



Gender Audit Report of the Institute of Hematology and Blood Transfusion

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Certificate

A gender audit was carried out at the Institute of Hematology and Blood Transfusion.

**The project was implemented by Open Society p.b.s.
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The gender audit was conducted at the Institute of Hematology and Blood Transfusion in the period January-March 2022.

Prague, 28 March 2022

Audit summary report: Executive Summary

The gender audit of the Institute of Hematology and Blood Transfusion (hereinafter referred to as IHBT) was conducted in accordance with the Standard for Gender Audit of the Office of the Government of the Czech Republic from January to March 2022. The audit consisted of an analysis of public and non-public institutional documents, in particular documents regulating the employer-employee relationship, including an analysis of available data (quantitative research) from the 2020 Annual Report and the Institute's online questionnaire survey. Important inputs for the audit were obtained through two focus groups (qualitative research); the focus groups were heterogeneous in nature, with men, women, parents, childless, scientific and non-scientific employees represented. Other male/female employees were given the opportunity to comment on the main points of the audit in a brief online questionnaire. Three semi-structured interviews were conducted with representatives of the Institute's management; see section 2.2 for more details.

The gender audit focused on a total of five indicators:

1. Recruitment and selection of workforce, dismissal of employees
2. Vertical and horizontal workforce structure and career policy
3. Evaluation, remuneration and training
4. Family-friendly working environment (Work-Life Balance programs)
5. Organization culture

An analysis of the indicators forms the main part of the audit report. The individual indicators are qualitatively and quantitatively described and discussed below. Based on the analysis, recommendations for the Gender Equality Plan are specified. Although gender as a factor in HR policy has not been systematically addressed so far, it has received attention, which has been reflected, for example, in:

- High representation of women in the Institute's management, with seven women out of the fourteen persons in the Institute's management.
- Persons on maternity/parental leave remain in contact with their employer, retain email accounts, and can attend events such as Institute-wide meetings and other social events.
- Flexible working hours with a fixed core (9-13 hours) are available.
- Employees have access to a wide range of work benefits, including meal vouchers, multisport (150 CZK allowance for sports and culture available in dozens of facilities in Prague), 5 sick days.
- In the employee evaluation, IHBT became the Best Hospital in the Capital Prague Region and ranked 2nd among all hospitals in the country (HealthCare Institute 2018).
- We appreciate the motivation of the IHBT management and the participating employees to carry out a quality gender audit, which will be used to create a Gender Equality Plan (GEP, see **Horizon EU 1** condition).

We see the meaning and significance of the gender audit in supporting further systematization of work with the gender factor in the personnel policy and management of the Institute. In this sense, the audit identified in particular the following priority areas for which we are formulating proposals for action. Other problems identified are described below in the discussion of the individual indicators and relevant recommendations are also made.

Evaluation and remuneration of male/female employees

We noted a demand from male/female employees for more effective appraisal by managers, the inclusion of the possibility of self-evaluation and the setting of work goals, the achievement of which is then discussed with the supervisor and also reflected in the level of financial rewards. We have observed that some employees do not know exactly what is expected of them, what they should prioritize for example in the coming year, etc. A related issue is that they do not understand how annual bonuses are determined. We have not identified any serious gender imbalances based on the different gender pay scales. However, this is not a sufficiently in-depth analysis to confidently rule out unequal gender pay.

Recommendation (GEP Horizon EU 2, 3): To set up a system of male/female employees' evaluation that is not just formal but actually functional. To transfer good practice from departments where the evaluation system is already working well to other departments of the Institute.

To set up an evaluation system that takes into account the evaluation of both scientific performance and individuals, i.e. the evaluation of the individual as an employee in terms of people management skills, motivation, responsibility, etc., which will enable the employee's personal and career development.

Evaluation needs to be linked more explicitly to remuneration and thus remuneration needs to be further objectified. We recommend that the average annual salaries of women and men in the various IHBT departments be evaluated once a year. We recommend that an analysis of gender remuneration be carried out using the LOGIB tool.

Collection of gender-relevant data

Recruitment is governed by a staffing plan that is updated annually according to the needs of the Institute. Vacancies are advertised on the Institute's website (<https://www.UHKT.cz/ustav/chcete-u-nas-pracovat>) including a description of the employee benefits and recruitment allowances for specific positions.

Recommendation (GEP Horizon EU 3): To monitor the representation of women in decision-making positions, from the most senior positions to the heads of departments. It is recommended to monitor the ratio of female/female applications to job competitions, and to monitor the ratio of male/female departures within the various departments of the Institute. From a gender equality perspective, we recommend periodic assessment of the success of gender-diverse selection panels and, where appropriate, identification of obstacles to this and work to remove them.

Strengthening the Personnel Department, aspirations for HR Award

Our experience from similar institutions like IHBT shows that the combination of demanding scientific work together with managerial responsibility/activity is very challenging for most managers. At the same time, they often lack the time and factual possibilities (availability of courses, internal lecturers, etc.) to improve their managerial skills. Support from the Personnel Department is inadequate due to its low staff capacity (three female staff members in total), which is overloaded with routine, indispensable work, and burdened with cooperation in the administration of European projects.

Recommendation (GEP Horizon EU 2): To strengthen the Personnel Department with staff/teams oriented in the ways of modern employee evaluation, social responsibility of employers, diversity, etc. Strengthening these capacities will clearly have a positive impact on the satisfaction and performance of the employees and the institute will be able, for example, to apply for the HR Award certification, which is now considered an international standard for quality rules in the management and development of human resources in science and research. It is recommended that the satisfaction of male/female employees in the various departments and divisions of the Institute be monitored on an ongoing basis and the situation addressed with the heads of the various departments/divisions.

Prevention of inappropriate behaviour, sexism and sexual harassment

The questionnaire revealed that IHBT also faces the problem of dignity reduction on the basis of gender or sexist behaviour in isolated cases, and it is not clear to the victims of such behaviour how to resolve the situation, or they do not have confidence in possible formal ways of resolving it. This finding is not surprising as it corresponds to the situation in Czech society as a whole. We appreciate that the Institute cooperates with an external ombudsman.

We are not aware of a case of physical sexual harassment at the IHBT workplace, but the limited audit space did not allow us to investigate the situation in more depth. With reference to research conducted in scientific and university settings, it appears that abuse of power in

the form of sexual harassment may also occur in these settings (research by Charles University - Smetáčková, Pavlík).

Recommendation (GEP Horizon EU 4): To inform, through various means and channels, about the possibility of contacting the external ombudsman to whom a victim of sexist or sexual harassment can turn. To take inspiration from existing methodologies and manuals for both university management and lecturers and for students, as these already contain guidance on formal procedures and direct suggestions for forms that the victim can fill in, etc. We recommend that the offences of sexual harassment, coercion, plus reference to the existence of the external ombudsperson as the person designated to safely provide assistance, be explicitly added to the code in the quoted paragraph.

