



Approved by the Director of Latvian Institute of Organic Synthesis

  
\_\_\_\_\_/Dace Kārkle/

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# Latvian Institute of Organic Synthesis

## Action plan for gender equality, 2025/2026

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## 1. Introduction

For the first time the Latvian Institute of Organic Synthesis (hereinafter – LIOS) adopted the Action plan for gender equality (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 2025/2026.

According to the 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 society<sup>1</sup>.”

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 above-mentioned challenges.

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<sup>1</sup> 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 Plans<sup>2</sup> 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 Feb 10. 2022 for the time period of year 2022. This is amended document for the period of 2025/2026, which rests on trend and baseline data analysis of 2024 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 committed a set of resources for

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<sup>2</sup> 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>

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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; 2022; 2023 and 2024:

- 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

Because of LIOS employees' number is around 250 certain data are not statistically significant for instance the count of defended thesis as well as the gender-based comparison of the innovators, mentioned in the PCTs. Nevertheless, the data are collected to have a full set of indicators.

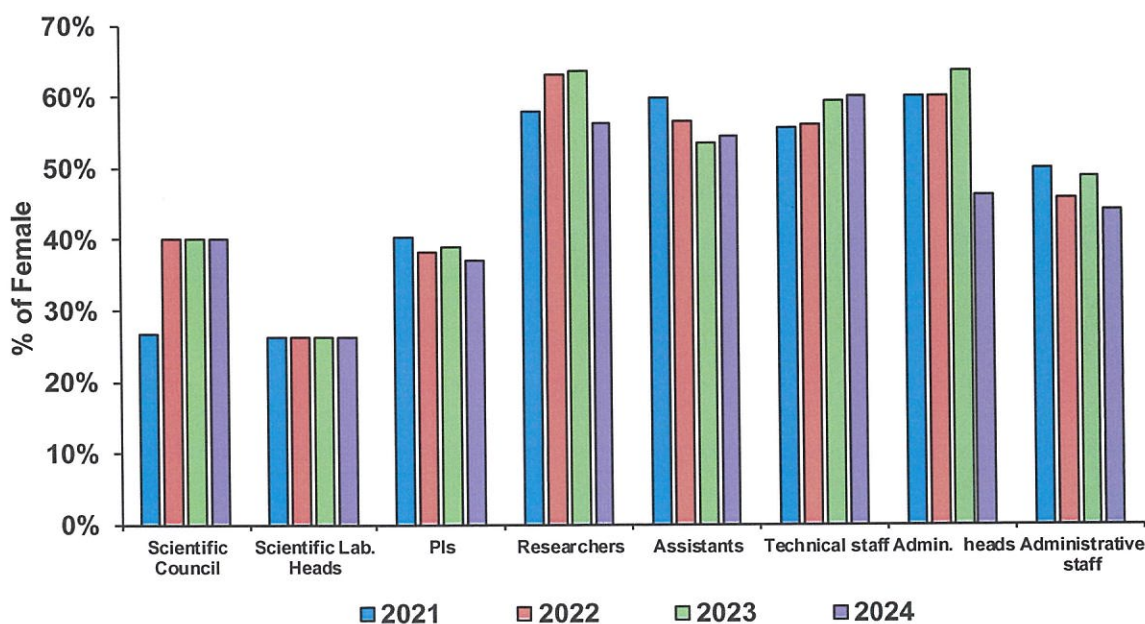
Year 2021 was chosen as a baseline year for the analysis and the data of 2024 is compared to that baseline to follow the trends. The results and conclusions of the data audit is provided in the next section of the GEP. The same data set will be analyzed on an annual basis to

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 2025/2026 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 2024 vs. 2021 are presented below in Figure1.



**Figure 1.** % of female by sex/gender at all levels, disciplines and function, 2024 vs 2021

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 have increased from 27% in 2021 to 40% in 2022 till 2024. And this number has not changed in the last three years, as the LIOS Scientific Council is re-elected every four years. The GEP of 2024 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 2021<sup>3</sup>.

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 prevailed and constituted 60% till 2023 year. But in 2024, the situation changed in the administrative management due to a change in personality.

