



RE Kavetsky Institute of
Experimental Pathology,
Oncology & Radiobiology
NAS Ukraine

**RE KAVETSKY INSTITUTE
OF EXPERIMENTAL PATHOLOGY, ONCOLOGY
AND RADIOBIOLOGY,
NATIONAL ACADEMY OF SCIENCES OF
UKRAINE**

GENDER EQUALITY PLAN
07/2026 – 12/2031

Adopted by the IEPOR Scientific Academic Council
July 08, 2026

1 The objectives of the policy and practice regarding equal opportunities

The Constitution of Ukraine guarantees the gender equality. The Article 25 states:

"Citizens have equal constitutional rights and freedoms and are equal before the law. There shall be no privileges or restrictions based on race, colour of skin, political, religious and other beliefs, sex, ethnic and social origin, property status, place of residence, linguistic or other characteristics.

Equality of the rights of women and men is ensured: by providing women with opportunities equal to those of men, in public and political, and cultural activity, in obtaining education and in professional training, in work and its remuneration; by special measures for the protection of work and health of women; by establishing pension privileges, by creating conditions that allow women to combine work and motherhood; by legal protection, material and moral support of motherhood and childhood, granting paid leaves and other privileges to pregnant women and mothers inclusive."

The legal framework for equal rights is primarily governed by the Law of Ukraine "On Ensuring Equal Rights and Opportunities for Women and Men" dated 08.09.2005 № 2866-IV in redaction dated 19.12.2024. This law ensures equal participation in decision-making, bans sexual discrimination, and applies "positive actions" to eliminate imbalances in opportunities.

The RE Kavetsky Institute of Experimental Pathology, Oncology and Radiobiology (hereinafter: IEPOR) is a state budget non-profit scientific institution, based on the state property, and is under the authority of the National Academy of Sciences of Ukraine.

The IEPOR is committed to promoting equality and preventing discrimination in all its operations. The IEPOR wishes to be a forerunner in the promotion of equality and the creation of an atmosphere of respect for diversity. The IEPOR recognizes and eliminates practices and structures that create and sustain inequality.

The IEPOR strictly obeys all the Laws of the Ukraine, including those concerning the principles of equality.

First, these are the rules and principles of the the Istanbul Convention "the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence". The Ukraine, being one of the author countries of this Istanbul Convention, signed it on November 7, 2011, and ratified it on June 20,

2022. Moreover, the Criminal Procedure Code of Ukraine has special Articles on persecution for infraction and/or non-compliance of the principles of gender equality and gender-based discrimination (direct, indirect, multiple), violation, bullying, harassment, and all other types of gender inequality.

Equality in all its senses is one of the guiding values of the IEPOR.

Typically, under 'equality' it is understood the gender equality, but can also take a wider meaning. Non-discrimination in a legal context means non-gender-based discrimination. Fundamentally, equality and non-discrimination are the same. Both terms signify the equal value of all people regardless of different traits.

Equality between women and men is one of the fundamental values that the IEPOR should protect and promote. Equality means that everyone, regardless of gender, should have the same opportunities, rights, and obligations. The IEPOR should seek to have an even distribution between women and men's influence on research, continuous education, and working conditions, as well as between the number of women and men in research programs at all levels, in different professional groups, and in different Institute's bodies.

Accessibility means the physical, psychological and social environment must be organized to ensure that everyone has an equal opportunity to participate in the community, regardless of personal characteristics. This means ensuring the accessibility of services, usability of equipment, intelligibility of information and the opportunity to participate in decision-making.

The IEPOR aims to promote equality as a transparent principle for all its activities. This is called mainstreaming. When preparing and making decisions that affect the staff, the impact of such decisions must be assessed from the perspective of equality.

Discrimination is often the product of cultural or operational structures, which may be difficult to recognize. Covert discrimination includes subtle forms of discrimination, which can be difficult to identify, such as excluding, belittling, denying support and ignoring individuals due to their minority status. Discrimination may stem from attitudes or prejudices held by individuals or groups, or the fear of extra costs or problems at the workplace. Such attitudes do not justify discrimination, nor is discrimination acceptable when justified with reasons related to culture, religion or conviction.

Multiple discrimination means discrimination based on more than one reason. In such cases, the negative effects of discrimination can compile or combine in a way, which results in a different level of discrimination than discrimination based on one reason alone. A woman can be a member of an ethnic

minority, a member of an ethnic minority may have a disability, a disabled person may be a member of a sexual minority, a member of a sexual minority may be a senior citizen, to name but a few examples. One person may have all of the above qualities and face discrimination based on all of them. Different forms of discrimination are often present simultaneously. The impact of the gender system and gender equality are often also relevant when examining other types of discrimination.