Senior management training - Gender equality

The position of department heads is demanding, as it often combines scientific work with managerial and personnel work. Again, it will be the heads of departments and divisions of the Institute who will be key in terms of implementing the recommendations promoting gender equality. These persons do not currently have the opportunity to undergo a training course that would provide them with the competences necessary for their role in the field of gender equality.

Recommendation (GEP Horizon EU 4): To prepare and implement a one-day seminar for senior managers on Gender Equality. The aim of the seminar should be to motivate managers to include a gender perspective in their personnel management and thinking. To shed light on the causes of the fears that are specifically related to the concept of gender in the Czech environment and to specifically justify the falsity of these fears. Furthermore, to present how a gender approach can and should be reflected in the work of a senior manager.

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1. IHBT Gender Audit Report

1.1. *IHBT context*

IHBT is the largest hematology centre in the Czech Republic and for more than 60 years it has been there for all those who need truly specialized treatment. It is made up not only of top physicians, but also a team of eighty scientists who are searching for why hematopoietic disorders arise in the body and how to correct them as effectively as possible. Their results are among the best in the field.

Thanks to this, the Institute of Hematology and Blood Transfusion is more than just a hospital, both for patients with cancer diseases such as leukemia or myelodysplastic syndrome and for patients with really rare bleeding and platelet disorders. The Institute is one of the so-called organizations under the direct responsibility of the Ministry of Health. Its management consists of the Director, his deputy and eight assistant directors for individual divisions such as Science and Research, the Clinical Division and the Transfusiology Division.

From the very beginning, the aim of IHBT was to establish and manage the organization of the transfusion service and to participate in the supply of hospitals with transfusion products. Thus, organizational and methodological procedures for the whole republic had to be developed, and the preservation of blood and blood components was researched. Care was also taken to ensure and develop the safety of blood transfusion, taking into account the possibility of transmission of certain viral infections, especially hepatitis virus, later HIV and cytomegalovirus.

Over the years, the problems solved and the methodologies used have changed at IHBT in relation to the level of knowledge and in accordance with world trends; individual departments have merged, split, disappeared and new ones have been created. Throughout the entire existence of the Institute, its staff members have been striving for the rapid introduction of modern clinical, diagnostic and experimental procedures, for the understanding of the processes leading to the development of hematological diseases and for the best ways of their treatment. Often, the experts at IHBT have been able to capture new directions in biochemistry, immunology, molecular biology and cytogenetics in time to expand quality diagnostics and therapy of blood diseases and basic research programs.

IHBT in numbers

- Over 21,000 treatments are performed per year at the Outpatient Clinic
- More than 500 patients a year are admitted to its 40 beds
- It performs over 6,000 procedures a year at the Day Hospital
- IHBT has 569 employees
- Its annual turnover is more than 1.2 billion CZK

The year 2020

The number of outpatients examined was 24,134, which is the highest number of patients examined so far in a year, 8,337 day hospital treatments, 485 hospitalizations, 82 allogeneic transplants, of which 43 were from related donors (13 matched relatives and 30 haploidentical donors) and 39 from unrelated donors were performed. 11 therapies with genetically modified autologous T-lymphocytes were also provided. There were 77 newly diagnosed patients with acute myeloid leukemia, 22 with acute lymphoblastic leukemia, 35 with chronic myeloid leukemia and 44 with Ph-negative myeloproliferative diseases. There were also 17 newly diagnosed patients with MDS, 14 with PNH, and a total of 45 patients were followed up, with a further 18 patients with a rare congenital disorder of hemoglobin formation. There were 19 new cases of alpha thalassemia and 69 cases of beta thalassemia. Care of more than 600 patients with congenital and acquired disorders of hemostasis. More than 30,600 blood count samples examined, 1,580 bone marrow smears examined, nearly 700 cytochemical methods performed. 128,982 procedures performed in the flow cytometry laboratory. 1,570 peripheral blood or bone marrow samples examined in the leukemia PCR laboratory. 89,182 coagulation screening tests and 33,480 special tests in the hemostasis disorders laboratory carried out.

1.2. Findings of the Gender Audit

1.2.1. Recruitment and selection of workforce, dismissal of employees

The indicator monitors recruitment practices, the content and language of advertisements and the distribution of advertisements in terms of gender equality. The indicator monitors the selection process for different types of positions across a company's hierarchy. The indicator monitors how a company handles redundancies and whether a particular group of employees is disadvantaged in redundancies.

Indicator assessment

Recruitment is governed by a staffing plan that is updated annually according to the needs of the Institute. Vacancies are advertised on the Institute's website (<https://www.UHKT.cz/ustav/chcete-u-nas-pracovat>), including a description of the employee benefits and recruitment allowances for specific positions:

We'll tell you why it's worth it:

- We are often on hand when something new happens in hematology – both in medicine and in science and research
- As a specialized healthcare establishment, we support lifelong learning for all groups of employees in the Czech Republic and abroad
- We provide an interesting salary and the best possible technical equipment for professional workplaces

- We are located right in the centre of Prague, but we still allow partial home office and flexible working hours
- We offer the possibility of recreation in a mountain chalet
- We contribute to supplementary pension schemes
- We provide meal vouchers and refreshments directly at IHBT
- Recruitment allowance 40,000 CZK for nurses
- Recruitment allowance 25,000 CZK / 15,000 CZK for laboratory technicians

It is highly appreciated that each new employee is assigned a trainer by his/her manager to guide him/her through the adaptation and integration process. The available documents show that the adaptation process is formally well understood. The selection committees are mostly set up by the heads (of departments, divisions) themselves and the role of the Personnel Department is rather supportive, it is then more difficult to set up a uniform methodology and to implement it in practice. Fixed-term employment contracts (IHBT currently has about 150 of them) cause uncertainty in the event of the use of maternity/parental leave. Concern was expressed in the focus groups and also in the questionnaire survey about whether the fixed-term contract would be renewed. The turnover of male/female employees is in line with similar institutions, and the quality of the employer is reflected in the fact that about 25% of the employees have been employed for more than 15 years.

Duration of employment and service of employees – as at 31 Dec 2021

Duration	Number	%
up to 5 years	231	40.60
up to 10 years	106	18.63
up to 15 years	84	14.76
up to 20 years	67	11.78
over 20 years	81	14.24
Total	569	100.00

Total number of arrivals and departures of employees for the year 2021

	Number
Arrivals	59
Departures	51

Recommendation

We recommend monitoring the ratio of female/female applications to job competitions, and we also recommend monitoring the ratio of male/female departures within each department of the Institute. In terms of gender equality, we recommend periodically assessing the success

of gender-diverse selection committees and, where appropriate, identifying obstacles to this and working to remove them.