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

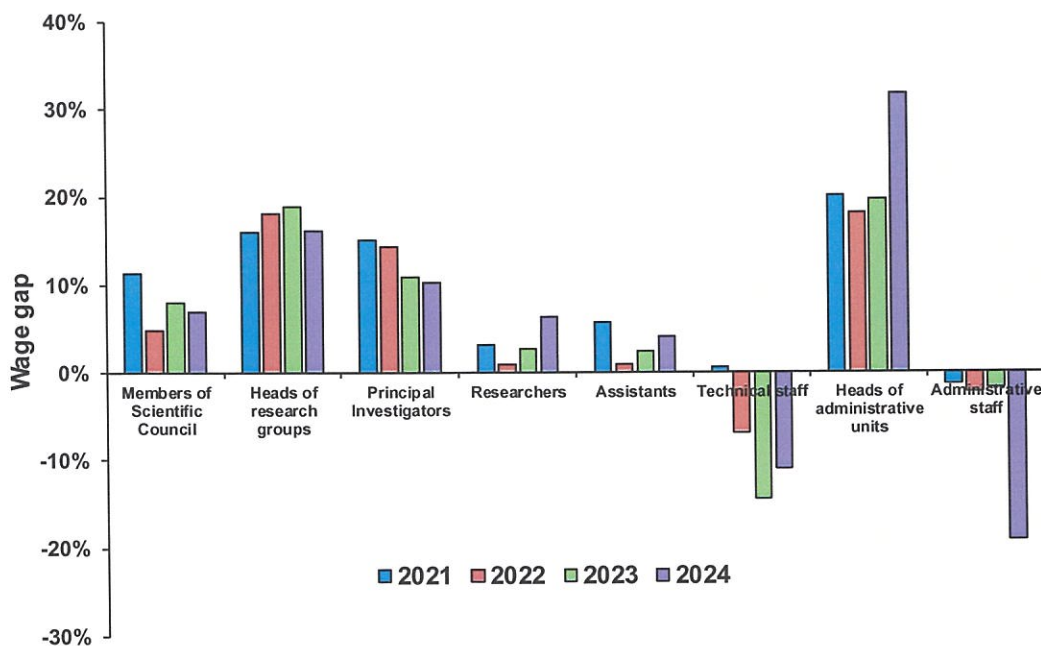
$$(hourly\ rate\ for\ men - hourly\ rate\ for\ women) / hourly\ rate\ for\ men$$

So, it essentially represents the missing fraction for women's hourly rate to reach the rate paid to men. The LIOS data for year 2024 vs. 2021 are summarized in Figure 2 below.

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

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**Figure 2.** Wage gap, %, 2024 vs. 2021

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 2024 compared to 2021 for LIOS Scientific Council, Principal investigator, Assistants, Technical staff and Administrative staff. The biggest wage gap is in the Administrative staff, due to a change of Director, currently a lady. However, the trend is negative for the group of Researcher (wage gap has increased from 3% in 2021 to 6% in 2024) and Heads of administrative units (wage gap has increased from 20% in 2021 to 32% in 2024). These changes are due to personnel changes

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%<sup>4</sup>. This disparity has to be dismantled not

<sup>4</sup> [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%2024.1%20%25%20in%20Latvia.](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%2024.1%20%25%20in%20Latvia.)

only from the perspective of general equality, fairness and inclusiveness, but as pointed out by EC, accumulated lifetime gender employment and pay gaps result in an even wider pension gap and consequently older women are more at risk of poverty than men<sup>5</sup>.

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

During 2024 six women applied for and used parental leave (compared to four in 2021), whereas no parental absence was applied for by men from 2021 till 2024. (Figure 3). 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 leave<sup>6</sup>.

