

# Gender Equality Plan

## INTRODUCTION

The Gender Equality Strategy of the Semen Kuznets Kharkiv National University of Economics (hereinafter referred to as the Strategy) has been developed taking into account the University's Development Strategy, in particular Strategic Goal 7, and guided by the provisions of the Strategy for the Implementation of Gender Equality in Education by 2030, approved by the Order of the Cabinet of Ministers of Ukraine dated 20 December 2022 No. 1163-r, and is aimed at the systematic implementation of the principles of equal rights and opportunities for women and men in all areas of the university's activities – administrative, educational, scientific, personnel and social.

In its activities, the university is guided by international human rights standards, national non-discrimination policy and Ukraine's commitments in the field of gender equality, striving to overcome gender stereotypes, inequalities and barriers that prevent the full realisation of each person's potential. The gender equality strategy of the Semen Kuznets Kharkiv National University of Economics aims to integrate the principles of equal rights and opportunities into all areas of university life, ensure equal access to educational, scientific, managerial and career opportunities, and create an educational environment where respect for the dignity of each person is a core value.

Gender equality at the Semen Kuznets Kharkiv National University of Economics is not considered a separate area of activity, but rather a cross-cutting principle of institutional development that enhances the quality of management, academic integrity, the inclusiveness of the educational environment, and the resilience of the university community in the face of social challenges.

The implementation of the Strategy is based on an evidence-based approach and systematic data analysis. The annual formation of the university's Gender Profile is a key tool for monitoring, evaluating performance and adjusting management decisions in the field of gender equality.

The Strategy is focused on long-term changes in university culture, human capacity development, and strengthening the reputation of the S. Kuznets Kharkiv National University of Economics as a modern, responsible, and European-oriented higher education institution.

## PRINCIPLES OF STRATEGY IMPLEMENTATION

The implementation of the Gender Equality Strategy of the S. Kuznets Kharkiv National University of Economics is based on the following principles:

**The principle of equal rights and opportunities.** The university ensures equal access for women and men to education, employment, professional development, management positions and participation in decision-making.

**The principle of non-discrimination and respect for dignity.** All forms of discrimination, sexism, violence or biased attitudes are

unacceptable in the university environment.

**Principle of integration.** Gender equality is integrated into all university policies, strategies, procedures and practices, rather than being implemented as an isolated area of activity.

**Principle of evidence and transparency.** Management decisions in the field of gender policy are made on the basis of data analysis, the results of the Gender Profile and regular monitoring with open information to the university community.

**The principle of participation and partnership.** Employees, students, student self-government bodies, trade unions, and external partners of the university are involved in the implementation of the Strategy.

**The principle of inclusiveness.** The gender equality policy takes into account the diversity of experiences and needs of members of the university community, considering age, inclusiveness, social status, and other factors.

**The principle of continuous improvement.** The Strategy is implemented as a dynamic document that is regularly reviewed and updated, taking into account the results of evaluations, changes in legislation, and external challenges.

## GOALS AND EXPECTED RESULTS

The goal of the Gender Equality Strategy of the Semen Kuznets Kharkiv National University of Economics for 2023–2030 is to create and sustainably develop a gender-sensitive, safe, and inclusive university environment that ensures equal rights, opportunities and conditions for self-realisation for all participants in the educational process and employees, regardless of gender and other characteristics, as well as integrating a gender approach into the university's policies, practices and communications.

The tasks include the consistent implementation of gender-oriented approaches in all areas of university activity, the elimination of discriminatory practices, the overcoming of stereotypes, the provision of safety and psychological well-being, as well as the support of career development and academic potential regardless of gender.

Achieving the Strategy's goals involves integrating gender equality principles into the university's management, educational, scientific, personnel and social policies, improving the quality of evidence-based management decisions, and developing a university culture based on respect for dignity, diversity and non-discrimination.

The implementation of the Strategy is aimed at enhancing the institutional capacity of the S. Kuznets Kharkiv National University of Economics, strengthening its compliance with European standards of higher education, strengthening the university's reputation and ensuring the long-term sustainability of human potential in conditions of social

transformations and post-crisis recovery.

The implementation of the Strategy for Gender Equality in 2025–2027 will contribute to the achievement of the following expected results:

1. Institutional results:

integration of gender equality principles into the university's strategic and operational management system;

the existence of clear, formalised procedures and mechanisms for preventing discrimination and responding to cases of gender-based violence and harassment;

enhancing the capacity of structural units to implement gender-sensitive approaches in their activities.

2. Personnel and management results:

ensuring a more balanced representation of women and men in the university's governing and advisory bodies;

implementation of gender-sensitive personnel policies, particularly in matters of recruitment, evaluation, professional development and career advancement;

Increased awareness among employees regarding gender equality and non-discrimination.