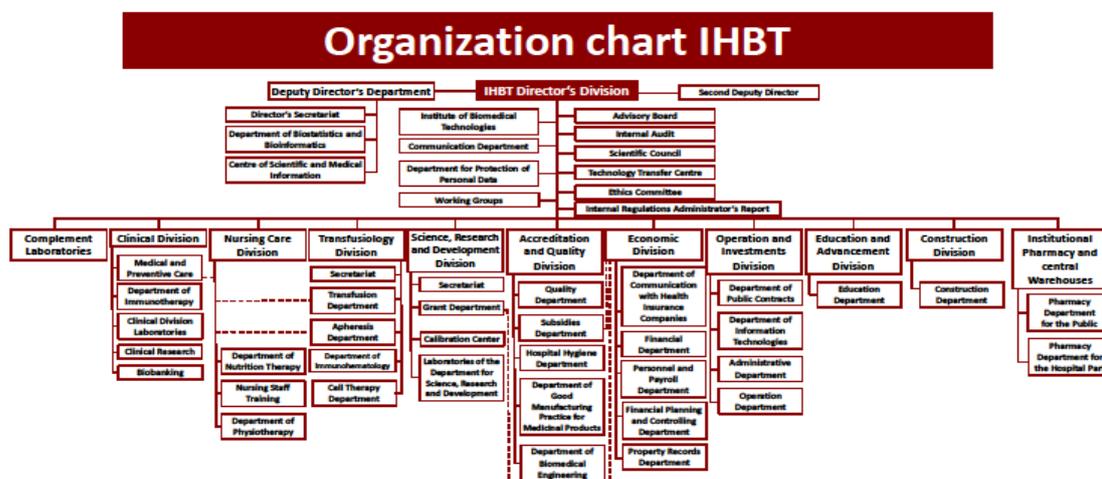
We recommend that the rules of the selection procedure specify what other positive incentives will be included in the advertisements for the positions advertised, similar to the way in which employment benefits are included. This could be, for example, information about the fact that IHBT will provide nursery places where necessary, or mentioning that incentives may be included in advertisements for people returning from maternity/parental leave or for people who are disadvantaged in the workplace (e.g. parents of young children who may benefit from flexible working hours).

We understand that the Institute's funding cannot do without project money and projects running from a specific date to a specific date are easier to administer using fixed term contracts. Fixed-term contracts, derived for example from European project funding, introduce complications in the staff evaluation system (project manager vs. formal manager-supervisor) and also raise concerns about job stability. A specific problem is the expiry of fixed-term contracts during the maternity/parental leave period. It is recommended to look for ways to eliminate job insecurity and precariousness for workers with fixed-term contracts, in particular to pay special attention to workers who are expected to have a long-term employment relationship and have this type of contract, so that they do not face unnecessary fears of losing their jobs.

1.2.2. Vertical and horizontal structure of the workforce

The indicator tracks the representation of men and women from lower to higher levels of the organizational structure.

Indicator assessment



IHBT Organizational Structure
Valid from 01. 01. 2022



More than three quarters of the staff are women, and the representation of women in the top management of the Institute (individual divisions) is not fully proportional, but high, with seven women out of fourteen persons in the management of the Institute. The situation at IHBT is more positive than is usual for the labour market in the country. A lower representation of women in decision-making is standard. For example, according to the World Economic Forum's annual Global Gender Gap Report, the Czech Republic ranks around 100th internationally in this indicator in business and politics.

Breakdown of employees by age and gender – as at 31 Dec 2021

Age	Men	Women	Total	%
20	1	0	1	0.18
21-30	19	54	73	12.83
31-40	31	82	113	19.86
41-50	37	146	183	32.18
51-60	21	111	132	23.20
61	21	46	67	11.78
Total	130	439	569	100.00
%	22.85	77.15	100.00	

Breakdown of employees by education and gender – as at 31 Dec 2021

Education attained	Men	Women	Total	%
Basic	4	16	20	3.51
Trained	15	28	43	7.58
Secondary vocational	1	0	1	0.18
Full secondary	0	1	1	0.18
Full secondary vocational	16	162	178	31.28
Higher vocational	8	20	28	4.92
University	87	211	298	52.37
Total	130	439	569	100.00

Recommendation

Other tools to support women in decision-making positions are programs such as Women and Science, systematic support for women in science, for example through mentoring programs for female PhD students, organized by the National Contact Centre - Gender and Science. Other activities of the NCC - Gender and Science can also be recommended for study and reflection for collaboration and inspiration: <https://genderaveda.cz/>

We also recommend explicitly stating in the guidelines (training, extension of competences) that time spent on maternity/parental leave does not limit career development opportunities. If a time limit applies, e.g. for applying for a selection procedure allowing career progression, the time spent on maternity/parental leave should not be included in it.

We recommend an analysis of the extent to which the criterion of completing a foreign internship as an important condition for career advancement is compatible with reconciling work and family.

1.2.3. Evaluation, remuneration and training

The indicator examines the transparency and gender fairness of the staff and employee evaluation system. The indicator monitors equality in remuneration between men and women for work done.

Indicator assessment

We noticed a demand from male/female employees for more effective evaluation by managers, the inclusion of the possibility of self-assessment and the setting of work goals, the achievement of which will then be discussed with the supervisor and reflected in the amount of financial bonuses. We observed that some employees do not know exactly what is expected of them, what they should prioritize for example in the coming year, etc. This means that they subsequently do not understand how bonuses are determined.

The system of employee evaluation is described in the Director's Guideline no. 5/2017 Evaluation of IHBT Employees. The guideline defines both continuous, periodic evaluation by the manager and self-evaluation. However, discussions during the focus groups as well as the interviews with supervisors and the questionnaire revealed that the quality of the evaluation depends heavily on the head(s) of the department or division. In many cases the evaluation is carried out in a very formal way, i.e. the best possible evaluation is issued, even without consulting the employee concerned. Thus, the purpose of the evaluation, which is to provide feedback, to evaluate the achievement of the stated objectives, is not fulfilled.

We did not identify any serious gender imbalance based on the different gender pay rates. However, this is not a sufficiently in-depth analysis to confidently rule out unequal pay for women and men.

We observed a high demand for training that enhances the general competences of employees, such as language skills, communication skills and IT skills. Language training was previously provided when the Institute had a project funded by European funds. An IT seminar was offered recently but did not meet with sufficient interest. There was also interest in some changes and improvements that go beyond the field of gender audit and would require a more thorough investigation of general staff satisfaction. Of particular note was the uneven satisfaction across departments and divisions – while some expressed only minimal concerns, elsewhere dissatisfaction was noticeably higher regarding evaluation, training and growth opportunities, and other areas.