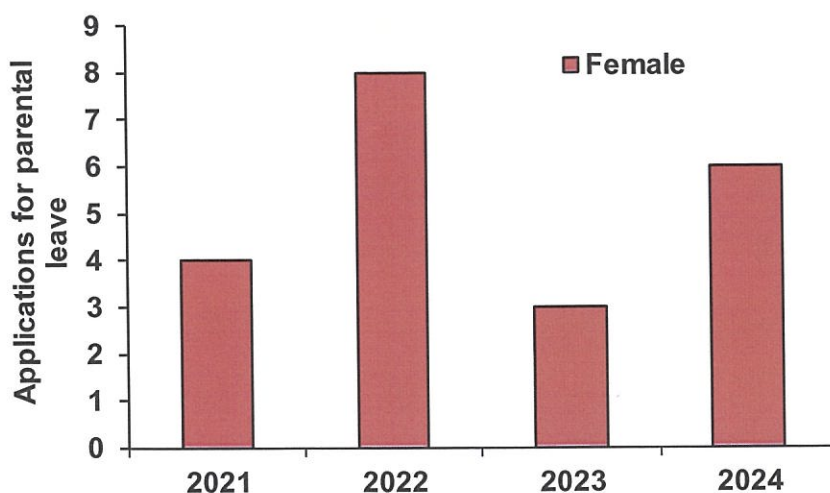


Figure 3. Number of staff by gender applying for/taking parental leave, 2024 vs. 2021

### 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

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

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

of women being precluding from successful participation in competition-based research funding system.

As can be seen in Table 1, applications submitted by women constitute 39% in 2024 and 30% in 2021 of the total application pools showing little improvement. 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.

**Table 1.** Share of men and women in successful grant applications (in monetary and numerical terms), 2024 vs. 2021

	2021		2022		2023		2024	
	# of applications	EUR	# of applications	EUR	# of applications	EUR	# of applications	EUR
Female	6	1 035 785	7	3 590 556	3	795 700	18	4 623 961
Male	14	5 950 226	22	23 702 600	7	1 431 344	28	5 778 132
% of females	30%	15%	24%	13%	30%	36%	39%	44%

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 from 2021 till 2024 is not very large, the numbers (see Table 2) suggest that female employees prevail in the Inventors pool of LIOS in 2021 and the share of female inventors decreases to ~39% in 2024. Although there was only one patent in 2024.

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 2015-2018<sup>7</sup>.

**Table 2.** Share of men and women in patent authors (Innovators), 2024 vs. 2021

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

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# of Authors	2021	2022	2023	2024
Female	5	5	15	1
Male	4	12	19	5
% of females	56%	29%	44%	17%

### 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 2024 out of 42 papers published by LIOS (where LIOS employees holds the position of corresponding author) roughly 14% were produced by women (see Table 3). It stems from the fact that there are fewer women principal investigators than men. Although fewer publications are published in 2024, this could be explained by the fact that they are published in higher impact factor journals.

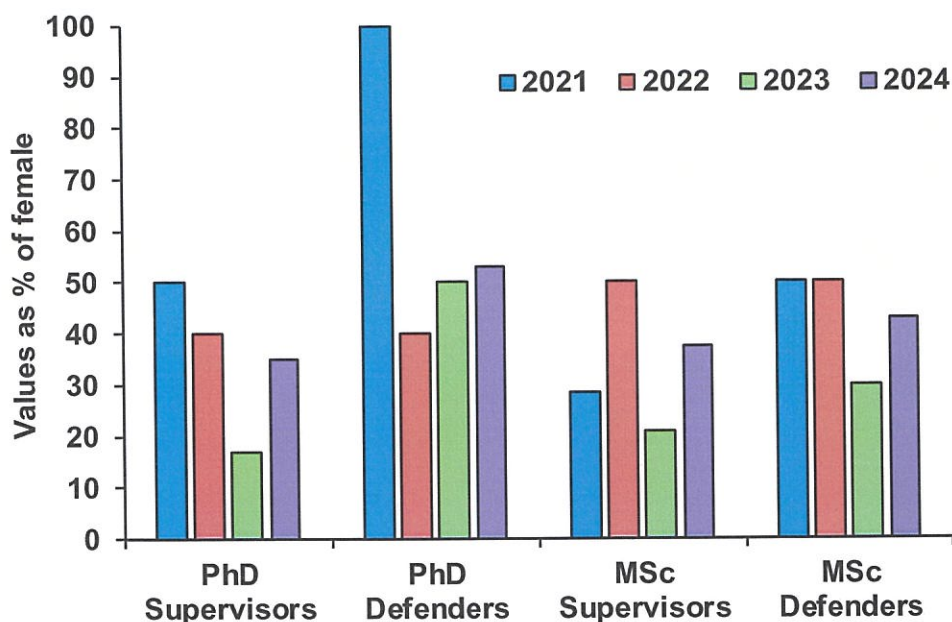
**Table 3.** Share of men and women among LIOS Corresponding authors, from 2021 till 2024

