

GENDER EQUALITY PLAN

For the period 2024–2027

(GEP)

Janáček Academy of Performing Arts

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The Gender Equality Plan (GEP) of JAMU was developed based on recommendations arising from the Gender Audit, which was carried out within the institution between July and October 2023. The audit followed the valid Standard for Gender Audits issued by the Office of the Government of the Czech Republic in March 2016. Both the Gender Audit and the subsequent Gender Equality Plan (GEP) of the institution were carried out by Mgr. Kateřina Kaňoková, gender expert and member of the Gender Expert Chamber of the Czech Republic.

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1. Basic Information and Strategic Context

Equal opportunities are a fundamental priority of democratic society, a long-term priority of the European Union, and a declared priority of the Government of the Czech Republic.

JAMU follows the objectives of the European Union in the field of gender equality, the *Union of Equality: Strategy for Gender Equality 2020–2025*, and the Czech Government's *Strategy for Gender Equality 2021–2030*, which outlines measures necessary to improve the quality of life for both women and men in the Czech Republic to a level comparable with other European countries. The Gender Equality Plan (GEP) of JAMU is implemented within the context of the *Ministry of Education, Youth and Sports' Gender Equality Support Plan for 2021–2024*.

JAMU has a Code of Ethics that sets out the fundamental ethical and moral principles for its employees, students and members of its governing bodies and is publicly available on the JAMU website. Through its Code of Ethics, JAMU affirms its commitment to moral values, to supporting ethical principles throughout all of its processes, and to standing against discrimination.

JAMU is committed to continuing its support for diversity and for work-life balance policies. It aims to further increase work efficiency, strengthen internal cohesion, and improve the internal university culture.

The university aspires to be a model of responsible conduct and thereby to positively influence society and the world around us. It is committed to supporting and developing an environment in which both employees and students have equal opportunities in all areas.

As a public university of the arts, JAMU requires that those associated with it identify with ethical and moral standards, actively contribute to fostering an environment conducive to upholding these standards, and thereby meet the legitimate expectations and demands of society.

The actions and activities outlined in this **Gender Equality Plan for the period 2024–2027** are fully aligned with JAMU's philosophy, in which the promotion of equal opportunities is considered a part of its social responsibility. JAMU explicitly supports team diversity, collaboration, and a sense of belonging grounded in mutual dialogue, respect, and openness.

We commit to publishing this plan on our website, along with annual evaluation reports on its implementation.

Brno, 2 January 2024

MgA. Petr Michálek. Rector of JAMU

2. Analysis of the Current Situation and Basis of the Gender Equality Plan

JAMU is already striving to approach the area of equal opportunities and social responsibility actively and responsibly. The institution adheres to a publicly accessible *Code of Ethics* through which JAMU affirms its commitment to moral values.

Between **July and October 2023**, JAMU underwent a **Gender Audit** (Equal Opportunities Audit), which included:

- an analysis of processes and documents relating to HR policy through the lens of equal opportunities, including evaluation, remuneration, employee benefits, work–life balance, organisational culture, communication, and the working environment;
- individual and group interviews with employees (a total of 30 people);
- a questionnaire survey mapping key areas of HR policy and any experiences with discrimination or sexual harassment (163 responses = 36% response rate).

The Gender Audit focused on the following key areas:

- **HR policy** (focusing on staff structure, recruitment systems, selection and onboarding processes, employee induction and adaptation, education and career development, age management, and processes for termination or departure);
- **Evaluation, remuneration, and benefits** (focusing on evaluation and motivation systems, remuneration structures, and access to benefits);
- **Work–life balance** (focusing on flexible working arrangements, activities facilitating the reconciliation of work and family life, and the management of maternity/parental leave);
- **Organisational culture** (focusing on access to equal opportunities, communication, gender-inclusive language, and the working environment – including mapping occurrences of discrimination and sexual harassment).

