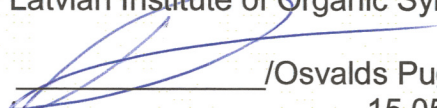


Approved by the Director of Latvian Institute of Organic Synthesis


/Osvalds Pugovics/
15.05.2023.

Public research organization

Latvian Institute of Organic Synthesis

Action plan for
gender equality,
2023/2024



Latvian Institute of
Organic Synthesis

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1. Introduction

For the first time the Latvian Institute of Organic Synthesis (hereinafter – LIOS) has adopted the Action plan for gender equality 2022 (hereinafter – GEP) in 10.02.2022. to promote equality and eliminate discrimination among the LIOS employees regardless of their gender. This is the amended GEP for the period of 2023/2024.

According to European Commission “Having both women and men represented is crucial for successful leadership. Inclusive and diverse leadership is needed to solve the complex challenges that decision-makers face today. More inclusion and more diversity are essential to bring forward new ideas and innovative approaches that better serve a dynamic and flourishing EU society¹.”

Diversity and inclusion are crucial components of a healthy and successful organization. Embracing diversity allows companies to benefit from a range of perspectives, ideas, and experiences that can drive innovation and creativity. Inclusion ensures that all employees feel valued and respected, which leads to increased engagement, productivity, and retention. By fostering a culture of diversity and inclusion, organizations can create a more equitable workplace that attracts top talent and fosters long-term success.

Although some improvements are observed compared to data of 2021, e.g. increase of women participation rate in LIOS Scientific Council, the data analysis provided in section 2.2. of this document shows that LIOS still faces equality challenges. One of the key challenges concerns the lack of gender balance in top scientific positions and among members of LIOS highest decision-making bodies. The unfortunate general trend suggests that the higher the position in the organizational hierarchy, the wider the equality gap. This is particularly pronounced for scientific and science related positions. Another key challenge relates to the pay gap, which tends to widen for higher levels of hierarchy.

The above-mentioned challenges have to be tackled as they deprive LIOS from fully exploiting the potential of its human resource, and they are detrimental to the successful development of LIOS.

In line with applicable EU soft law and the guidelines of European Institute of Gender Equality (EIGE), the Gender Equality Group (GEG) of LIOS has conducted the data audit and based on the results of the analysis has developed this document to address the abovementioned challenges.

¹ Brussels, 5.3.2020, COM(2020) 152 final, COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS
A Union of Equality: Gender Equality Strategy 2020-2025

2. Methodology and Baseline data analysis

2.1. Methodology

In October 2021, LIOS appointed internal Gender Equality Group (GEG) to conduct the gender equality data analysis, to draft GEP as well as to monitor its implementation. The GEG was composed in line with recommendations of Horizon Europe Guidance on Gender Equality Plans² and included representatives of all major position groups, hierarchy levels, educational background, and gender. The GEG members were appointed on a voluntary basis. The first GEP was adopted in 10.02.2022. for the time period of year 2022. This is amended document for the period of 2023/2024, which rests on trend and baseline data analysis of 2022 vs. 2021.

The following materials and guidelines have been used to draft the GEP:

- DIRECTIVE (EU) 2019/1158 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU
- GENDER EQUALITY IN ACADEMIA AND RESEARCH, GEAR tool, European Institute of Gender Equality (EIGE)
- Horizon Europe Guidance on Gender Equality Plans, European Commission, September 2021
- A Union of Equality: Gender Equality Strategy 2020-2025, European Commission, Brussels, 5.3.2020, COM(2020) 152 final
- Horizon Europe, Work Programme 2021-2022, 13. General Annexes, European Commission Decision C(2021)1940 of 31 March 2021
- Integrating gender equality into academia and research organisations, Analytical paper, European Institute of Gender Equality (EIGE)

According to the Horizon Europe Guidance on Gender Equality Plans, to be eligible for Horizon Europe, it is mandatory that organisations follow four minimum process-related requirements in the course of developing their GEPs:

- **Publication.** A GEP must be formal document published on the institution’s website and signed by the top management. LIOS GEP complies with this requirement as it is approved by LIOS Director, and it is posted in LIOS web site.
- **Dedicated resources.** Commitment of resources and expertise in gender equality to implement the plan must be present. LIOS has

² Horizon Europe Guidance on Gender Equality Plans, European Commission, September 2021, <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>

committed a set of resources for development of GEP (in terms of person months of GEG members) as well as for the implementation of GEP as illustrated by column Resources of section 3. There are three types of resources LIOS has devoted: personnel effort, financial resource and in-kind contribution of necessary infrastructure.

- **Data collection and monitoring.** Sex/gender disaggregated data on personnel and annual reporting based on indicators have been collected under the audit stage of GEP as outlined in the next section 2.2.
- **Training.** Awareness raising/training on gender equality and unconscious gender biases for staff and decision-makers is foreseen under the Tasks # 1.1., 1.2., 1.3. and 2.1. of section 3 of the GEP.

To develop the GEP, first, the baseline situation has to be established. It involved the collection of gender-disaggregated data and a review of practices to identify gender inequalities and their causes. The following metrics were selected by GEG and collected for years 2021 and 2022:

- Staff numbers by gender at all levels, by disciplines, by function (including administrative / support staff), by academic vs. administrative decision-making positions (e.g. laboratory heads, heads of the administrative departments, Scientific Council)
- Wage gaps by sex/gender and job categories
- Number of staff by gender applying for/taking parental leave
- Share of men and women in successful grant applications (in monetary and numerical terms)
- Share of men and women in patent authors (Innovators)
- Share of men and women among LIOS Corresponding authors
- Share of men and women among LIOS defenders and supervisors of MSc and PhD thesis

Since LIOS is small institution certain data are not of statistically significant sample for instance the # of defended thesis as well as # of innovators. Nevertheless the data are collected to have a full set of indicators.

Year 2021 was chosen as a baseline year for the analysis and the data of 2022 is compared to that baseline to follow the trends. The results and conclusions of the data audit is provided in the next section of the GEP. The same data set will be analyzed on an annual basis to monitor the progress, efficiency of the measures as well as to provide basis for corrective actions. Apart from

quantitative analysis of chosen metrics, the GEP for 2023/2024 is accompanied by analysis of survey results on employees’ attitude towards LIOS environment and various gender aspects. The analysis is presented in section 3 of the GEP.

2.2. Baseline data analysis

2.2.1. Staff numbers by gender

The first metric selected for gender analysis refers to gender disaggregated headcount across academic positions (PI, researcher, assistant, lab technician), heads of the scientific departments, LIOS Scientific Council as well as administrative staff and administrative department heads. The data for year 2022 vs. 2021 are presented below in Figure 1.

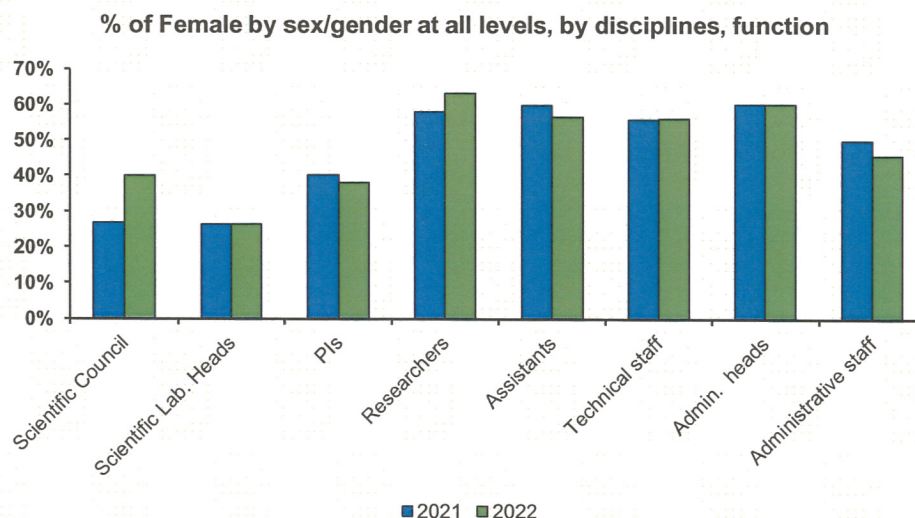


Figure 1. % of females by sex/gender at all levels, disciplines and functions, 2021 vs 2022

Similarly to 2021 the general trend following from the data is that females are heavily underrepresented in higher decision-making bodies such as PIs, scientific Lab. heads and Scientific Council, however they prevail in lower academic positions such as technicians, assistants and researchers. At the same time the total LIOS staff is well balanced as women count for roughly few percentage points above 50% of the total LIOS head count. So, the higher the position in organizational hierarchy, the wider the representation gap, suggesting that academic career paths for women are not sufficiently pronounced and women are not sufficiently promoted.

It must be noted that all positions see no substantial developments in 2022 relative to 2021, except for LIOS Scientific Council, where % of females has increased from 27% in 2021 to 40% in 2022. The GEP of 2022 has largely contributed to this positive trend as a dedicated task #2.4. entailed encouraging women to apply for positions in LIOS Scientific Council.

Generally this pattern corresponds to the average EU trend of more women than men being in junior positions and more men than women being in senior positions as reported by SHE Figures 2021³.

The situation is radically different for administrative staff. Among the total administrative personnel women represent 50%, however at the level of heads of the administrative departments women prevail and constitute 60%.

So, the obvious challenge for LIOS still remains underrepresentation of women in the higher-level academic positions.

2.2.2. Wage gap

The general underlying principle of LIOS remuneration policy stands for equal pay for equal type of job disregarding gender, ethnicity, national origin, language, religion and beliefs, functional abilities, sexual orientation, gender identity and age. The Wage gap metric attempts to capture the difference in hourly rates disaggregated by gender across different jobs. The wage gap in percentage terms is calculated as $(\text{hourly rate for men} - \text{hourly rate for women}) / \text{hourly rate for men}$.

So, it essentially represents the missing fraction for women’s hourly rate to reach the rate paid to men. The LIOS data for year 2022 vs. 2021 are summarized in Figure 2 below.

³ <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>

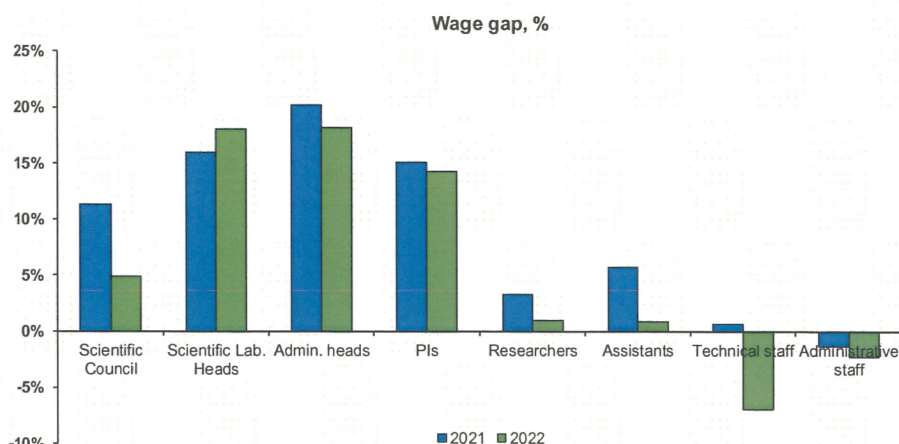


Figure 2. Wage gap, %, 2021 vs. 2022

As can be seen from the data above, the Wage gap follows the pattern already identified from the headcount analysis. The higher the position in organizational hierarchy the wider the pay gap. Contrary to the headcount analysis, this trend is characteristic to scientific as well as administrative positions. The administrative heads group, however, is less homogenous in terms of level of responsibility, required qualification and range of duties, so no definite conclusions can be drawn from the figure regarding this group.