# of Cor. Authors	2021	2022	2023	2024
Female	12	11	17	6
Male	44	38	61	36
% of female	21%	22%	22%	14%

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 1/3<sup>rd</sup> 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 4 below suggests that overall, no substantial gender deviations can be observed among supervisors and defenders of MSc thesis for LIOS, except that in 2023 and 2024 relative to 2021 male slightly prevail as MSc defenders but gender balance has been reached PhD defenders.



**Figure 4** Share of men and women among LIOS defenders and supervisors of PhD and MSc thesis, 2021 vs. 2024

## 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 June 2024. The survey consisted of the following 25 questions:

1. Domājot par savu darbu OSI pēdējā gada laikā, cik apmierināts/-a esat ar sava darba rezultātiem?/ Thinking about your work at LIOS over the past year, how satisfied are you with your work results?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (apmierināts)/ (satisfied)	5 (ļoti apmierināts)/ (very satisfied)
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Ja vēlaties, paskaidrojiet savu atbildi! (vieta atbildei)/  
If you want, please explain your answer! (place for the answer)

2. Domājot par savu darbu OSI pēdējā gada laikā cik apmierināts/-a esat ar: /

Thinking about your work at LIOS over the past year, how satisfied are you with:

	1 (nemaz)/ (not at all)	2 (gandrīz nemaz) / (almost not at all)	3 (gan jā, gan nē)/(both yes and no)	4(apmierināts)/ (satisfied)	5 (ļoti apmierināts) /(very satisfied)
Savas karjeras attīstības iespējām?/ Your career development opportunities?					
Profesionālās attīstības iespējām?/ Professional development opportunities?					
OSI valdošajām vērtībām (kultūru)?/ The prevailing values (culture) of OSI?					
Savām attiecībām ar tiešo (?) vadītāju?/ Your relationship with your direct supervisor?					

3. Cik lielā mērā Jūs vēlaties veidot savu profesionālo karjeru OSI?/ To what extent do you want to build your professional career at OSI?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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4. Cik svarīga Jums ir zinātniskā karjera?/ How important is a scientific career to you?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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5. Cik svarīga Jums ir vadītāja karjera?/ How important is a managerial career to you?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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6. Cik svarīga Jums ir profesionālā pilnveidošanās?/ How important is professional development to you?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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7. Cik lielā mērā sekojošie apgalvojumi raksturo OSI organizācijas kultūru?/ To what extent do the following statements characterize the culture of the LIOS organization?

	1 (nemaz)/ (not at all)	2 (gandrīz nemaz) /	3 (gan jā, gan nē) /	4(diezgan lielā mērā) / (to a	5 (pilnā mērā) / (to the fullest extent)
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		(almost not at all)	(both yes and no)	considerable extent)	
OSI tiek pārvaldīts efektīvi/LIOS is effectively managed					
OSI ir viegli publiski izteikt savu viedokli un idejas/LIOS makes it easy to publicly express opinions and ideas					
Manas personīgās vērtības sakrīt ar OSI vērtībām/ My personal values align with LIOS values					
Komunikācijas stils OSI ir atklāts un caurspīdīgs/ LIOS communication style is open and transparent					
OSI atbalsta veselīgu darba un privātās dzīves līdzsvaru/ LIOS supports a healthy work-life balance					
OSI ir iekļaujoša organizācija attiecībā uz dažādību (piemēram, dzimumu, vecumu utt.)/ LIOS is an inclusive organization regarding diversity (such as gender, age, etc.)					