Findings from the Gender Audit confirmed that JAMU observes the principles of equality, takes a responsible approach to equal opportunity policy, and openly supports fair treatment, non-discrimination, and the promotion of work–life balance. It provides its employees with appropriate working conditions and a safe working environment.

The recommendations arising from the Gender Audit were aimed at improving HR processes through the development (or revision) of key documents in the context of equal opportunities; promoting awareness and understanding of equal opportunity and anti-discrimination frameworks; and supporting the education and development of all employees.

In general, JAMU will focus during the upcoming period on:

- increasing awareness of equal treatment and gender-related topics;
- improving the onboarding and induction system for new employees;
- supporting the development and training of staff in leadership positions in the context of equal opportunities;
- enhancing the system of employee motivation and evaluation;
- improving care for staff through the creation of a reconciliation manual (including the management of maternity/parental leave and age management);
- improving internal communication with employees (increasing transparency of processes, monitoring needs and satisfaction, etc.);
- eliminating barriers that may hinder equal opportunities for job applicants, students, researchers, and other staff members.

3. System for Planning Measures and Activities within the GEP

The summary of priorities in the field of equal opportunities and gender issues has resulted in the **Gender Equality Plan (GEP) for the period 2024–2027**, which aims to support the development of high-quality human resources policy and staff care within the context of equal opportunities. Since 2022, the GEP has also been a mandatory component of the Horizon Europe programme.¹

The JAMU GEP includes the following priority areas:

1. Organisational Culture
2. Gender balance in leadership and decision-making
3. Gender equality in recruitment and career progression
4. Work–life balance
5. Gender dimension in creative activities, science, and research
6. Measures against gender-based violence, including sexual harassment

JAMU is already proactive in several of these priority areas and actively promotes the theme of equal opportunities.

Each priority area will follow a structured format and include the following information:

- WHY the priority is important
- WHAT JAMU is already doing in this area
- A plan of existing activities being implemented (support and development of current measures)
- A plan of new measures and activities

¹**Horizon Europe** has introduced a new eligibility requirement for applicants from public institutions, research organisations, universities, and higher education institutions. As of 2022, all such applicants must have a Gender Equality Plan in place, aimed at achieving sustainable institutional change. Available at: <https://www.horizontevropa.cz/cs>

4. Implementation of the GEP, Evaluation, and Ongoing Monitoring

The Gender Equality Plan (GEP) has been prepared by an independent gender consultant in collaboration with the JAMU Equal Opportunities Working Group. This working group will be tasked with monitoring the steps outlined in this action plan. Implementation will be tracked according to the timeline and individual activities. The plan is overseen by JAMU's Bursar, who coordinates the working group and the persons responsible for the activities planned under the GEP.

For each priority area, the following will be specified: the measure, activity, indicator/output, target group, responsible party, resources, and implementation deadline.

The GEP is conceptually planned for the period 2024–2027. The progress of individual activities will be monitored and reviewed by the persons assigned to the GEP implementation, in cooperation with those responsible for fulfilling specific objectives.

The evaluation system and ongoing monitoring will operate on an annual basis. At the end of each calendar year, progress in implementing the plan will be reviewed and reported in the form of an Annual GEP Implementation Report. If any activities cannot be implemented or are delayed, a justification must be provided, explaining the reason for the change.

Key general indicators necessary for GEP implementation include:

- Issuance, amendment, or updating of new regulations/guidelines
- Delivery of targeted educational activities for specific groups
- Development of e-learning programmes
- Organisation and implementation of specific events (or competitions)
- Implementation of monitoring (e.g. online questionnaire surveys)

5. Action Plan for the Period 2024–2027

5.1. Organisational Culture

Why is this priority area important?

Organisational culture refers to the collective attitudes, values, beliefs, and norms shared within an organisation. It forms the foundation for how employees interact with each other, with their supervisors, and with their subordinates. Within this priority area, the quality of communication and relationships, as well as transparency and clarity, are of key importance. Equally important is the explicit commitment to equal opportunities – both in core internal documents and publicly on the JAMU website.