The wage gap has substantially decreased in 2022 compared to 2021 for LIOS Scientific Council, Researchers, Assistants, Technical staff and Admin. Heads. The reduction is below statistical significance for PIs, however the trend is negative for the group of Scientific Lab. Heads (wage gap has increased from 16% in 2021 to 18% in 2022).

It has to be noted that SC and Scientific lab heads are in a position to set their salaries for themselves, so women are obviously more conservative when evaluating their own merit.

Overall, LIOS is not substantially different from average EU performance in this respect as the average EU pay gap amounts to roughly 14%⁴. This disparity has to be dismantled not only from the perspective of general equality, fairness and inclusiveness, but as pointed out by EC, accumulated lifetime gender

⁴ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics#:~:text=A%20negative%20gender%20pay%20gap,higher%20than%20those%20of%20men.&text=For%20full%2Dtime%20workers%2C%20pay,Italy%20to%202024.1%20%25%20in%20Latvia.

employment and pay gaps result in an even wider pension gap and consequently older women are more at risk of poverty than men⁵.

2.2.3. Number of staff by gender applying for/taking parental leave

During 2022 eight women applied for and used parental leave (compared to four in 2021), whereas no parental absence was applied for by men in 2021 and in 2022. This is rather typical situation and follows the general tradition in Latvia, however, it is subject to change due to transposition of Work-life Balance Directive into national legislation. Art. 5.2. of the Directive calls for two months as the minimum period of parental leave which cannot be transferred from one parent to the other in order to encourage fathers to take parental leave⁶.

2.2.4. Share of men and women in successful grant applications

Due to the fact that LIOS operates under project-based funding system, the ability to apply for external public research funding is essential for any researcher aiming for senior academic positions. The objective of this section is to explore whether there are any signs of women being precluding from successful participation in competition-based research funding system.

As can be seen in Figure 3 below, applications submitted by women constitute 24% in 2022 and 30% in 2021 of the total application pool. Given the fact that usually senior research positions are equipped with necessary expertise and track record to apply for external research funding, this pattern replicates the headcount trend, namely given the fact that around 30% of women occupy the positions suitable to apply for external funding it is coherent to observe 30% of applications produced by women.

⁵ A Union of Equality: Gender Equality Strategy 2020-2025, European Commission, Brussels, 5.3.2020, COM(2020) 152 final

⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32019L1158#PP4Contents>

	2021		2022	
	# of applications	EUR	# of applications	EUR
Female	6	1,035,785	7	3,590,556
Male	14	5,950,226	22	23,702,600
% of females	30.0%	14.8%	24.1%	13.2%

Figure 3. Share of men and women in successful grant applications (in monetary and numerical terms), 2021 vs. 2022

In monetary terms the pattern is more skewed towards men which would suggest that women, once in the right positions, tend to apply for smaller grants. So, overall, there is no strong evidence that once reaching upper levels of career paths, women would be structurally precluded from successful participation in fundraising system.

2.2.5. Share of men and women in patent authors

According to LIOS strategy for 2027, development of strong innovation and entrepreneurial culture at LIOS is one of the goals for the upcoming years. From this perspective it is essential to make sure LIOS potential is realized at its maximum and there are no structural or other barriers for women to innovate. Although statistically the data sample of 2021 and 2022 is not very large, the numbers (see Figure 4 below) suggest that female employees prevail in the Inventors pool of LIOS in 2021 and the share of female inventors decreases to ~30% in 2022, however the absolute number of female innovators remain the same in both years and reaches 5.

It has to be noted that LIOS excels positively on EU level with this regard, as women were significantly under-represented among inventors for EU-28, holding just one inventorship for every 10 inventorships held by men in the period between 2015-2018⁷.

⁷ <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>

# of Authors	2021	2022
Female	5	5
Male	4	12
% of females	55.6%	29.4%

Figure 4. Share of men and women in patent authors (Innovators), 2021 vs. 2022

2.2.6. Share of men and women among LIOS Corresponding authors

One of the essential outputs of any public research organization is high impact scientific papers. Different metrics appraising the contribution of corresponding authors are used by national and international evaluators and Funding Authorities when assessing the LIOS performance. During 2022 out of 49 papers published by LIOS (where LIOS employees holds the position of corresponding author) roughly 22% were produced by women (see Figure 5), a slight increase from 21% in 2021.

# of Cor. Authors	2021	2022
Female	12	11
Male	44	38
% of female	21.4%	22.4%

Figure 5. Share of men and women among LIOS Corresponding authors, 2021 vs. 2022

Considering that women on average occupy around 30% of upper scientific and science related positions, women are slightly underrepresented in the total LIOS pool of corresponding authors. In this respect LIOS also lags behind the average EU-28 figure for period of 2015 – 2019, where number of publications for which a woman is corresponding author constituted around 1/3rd of the total pool, indicating the need of some targeted motivational measures in the scope of career development paths for women.

2.2.7. Share of men and women among LIOS defenders and supervisors of thesis

Although LIOS is not a degree issuing institution, as a research organization it is committed to contribute to the development of higher education sector in Latvia by providing infrastructure and supervision of graduate and undergraduate thesis. The Figure 6 below suggests that overall, no substantial gender deviations can be observed among supervisors and defenders of MSc and PhD thesis for LIOS, except that in 2022 relative to 2021 male slightly prevail

as PhD defenders and gender balance has been reached among MSc Supervisors.

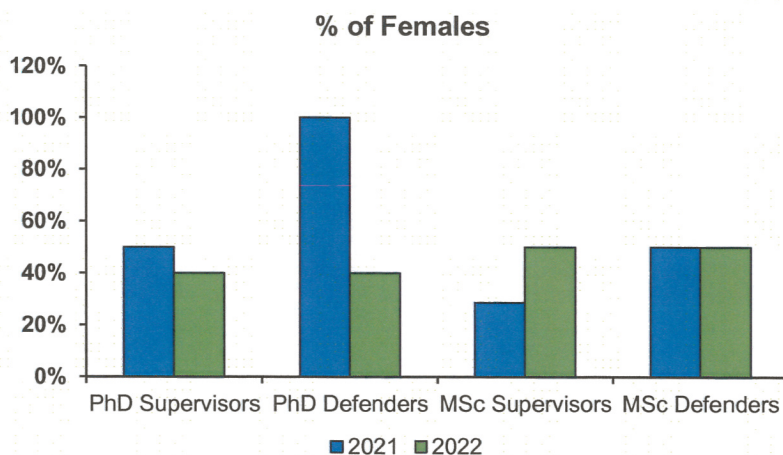


Figure 6. Share of men and women among LIOS defenders and supervisors of MSc and PhD thesis, 2021 vs. 2022

2.3. Survey

2.3.1. Survey methodology

To evaluate the qualitative aspects of work life balance, inclusiveness, non-discrimination as well as employee's awareness of existing conflict solving and mediation instruments, the LIOS employees' survey was launched on April 2023. The survey consisted of the following 25 questions:

1. *Vai esat apmierināts ar saviem darba pienākumiem?// Are you satisfied with your work responsibilities and duties?*
2. *Vai Jums šķiet, ka Jūsu darba apjoms ir samērīgs? // Do you think that your workload is adequate?*
3. *Vai darbs mēdz traucēt privātajai dzīvei?// Does your job tend to disrupt your private life?*
4. *Vai privātā dzīve mēdz traucēt darba pienākumiem? // Does your private life tend to disrupt your job responsibilities?*
5. *Vai esat izjutis diskrimināciju darbā (pēc dzimuma, vecuma, personīgas attieksmes)? // Have you experienced discrimination at work (by gender, age, or personal attitude)?*

6. *Vai darbā jūtaties nedrošs, nesaprasts, nepieņemts? // Do you feel insecure, misunderstood, or unaccepted at work?*
7. *Vai jūtaties komfortabli savā kolektīvā? // Do you feel comfortable among your colleagues?*
8. *Vai kādreiz esat izjutis nevienlīdzīgu attieksmi darbā? // Have you ever experienced unequal treatment at work?*
9. *Vai jūtaties novērtēts darbā? // Do you feel appreciated at work?*
10. *Vai esat saņēmis novērtējumu, iedrošinājumu, atbalstu no sava tiešā vadītāja? // Have you received evaluation, encouragement, and support from your direct supervisor?*
11. *Vai jūtaties motivēts darbā? // Do you feel motivated at work?*
12. *Vai saskatāt izaugsmes iespējas darbā? // Do you see opportunities for career development at work?*
13. *Vai esat apmierināts ar darba vidi? // Are you satisfied with the work environment?*
14. *Vai esat apmierināts ar darba apstākļiem? // Are you satisfied with the working conditions?*
15. *Vai varat droši griezties pie tiešā vadītāja jebkādā ar darbu saistītā jautājumā? // Can you contact your supervisor freely for any work-related questions?*
16. *Vai esat informēts, kur griezties pēc palīdzības konfliktsituācijas gadījumā? // Are you informed where you can turn for help in case of conflict situations at work?*
17. *Vai uzskatāt, ka Jūsu tiešais vadītājs atbilst ieņemamajam amatam? // Do you think that your direct supervisor is suitable for his/her position?*
18. *Vai ieteiktu OSI kā darba vietu arī citiem? // Would you recommend LIOS as a workplace to others?*
19. *Vai uzskatāt, ka Jūsu tiešais vadītājs dara pietiekoši, lai darbinieki justos apmierināti? // Do you think that your direct manager does enough to make employees feel satisfied?*
20. *Vai Jūs vēlētos mentoru** sistēmu darbā vidē? (Mentora** mērķis ir palīdzēt jaunajam darbiniekam ātri apgūt organizācijas kultūras un sociālās normas, kā arī sniedz atbalstu darba pienākumu veikšanā un karjeras attīstībā. // Would you appreciate a mentor** system at work? (The purpose of the mentor** is to help the new employee quickly learn the cultural and social norms of the organization. The mentor also helps the permanent natural person to develop in their current position and become ready for new jobs and career opportunities).*

21. *Vai Jūs uzskatāt, ka OSI ir nepieciešami mediators** pakalpojumi strīdu risināšanai? (Mediators** ir profesionāls strīdu vidutājs, kurš vada sarunu procesu, palīdzot pusēm atrast saskares punktus un vienoties būtiskos jautājumos)./Would you appreciate the services of a mediator** for resolving work-related disputes? (A mediator** is a professional who guides the dispute resolution process, helping the parties find common ground and agree on important issues)*
22. *Vai esat bijis kāda kolēģa "mobinga" aculiecinieks? // Have you witnessed the "mobbing" of a colleague?*
23. *Vai esat informēts par trauksmes celšanas opciju OSI? // Are you aware of the whistleblowing option at the LIOS?*
24. *Vai Jums interesētu bērnu pieskatīšanas iespēja darba vietā – speciāli izveidota telpa ar aukli? // Would you be interested in the possibility of childcare at the workplace - a specially created room with a babysitter?*
25. *Vai Jūs piekristu segt aukles algas izmaksas? // Would you agree to cover the costs of the babysitter salary?*

138 responses were received, representing around 53% of the total LIOS headcount. The results of the survey are outlined in the next section of the GEP.

2.3.2. Analysis of survey results

The raw data of the survey are attached as Annex 1 to the GEP. On a positive side, the survey suggests that on average LIOS employees incline to be motivated and satisfied with their work responsibilities and duties as well as the workload is seen as adequate. Majority tend to feel comfortable among the colleagues, the work environment and conditions are evaluated as appropriate and the supervisors score well in their perceived qualification, employee appreciation, conflict mediation and professional support function.

