important?

The recruitment, selection and hiring of employees should be transparent and, in the context of equal opportunities, gender fair. In this context, these processes should be properly documented and archived. The process of announcing the vacancy is the 'starting line' for the recruitment process, while respecting the principles of equal opportunities, where a gender correct process of approaching potential new employees is important. In particular, the way in which the vacancy is announced (language, requirements) is key to the outreach process. The selection criteria should be formulated in gender-correct language. The advertisement should be advertised in gender-appropriate language so that it is clear at a glance that people of all genders are welcome for the position. The people responsible for recruitment should be trained in equal opportunities issues and then use this knowledge in practice when dealing with applicants. The systems of adaptation process and training as well as career progression are also important, as they enable the smooth integration of a new colleague into the team and the working environment.

NEWTON University will continue, in the area of recruitment, to be transparent and non-discriminatory for all applicants. It will continue to advertise in a gender fair manner and to adopt an open, non-discriminatory approach by publicly espousing, as part of its *Ethical Codex*, ethical principles throughout its HR policies, in the context of the NU commitment to treating each co-worker as the individual and harnessing their unique capabilities.

Plan of activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
12. Promoting a transparent selection and recruitment process and a declaration of equal and non-discriminatory treatment.	NU will continue to advertise job vacancies in a gender-responsive manner.	Published job advertisements will be written in gender-neutral language.	Public Applicants	HR Dept.	Internal Source	1.Q/2024
	NU will continue to fill posts of academic	Implemented selection procedures in	Public Applicants	HR Dept. Management	Internal Source	1.Q/2024

	teachers on the basis of recruitment in accordance with the competitive recruitment regulations.	accordance with the competitive recruitment regulations.				
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Plan of new measures and activities

New measure/objective	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
13. Implementation of the promotion of equal treatment and gender fairness in recruitment to promote gender diversity.	To add a sentence about the Social Responsibility of the employer promoting equal opportunities and diversity to the Employment Opportunities section of the website.	Updated Employment Opportunities section, with information declaring equal opportunities and opposing discrimination.	Job Applicants Students Public	HR Dept.	Internal Source	2.Q/2024

5.4 Reconciling work and family/personal life

Why is this priority area important?

Activities that support reconciliation of work and family/personal life are often perceived by employees as a key benefit and a strong motivating factor. For employers who are already actively involved in work-family reconciliation, this topic can be seen as part of the organisational culture. These organisations strive to develop their employees and at the same time try to provide them with the conditions to avoid leaving the organisation. Work-family reconciliation can be understood as a wide range of activities that are ideal for combining work and family life. These include flexible working arrangements, benefits that support work-family balance, and the way in which the organisation approaches the processes of leaving for maternity or parental leave, how it maintains communication with employees on maternity or parental leave and how the subsequent return to work is managed.

NEWTON University is already active in promoting the reconciliation of work and family life, and in this context we can certainly mention the possibility of part-time work, home office (where a remote agreement is in force from November 2023) and flexible working hours, which are possible after individual agreement with the supervisor. Other activities supporting the area of alignment include some benefits such as flexible working hours, a small and close-knit group of staff (NEWTON family) where open communication is applied if someone needs advice on planned projects, collaboration on school activities, their own self-development or private challenges. There is a counselling centre at NU, where the aim of the centre is to promote a healthy social climate on campus and offer help with mental health care. This counselling is offered to both male and female staff and students, where psychological counselling and advice on work-life balance, stress management, prevention of burnout syndrome, etc. are possible. There are opportunities for coaching for managers.

Plan of activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
14.Promoting flexible working arrangements in order to continue to promote reconciliation among its male and female employees.	NU will continue to offer part-time and work-from-home opportunities for employees who are dealing with caregiving and reconciliation.	Current set processes and a valid <i>Remote Agreement</i> document.	Employees	HR Dept.	Internal Source	Throughout the 2024+ reference period
15.Support the area of combining work and family/personal life , in order to provide education and awareness to all target groups of NU.	Lectures on prevention of health problems. The meeting with experts was held three times: <i>On health and harmony, or what helps us to constantly move closer to our highest potential</i> , and <i>How to manage stress? The Impact of Diet on Our Personal Fitness</i>	Workshop on "Work-life balance" and presentation on this topic. The workshop will be implemented and repeated regularly with the aim of offering and providing prevention on a regular basis to all employees.	Employees Students	HR Dept.	Internal Source	2023/2024 regular repetitions

Plan of new measures and activities

16. Support for employees combining work and care	Create a <i>Life Situations Manual</i> , which would include an offer of possible support and assistance to caring employees by the employer.	Create a <i>Life Situations Manual</i> , which would include an offer of possible support and assistance to caring employees by the employer.	Employees	HR Dept.	Internal Source	3.Q/2024
17.Active use Maternity and parental leave management to support parents on and returning from parental leave, to maintain contact with them during parental leave and to facilitate their return to work.	In summary form, present all information regarding communication with Employees on parental leave: options for engaging in the work process during parental leave, setting up a return plan system.	Creation of a maternity/parental leave chapter within the <i>Life Situations Manual</i> . Information as part of initial training.	Employees on parental leave Management	HR Dept.	Internal Source	3.Q//2025

5.5 Incorporating the gender dimension into the content of education

Why is this priority area important?

Promoting the integration of the gender dimension into research content is part of the European Commission's strategy for gender equality in research and innovation and falls under one of the six priorities of the European Research Area. Assessing the relevance of the sex and gender dimension is a standard part of project proposals in Horizon 2020. The gender dimension in the content of creative activities and research needs to be taken into account whenever a human being is the subject of the research, when human data or biological material is being processed, or when

the result of the research is to be used by or have any impact on human beings. Taking the gender dimension into account is both a question of the quality of research and of maximising the use of research results and their social benefits.