The position of department heads is demanding, as it often combines scientific work with managerial and personnel work. Again, it will be the heads of departments and divisions of the Institute who will be pivotal in terms of implementing the recommendations promoting gender equality. These persons do not currently have the opportunity to undergo a training course that would provide them with the competences necessary for their role in the field of gender equality.

Recommendation: To set up a system of male/female employee evaluation that is not just formal but actually functional. To transfer good practice from departments where the evaluation system is already working well to other departments of the Institute. To set up an evaluation system that takes into account both the assessment of scientific performance and the performance of individuals, i.e. the assessment of the individual as an employee in terms of people management skills, motivation, responsibility, etc., which will enable the employee to develop personally and career-wise.

Our experience from similar institutions like IHBT shows that the combination of demanding scientific work together with managerial responsibilities/activities is very challenging for most managers. At the same time, they often lack the time and factual possibilities (availability of courses, internal lecturers, etc.) to improve their managerial skills. The support from the Personnel Department is insufficient due to its low staff capacity (three female staff members in total), which is overloaded with routine, indispensable work, as well as with the burden of cooperation in the administration of European projects. It is recommended that the Personnel Department be strengthened with male/female staff knowledgeable in modern employee evaluation methods, employers' social responsibility, diversity, etc. Strengthening these capacities will clearly have a positive return on both employee satisfaction and performance and the Institute will be able to apply for, for example, the HR Award certification/prize, which is now considered an international standard for quality rules in the management and development of human resources in science and research. It is recommended that the satisfaction of male/female employees in the various departments and divisions of the institute be monitored on an ongoing basis and the situation be addressed with the heads of each department/division.

Evaluation needs to be linked more explicitly to remuneration and thus remuneration needs to be further objectified. We recommend an analysis of gender pay using the LOGIB tool, which is provided free of charge including training by the MLSA, see more at www.rovnaodmena.cz.

We recommend an improvement of the conditions for language and IT skills of employees in the form of courses provided by the Institute and paid for by project funding from European funds.

To prepare and implement a one-day seminar for senior managers on Gender Equality. The aim of the seminar should be to motivate managers to include a gender perspective in their personnel management and thinking. To shed light on the causes of the fears that are specifically related to the concept of gender in the Czech environment and to specifically justify the falsity of these fears. To furthermore present how a gender approach can/should be reflected in the work of the manager.

1.2.4. Family-friendly working environment (Work-Life Balance programs)

The indicator examines the opportunities offered by the company in the area of work-life balance. The indicator looks at what strategies the company uses in managing maternity/parental leave. The indicator looks at the mechanisms for communicating with parents on m/p leave and the extent to which efforts are made to facilitate women's and men's return to work by keeping them informed about what is happening in the company.

Indicator assessment

Employees with children, and especially mothers, especially those involved in scientific activities, greatly appreciate the possibility of home office (working from home), which they

consider a necessity in order to reconcile a demanding profession with the care of young children. In the focus groups and questionnaires, there was a recurring wish that the possibility of working from home would be more widely available in the various organizational units that allow this form of work.

Researchers have the advantage of organizing their own working time to a large extent, the employer offers flexible working hours with core working hours from 9:00 to 13:00 and the rest can be used flexibly, while maintaining the number of hours worked corresponding to the size of the working time.

Part-time jobs are available and are used by both women and men. Hospital staff members also have a good arrangement that takes into account the need for round-the-clock care of patients with the need to balance work with family responsibilities and care.

The management of the Institute is aware of the risks associated with part-time work, where it can happen that a person working officially on 0.5 time actually works on 0.75-1.0 time and tries to prevent this practice.

Current options of care for pre-school children were identified as inadequate. As was repeatedly articulated during the focus groups and in the questionnaire survey, women's professional, scientific careers are still too affected and hindered by the burden of childcare. Superior conditions and support for women scientists in the form of flexible working hours and affordable childcare provision for pre-school children is a proven working tool.

Recommendation

To re-examine the current needs of staff members-parents through a questionnaire survey. To address the situation proactively in cooperation with the VFN, which would guarantee IHBT a sufficient number of places in its own pre-school facility. In the future, take advantage of the planned construction of new buildings to provide adequate space for its own pre-school childcare facilities.

We recommend a more systematic approach to home office approval for non-scientists, so that approval is given by meeting formal criteria, not just by the individual decision of a specific superior.

1.2.5. Organization culture

The indicator evaluates the company's approach to the issue of equal opportunities for women and men and the level of implementation of theoretical decisions into practice. The indicator assesses the overall atmosphere in the institution, but also the suitability of the working environment for both genders. Attention is also paid to the issue of sexual harassment and ways of addressing problems in this area.

Indicator assessment

For the year 2020, IHBT decided to conduct an employee satisfaction survey on its own. A set of 17 questions were designed and could be answered anonymously online. The number of respondents was higher than in 2018 with HTA (218 versus 149) and the result was very similar (82.6% versus 85.2%). The rating method was based on the HTA methodology. In 2018, we participated in the evaluation with the following conclusion:

Compared to an "ideal" hospital (an "ideal" hospital has a 100% success rate), a success rate of 85.2% was achieved, resulting in an A rating.