The LIOS employees seem to be rather indecisive regarding the necessity to introduce mediation and mentoring systems, but lack of enthusiasm probably could be explained by relatively low awareness of the functionality and benefits of mediation as well as mentorship systems.

The survey, however, highlights few alarming results:

1. 41% of LIOS employees admit they have experienced discrimination at work (by gender, age, or personal attitude), 51% have experienced unequal treatment at work and 38% have witnessed the "mobbing" of a colleague (see Annex 1 for relevant charts). Although these numbers do not constitute

convincing majority, still they are alarmingly high, suggesting that there is a space for improvement regarding the inclusiveness and non-discrimination in the culture environment of LIOS as well as behavioural pattern and communication style of supervisors.

2. 40% of LIOS employees were unable to identify opportunities for career development at work. In some cases indeed there are job categories with rather slim promotional profile, but these positions do not account for 40%. These results suggest that career paths accompanied by clear criteria for promotion must be developed and communicated to LIOS employees, incl. horizontal promotion. This is in line and within the scope of the development of New Academic Career Model in Latvia and Task # 2.1.11. and # 2.1.15. of LIOS strategy for the 2022 – 2027.

3. More than 50% of LIOS employees are not aware of whistleblowing option and the instruments available in case there is a conflict at work. This suggests that awareness raising campaign must be launched at the LIOS to inform employees on the available instruments and channels. In the light of this information conflict mediation should be reconsidered despite the lack of decisive support for it among survey respondents.

2.4. Summary and conclusions

From the data above it is possible to conclude that the two major challenges for LIOS identified in 2021 are still relevant for the period of 2023/2024:

1. Underrepresentation of women in senior scientific and science related positions;
2. Considerable wage gap for top scientific positions and Scientific Council;
3. Discrimination and lack of inclusiveness as suggested by survey results;
4. Low awareness of conflict mediation and whistleblowing instruments;
5. Low awareness of career development opportunities.

The GEP for period of 2023/2024 (attached in Section 4) is developed and comprises a set of tasks and measures to address the abovementioned challenges.

3. Progress report on Action Plan 2022

This table represents the list of Tasks under the GEP of 2022 and the progress status of each task.

No. of Objective	Objective	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource	Status
1	Increase the share of women among PIs, SC and Lab. Heads	1.1.	Training on gender equality, diversity and unconscious bias for the purpose of general awareness raising to all LIOS employees	31.12.2022.	GEG	EUR 5k. (LIOS budget, f.y. 2022)	accomplished
		1.2.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers	31.12.2022.	GEG	EUR 5k. (LIOS budget, f.y. 2022)	accomplished
		1.3.	Leadership workshops for women:	31.12.2022.	GEG	PMs of GEG	accomplished
		1.3.1.	presentations on career development by successful women (LIOS and external, for example: Riga TechGirls, Women Go Tech)	31.12.2022.	GEG	PMs of GEG + LIOS premises	accomplished
		1.3.2.	presentation by highest LIOS management (welcome note)	31.12.2022.	LIOS Director	PMs of LIOS Director + LIOS premises	accomplished

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No. of Objective	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource	Status
	1.4.	Feasibility study for development of mentoring system	31.12.2022.	GEG	PMs of GEG	accomplished
	1.5.	Enhancing Work-life balance: analysis of necessity to provide assistance on nursery service	31.12.2022.	GEG	PMs of GEG	See below
	1.5.1.	installing changing desks and info signs	31.12.2022.	GEG	PMs of GEG	accomplished
	1.5.2.	enforcing flexible working time in internal labor regulation	31.12.2022.	The head of technical department The deputy director for finance, administration and law	EUR 0.5k. (LIOS budget, f.y. 2022) PMs	accomplished
	1.5.3.	Enhancing safety during pregnancy, enforcement in internal labor regulation	31.12.2022.	GEG The deputy director for finance, administration and law	PMs	accomplished
	1.7.	Media information about women in science in Latvia, with media support: Forbes Latvia, TVNET, DELFI (https://forbesbaltics.com/lv/reit-ingi/raksts/30-ldz-30)	31.12.2022.	GEG LIOS PR unit	PMs of GEG	to be transferred to GEG 2023/2024
	1.8.	Organize a panel discussion, for example, "Women in science and research - can we reconcile professional career and personal life"	31.12.2022.	GEG	PMs of GEG	accomplished

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No. of Objective	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource	Status
	1.9.	Feasibility study on initiative for children travel fund (Employees having children between 0 and 3 years can apply for a travel fund (up to 1500 Euros per application) to pay the expenses of the child and one extra person to accompany them for attending conferences or workshops.)	31.12.2022.	GEG	PMs of GEG	accomplished
	2.1.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers	31.12.2022.	GEG	EUR 5k. (LIOS budget, f.y. 2022)	accomplished
	2.3.	Early alarm system indicating at the project application phase (and salary submission) that the intended hourly rate is below the average	31.12.2022	The head of Project department The head of HR department	PMs	to be transferred to GEP 2023/2024
2.	2.4.	Encourage women to apply for positions in LIOS Scientific council	31.12.2022.	GEG	PMs of GEG	accomplished
	2.5.	Feasibility study on formalized criteria for reimbursement system.	31.12.2022.	GEG	PMs of GEG	to be transferred to GEP 2023/2024

4. Action Plan 2023/2024

Based on the analysis of data in section 2 and major challenges identified, the following action plan for 2023/2024 was developed by GEG

Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
1.	Training on work related culture for the purpose of general awareness raising to all LIOS employees	31.12.2023.	GEG	EUR 5k. (LIOS budget, f.y. 2023)
2	Training on HR topics aimed at all managers and decision makers	31.12.2023.	GEG	EUR 5k. (LIOS budget, f.y. 2023)
3.	Leadership and awareness raising workshops for women:		GEG	PMs of GEG
3.1.	presentations on career development by successful women (LIOS and external, for example: Riga TechGirls, Women Go Tech)	31.12.2024.	GEG	PMs of GEG + LIOS premises (f.y. 2024)
3.2.	presentation by highest LIOS management (welcome note)	31.12.2023.	LIOS Director	PMs of LIOS Director + LIOS premises (f.y. 2023)
4.	Career development system	31.12.2024.	GEG	PMs of GEG (f.y.2024)
5.	Evaluation of options providing assistance on nursery service	31.12.2024.	GEG	PMs of GEG (f.y. 2024)

Public research organization "Latvian Institute of Organic Synthesis"
 Action plan for gender equality, 2023/2024

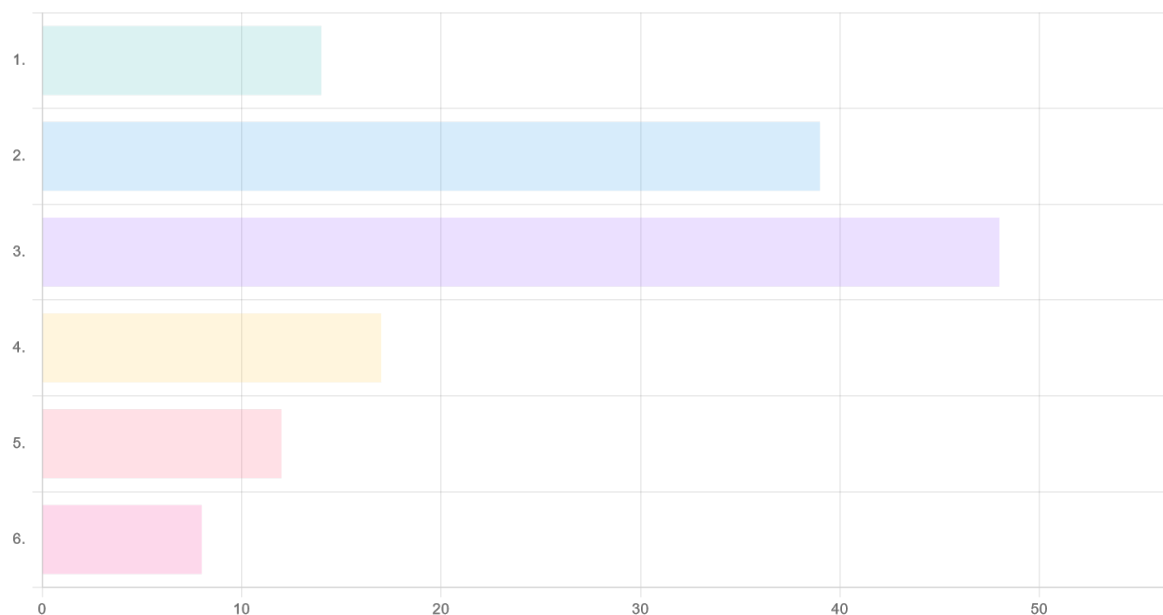
Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
6.	Media information about women in science in Latvia, with media support. Organize a panel discussion, for example, "Women in science and research - can we reconcile professional career and personal life"	31.12.2024.	GEG LIOS PR unit	PMs of GEG (f.y. 2024)
7.	Early alarm system indicating at the project application phase (and salary submission) that the intended hourly rate is below the average	31.12.2024.	GEG	PMs of GEG (f.y. 2024)
8.	Evaluate possibility to introduce mediation services	31.12.2023.	The head of Project department The head of HR department	PMs (f.y. 2023)
9.	Feasibility study on formalized criteria for reimbursement system.	31.12.2024.	GEG	PMs of GEG (f.y. 2024)
10.		31.12.2023.	GEG	PMs of GEG

OSI Dzimumlīdztiesības grupas veidotā aptauja// A survey by LIOS Gender equality committee (138 Responses)

[View result data](#)

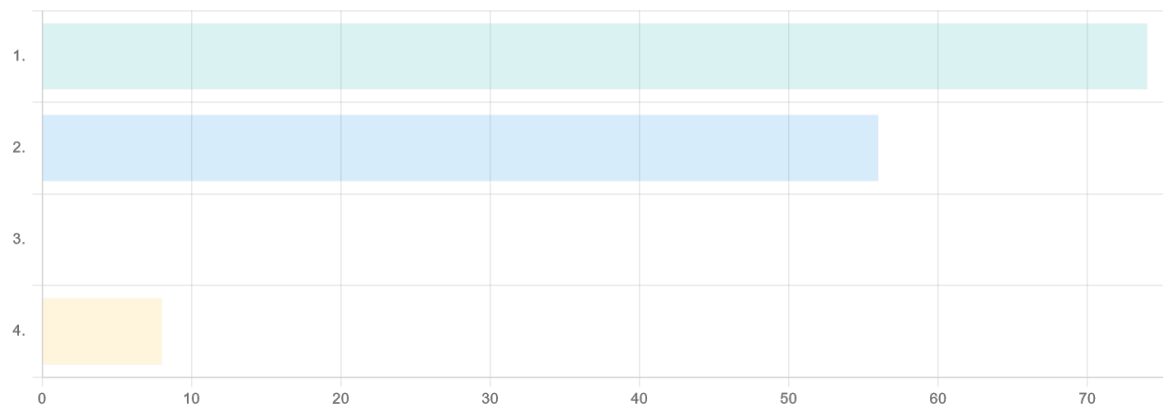
Atzīmējiet, lūdzu, kurā vecuma kategorijā Jūs ietilpstat?// What is your age range? Required to answer.