JAMU is committed to continuing its support for equal treatment and to taking a clear stance against discrimination. It aims to improve internal communication and foster healthy relationships across all its departments. Within this priority area, JAMU will continue to support and further develop a healthy organisational culture and a supportive working environment.

A plan of existing activities being implemented (support and development of current measures)

Current Measure	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
1. Keeping gender statistics for JAMU employees	Continued monitoring and recording of gender statistics.	Information included in the <i>JAMU Annual Activity Report</i> .	Employees Public	Personnel Department	Internal resources	Regular annual cycle
2. Keeping gender statistics for JAMU employees	Continued monitoring and recording of gender statistics.	Information included in the <i>JAMU Annual Activity Report</i> .	Students Employees Public	Study Department	Internal resources	Regular annual cycle

A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
3. Declaration of support for equal opportunities in a key document and on the JAMU website with the aim of aligning HR processes from recruitment to potential termination in one comprehensive document; also to publicly commit to the topic of equal opportunities and raise awareness of gender equality issues.	Implementation of equal opportunities support and a clear stance against discrimination within the newly developed <i>Life Situations Manual</i> .	Newly developed <i>Life Situations Manual</i> containing comprehensive employment-related information, from hiring and adaptation to termination of employment.	Employees	Bursar in collaboration with the Personnel and Legal Departments	Internal resources	Q1/2025
	Declaration of support for equal opportunities on the JAMU website via the creation of an “Equal Opportunities” icon.	Under the “Equal Opportunities” icon, content such as awareness articles, the GEP, etc., will be published.	Employees Students Public	Bursar	Internal resources	Q1/2024

4. Establishment of a staff evaluation / motivation system to ensure transparency and a unified process aligned with <u>equal treatment for all staff</u> . The goal is also to inform all employees uniformly about the new evaluation system.	Implementation of the evaluation system in electronic format, linked to the career development framework (Career Rules).	Established evaluation system and updated <i>Internal Salary Regulations</i> including relevant factors and a specification of reward elements affecting final salary.	Employees	Bursar	Internal resources	Q3/2024
	Methodology for conducting evaluation interviews.	Methodology outlining evaluation principles and guidance on How to Conduct an Evaluation Interview and what it should cover.	Employees	Personnel Department	Internal resources	Q4/2024
		Training of staff in leadership positions on Evaluation and How to Conduct Evaluation Interviews.	Staff in leadership positions	Personnel Department	Internal resources	Q3/2024
5. Mapping of gender (in)equality in remuneration, with the aim of determining whether men and women in comparable positions are paid equally.	Conduct an internal analysis of remuneration from the perspective of gender equality using an appropriate analytical tool.	Internally available report on the gender pay analysis. If inequalities in comparable positions are identified, implement a conceptual solution.	Employees JAMU management will be informed of the results.	Personnel Department	Internal resources	Q1/2025 and then annually

6. Support for the Personnel Department and the Equal Opportunities Working Group in the areas of equality, gender, and diversity.	Delivery of an educational workshop on the topic “Equal Opportunities and Gender in a Nutshell – How to Effectively Implement Equality in Practice”.	Completed workshop including examples of good practice and presentation materials.	Personnel Department and Equal Opportunities Working Group	Bursar	GEP project funding	01/2024
7. Development of an Onboarding and Induction Training System.	Establishment of an onboarding system and inclusion of this process in the new <i>Life Situations Manual</i>. Development of an Induction Training presentation for new staff.	Newly created <i>Life Situations Manual</i> including a chapter on the <u>Onboarding System</u>. Presentation for <i>Induction Training</i> covering all key information for new staff and promoting equal treatment. Training will be delivered in person.	New employees Staff in leadership positions responsible for onboarding new staff	Bursar Personnel Department	Internal resources Internal resources	Q1/2025 Q3/2024