8. Cik liela mērā Jūsu darba un privātā dzīve ir līdzsvarā?/ How balanced is your work and personal life?

1 (darbs lielā mērā dominē)/ (work largely dominates)	2 (darbs ir nelielā pārsvarā)/ (work slightly dominates)	3 (darba un privātā dzīve ir līdzsvarā)/ (work and personal life are balanced)	4 (privātā dzīve ir nelielā pārsvarā)/ (personal life slightly dominates)	5 (privātā dzīve lielā mērā dominē)/ (personal life largely dominates)
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9. Cik lielā mērā Jūsu tiešajam vadītājam piemīt sekojošās prasmes?/ To what extent does your direct manager possess the following skills?

	1 (nemaz)/ (not at all)	2 (gandrīz nemaz) / (almost not at all)	3 (gan jā, gan nē) / (both yes and no)	4(diezgan lielā mērā) / (to a considerable extent)	5 (pilnā mērā) / (to the fullest extent)
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Plānot (pieņemt lēmumus, noteikt mērķus)/ Plan (make decisions, set goals)					
Sniegt atgriezenisko saiti/ Provide feedback					
Deleģēt uzdevumus citiem/ Delegate tasks to others					
Pārliecināt/ Persuade					
Sekot līdzi darba izpildes procesam/ Monitor the execution of work					
Risināt konfliktus/ Resolve conflicts					
Pašregulācija (prasme tikt galā ar emocijām)/Self-regulation (ability to manage emotions)					
Empātija (domāt no otra cilvēka skatu punkta)/ Empathy (think from another person's perspective)					

10. Cik svarīgi Jums ir, ka OSI būtu pieejami konfliktu mediācijas pakalpojumi?/ How important is it to you that LIOS has access to conflict mediation services?

1 (nemaz nav svarīgi)/ (not important at all)	2 (ne pārāk svarīgi)/ (not very important)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan svarīgi)/ (quite important)	5 (ļoti svarīgi)/ (very important)
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11. Cik lielā mērā Jūs ievērojat darba aizsardzības noteikumus?/ To what extent do you observe workplace safety regulations?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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12. Cik lielā mērā Jūsu kolēģi ievēro darba aizsardzības noteikumus?/ To what extent do your colleagues observe workplace safety regulations?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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13. Cik lielā

mērā HOP sistēmā atrodamās darba aizsardzības instrukcijas Jums palīdz ievērot darba aizsardzības noteikumus?/ To what extent do the workplace safety instructions found in the HOP system help you adhere to workplace safety regulations?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 ( diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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14. Cik lielā mērā OSI administrācija seko drošu darba metožu ievērošanai?/ To what extent does the LIOS administration follow the adherence to safe work practices?

1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 ( diezgan lielā mērā)/ (to a considerable extent)	5 (lielā mērā)/ (to a large extent)
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15. Vai Jums ir kam vaicāt padomu drošu darba metožu izvēlei?/ Do you have someone to ask for advice on choosing safe work methods?

Jā/Yes    Nē/No

16. Cik bieži pēdējā gada laikā darbā OSI esat piedzīvojis sekojošas situācijas?/ How often have you experienced the following situations at OSI over the past year?

	1 (nekad)/ (never)	2 (reti) (rarely)	3 (dažas reizes) (few times)	4 (bieži) (often)	5 (ļoti bieži) (regularly)
Grūtības koncentrēties vai pieņemt lēmumus/ Difficulty concentrating or making decisions					
Kļūstat viegli aizkaitināms pret citiem/ Becoming easily irritated with others					
Jūtaties neapmierināts vai vīlies ar savu darbu vai citiem pienākumiem/ Feeling dissatisfied or disappointed with your work or other responsibilities					
Esat kritisks vai cinisks pret savu darbu vai citiem pienākumiem/ Being critical or cynical about your work or other responsibilities					

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Jums ir miega traucējumi vai nejutaties atpūties/ Having sleep disturbances or not feeling rested					
Nevēlaties doties uz darbu vai atgriezties no atvaļinājuma/ Reluctance to go to work or return from vacation					
Jūtaties izolēts vai Neatbalstīts savos darba pienākumos/ Feeling isolated or unsupported in your work duties					