- 1. 16-25 (14)
- 2. 26-35 (39)
- 3. 36-45 (48)
- 4. 46-55 (17)
- 5. 56-65 (12)
- 6. >65 (8)



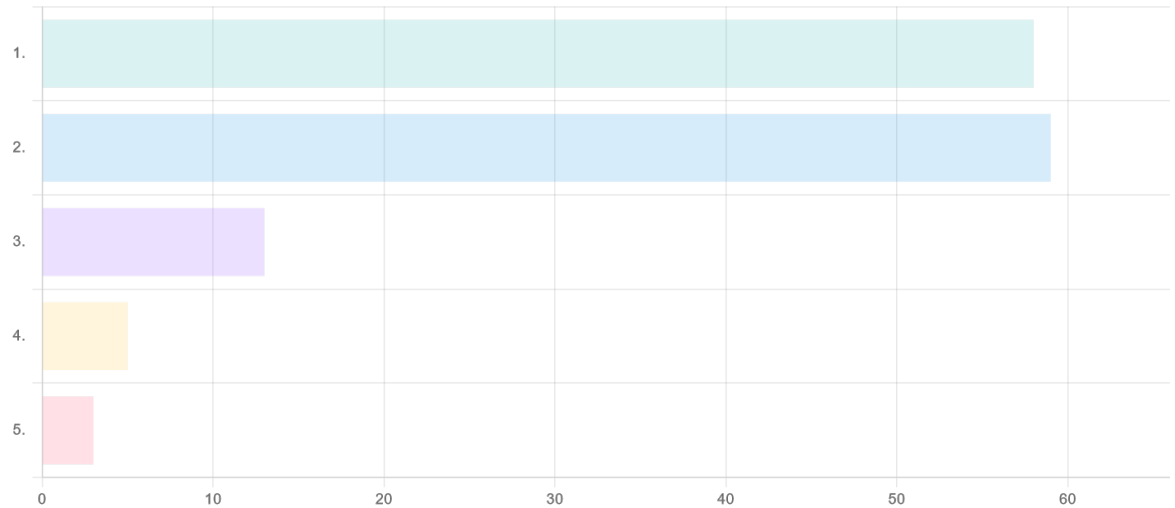
Dzimums//Gender

- 1. Sieviete// woman (74)
- 2. Vīrietis// man (56)
- 3. Cits// other (0)
- 4. Nevēlos norādīt// Rather not say (8)



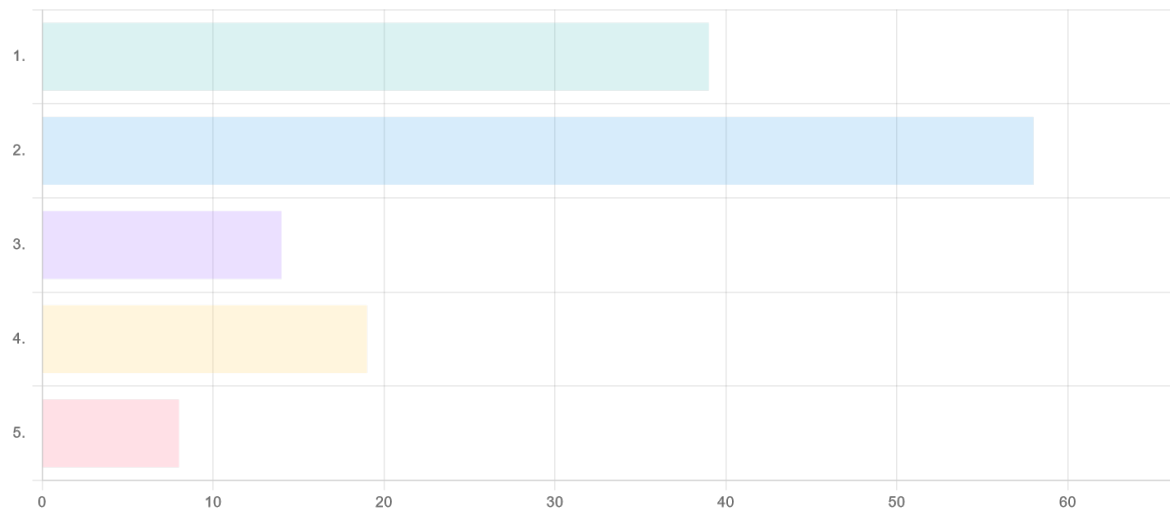
1. Vai esat apmierināts ar saviem darba pienākumiem?// Are you satisfied with your work responsibilities and duties?

1. Jā//Agree (58)
2. Drīzāk jā// Somewhat agree (59)
3. Grūti pateikt// Undecided (13)
4. Drīzāk nē// Somewhat disagree (5)
5. Nē// Disagree (3)



2. Vai Jums šķiet, ka Jūsu darba apjoms ir samērīgs? // Do you think that your workload is adequate?

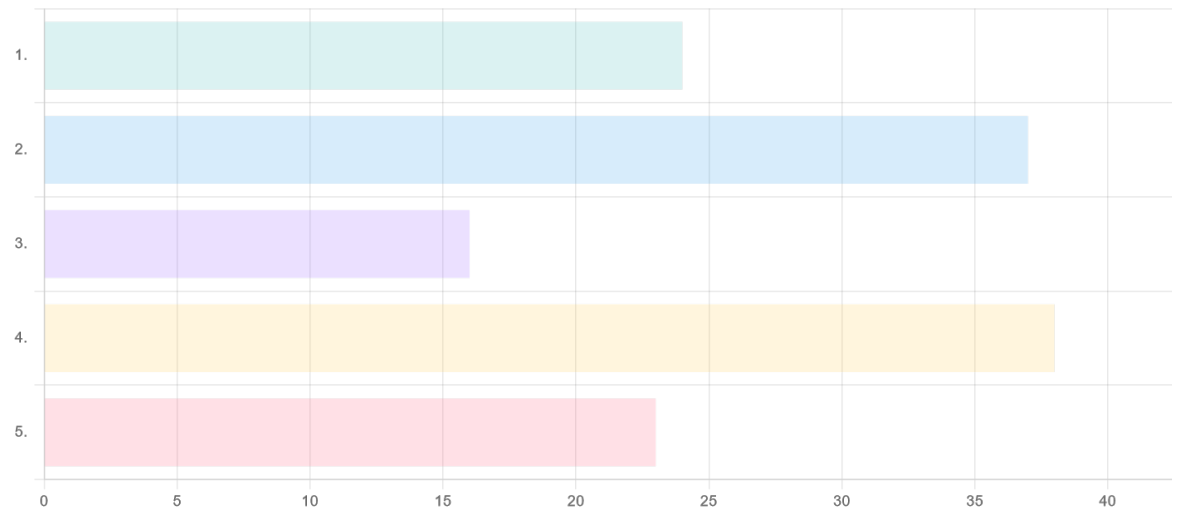
1. Jā//Agree (39)
2. Drīzāk jā// Somewhat agree (58)
3. Grūti pateikt// Undecided (14)
4. Drīzāk nē// Somewhat disagree (19)
5. Nē// Disagree (8)



3. Vai darbs mēdz traucēt privātajai dzīvei?// Does your job tend to disrupt your private life?

1. Jā//Agree (24)
2. Drīzāk jā// Somewhat agree (37)
3. Grūti pateikt// Undecided (16)
4. Drīzāk nē// Somewhat disagree (38)

5. Nē// Disagree (23)



4. Vai privātā dzīve mēdz traucēt darba pienākumiem? // Does your private life tend to disrupt your job responsibilities?

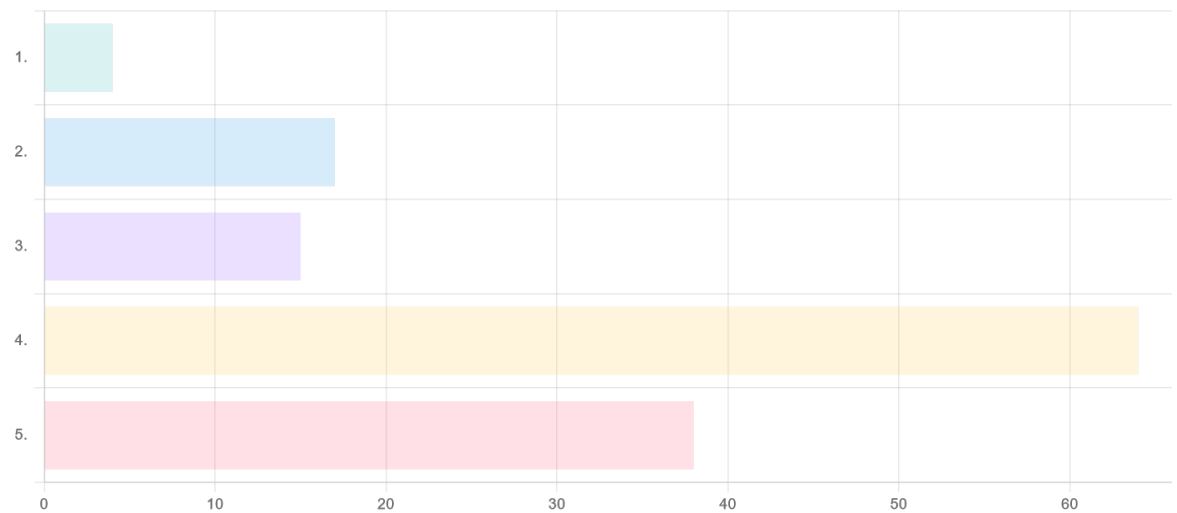
1. Jā//Agree (4)

2. Drīzāk jā// Somewhat agree (17)

3. Grūti pateikt// Undecided (15)

4. Drīzāk nē// Somewhat disagree (64)

5. Nē// Disagree (38)



5. Vai esat izjutis diskrimināciju darbā (pēc dzimuma, vecuma, personīgas attieksmes)? // Have you experienced discrimination at work (by gender, age, or personal attitude)?

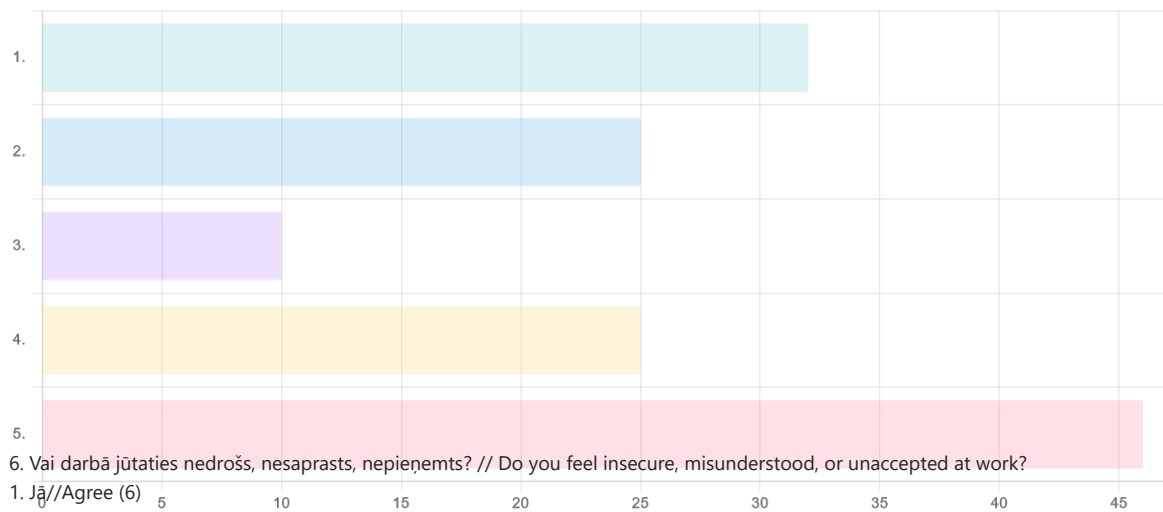
1. Jā//Agree (32)