8. Introduction of an offboarding process to improve HR policy in the context of equal opportunities.	Creation of an <i>Exit Questionnaire</i> mapping reasons for leaving and collecting feedback from employees.	Developed <i>Exit Questionnaire</i> , mapping reasons for leaving. To be linked with the exit interview process.	Employees	Personnel Department	Internal resources	Q2/2024
	Training for HR staff focused on conducting exit interviews.	Delivered training for HR staff on Effective Communication, including how to conduct exit interviews as a feedback tool.	HR staff	Personnel Department	Internal resources / Grant schemes	Q2/2024
9. Improving internal communication with employees, to present all updates and activities related to organisational culture and equal opportunities.	Clear and effective communication of news/innovations regarding equal opportunities at JAMU for employees.	Creation of a PR article summarising JAMU's efforts to support equal opportunities in its HR policy. Optionally presented as an interview with the Bursar, Rector, etc.	Employees Applicants Students Public	PR Department	Internal resources / Grant schemes	Q2– Q3/2024

5.2 Gender Balance in Leadership and Decision-Making

Why is this priority area important?

Modern human resources management emphasises diversity, particularly with regard to a balanced representation of different genders and age groups in the workforce. People from different backgrounds, with diverse experience and perspectives, enrich and complement one another. Organisations that actively promote diversity are better able to make full use of the potential of all groups of employees. Gender balance in leadership and decision-making is important because it ensures that decision-making processes are well-balanced and include the views and experiences not only of men but also of women. Diverse leadership teams tend to operate in a modern, bias-free manner and select team members based on genuine merit and expertise. It has been repeatedly demonstrated that gender diversity in leadership positions is beneficial to the internal culture of an organisation, enhances diversity in decision-making, and fosters innovation and creativity.

JAMU supports diversity and is committed to maintaining balanced leadership. It will continue to be guided by its current internal documents, including *JAMU Statute No. 12/2022*, which states in Article 29 (Recruitment Procedure) that academic positions must be filled through open selection procedures in accordance with the *Selection Procedure Rules for the Appointment of Academic Staff*, and by the Code of Ethics, which also places strong emphasis on the principle of equal treatment and equal opportunities. JAMU will continue to support gender balance in leadership and decision-making at all levels of management and will further develop and strengthen the principles of balanced representation of women and men in leadership and decision-making roles, including through the planned measures set out in this Plan.

A plan of existing activities being implemented (support and development of current measures)

Current Measure	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
10. Keeping gender statistics for leadership positions at JAMU.	Continued and expanded mapping and recording of gender statistics in leadership and decision-making roles.	Information included in the JAMU Annual Activity Report. Publication of gender representation in leadership and	Employees, public	Personnel Department	Internal resources	03/2024 (as part of the 2023 Annual Report), followed by regular annual updates

		decision-making roles across all departments.				
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A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
11. Increasing awareness and understanding of equal opportunities and gender equality.	Awareness-raising about the benefits of diversity and support for women in leadership roles, including a presentation of the support JAMU can offer.	Informative email or mention and link in the Rector's newsletter 3 Minutes (3 Minuty), including presentation of the GEP and a summary of JAMU's activities supporting equal opportunities and gender equality.	Employees Students	PR Department	Internal resources	12/2024 and on an annual basis thereafter
	Mentoring by women in leadership positions.	Seminars and discussions with women in leadership (sharing best practices, successes, and experiences).	Employees	Personnel Department	Internal resources	Q3/2025
	Incorporation of equal opportunities and gender equality into the JAMU Talks discussion format to further raise awareness (if the format continues or is relaunched).	Implementation of an online stream as part of JAMU Talks (should the format continue or be followed by a successor format).	Employees Students	PR Department	Internal resources	2025
12. Support for staff in leadership	Delivery of a training workshop on the topic:	Workshop delivered, and potentially an	All staff in leadership positions	Personnel Department	Internal resources	Q3/2025

positions in the area of equal opportunities , aimed at strengthening leadership and people management skills with respect to equality.	“Leadership in the Context of Equal Treatment – Leading a Team from A to Z.”	internally available e-learning module created.			or project resources	
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5.3 Gender Equality in Recruitment and Career Progression

Why is this priority area important?