Overall results of male/female employees' satisfaction

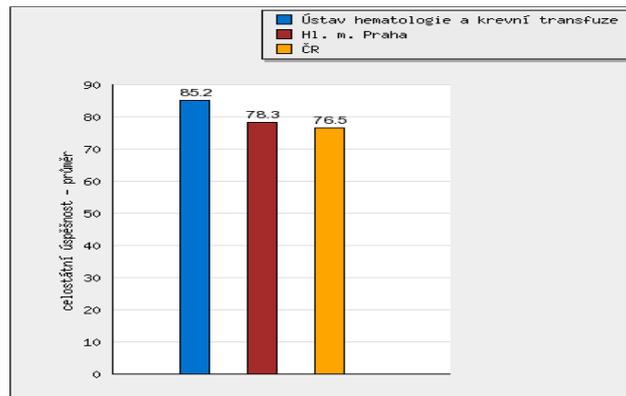
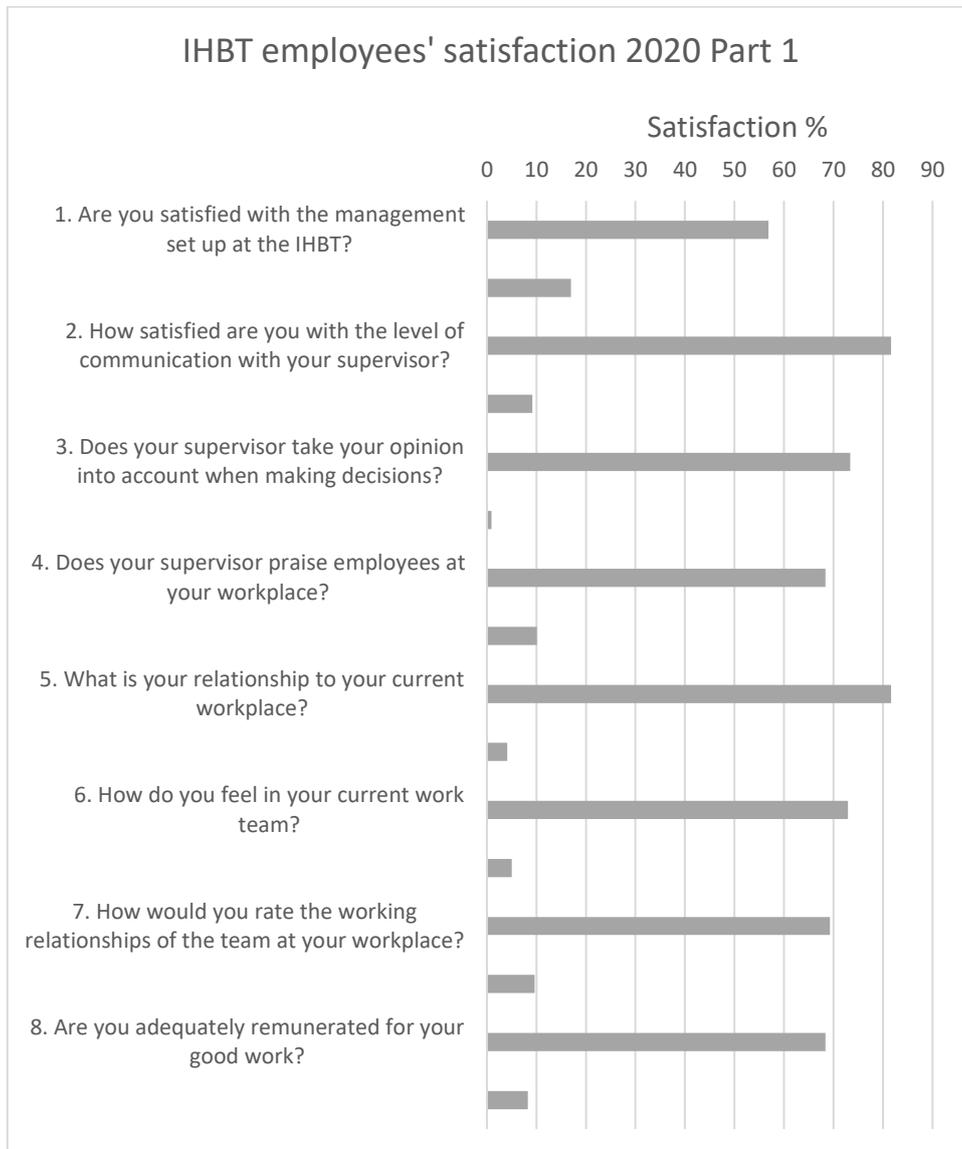
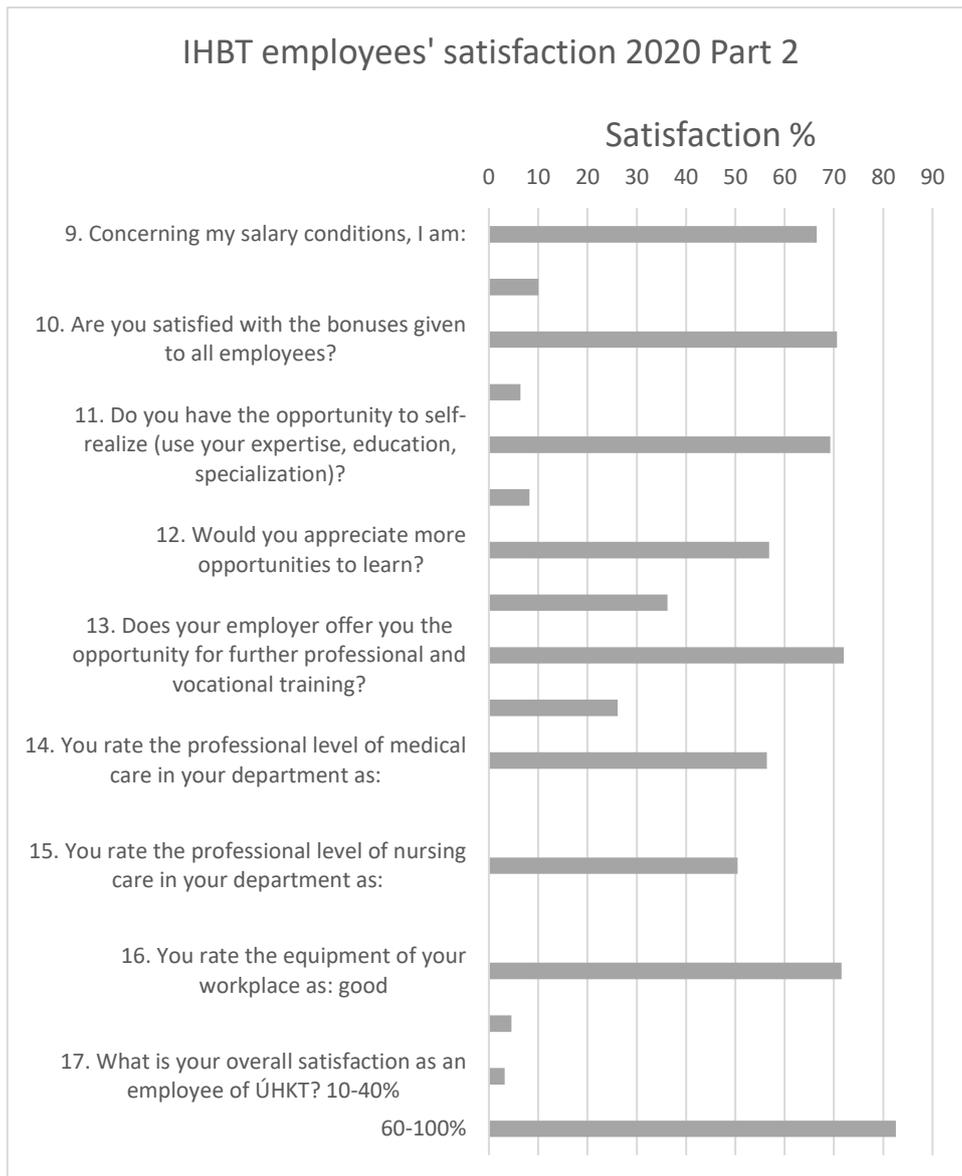


Chart /top to bottom, left to right/: IHBT
Capital Prague
CR

National success rate - average

The evaluation of the seventeen sub-questions is presented below in two graphs:





In the first half of 2018, the 13th year of the national project “Hospitals of the Czech Republic 2018” took place. The aim was to rank hospitals according to their financial condition, safety level and satisfaction of outpatients, inpatients and employees. In the employee rankings, IHBT was the Best Hospital in the Capital Region Prague and ranked 2nd among all hospitals in the country.