2. Drīzāk jā// Somewhat agree (25)

3. Grūti pateikt// Undecided (10)

4. Drīzāk nē// Somewhat disagree (25)

5. Nē// Disagree (46)

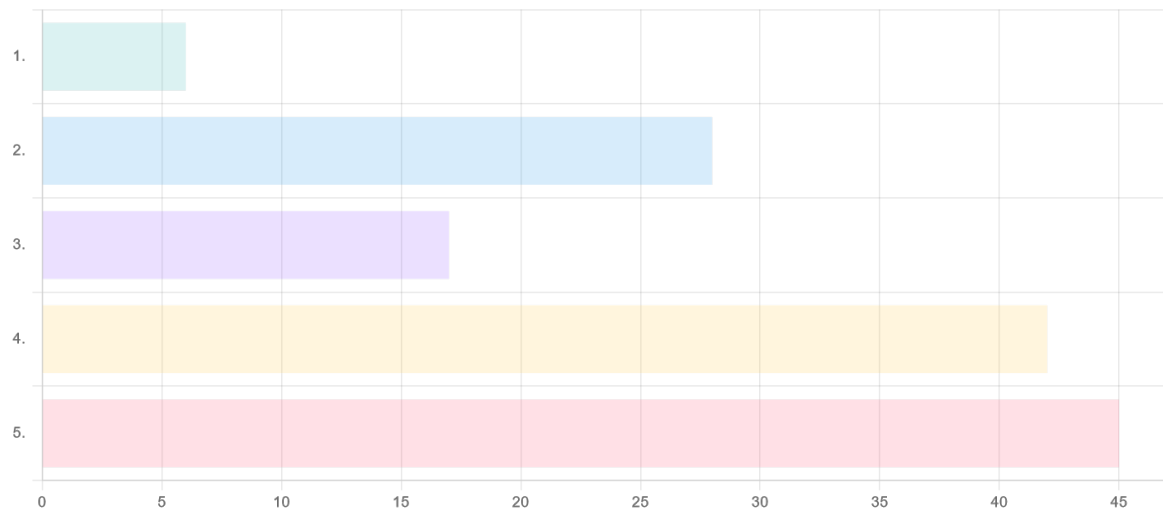


2. Drīzāk jā// Somewhat agree (28)

3. Grūti pateikt// Undecided (17)

4. Drīzāk nē// Somewhat disagree (42)

5. Nē// Disagree (45)



7. Vai jūtaties komfortabli savā kolektīvā? // Do you feel comfortable among your colleagues?

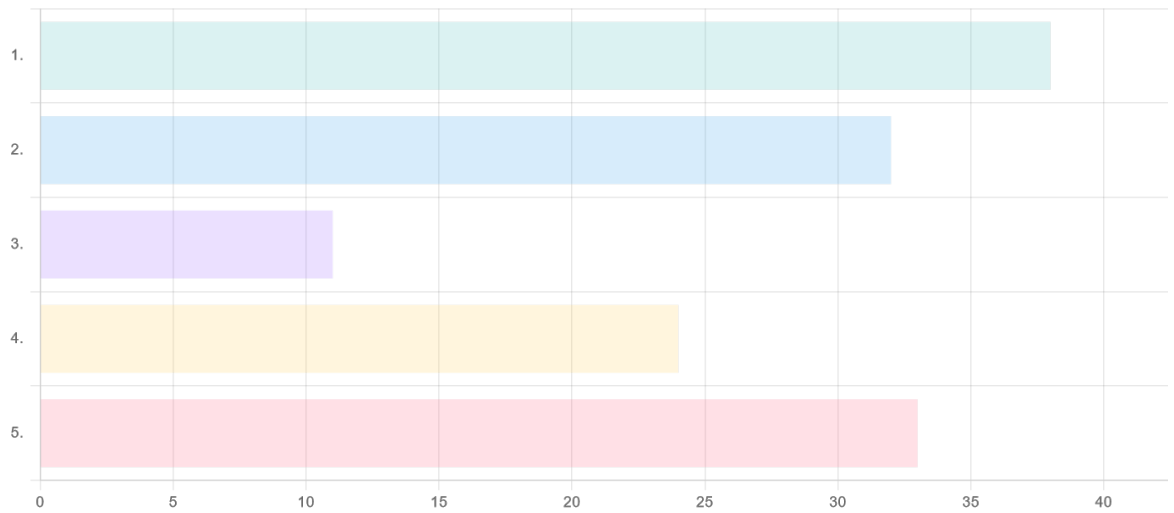
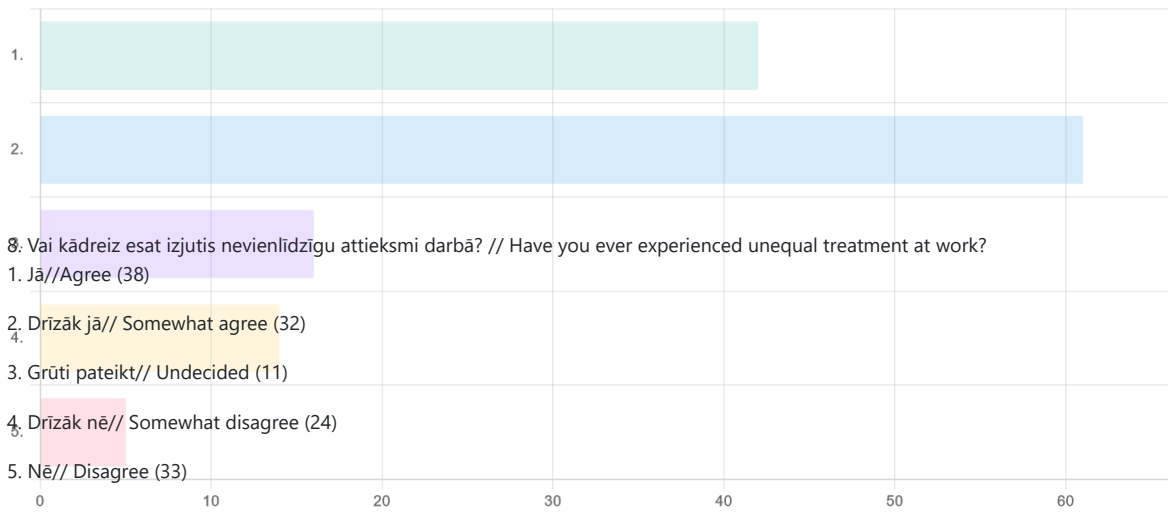
1. Jā//Agree (42)

2. Drīzāk jā// Somewhat agree (61)

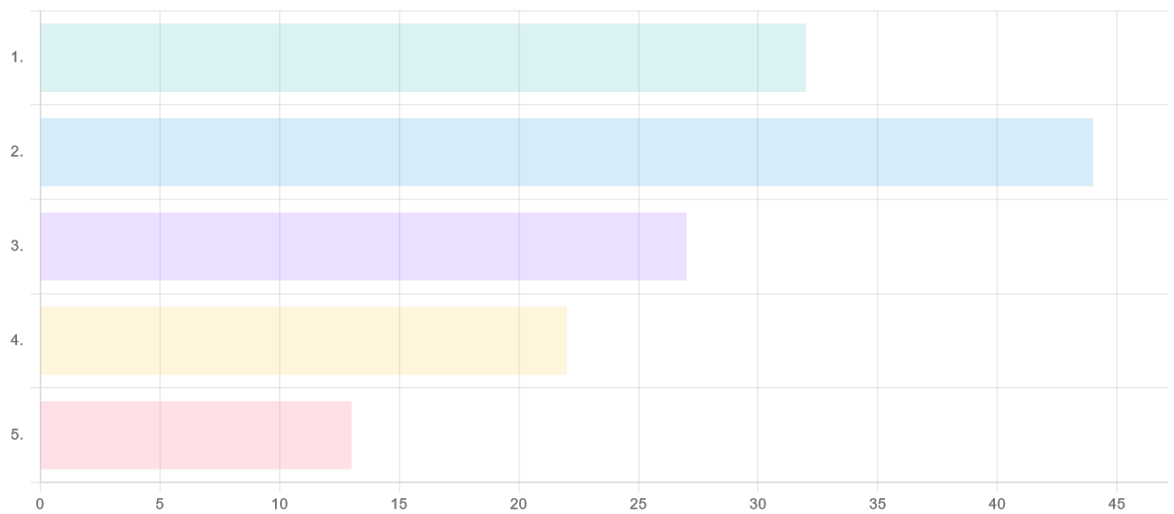
3. Grūti pateikt// Undecided (16)

4. Drīzāk nē// Somewhat disagree (14)

5. Nē// Disagree (5)

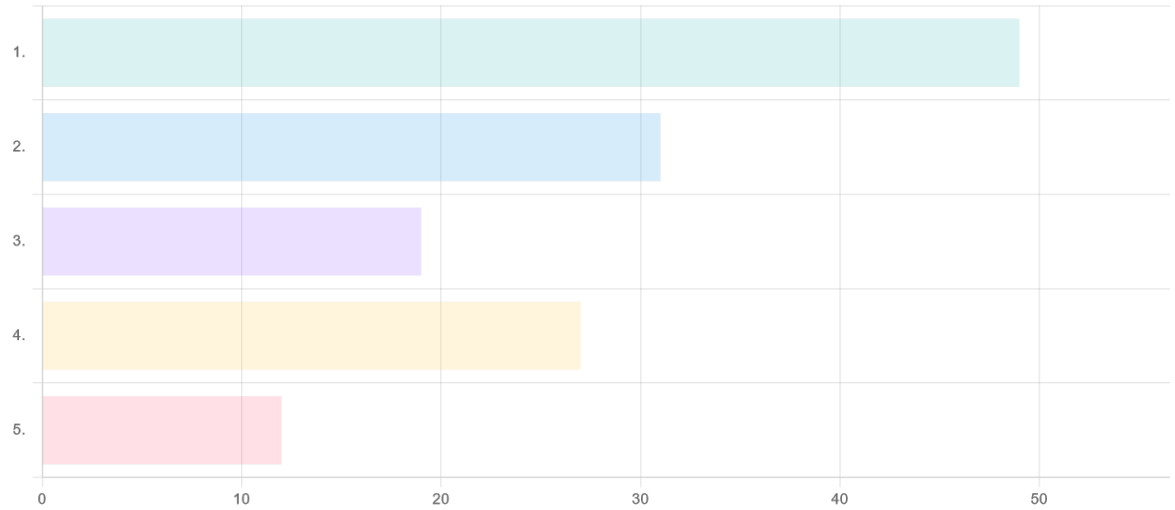


9. Vai jūtaties novērtēts darbā? // Do you feel appreciated at work?
- 1. Jā// Agree (32)
 - 2. Drīzāk jā// Somewhat agree (44)
 - 3. Grūti pateikt// Undecided (27)
 - 4. Drīzāk nē// Somewhat disagree (22)
 - 5. Nē// Disagree (13)



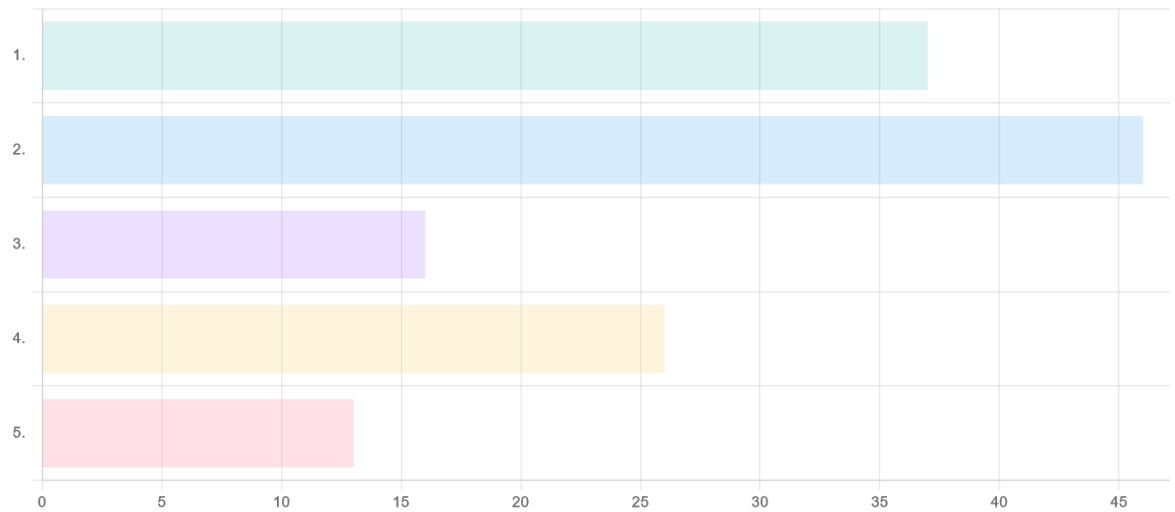
10. Vai esat saņēmis novērtējumu, iedrošinājumu, atbalstu no sava tiešā vadītāja? // Have you received evaluation, encouragement, and support from your direct supervisor?