17. Vai pēdējā gada laikā darbā OSI Jūs esat bijis/-usi situācijā, kurā:/ In the past year at work in LIOS, have you been in a situation where:

	Jā/yes	Nē/no
Pret Jums ir bijusi nekoļēģiāla attieksme/ You have experienced uncollegial behavior		
Esat publiski pazemots/-a/ You have been publicly humiliated		
No vadītāja(u) puses pret Jums ir vērstos bosings (bosingu raksturo: publiska pazemošana, nepamatotas prasības, informācijas slēpšana, ignorēšana un izolēšana, negodīga kritika, draudoša uzvedība, darba sabotāžas, privātās dzīves aizskaršana, nevienlīdzīga attieksme, ekonomiska rakstura negodīgums)/ You have been subjected to bossing by your manager(s) (bossing is characterized by public humiliation, unreasonable demands, information withholding, ignoring and isolating, unfair criticism, threatening behavior, work sabotage, invasion of privacy, unequal treatment, economic dishonesty)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		
Pret Jums ir bijis vērstos mobings (mobingu raksturo sociālā izolēšana, baumu un tenku izplatīšana, verbāla vardarbība, iebiedēšana un draudi, pastāvīga darbinieka darbību uzraudzība, lai radītu stresu un trauksmi, profesionālo attiecību graušana)/ You have been subjected to mobbing (mobbing is characterized by social isolation, spreading rumors and gossip, verbal abuse, intimidation and threats, constant monitoring of the employee's actions to create stress and anxiety, undermining professional relationships)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		
Pret Jums ir bijusi vērstā seksuāli aizskaroša uzvedība (joki, mājieni, fiziski nepieņemama uzvedība)/ You have been subjected to sexually offensive behavior (jokes, innuendos, physically inappropriate behavior)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		

laikā darbā OSI Jūs esat bijis/-usi situācijā, kurā:/ In the past year at work in LIOS, have you been in a situation where:

	Jā/ yes	Nē/no
Pret kādu kolēģi ir bijusi nekoleģiāla attieksme/ An uncollegial attitude has been shown towards a colleague		
Kāds kolēģis/-e ir publiski pazemots/-a/ A colleague has been publicly humiliated		
No vadītāja(u) puses pret kādu kolēģi ir vērstas bosings (bosingu raksturo: publiska pazemošana, nepamatotas prasības, informācijas slēpšana, ignorēšana un izolēšana, negodīga kritika, draudoša uzvedība, darba sabotāžas, privātās dzīves aizskaršana, nevienlīdzīga attieksme, ekonomiska rakstura negodīgums)/ A colleague has been subjected to bossing by a manager(s) (bossing is characterized by public humiliation, unreasonable demands, information withholding, ignoring and isolating, unfair criticism, threatening behavior, work sabotage, invasion of privacy, unequal treatment, economic dishonesty)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		
Pret kādu kolēģi ir bijis vērstas mobings (mobingu raksturo sociālā izolēšana, baumu un tenku izplatīšana, verbāla vardarbība, iebiedēšana un draudi, pastāvīga darbinieka darbību uzraudzība, lai radītu stresu un trauksmi, profesionālo attiecību graušana)/A colleague has been subjected to mobbing (mobbing is characterized by social isolation, spreading rumors and gossip, verbal abuse, intimidation and threats, constant monitoring of the employee's actions to create stress and anxiety, undermining professional relationships)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		
Pret kādu Jūsu kolēģi ir bijusi vērstas seksuāli aizskaroša uzvedība (joki, mājieni, fiziski nepieņemama uzvedība)?/ A colleague has been subjected to sexually offensive behavior (jokes, innuendos, physically inappropriate behavior)		
Vai Jūs zināt, kā rīkoties šādās situācijās?/ Do you know how to act in such situations?		