Recruitment, selection, and hiring of employees should be transparent and, in the context of equal opportunities, also gender-sensitive. In this context, these processes should be properly documented and archived. The process of attracting candidates is the starting point of recruitment based on the principles of equal opportunities, making it essential that the approach to potential new employees is gender-sensitive. Particular attention should be paid to the way in which vacancies are advertised, including the language used and the requirements specified. Selection criteria should be formulated using gender-sensitive language. Job advertisements should use gender-sensitive language so that it is immediately clear that applications from both women and men are welcome. Staff responsible for recruitment should receive training in equal opportunities and apply this knowledge in practice when communicating with applicants. An effective onboarding and induction process is also important, as it facilitates the smooth integration of new colleagues into the team and the working environment. Another essential aspect of this priority area is the career progression system.

JAMU will continue to apply a transparent and non-discriminatory approach in recruitment processes for all applicants, regardless of gender. It will maintain the use of gender-sensitive job advertisements and uphold an open, inclusive recruitment policy. Through its publicly accessible Code of Ethics, JAMU reaffirms its commitment to ethical principles across all aspects of its HR policy. JAMU will also continue to promote equal treatment through the planned new document *Work Rules*, which is one of the activities set out in the GEP.

A plan of existing activities being implemented (support and development of current measures)

Current Measure	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
13. Support for a transparent recruitment and hiring process, with a	JAMU will continue to advertise job vacancies using gender-sensitive language.	Job advertisements published using gender-sensitive language.	Public Applicants	Personnel Department	Internal resources	01/2024
				Personnel Department		

clear declaration of equal and non-discriminatory treatment.	JAMU will continue to fill academic staff positions through open selection procedures in accordance with the <i>Selection Procedure Rules for the Appointment of Academic Staff</i> .	Recruitment procedures carried out in line with the above-mentioned <i>Selection Procedure Rules</i> .	Public Applicants	Staff in leadership positions	Internal resources	01/2024
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A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
14. Implementation of support for equal treatment and gender sensitivity in recruitment , aimed at promoting gender diversity.	Standardise all job advertisements across all departments.	Updated templates.	Job applicants Students Public	Personnel Department	Internal resources	02/2024
	Revise existing templates. Ensure all advertised positions use gender-sensitive language.	Job postings written using gender-sensitive language.		Personnel Department	Internal resources	02/2024
	Add a statement to the “Vacancies/Careers” section of the website highlighting the employer's commitment to social responsibility, equal opportunities and diversity.	Updated Careers section with a statement affirming equal opportunities and rejecting discrimination.	Job applicants Students Public	Personnel Department	Internal resources	02/2024

5.4 Work-Life Balance

Why is this priority area important?

Activities that support work-life balance are often perceived by employees as a key benefit and a strong motivational factor. In organisations that actively address the issue of work-life balance, this topic can be considered a fundamental part of the organisational culture. These organisations strive to develop their employees while also ensuring that the conditions are in place to retain them. Employee care is viewed by such employers as a valuable asset and benefit. The concept of work-life balance encompasses a wide range of activities that ideally support the combination of work and personal life. These include, for instance, flexible working arrangements, benefits supporting work-life balance, and the organisation's approach to parental leave – including how it maintains communication with employees during maternity or parental leave, and how it facilitates their return to the workplace.

JAMU is already active in promoting work-life balance. In this context, the availability of part-time contracts, home office (since November 2023 regulated by the *Agreement on Remote Work*), and flexible working hours based on individual agreements with supervisors can all be highlighted. Other supportive measures include benefits such as contributions to pension schemes and the Multisport card. Also noteworthy is the Counselling Centre of the Faculty of Music JAMU, which aims to promote a healthy social climate at the faculty and offers support for mental health. JAMU also benefits from the presence of a psychologist, who provides employees with counselling and consultations related to work-life balance, stress management, burnout prevention, and similar topics.