1. Jā//Agree (49)
2. Drīzāk jā// Somewhat agree (31)
3. Grūti pateikt// Undecided (19)
4. Drīzāk nē// Somewhat disagree (27)
5. Nē// Disagree (12)



11. Vai jūtaties motivēts darbā? // Do you feel motivated at work?

1. Jā//Agree (37)
2. Drīzāk jā// Somewhat agree (46)
3. Grūti pateikt// Undecided (16)
4. Drīzāk nē// Somewhat disagree (26)
5. Nē// Disagree (13)

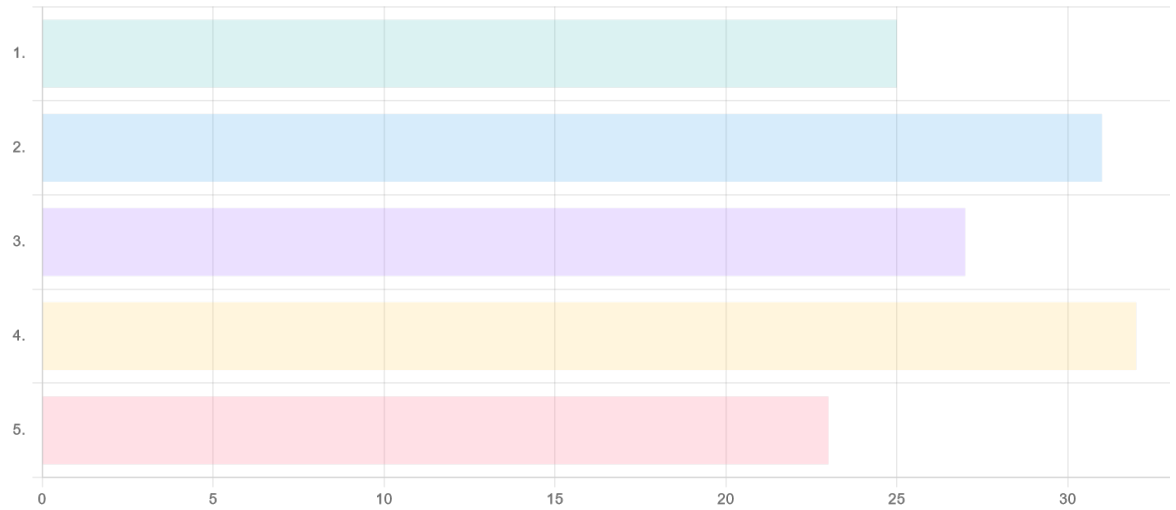


12. Vai saskatāt izaugsmes iespējas darbā? // Do you see opportunities for career development at work?

1. Jā//Agree (25)
2. Drīzāk jā// Somewhat agree (31)
3. Grūti pateikt// Undecided (27)

4. Drīzāk nē// Somewhat disagree (32)

5. Nē// Disagree (23)



13. Vai esat apmierināts ar darba vidi? // Are you satisfied with the work environment?

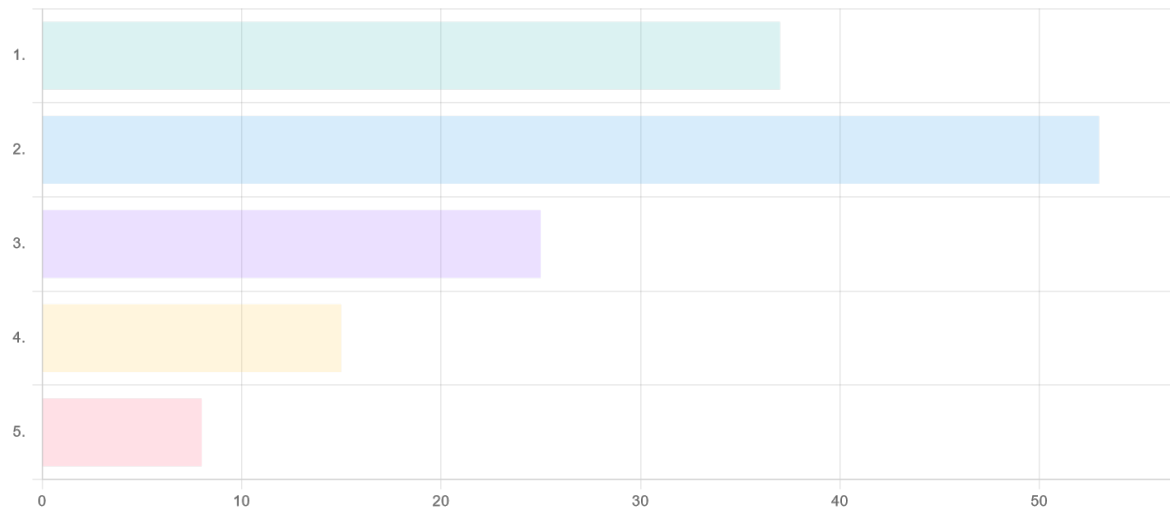
1. Jā//Agree (37)

2. Drīzāk jā// Somewhat agree (53)

3. Grūti pateikt// Undecided (25)

4. Drīzāk nē// Somewhat disagree (15)

5. Nē// Disagree (8)



14. Vai esat apmierināts ar darba apstākļiem? // Are you satisfied with the working conditions?

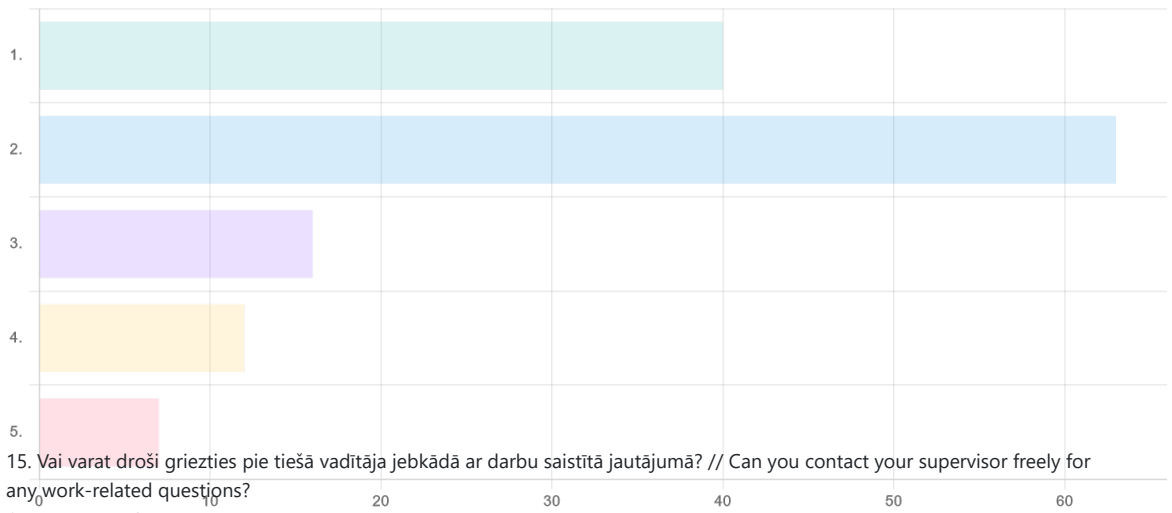
1. Jā//Agree (40)

2. Drīzāk jā// Somewhat agree (63)

3. Grūti pateikt// Undecided (16)

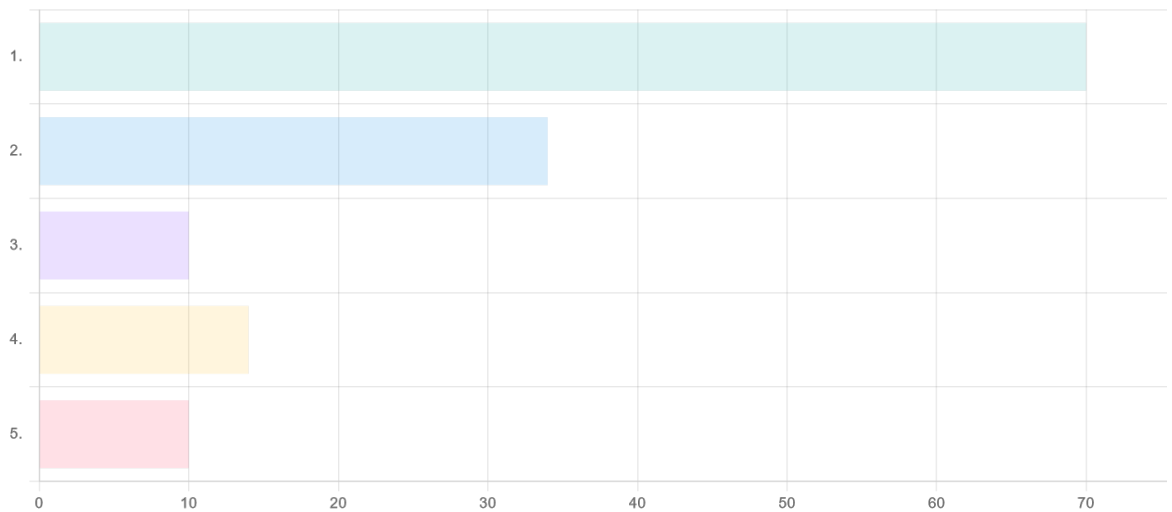
4. Drīzāk nē// Somewhat disagree (12)