It is clear from the individual responses that the overall situation in the Institute is above average. The discrepancies in the messages between this satisfaction rating and some of the suggestions from the focus groups and the questionnaire survey organized as part of this audit are explained by the aforementioned differences in satisfaction in the different divisions/departments of the Institute, noting that a larger proportion of respondents expressed satisfaction.

Among other things, the materials studied revealed that the generic masculine is used in the Institute's internal regulations. However, language is an important determinant of how we perceive the reality around us.

The questionnaire survey revealed that IHBT also in isolated cases faces the problem of the reduction of dignity in general, or on the basis of gender, or sexist behaviour, and it is not clear to the victims of such behaviour how to resolve the situation, or they do not have sufficient confidence in possible formal methods of resolution. This finding is not surprising as it corresponds to the situation in Czech society as a whole. We appreciate that the Institute cooperates with an external ombudsman.

We are not aware of a case of physical sexual harassment at the IHBT workplace, but the limited audit space did not give us the opportunity to investigate the situation in greater depth. The results of a 2011 survey on the incidence of sexual harassment in the Czech scientific and university environment confirmed the high incidence of this phenomenon in the academic environment (research by Charles University - Smetáčková, Pavlík). Therefore, we also recommend that IHBT focus on prevention and provide adequate assistance to potential victims of sexual harassment.

“The research showed that 3% of the learners had experienced behaviour that they themselves considered to be sexual harassment, i.e. they had been sexually harassed and were aware of it. In the 2008/2009 academic year, 370,000 persons were studying at universities, which would mean that up to 11,000 learners may have been sexually harassed. It is therefore obvious that making light of the issue of sexual harassment is not appropriate. In addition to those who have had direct experience of sexual harassment, there is a much larger group of students with vicarious experiences. More than 80% of learners reported knowing someone who had been sexually harassed. This suggests that sexual harassment is a relatively frequent phenomenon at Czech universities and that the actual proportion of harassed students may be even higher than the reported 3%.”- Irena Smetáčková and Petr Pavlík (2011) Sociologický časopis Vol. 47, No. 2 (2111), pp. 361-386.

It was also mentioned in the focus groups that in some departments employees experience situations that are not in line with developing respect for colleagues, see the Ethics Code:

“IHBT employees support each other in their professional roles and actively develop respect for themselves and others. This is true regardless of profession, age or length of employment at IHBT.”

One of the causes may be inadequate facilities for work, which is not conducive to psychological well-being, which affects social behaviour and actions. This problem has been exacerbated by the workload over the last two years due to the pandemic of Covid 19.

Recommendation

To inform, through various means and channels, about the possibility of contacting the external ombudsman to whom a victim of sexist or sexual harassment can turn. To take inspiration from existing methodologies and manuals for both university management and

lecturers and for students, as these already contain guidance on formal procedures and direct suggestions for forms that the victim can fill in, etc.

Sexual harassment in higher education: a guide for university administrators and lecturers:

https://gender.fhs.cuni.cz/KGS-11-version1-metodika_pro_vyucujici_fi.pdf

Handbook for learners: What is Sexual Harassment and How to Defend Yourself.

https://gender.fhs.cuni.cz/KGS-11-version1-metodika_pro_studenty_final.pdf

The IHBT Code of Ethics explicitly addresses mobbing or bossing in the section IHBT employee and colleagues:

“An IHBT employee does not tolerate any unethical behaviour of his/her colleagues, especially in the form of mobbing or bossing, and in the event of such behaviour proceeds in accordance with the IHBT internal regulations and resolves the matter immediately with his/her immediate superior or with the IHBT employee responsible for the compliance with ethical standards at IHBT.”

We recommend that offences relating to sexual harassment, coercion, plus a reference to the existence of an external ombudsman as the designated person to safely provide assistance, be explicitly added to the Code in the quoted paragraph.

We recommend that consideration be given to revising the Institute's internal regulations to include more inclusive language. Again, this can be done in several ways. A less prominent modification could be to state that when the masculine gender is used in the text, it is also understood to include persons in a position (e.g. female secretaries, physicians, etc.). Consideration could also be given to modifying the internal regulations to include both genders.

We also recommend that internal training include skills programs for managers as well as more general communication skills training for staff. These skills can greatly improve interpersonal relationships and mutual understanding in the workplace and, as the online survey showed, employees themselves are interested in them.

1. Terms of reference and methodology

The gender audit is based on the fundamentals of social auditing. It captures and processes the functioning of your organization with an emphasis on social-psychological phenomena with a focus on human resource management. It provides data of a qualitative nature that captures the current atmosphere in your organization with regard to equal opportunities for women and men. You can thus obtain sensitive (anonymized) data for your company that characterizes both your culture and your external presentation in terms of equal opportunities for women and men. It is not a check, but a probe that can outline your company's strengths and areas for further development. We therefore see the gender audit as a consultancy in the field of human resources development with a focus on gender equality.

2.1. Information on the audit and the Open Society, p.b.s.

The Open Society, p.b.s. has carried out a number of audits of various companies, as well as regional and municipal authorities, and we have participated in the creation of the Gender Audit Standard approved by the Government of the Czech Republic. The aim of the audit is to deepen employers' awareness of the state of equal opportunities for women and men and to create tools to strengthen them in cooperation with them. The audit will thus contribute to reducing the horizontal and vertical gender division of the labour market, reducing gender pay inequality, improving employers' approach to reconciling work and family life and breaking down gender stereotypes on the labour market.

Services for employers:

I. Training for one person

One person from the company was trained on equal opportunities in the corporate environment.

II. Conducting a gender audit

A gender audit will be conducted based on data from qualitative and quantitative research.

III. You will get an equality plan and support to implement it

The Equality Plan covers pre-selected areas for change e.g. selection and recruitment, redundancies, leavers, gender representation in jobs, training, evaluation, career policy and promotion process, benefits, work-life balance, corporate culture, communication and document language.

2.2. Methodology of the gender audit of a company and an institution

A gender audit consists of interrelated steps that create a picture of the employer.