A plan of existing activities being implemented (support and development of current measures)

Current Measure	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
15. Support for flexible forms of work , aimed at continuing to promote work-life balance among JAMU employees.	JAMU will continue to offer part-time contracts and the option of remote work for employees who are balancing care responsibilities.	Currently implemented processes and the valid document <i>Agreement on Remote Work</i> .	Employees	Personnel Department	Internal resources	Throughout the monitoring period 2024+

A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
16. Support for work-life balance , aimed at providing education and awareness to all JAMU target groups.	Deliver training for employees on Work-Life Balance. The workshop will include topics such as time/stress management, burnout prevention, and practical exercises on mental hygiene.	Workshop titled Work-Life Balance and Effective Time Management delivered, with accompanying presentation. The workshop will be delivered and repeated regularly to provide ongoing preventive support for all employees.	Employees Students	Personnel Department	Internal resources	Q1/2025 and repeated regularly thereafter
17. Support for employees with care responsibilities (e.g. for small children or close family members).	Create a <i>Life Situations Manual</i> outlining available support and assistance from the employer to employees with caregiving responsibilities.	<i>Life Situations Manual</i> created and published on JAMU's website. Information about the Manual's release shared via the “3 Minutes” newsletter.	Employees	Personnel Department	Internal resources	Q1/2025

18. Active use of the Maternity/Parental Leave Management, aimed at supporting parents on and returning from maternity/parental leave, maintaining contact with them during their leave, and facilitating their return to work.	Summarise and present all information related to communication with employees on maternity/parental leave: options for involvement during leave and return-to-work planning.	<u>Maternity/Parental Leave Management</u> chapter created as part of the <i>Life Situations Manual</i> . Information shared as part of induction training.	Employees on maternity/parental leave Staff in leadership positions	Personnel Department	Internal resources	Q3/2025
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5.5 Integration of the Gender Dimension into the Content of Research and 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 sex and gender dimensions is a standard part of project proposals under the Horizon 2020 programme. The gender dimension in the content of creative activities and research must be taken into account whenever the subject of research is a human being, when data on humans or biological material is being processed, or when the outcomes of research are intended for use by people or are expected to have any impact on them. Considering possible biological differences (sex) as well as differences in the experiences, perspectives and needs of women and men (gender) is relevant whenever people are the subjects of research, the users of research or innovation outcomes, or are likely to be affected by those outcomes. Considering the gender dimension is both a question of research quality and a way to maximise the use and societal benefits of research outcomes.

JAMU will integrate the gender dimension into its creative activities, research content, and innovations. It will seek to promote and incorporate the gender dimension through gender-balanced teams. JAMU will support and develop awareness of the gender dimension in creative activities and education, will popularise research outcomes achieved by both women and men, and will support research that addresses gender-related topics.

A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
19. Awareness-raising on the gender dimension in research and education , with the aim of informing about the importance and benefits of integrating gender into science, research, and education.	Provide a summarised overview of this topic, the benefits of integration, possibilities for incorporating the gender dimension into research work, and examples of good practice.	A guide for evaluating the gender dimension in research and innovation content. (Possible inspiration/use of the TACR guide, available for download on the TACR website or the	Employees Students	Vice-Rector for Creative Activities	Internal resources	Q2/2024

		Gender&Science website.)				
20. Support for integrating the gender dimension into educational activities, with the aim of providing training and popularising this topic.	Offer training on the topic “Gender in Science and Research”, which will include basic terminology, benefits, and information on how to consider gender in research proposals and design, composition of project teams, etc.	Workshop “Gender in Science and Research” delivered and presentation provided on this topic. The workshop will be offered repeatedly throughout the monitored period.	Personnel Department staff Staff of the Creative Activities, Science and Research Department Students	Vice-Rector for Creative Activities	Internal resources	2024+
21. Ensuring equal conditions in creative projects, science and research, and their evaluation, with the aim of considering gender throughout the entire project implementation process (from planning to evaluation).	Incorporate the monitoring of the gender dimension into the rules of internal grant competitions, with regard to the relevance of research topics. Ensure gender balance in evaluation panels of internal projects, considering capacity and while maintaining expertise as the main criterion.	Creation of an internal methodology including rules for incorporating the gender dimension. Data collection on the composition of evaluation panels and project/investigation teams.	Staff of the Science and Research Department Students Staff in leadership positions	Vice-Rector for Creative Activities Vice-Rector for Creative Activities	Internal resources Project resources Internal resources	2024+ 2024+

5.6 Measures Against Gender-Based Violence, Including Sexual Harassment

Why is this priority area important?