5. Nē// Disagree (7)



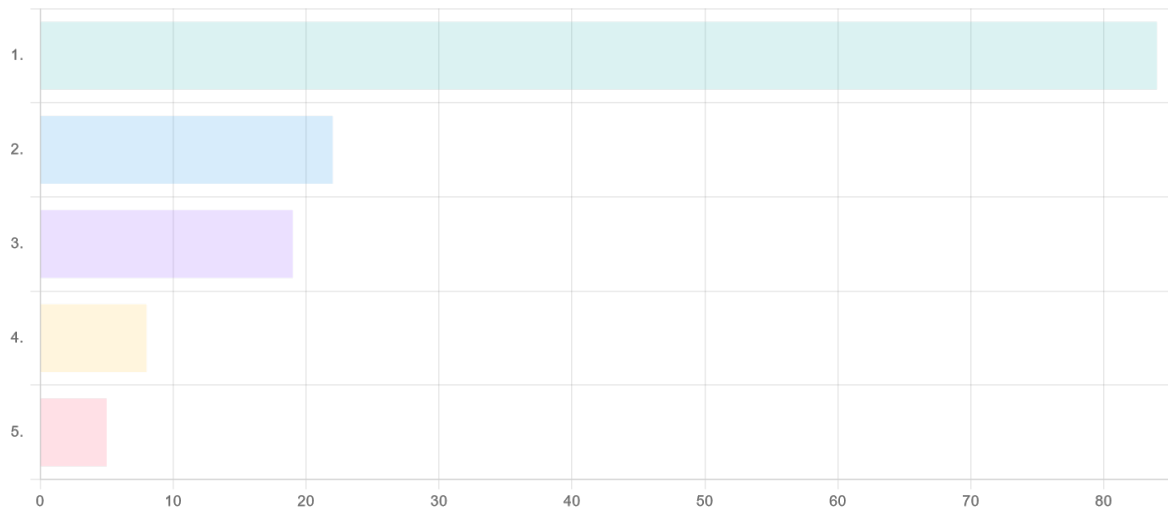
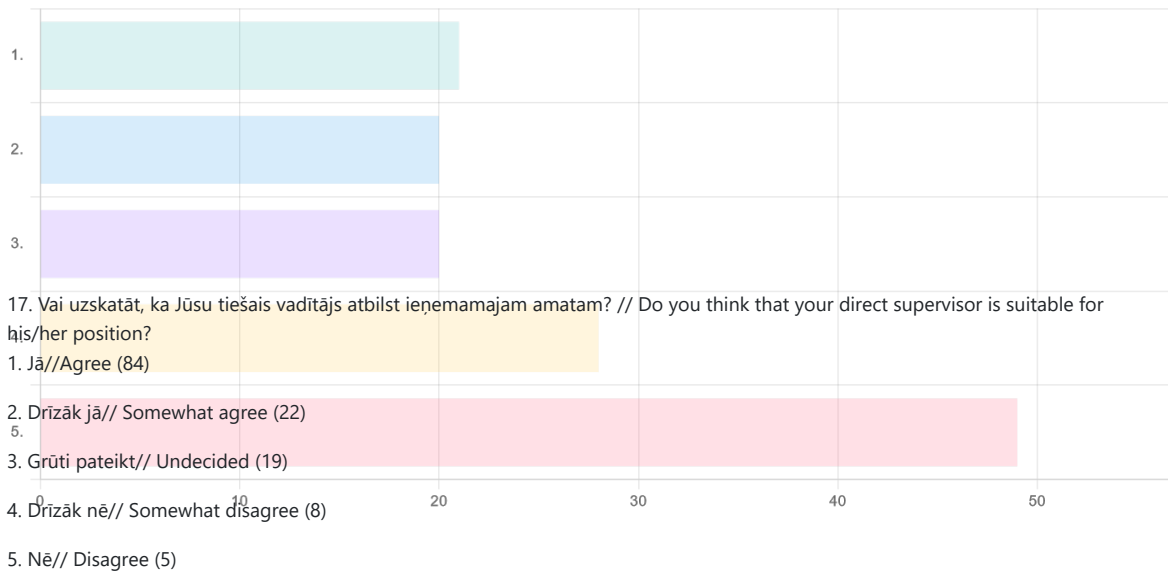
15. Vai varat droši griezties pie tiešā vadītāja jebkādā ar darbu saistītā jautājumā? // Can you contact your supervisor freely for any work-related questions?

1. Jā//Agree (70)
2. Drīzāk jā// Somewhat agree (34)
3. Grūti pateikt// Undecided (10)
4. Drīzāk nē// Somewhat disagree (14)
5. Nē// Disagree (10)

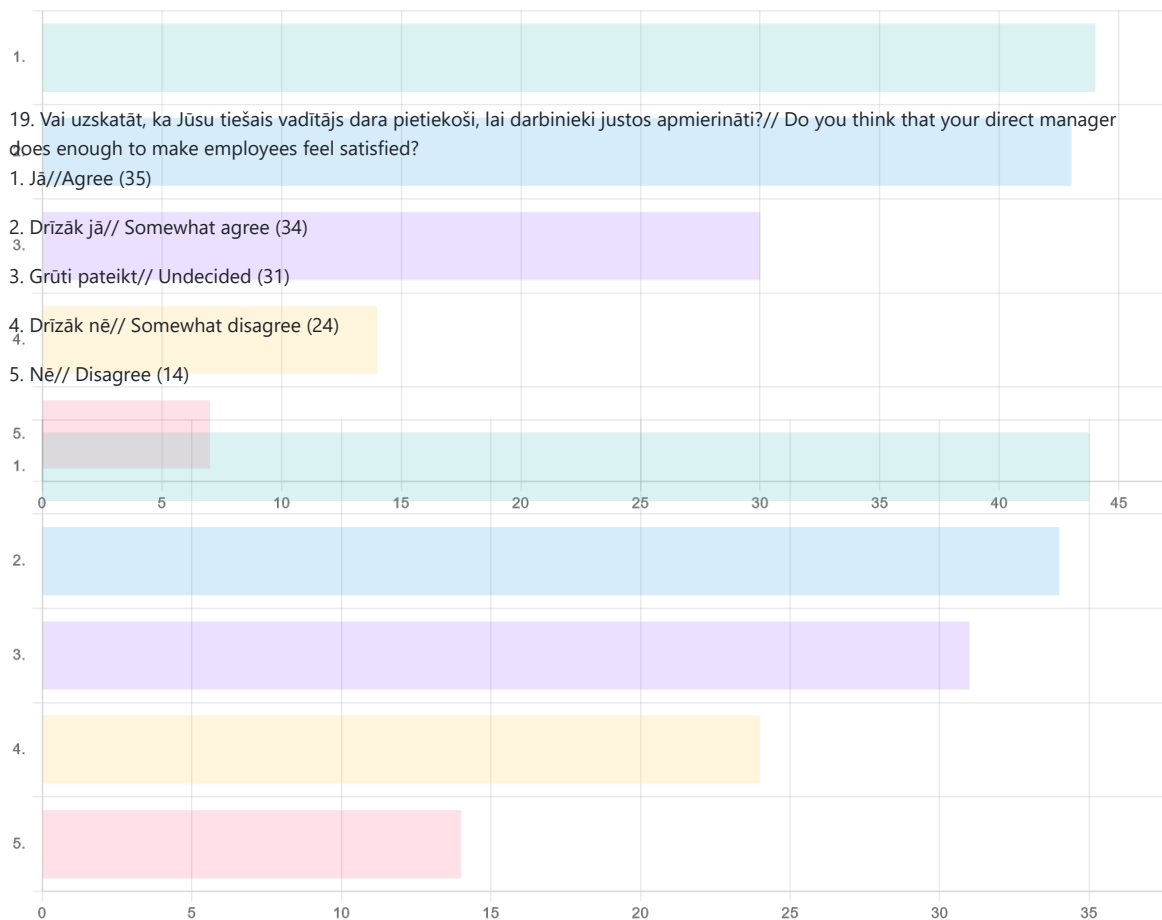


16. Vai esat informēts, kur griezties pēc palīdzības konfliktsituācijas gadījumā? // Are you informed where you can turn for help in case of conflict situations at work?

1. Jā//Agree (21)
2. Drīzāk jā// Somewhat agree (20)
3. Grūti pateikt// Undecided (20)
4. Drīzāk nē// Somewhat disagree (28)
5. Nē// Disagree (49)

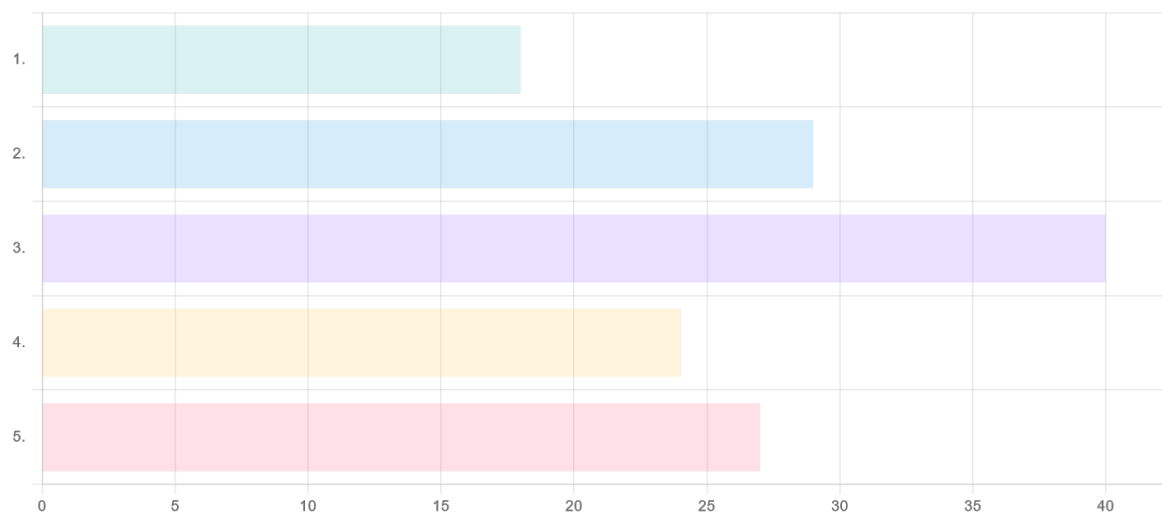


18. Vai ieteiktu OSI kā darba vietu arī citiem? // Would you recommend LIOS as a workplace to others?
- 1. Jā//Agree (44)
 - 2. Drīzāk jā// Somewhat agree (43)
 - 3. Grūti pateikt// Undecided (30)
 - 4. Drīzāk nē// Somewhat disagree (14)
 - 5. Nē// Disagree (7)



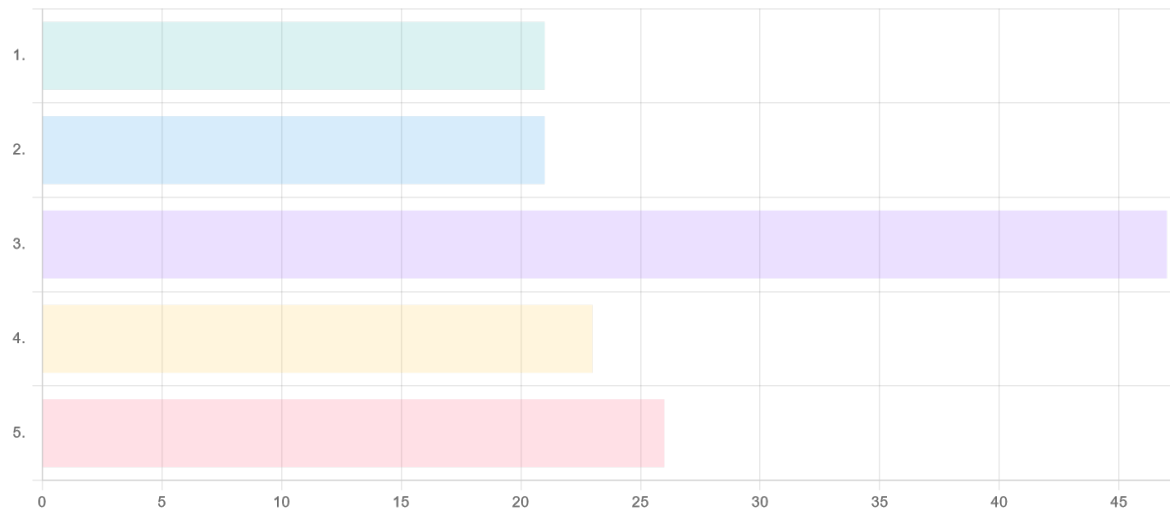
20. Vai Jūs vēlētos mentoru** sistēmu darbā vidē? (Mentora** mērķis ir palīdzēt jaunajam darbiniekam ātri apgūt organizācijas kultūras un sociālās normas, kā arī sniedz atbalstu darba pienākumu veikšanā un karjeras attīstībā. // Would you appreciate a mentor** system at work? (The purpose of the mentor** is to help the new employee quickly learn the cultural and social norms of the organization. The mentor also helps the permanent natural person to develop in their current position and become ready for new jobs and career opportunities).