1. Quantitative research

2. Qualitative research

Re 1) Quantitative research - document and data analysis

Documents: internal guidelines (staff manuals, etc.), publicly available documents of the organization, websites and printed promotional materials.

The following documents were analyzed (as of 30 Jan 2022):

- IHBT website <https://www.UHKT.cz/>
- Organization chart
- IHBT Organization Rules and Regulations
- Code of Ethics for IHBT Employees

- Annual reports, especially 2020
- Director's Guideline 4/2018: Professional competences of IHBT employees
- Director's Guideline 6/2017: Employees' training and development
- Director's Guideline 5/2017: Evaluation of IHBT employees
- Director's Guideline 6/2015: Determination of working hours at IHBT
- Director's Guideline 8/2013: Communication with the media and promotion of IHBT
- Inventory of benefits
- and other documents

Re 2) Qualitative research - semi-structured interviews, focus groups

Evaluation in terms of the organization's personnel and process framework:

Do internal documents and guidelines comply with the organization's equal opportunities policy? Are there work-life balance tools and are the tools equally available to men and women? If tools exist, are they communicated and offered equally to men and women? Has there been any training on gender issues? Have stereotypes in the assignment of men and women to certain positions been identified? What is the distribution of men and women in management positions?

The interviews and focus groups listed below were conducted to determine the situation in the above and other areas. The audit team is very grateful to all participants for their time and outstanding openness in all interviews. It is only thanks to them that we were able to carry out the audit in the final quality.

Semi-structured interviews:

- We interviewed Mgr. Andrea Daňková, MBA, Second Deputy Director, at IHBT on 22 February 2022 from 12 noon to 1 pm.
- We interviewed RNDr. Monika Belíčková, Ph.D., Deputy Director for Science and Research, at IHBT on 22 February 2022 from 2 to 3 pm.
- We interviewed Ing. Václava Hlaváčková, MBA, Head of Personnel and Payroll Department, at IHBT on 2 March 2022 from 1 to 2 pm.

Focus groups:

Based on the needs defined by the employer in the audit assignment and based on the needs of the audit, 2 focus groups were identified: 1) a general group representing different groups of male/female employees, 2) parents (both male and female). Group interviews were conducted on 14 February 2022 (parents) and 17 February 2022 (general group).

Brief questionnaire for other male/female employees

These findings were also supplemented in March 2022 with information gathered from a brief online survey for other male and female staff members. The findings were largely consistent with those obtained through the forms mentioned above (particularly regarding working hours and internal training).

The scope of this audit does not allow for an extensive quantitative survey across the Institute, so this questionnaire was primarily intended to broaden the picture and ensure that some important areas were not left out.

2.3. Selection of indicators for the audit of IHBT

- Selection of quantitative and qualitative indicators and gender audit indicators and their evaluation:

The audit team focused on a range of the following indicators, which it analyzed in detail. The selection of indicators was determined so that not only the employer's requirements were taken into account, but all key areas within the corporate structure were examined. Special emphasis was placed on working with data, i.e. the use of data to formulate audit conclusions and recommendations.

Recruitment and selection of workforce, dismissal of employees

Vertical and horizontal workforce structure and career policy

Evaluation, remuneration and benefits

Family-friendly working environment (Work-Life Balance programs)

Organization culture

The expectations on which the selection of indicators was based were at IHBT as follows:

- Improving the working environment for women, especially women in science and mothers.
- Developing feasible recommendations for improving the status of women.
- Using available personnel data and incorporation of data audit.
- Using recently developed analyses and questionnaire surveys.

For a detailed assessment of the established indicators, see chapter 1.2.

- Selection of gender audit methods (e.g. semi-structured interviews, questionnaire surveys, etc.):

The audit team proceeded to analyze the institutional documents and regulations listed above (see 2.2. Methodology of the company's gender audit). Subsequently, the audit team conducted focus groups and semi-structured interviews. There were two groups in total. The determination of the number and composition of the focus groups resulted from the previous audit findings. Other male and female staff members were able to comment on the main points in a short online questionnaire, which had an above-standard high return rate and produced findings largely consistent with the findings from the focus groups and interviews. In the final phase, the audit team conducted a comprehensive analysis of all the collected findings and identified possible recommendations, thus preparing a framework for setting up an action plan. At the same time, the audit team made an effort to cover all the areas that, by their nature, play a key role in the corporate structure when conducting the gender audit.

- Arrangement of the gender audit:

The audit was conducted in the timeframe of January-March 2022. The individual steps were carried out systematically in such a sequence that the overall logic of the Gender Audit Methodology and the Gender Audit Standard was followed. More detailed information on the individual steps in the preparation of the gender audit is provided in chapter 2.2.

3. General perspective of gender equality

Gender inequality is one of the characteristic features of the Czech labour market. Women remain in less valued jobs and sectors and are still significantly less well paid for their work than men. Labour market disadvantages are also one of the main causes of women's increased risk of poverty and a factor contributing to their economic dependence. Gender equality is part of the Czech legal order (Labour Code, Employment Act, Anti-discrimination Act), and the responsibility for preventing discrimination lies with the employer in terms of labour law.

Gender equality in the Czech academic sector

Horizontal and vertical gender segregation persists in the academic sector in the Czech Republic, which is also reflected in the gender pay gap. While the representation of women among university students is gradually increasing and exceeds that of men, the representation of women in science is stagnating and has even been declining slightly in recent years. The representation of women in the research sector is approximately one-quarter (according to 2018 data). There is a fundamental lack of women in decision-making positions in research and higher education, among professors and associate professors. The overall representation of women among academics and staff was 36% in the 2018 academic year. The representation of women among academics decreases dramatically as they move up the academic hierarchy.

Only 15% of professors are women, 26% of associate professors. This places the Czech Republic below the EU average.

Horizontal segregation is reflected in the fact that approximately 40% of female academics are in the social sciences, medicine and humanities, but only 27% in engineering and technology, and only 24% in the sciences. Gender pay gaps are observed at all levels of academic careers. Regarding the situation in research and development, the proportion of women is stagnating in the long term, as in 2018 it showed the lowest values since the monitoring of the situation began in 2000. In international comparison, the Czech Republic is among those EU countries with the lowest proportion of women in research. This corresponds to the situation of female graduates and postgraduates: in 2018, women accounted for almost 60% of graduates and 45% of postgraduates.

In an international comparison, the number of female university graduates in the Czech Republic is roughly in line with the EU average, but the number of recent female physicians falls below the European average. Women's departure from their careers occurs most often in the postdoctoral phase and later. Women in STEM fields are under-represented at all levels of their academic and professional careers from Masters level onwards, with more leaving during PhD and postdoctoral research than at other stages. Decision-making positions continue to be dominated by men. The share of women in the highest positions in research institutes, universities and other R&D institutions (Academy of Sciences, Czech Science Foundation, Council of Universities, Czech Rectors' Conference, Council for Research, Development and Innovation, etc.) was only 15% in 2018. Women account for only 23% of the members of decision-making, strategic and control bodies of these institutions, while the share of women in advisory and expert bodies was 28%.