In terms of equal opportunities policy, it is essential to maintain a level of dignity in the workplace that contributes to the creation of an inclusive environment where there is no space 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 form of discrimination in employment relationships is prohibited. It is advisable to establish anti-discrimination measures, including an internal regulation that explains the concept of discriminatory behaviour and contains rules for filing and handling complaints as well as sanctions for unacceptable conduct. It is also appropriate to designate a contact person to whom employees may report discriminatory behaviour or sexual harassment. Awareness-raising and training for both staff in leadership positions and other employees are also crucial in this area. Staff in leadership positions should receive training on harassment and discrimination so that understanding and addressing these issues become part of their managerial competences. They should be able to apply the principle of equal treatment in everyday practice, recognise even subtle forms of discrimination (so-called micro-discrimination), and refrain from engaging in such behaviour themselves.

JAMU already openly declares its support for equal treatment and takes a firm stance against discrimination. It publicly presents its values, which include respect and openness. It follows its Code of Ethics and strives to uphold a high standard of ethical conduct. In recent years, JAMU has participated in the Ministry of Education, Youth and Sports' Centralised Development Projects that promote ethical and social principles.

A plan of new measures and activities

New Measure / Goal	Activity / Description	Indicator / Output	Target Group	Responsibility	Resources	Timeline
22. Education on the topic of discrimination and its elements , aimed at raising awareness, introducing and explaining discriminatory practices, their manifestations, how to recognise them	Seminars and discussions on the topic: Discrimination and anti-discrimination, sexual harassment, mobbing, and bossing.	Workshops/seminars on this topic will be included in the course offering and implemented regularly throughout the monitored period.	Employees Students	Personnel Department	Internal resources	2025+

and how to defend against them.		E-learning course created on this topic.				01/2025
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23. Monitoring of the JAMU environment, aimed at continuously mapping the work environment and obtaining feedback from employees and students.	Establish regular monitoring/mapping of employee satisfaction and needs, including questions on any experience of discrimination or sexual harassment.	Conducted monitoring, repeated regularly in the form of an online questionnaire. Results of the monitoring will be presented to employees.	Employees Students	Personnel Department	Internal resources	01/2025 and then regular annual periodicity
24. Awareness-raising in the area of equal opportunities and discrimination, providing guidance on how to proceed if experiencing discrimination or sexual harassment.	Creation of an Anti-Discrimination Manual containing awareness-raising content on terms related to discrimination and discriminatory practices: mobbing, bossing, sexual harassment etc.; explanation of manifestations and coping strategies. Includes instructions on how to proceed.	Creation of an Anti-Discrimination Manual.	Employees Students	Personnel Department	Internal resources	Q1/2025
25. Establishment of the ombudsman role, aimed at overseeing the area of equal opportunities, discrimination, and inappropriate conduct.	Evaluate the functioning of faculty help centres and the JAMU Ethics Committee and, if necessary, establish the ombudsman role as an external, independent person providing services in this area.	Possible establishment of the ombudsman role, operating throughout the monitored period.	Employees Students	Rector	Internal resources	2025

26. Monitoring progress in implementing recommendations and measures in the area of equal opportunities at JAMU.	Conduct a gender re-audit to assess JAMU's progress as an employer in the field of equal opportunities and gender issues.	Conduct of the Gender Re-Audit. Presentation of results to employees.	Employees	Bursar	Grant funding	Q3– Q4/2027

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