1. Jā// Agree (18)
2. Drīzāk jā// Somewhat agree (29)
3. Grūti pateikt// Undecided (40)
4. Drīzāk nē// Somewhat disagree (24)
5. Nē// Disagree (27)



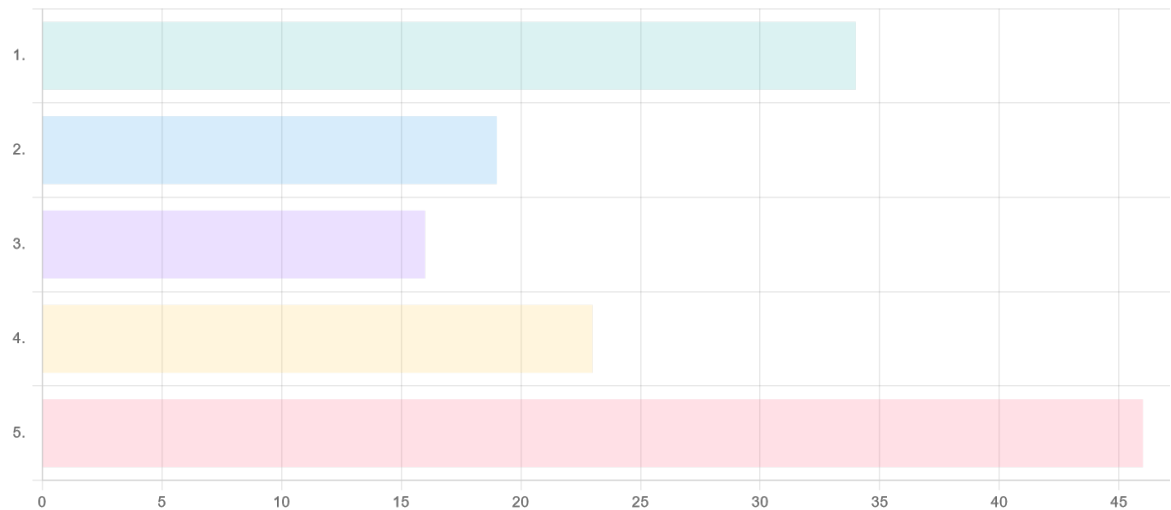
21. Vai Jūs uzskatāt, ka OSI ir nepieciešami mediatora** pakalpojumi strīdu risināšanai? (Mediators** ir profesionāls strīdu vidutājs, kurš vada sarunu procesu, palīdzot pusēm atrast saskares punktus un vienoties būtiskos jautājumos). // Would you appreciate the services of a mediator** for resolving work-related disputes? (A mediator** is a professional who guides the dispute resolution process, helping the parties find common ground and agree on important issues).

1. Jā// Agree (21)
2. Drīzāk jā// Somewhat agree (21)
3. Grūti pateikt// Undecided (47)
4. Drīzāk nē// Somewhat disagree (23)
5. Nē// Disagree (26)



22. Vai esat bijis kāda kolēģa "mobinga" aculiecinieks? // Have you witnessed the "mobbing" of a colleague?

1. Jā// Agree (34)
2. Drīzāk jā// Somewhat agree (19)
3. Grūti pateikt// Undecided (16)
4. Drīzāk nē// Somewhat disagree (23)
5. Nē// Disagree (46)



23. Vai esat informēts par trauksmes celšanas opciju OSI? // Are you aware of the whistleblowing option at the LIOS?

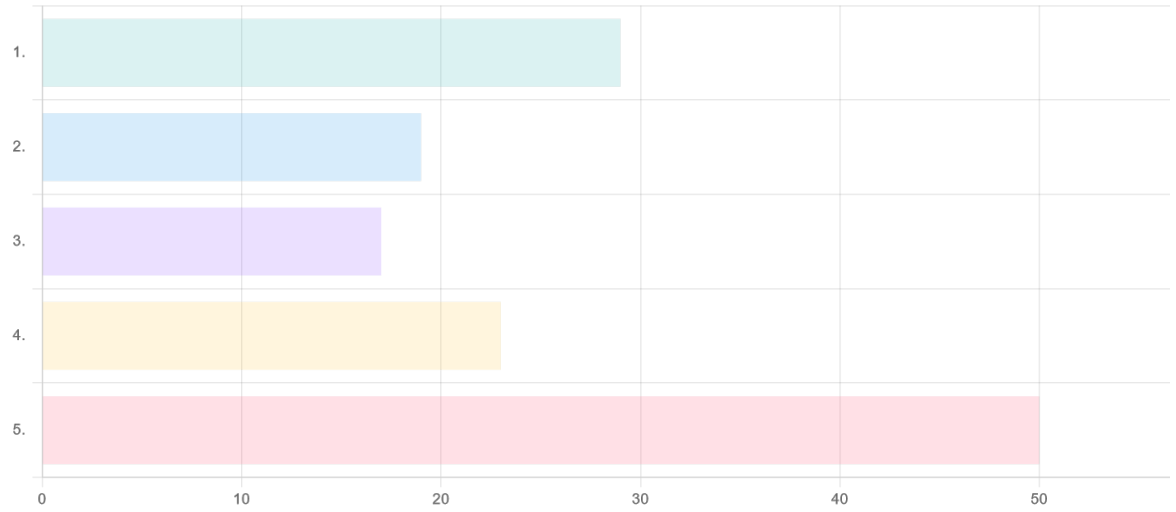
1. Jā// Agree (29)

2. Drīzāk jā// Somewhat agree (19)

3. Grūti pateikt// Undecided (17)

4. Drīzāk nē// Somewhat disagree (23)

5. Nē// Disagree (50)



24. Vai Jums interesētu bērnu pieskatīšanas iespēja darba vietā – speciāli izveidota telpa ar aukli? // Would you be interested in the possibility of childcare at the workplace - a specially created room with a babysitter?

1. Jā// Agree (22)

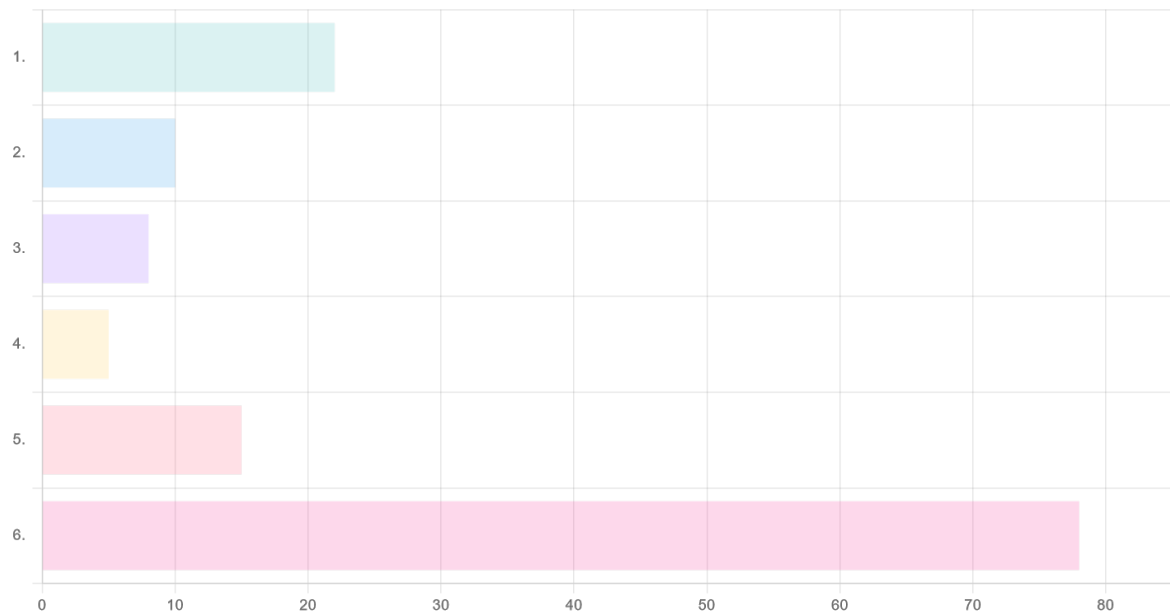
2. Drīzāk jā// Somewhat agree (10)

3. Grūti pateikt// Undecided (8)

4. Drīzāk nē// Somewhat disagree (5)

5. Nē// Disagree (15)

6. Nav aktuāli// Not Applicable (78)

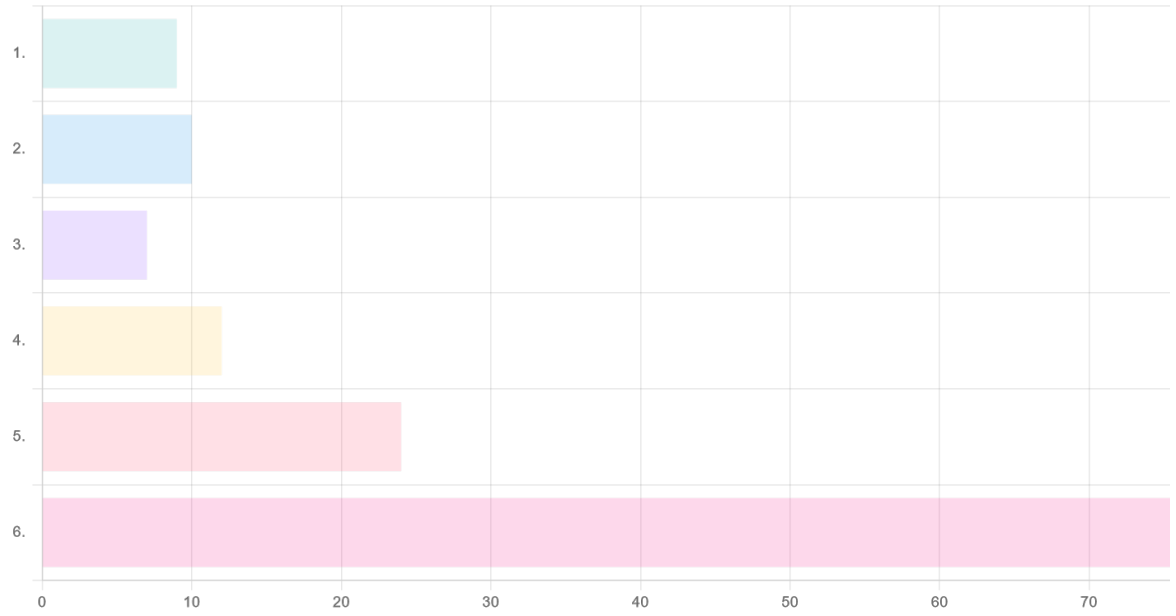


25. Vai Jūs piekristu segt aukles algas izmaksas? // Would you agree to cover the costs of the babysitter salary?

1. Jā// Agree (9)

2. Drīzāk jā// Somewhat agree (10)

- 3. Grūti pateikt// Undecided (7)
- 4. Drīzāk nē// Somewhat disagree (12)
- 5. Nē// Disagree (24)
- 6. Nav aktuāli// Not Applicable (76)



Refresh