NEWTON University will integrate the gender dimension into creative activities, research content and innovation. It will seek to promote and integrate the gender dimension through gender-balanced teams. NU will promote and develop awareness of the gender dimension in creative activities, research and teaching, popularise research results achieved by both women and men, and encourage gender-sensitive research.

Plan of activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
18. Raising awareness of the gender dimension in education , to inform about the importance and benefits of integrating gender in research and education.	Informing about this topic, the possibilities of integrating the gender dimension into research work and examples of good practice.	Students were introduced to the topic of stress management and improving their mental abilities and cognitive functions.	Students	Directors of Centres of Expertise	Internal Source	2023, 2024

Plan of new measures and activities

New measure/objective	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
19. Raising awareness of the gender dimension in research and education , with the aim of informing about the importance and benefits of integrating gender in science, research and education.	Familiarise lecturers with the GEP plan and actively implement its elements into teaching.	Seminars/workshops during the annual preparation period at the beginning of the new academic year	Employees Students	Directors of Centres of Expertise	Internal Source	3.Q/2024

20. Support the integration of the gender dimension into educational activities, in order to train and popularise this topic.	Provide training on gender in science and research, including basic concepts, benefits and information on gender in research design, composition of research teams, etc.	Equality and diversity day incorporated into the annually held Model United Nations assembly.	Employees of the personnel department. Employees Students	Directors of Centres of Expertise	Internal Source	2024+
21. Ensuring equal treatment in creative activities, science and research projects and their evaluation, with a view to taking gender into account throughout the project implementation process (from planning to evaluation)	Ensuring gender balance in the evaluation committees of Internal projects, taking into account the possibilities and maintaining the main criterion of expertise.	Collection of data on the composition of evaluation committees and research teams.	Management	Directors of Centres of Expertise	Internal Source	2025+

5.6 Measures against gender-based violence, including sexual harassment

Why is this priority area important?

From an equal opportunities policy perspective, it is important to maintain a level of dignity in the employer that contributes to creating an inclusive environment where there is no room for bullying or discriminatory behaviour. According to the Labour Code, employers are obliged to ensure equal treatment of all employees in terms of their working conditions, and any discrimination in employment relationships is prohibited. It is appropriate to establish anti-discrimination measures, whereby the concept of discriminatory behaviour is explained within the Internal Regulations and rules for filing and handling complaints and sanctions for unacceptable behaviour are included. It is also advisable to designate a person to whom employees may address complaints of discriminatory conduct or sexual harassment, etc. Awareness raising and education of both male and female managers and employees is also important in this area. Managers should be trained on the subject of harassment and discrimination so that

knowledge of the problem of harassment and bullying and its solution becomes part of their managerial competencies. To be able to apply equal treatment in their daily practice, to be able to recognise even the more subtle forms of discrimination (micro-discrimination) and not to commit it themselves.

NEWTON University already openly declares its support for equal treatment and opposes discrimination. It publicly presents its values, which include respect and openness. It follows an *Ethical Codex* and strives for high standards of ethical conduct.

Plan of activities already implemented within the priority area (support and development of existing measures)

Current measures	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
22.NNTB secure environment support	NU will continue to use whistleblowing software called NNTB.	The possibility of using this software system and its evaluation	Employees Students	Equality & Diversity Coordination Team	Internal Source	Throughout the 2024+ reference period

Plan of new measures and activities

New measure /objective	Activity/event description	Indicator/output	Target group	Responsibility	Source	Date
23. Education on the topic of discrimination and its elements , with the aim of raising awareness of this area, introducing and explaining discriminatory practices, how they manifest themselves in different forms, how to recognise them and how to defend against them.	Seminars and discussions on: Discrimination and anti-discrimination, sexual harassment, mobbing and bossing.	Incorporate workshops/seminars on this topic into the course offerings and put them into practice at regular intervals throughout the period under review. E-learning or video of the topic.	Employees Students	Equality & Diversity Coordination Team Marketing Team	Internal Source	4.Q/2024+

24. Monitoring the NU environment , with the aim of continuously mapping the working environment and obtaining feedback from staff and students.	Set up regular Monitoring/Mapping of the satisfaction and needs of male and female employees and include questions on possible encounters with discrimination or sexual harassment.	Monitoring implemented, which would be repeated regularly in the form of an on-line questionnaire survey. The results of the monitoring will be presented to the employees.	Employees Students	Equality & Diversity Coordination Team	Internal Source	1.Q/2025+
25. Awareness raising on equal opportunities and discrimination , providing guidance on what to do if you encounter discrimination or sex. In order to provide information on how to deal with discrimination and harassment.	Creation of an <i>Anti-Discrimination Manual</i> , which would include education on the concepts of discrimination and discriminatory practices: mobbing, bossing, sexual harassment, etc., how these practices manifest themselves and how to counter them. Furthermore, guidance on how to proceed.	Creation of an <i>Anti-Discrimination Manual</i>	Employees Students	Equality & Diversity Coordination Team	Internal Source	1.Q/2025
26. Mapping the progress and implementation of recommendations and measures in the field of equal opportunities into NU practice.	Implementation of a gender re-audit to map NU's progress as an employer in the area of equal opportunities and gender issues.	Implementation of the Gender Re-audit. Presentation of results to employees.	Employees	Chancellor	Titles concerned	3-4.Q/ 2027