3. Educational and scientific results:

integration of the gender dimension into educational programmes, training courses and methodological materials;

expansion of research and scientific initiatives that take gender into account, including within international projects;

developing competencies related to gender sensitivity, equality and social responsibility among students.

4. Socio-cultural outcomes:

strengthening a culture of mutual respect, non-discrimination and safety in the university environment;

increasing trust in university mechanisms for protecting the rights and supporting victims;

forming a positive image of the S. Kuznets Kharkiv National University of Economics as a modern European university that consistently implements the principles of equality and inclusion.

5. Analytical and monitoring results:

annual updating of the university's Gender Profile as a tool for monitoring and evaluating progress;

use of Gender Profile data to adjust the Strategy's action plan and make informed management decisions;

increasing the transparency and accountability of the university in the field of gender equality.

Achievements of the results will contribute to the sustainable development of the university, improve the quality of education and management, and strengthen

compliance of the Kharkiv National University of Economics named  
after S. Kuznets to standards and best  
international practices.

## STRATEGY MONITORING

The Strategy provides for the creation of a system for regular monitoring, collection of statistics and analysis of its implementation results. Monitoring will include the preparation of annual reports, conducting sociological and organisational surveys, evaluating the effectiveness of response mechanisms and indicators of access to opportunities. The results of the monitoring will form the basis for adjusting the Strategy and improving the measures for its implementation. The Strategy may be adjusted in the event of changes in legislation, transformation of the social context or the identification of new tasks.

## STRATEGIC GOALS, OBJECTIVES, AND INDICATORS OF GOAL ACHIEVEMENT

**Strategic goal 1. Ensure institutional implementation of the principles of gender equality and non-discrimination.**

*Operational objective 1.1.* Formulation of the regulatory and organisational framework for the university's gender policy.

Task 1.1.1. Conduct an internal gender audit of the regulatory framework.

PR1. Conducted at least one gender audit internal documents.

Task 1.1.2. Update internal regulatory documents.

PR2. At least 90% of internal regulations are brought into line with the principles of non-discrimination.

*Operational objective 1.2.* Institutionalise responsibility for the implementation of gender policy.

Task 1.2.1. Identify the authorised person/structural unit. PR4. Institutional responsibility for implementing the strategy has been formally defined. the Strategy.

Task 1.2.2. Introduce gender-sensitive language in management and communication processes.

PR5. Gender-sensitive language is used in public communications.

**Strategic objective 2. Develop a gender-sensitive educational process and educational environment**

*Operational objective 2.1.* Integrate the gender dimension into educational programmes.

Task 2.1. Analyse educational programmes on gender issues.

PR1. The gender component is integrated into at least 50% of educational programmes.

Task 2.1.2. Develop and implement elective courses.

PR2. At least one elective course on gender equality has been introduced.

*Operational objective 2.2.* Foster a culture of equality and non-discrimination among students.

Task 2.2.1. Conduct information and awareness-raising activities.

PR3. At least 85% of students are covered by activities to foster a culture of equality.

Task 2.2.2. Overcoming gender stereotypes in the student environment.

PR4. At least 85% of students surveyed as part of annual monitoring positively assess the level of tolerance and non-discrimination (on issues of religion, gender, ethnicity) in the university environment.

**Strategic goal 3. Ensure safe and non-discriminatory university environment.**

*The operational objective 3.1.* Introduction of mechanisms for to discrimination and violence.

Task 3.1.1. Develop and implement response procedures. PR1. A formalised mechanism for submitting and reviewing complaints is in place. Task 3.1.2.

Provide psychological support.

PR2. Ensure access to psychological counselling for victims.

*Operational objective 3.2.* Raising awareness of safety. Task 3.2.1. Conduct information campaigns.

PR3. At least 85% of participants in the educational process are aware of protection mechanisms.

**Strategic objective 4. Develop gender-sensitive personnel policy and professional development.**

*Operational objective 4.1.* Ensuring equal opportunities in recruitment procedures.

Task 4.1.1. Review personnel selection and promotion procedures. PR1. Personnel procedures comply with the principles of equal opportunities.

*Operational objective 4.2.* Analytical support for personnel policy.

Tasks 4.2.1. To form and publish an annual gender profile of the university.

PR2. The Gender Profile is updated and published annually.

Task 4.2.2. Improve the competence of management personnel. PR3. At least 60% of managers have undergone training in gender

equality.

**Strategic goal 5. Strengthen the development of partnerships, science and public communication**

*Operational goal 5.1.* Develop inter-institutional and international cooperation.

Task 5.1.1. Participation in national and international initiatives on gender equality.

PR1. University academic and teaching staff participate in scientific events and projects on gender issues at the national and international levels.

*Operational objective 5.2.* Ensuring transparent communication and scientific support.