The report on working conditions in the Czech academic sector also showed that women are far more likely to be in positions with little or no career progression, to be assigned tasks related to the running of institutions that are not rated as academic, and to be in a working environment that discriminates against them with regard to their (possible) parenthood. Moreover, the academic sector is internally divided, with academic staff in tertiary education facing the greatest stress due to low financial remuneration and precarious forms of work, with the exception of associate professors and professors.

Sources:

Blanka Nyklová (2021). Gender segregation and discrimination in academic sphere. In: Shadow Report on Gender Equality in the Czech Republic by 2021.

(https://czlobby.cz/sites/default/files/news_download/stinova_zprava_2021_web.pdf)

Marta Vohlídalová (2018). Male and female academics 2018: report of a survey of academics and researchers in the public sector. Prague: Institute of Sociology of the Czech Academy of Sciences.

Accessible online at:

https://genderaveda.cz/wp-content/uploads/2019/01/AA2018_kvantitativne.pdf

Website of the Office of the Government of the Czech Republic "This is equality":

<https://www.tojrovnost.cz/cs/vzdelavani-a-veda>

Gender audit and employers

According to the findings of the Open Society, p.b.s., the demand for gender audits (GA) is increasing and employers are interested in examples of good practice in the field of equal treatment and reconciliation of work and family. Unfortunately, GA is still not seen as a tool that is commonplace in the management of companies and institutions.

A gender audit is a type of so-called social audit that assesses the functioning of an organization with an emphasis on socio-psychological phenomena and is primarily focused on people management (human resource management). Based on the audit, it is possible to identify discriminatory behaviour on the grounds of gender, whether conscious or unconscious, it is possible to find out the current atmosphere in the organization or to help develop human resources. A gender audit can find out important information about the existing corporate culture and how it is perceived internally and externally. A gender audit should be seen more as a consultancy on human resource development rather than as a check.

The results of GA are applicable to change or modify the recruitment strategy in the spirit of promoting diversity teams that bring greater performance in solving tasks and also is the initial analysis for strategic planning of the organization's development and exploring its potential in the form of knowledge of employees and brings increased motivation. GA can thus reduce the potential costs of recruiting new male and female employees. The great potential with GA is that it highlights the popular and unpopular benefits among male and female employees and thus is an impetus for change. By adjusting the benefits provided, a company can save spending on unpopular or unused benefits. Finally, GA recommendations can help reduce potential lawsuits (e.g., allegations of sexual harassment, unequal pay, rules for promotion to higher positions within the organization, etc.) or be a starting point for organizational development strategies.

Gender audit and employees

A gender audit is a quality feedback loop from an organization's employees to management and can become a tool for identifying communication or process barriers that an organization may not be aware of, which may be causing it to lose quality employees and with them the resources associated with their onboarding and training. Through gender audits, employees can influence unpleasant employer practices and improve their working environment.

Gender audit and parents with children

As with the employee group, this group has the opportunity to influence their position with the employer by participating in the gender audit process. The gender audit foresees a focus group consisting of parents with children. During the focus groups, benefits and work-life balance options are explored. The suggestions are incorporated in the GA report.

Examples of gender audit indicators

Workforce selection and recruitment

The indicator group monitors gender fair selection and advertising for newly filled positions. One of the possible recommendations for companies used to be to change the style of advertisements and adhere to gender correct language (e.g. male/female assistant).

Dismissals and departures of employees

Dismissal of an employee should be based on clearly defined criteria of which the person concerned has been informed. The most frequent recommendation in this indicator was to obtain feedback from those being made redundant and to maintain statistics that take into account the numbers of men and women made redundant. A greater increase in same-sex redundancies may indicate the embedding of gender stereotypes in the company or institution that affect internal processes (e.g. a woman is more likely to be made redundant because a man has a family to support).

Gender representation in jobs and education

This criterion assesses the personnel composition at the individual vertical levels of the company, i.e. the representation of men and women in the management of the company, the company's strategy of gender-balanced representation of men, etc. It is also important, for example, how the training activities offered to male/female employees work and whether both groups have equal access to training opportunities. Gender audits of employers have revealed that setting and communicating clear rules for career development and promotion opportunities within the company or the possibility of obtaining further education is very important for employees. Even when the rules are set well, they are not communicated clearly enough, which can lead to inaccurate understanding of the promotion system.

Job evaluation and remuneration

The criterion looks at whether work of equal value in the firm is rewarded with comparable remuneration. In addition to financial rewards, it is also monitored whether there are regular evaluation interviews with employees and there is an opportunity to provide feedback to management. For this criterion, an example could be given where the awarding of rewards was not set up in a transparent manner and female staff members felt that the reward system was judged subjectively and higher rewards were given to their male colleagues. It was recommended that the company develop a detailed job description for each position and that a remuneration "scale" be developed.

Benefits

In addition to the classic vouchers for meals or business phones, the benefits indicator group also includes options for flexible working hours. Audits have shown that some companies do not communicate the extent of benefits in the company sufficiently and employees are not aware that benefits are actually a non-wage item of salary. Most companies were recommended to communicate more about the availability of certain benefits in their corporate communications and to consult with their employees. As an example, the company or institution provided tickets to Prague theatres, but this benefit was only used by people who did not have parental responsibilities. It was recommended that in addition to offering tickets, the company should create a benefit that would be used by parents (e.g. tickets to a local aquatic centre).

Management of maternity and parental leave

Most of the piloted companies did not meet this indicator or did not have a strategy for maternity and parental leave management or a strategy to support the return of people from parental leave. Just like the offer of flexible working hours, the system of maternity and parental leave management is one of the active measures to support the reconciliation of family and working life.

Corporate culture

In the group of internal (corporate) culture indicators, two areas are mainly monitored. The first is whether the company has an equal opportunities policy and the second is the area of communication, both towards the institution (employees) and towards the public. The most basic point of assessment is, for example, textual materials and advertising materials, which are assessed in terms of gender-correct language or the visualization of documents.

Workplace relationships

The assessment of workplace relationships does not only include an assessment of the atmosphere, but mainly whether some form of sexual harassment is taking place (sensitivity to sexual harassment is also monitored). Most of the pilot companies were advised to develop guidelines for making complaints against supervisors and, in particular, to identify a person who would be responsible for dealing with any complaints of sexual harassment. Establishing such a system may help the company in the event of a lawsuit.