19. Vai Jūs citiem ieteiktu OSI kā darba vietu?

1 (noteikti nē)/ (definitely no)	2 (visdrīzāk nē)/ (most likely no)	3 (ne jā, ne nē)/ (Neither yes nor no)	4 (visdrīzāk jā)/ (most likely yes)	5 (noteikti)/(definitely)
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20. Cik lielā mērā Jūs piekrītat šiem apgalvojumiem:/ To what extent do you agree with these statements:

	1 (nemaz)/ (not at all)	2 (gandrīz nemaz)/ (almost not at all)	3 (gan jā, gan nē)/ (both yes and no)	4 (diezgan lielā mērā)/ (to a considerable extent)	5 (pilnā mērā)/ (to a large extent)
Jūtu pozitīvas emocionālas saites ar OSI/ I feel positive					

emotional connections with LIOS.					
Tas būtu ļoti neizdevīgi mainīt darbu OSI pret kādu citu/ It would be very disadvantageous to change jobs at LIOS for another one.					
Tas lielā mērā ir mans pienākums turpināt strādāt OSI/ It is largely my duty to continue working at LIOS.					

21. Jūsu dzimums: siev., vīr., cits, nevēlos atbildēt/ Your gender: female, male, other, prefer not to answer
22. Cik gadus strādājat OSI: līdz 5, 6-10, 10-15, 16+, nevēlos atbildēt/ How many years have you worked at OSI: up to 5, 6-10, 10-15, 16+, prefer not to answer
23. Jūsu vecuma grupa 20-30, 31-40, 41-50, 51-60, 60+, nevēlos atbildēt/ Your age group: 20-30, 31-40, 41-50, 51-60, 60+, prefer not to answer
24. Vai esat vadītājs? Jā, nē/ Are you a manager? Yes, no
25. Are you representing the administration? Yes, no/ Vai pārstāvat administrāciju? Jā, nē

145 responses were received, representing around 48% 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

On a positive side, the survey suggests that on average LIOS employees incline to be motivated and satisfied with their work responsibilities. Majority tend to feel comfortable among the colleagues, conditions are evaluated as appropriate and the supervisors score well in their perceived qualification, employee appreciation, delegate tasks and monitor progress. The majority of employees found the Institute to be an inclusive workplace and would recommend it as a place to work.

In a survey conducted in 2024, more than 50% of LIOS employees would like the LIOS to offer a conflict mediation service.

The survey, however, highlights few alarming results:

1. 54% of LIOS staff say that their work takes precedence over their private life, leading to burnout. As a result, employees report that they experience sleep disturbances, difficulty concentrating and making decisions, and reluctance to go to work. Employees do not feel supported in their work performance. The findings suggest there's a need to think about improving the working environment, conditions and organise seminars.

2. About 20% of LIOS employees have experienced unequal treatment at work and 26% have witnessed the "mobbing" of a colleague. Interestingly, LIOS employees have observed mobbing by bosses against a colleague to a greater extent than against themselves, that is about 35%. Although these numbers do not constitute a 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.

3. 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.

4. More than 30% of LIOS employees report dissatisfaction with the skills of managers, particularly in areas such as giving feedback, resolving conflicts, and demonstrating empathy. Additionally, 40% of employees express frustration with the organization's communication style, which is perceived as neither open nor transparent. This lack of openness makes it challenging for staff to share their views and ideas publicly. These findings indicate a clear need to improve communication skills across all supervisory levels at LIOS—not just among heads of laboratories or group leaders.

## 2.4. Summary and conclusions

From the data above it is possible to conclude that the major challenges for LIOS identified in 2021 are still relevant for the period of 2025/2026:

1. Underrepresentation of women in senior scientific and science related positions;
2. Considerable wage gap for top scientific positions and Scientific Council;
3. Lack of communication as suggested by survey results;
4. Low awareness of conflict mediation and whistleblowing instruments;
5. Low awareness of career development opportunities
6. Employee burnout, finding a work-life balance.

The GEP for period of 2025/2026 (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 2023/2024

Based on the analysis of data in section 2.2. and major objectives set above, the following action plan for 2023/2024 was developed by GEG.