Task 5.2.1. Encouraging and supporting the publication and research activities of scientific and pedagogical staff on gender equality and the integration of the gender dimension into socio-economic and management research.

PR2. Ensuring an increase in the number of scientific publications (articles, abstracts, analytical reviews) devoted to gender equality and non-discrimination issues.

PR3. Open access to information on the implementation of the Strategy has been ensured.

## OPERATIONAL PLAN

for ensuring the Gender Equality Strategy at the S. Kuznets Kharkiv National University of Economics for 2023–2030

No	Task name	Responsible executors	Expected result	Deadline							
				2023	2024	2025	2026	2027	2028	2029	2030
Strategic objective 1. Ensure institutional implementation of the principles of gender equality and non-discrimination											
1	OC 1.1. Conduct an internal gender audit of the university's regulatory framework	Legal advisor, Human Resources Department, heads of structural units	At least one comprehensive gender audit conducted and an analytical report prepared				1	1	1	1	1
2	OC 1.1. Updating internal regulatory documents to reflect the principle of equal rights	Legal advisor, Human Resources Department, heads of structural units	At least 90% of internal regulations are brought into line with the principles of gender equality	83	84	85	86	87	88	89	90
3	OC 1.2. Appointment of an authorised person	Rector's Office	Institutionally established responsibility for implementing the Strategy	+	+	+	+	+	+	+	+
4	OC 1.2. Introduction of gender-sensitive language standards in management and communication processes	Records Management and Office Department, Marketing and Corporate Communications Department Communications	Gender-sensitive language is used in official and public communications		+	+	+	+	+	+	+
Strategic objective 2. Develop a gender-sensitive educational process and nurturing environment											
5	SG 2.1. Analyse and update educational programmes, taking into account gender dimension	Teaching and Methodology Department, Quality Assurance Department Education, OP guarantors	The gender component is integrated into at least 50% of educational programmes		15	25	30	35	4	45	50
6	OC 2.1. Development and implementation of selective	Teaching and Methodological Department, OP guarantors	Implemented at least one elective discipline				1	1	2	2	2

No	Task name	Responsible executors	Expected result	Deadline							
				2023	2024	2025	2026	2027	2028	2029	2030
	courses on gender equality										
7	OC 2.2. Fostering a culture of equality and non-discrimination among students	Department of Youth Policy and Social Development Department, Student Self-Government	At least 85% of students are covered by measures to foster a culture of equality		80	80	81	82	83	84	85
8	OC 2.2. Monitoring attitudes and practices in student environment	Department of Youth Policy and Social Development Department, Education Quality Assurance Department	At least 85% of applicants surveyed as part of the annual monitoring positively assess the level of tolerance and non-discrimination (on issues of religion, gender, ethnicity) in the university environment		80	80	81	82	83	84	85
<b>Strategic goal 3. Ensure a safe and non-discriminatory university environment</b>											
9	SG 3.1. Introduce formalised mechanisms for responding to discrimination and violence	Department of Youth Policy and Social Development	A mechanism for submitting and reviewing complaints is in place	+	+	+	+	+	+	+	+
10	OC 3.1. Providing psychological support for participants in the educational process	Psychologist	Access to psychological counselling provided	+	+	+	+	+	+	+	+
11	OC 3.2. Raising awareness of safety and protection of rights	Youth Policy and Social Protection Department Policy and Social development, department	At least 85% of participants in educational	80	80	80	81	82	83	84	85



No	Name of task	Responsible executors	Expected result	Deadline							
				2023	2024	2025	2026	2027	2028	2029	2030
		quality assurance of education	process familiar with protection mechanisms								
<b>Strategic goal 4. Develop gender-sensitive personnel policy and professional development</b>											
12	OC 4.1. Ensure equal opportunities in recruitment and promotion procedures	Human Resources Department	Personnel procedures comply with the principles of equal opportunities		+	+	+	+	+	+	+
13	OC 4.2. Development and publication of the annual Gender Profile of the university	Human Resources Department	The Gender Profile is published annually	+	+	+	+	+	+	+	+
14	OC 4.2. Improving the competencies of management personnel in the field of gender equality	Postgraduate Education Department	At least 60% of managers have completed training			10	20	30	40	50	60
<b>Strategic objective 5. Strengthen the development of partnerships, science and public communication</b>											
15	SO 5.1. Participate in national and international initiatives on gender equality	International Relations Department	The university participates in at least two initiatives			1	1	1	1	2	2
16	OC 5.2. Development of scientific research and publications on gender equality issues	Departments, Research sector	Number of scientific publications on gender equality and non-discrimination at least 3 per year		1	2	3	3	3	3	3
17	OC 5.2. Development of of public communication and transparency	Marketing and Corporate Communications	Information about events and implementation of the Strategy is available on the website	+	+	+	+	+	+	+	+