No. of Challenge	Objective/Challenge Identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
1	Increase the share of women among Pls, 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		GEG	accomplished
		1.2.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers		GEG	accomplished
		1.3.	Leadership workshops for women:		GEG	accomplished
		1.3.1.	presentations on career development by successful women (LIOS and external, for example: Riga TechGirls, Women Go Tech)		GEG	PMs of GEG + LIOS premises (f.y. 2026)

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No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
		1.3.2.	presentation by highest LIOS management (welcome note)		LIOS Director	accomplished
		1.4.	Feasibility study for development of mentoring system		GEG	accomplished
		1.5.	Enhancing Work-life balance:		GEG	accomplished, need to keep working
		1.5.1.	analysis of necessity to provide assistance on nursery service		GEG	accomplished
		1.5.2.	installing changing desks and info signs		The head of technical department	accomplished
		1.5.3.	enforcing flexible working time in internal labor regulation		The deputy director for finance, administration and law GEG	accomplished, need to keep working
		1.6.	Enhancing safety during pregnancy, enforcement in internal labor regulation		The deputy director for finance, administration and law GEG	accomplished
		1.7.	Media information about women in science in Latvia, with media support: Forbes Latvia, TVNET, DELFI		GEG LIOS PR unit	accomplished

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No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
			( <a href="https://forbesbaltics.com/lv/reit-ingl/raksts/30-lidz-30">https://forbesbaltics.com/lv/reit-ingl/raksts/30-lidz-30</a> )			
		1.8.	Organize a panel discussion, for example, "Women in science and research - can we reconcile professional career and personal life"		GEG	PMs of GEG (f.y. 2026)
		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.)		GEG	Accomplished, not possible
2.	Eliminate the wage gap for top scientific and science related positions	2.1.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers		GEG	accomplished
		2.3.	Early alarm system indicating at the project application phase (and salary submission) that the intended hourly rate is below the average		The head of Project department The head of HR department	accomplished

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No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
		2.4.	Encourage women to apply for positions in LIOS Scientific council		GEG	accomplished
		2.5.	Feasibility study on formalized criteria for reimbursement system.		GEG	accomplished

## 4. Action Plan 2025/2026

Based on the analysis of data in section 2 and major challenges identified, the following action plan for 2025/2026 was developed by GEG

No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
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	31.12.2026.	GEG	EUR 5k. (LIOS budget, f.y. 2025)
		1.2.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers	31.12.2026.	GEG	EUR 5k. (LIOS budget, f.y. 2025)
		1.3.	Leadership workshops for women:	31.12.2026.	GEG	PMs of GEG
		1.3.1.	presentations on career development by successful women (LIOS and external, for example: Riga TechGirls, Women Go Tech)	31.12.2026.	GEG	PMs of GEG + LIOS premises

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No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
		1.4.	Introduce a mediation service	31.12.2026.	Ethic commission	EUR 1k. (LIOS budget, f.y. 2025)
		1.5.	Enhancing Work-life balance:	31.12.2026.	GEG	PMS of GEG
		1.5.1.	Enforcing flexible working time in internal labour regulation	31.12.2026.	The deputy director for finance, administration and law	PMS
		1.6.	Media information about women in science in Latvia, with media support: Forbes Latvia, TVNET, DELFI ( <a href="https://forbesbalitics.com/lv/reitingi/traksts/30-lidz-30">https://forbesbalitics.com/lv/reitingi/traksts/30-lidz-30</a> )	31.12.2026.	GEG LIOS PR unit	PMS of GEG
		1.7.	Organize a panel discussion, for example, "Women in science and research - can we reconcile professional career and personal life"	31.12.2026.	GEG	PMS of GEG

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No. of Challenge	Objective/Challenge identified	Task No.	Tasks	Deadline/time schedule	Responsible person/s	Resource
		2.1.	Training on gender equality, diversity and unconscious bias aimed at all managers and decision makers	31.12.2026.	GEG	EUR 5k. (LIOS budget, f.y. 2025)
2.	Eliminate the wage gap for top scientific and science related positions	2.2.	Encourage women to apply for positions in LIOS Scientific council	31.12.2026.	GEG	PMs of GEG