Direct discrimination occurs when an individual or group of people is treated differently from others in the same position for no acceptable reason. Cases of direct discrimination show that an individual or group of people has been placed in a poorer position specifically due to a personal quality, which should have no impact on his or her treatment. At its most obvious, discrimination is open hostility and unequal treatment.

Indirect discrimination occurs when an ostensibly neutral rule or practice places certain people at a disadvantage compared to others. In case of indirect discrimination, the guilty party does not necessarily recognize that they are engaging in discrimination. Nevertheless, such practices are discriminatory. It is also possible to engage in indirect discrimination consciously. For example, an individual or group may know they are discriminatory, and even intend to be so, but conceal the real motivation for the discrimination behind a neutral measure.

Indirect discrimination typically manifests in structural inequality deriving from cultural reasons, established practices or deficiencies in the physical environment. In such cases, a particular individual or authority cannot be established as the direct culprit of discriminatory behavior. Structural discrimination often entails the attitude that discriminatory practices or structures cannot be changed. The facilities are simply not appropriate for disabled people, or the work requires long hours or physical strength. However, steps can be taken to prevent structural discrimination: facilities can be renovated, and the different life situations of employees can be considered in the division of work; structural discrimination is also a choice. The discriminatory situation can be changed if there is sufficient impetus for change.

Every person has the right to invoke anti-discriminatory principles without suffering negative consequences. Any retaliation – such as a decline in work conditions because the employee has invoked anti-discriminatory principles – considered discrimination.

Harassment is also a form of discrimination. Harassment means infringing on an individuals' or groups' integrity or human value in a way that creates a

threatening, derogatory or hostile atmosphere. Both purposeful harassment and behavior that can result in offence are forbidden.

An instruction or order to discriminate is also a form of discrimination. No person can instruct, or oblige another to violate anti-discriminatory legislation. Such an instruction or order is discrimination, when the person issuing the order has the authority to oblige others.

The IEPOR, as an employer, is obliged to intervene in any discrimination or harassment at the workplace.

The IEPOR seeks to engage in goal-oriented work for actively promote the equal rights of employees. This means that the Institute will also seek to prevent unlawful gender discrimination and discourage tendencies towards sexual harassment. Unlawful gender discrimination refers to any person suffering a disadvantage in terms of working conditions because of their gender.

The work to promote gender equality also covering working climate. Interactions between employees and administrative staff create and recreate ideas, not only about what constitutes legitimate science and knowledge, but also about standards for male and female approaches and responsibilities.

This Gender Equality Plan (hereinafter: GEP) includes the goals and measures to be taken for the period 07/2026–12/2031. Many of the goals featured in the plan take the form of permanent practices.

The plan is available on the IEPOR website at <http://www.iepor.site>

2. Responsibility for the work to promote gender equality

Equality is the responsibility of all IEPOR's employees and the administration officers.

It is the responsibility of the IEPOR administration to ensure that the goal of an equal workplace achieved, and that the work to promote gender equality has sufficient resources.

An annual follow-up of implemented measures should be reported as the obligatory item in the Scientific Council's annual report.

- Others with special responsibility for the work to promote gender equality include:
- The head of administration
- The heads of departments /laboratories,
- The head of administrative officers

3. Committee for Gender Equality and equal treatment

The Head of the IEPOR Scientific Academic Council jointly with the Head of administration are responsible for appointing a Committee for Gender Equality and equal treatment with special responsibility for monitoring and collecting information about the work to promote gender equality. The Committee comprises representatives of administrative staff, researchers, and young researchers (PhD students).

This assignment entails the following:

- On behalf of the Scientific Academic Council, establish and evaluate the IEPOR's gender equality and equal treatment plans.
- On behalf of the Scientific Academic Council, conduct surveys or other studies on employees' views on and experiences of gender equality at the IEPOR.
- The Head of the Committee acts as a contact person and assists those employees who have been subjected to harassment based on gender/gender identity/sexuality etc.
- The Committee is appointed for the whole period of the acting of this GEP.

Table 1. The 07/2026-12/2031 Committee for Gender Equality

Chairman of the Committee	Leading researcher, Professor, D.Sc.
Members of the Committee:	
Representatives of the administrative staff	Deputy Director on Scientific Issues, Scientific Secretary
Representative of the researchers' staff	Head of the Laboratory, D.Sc.
Representatives of the young researchers	Head of the Young Researchers' Council, PhD student

4. The work of the Committee for Gender Equality

This version of GEP is the updated one. The Scientific Academic Council adopted it on 08 July 2026. GEP partly bases on a "gender equality questionnaire" that was conducted in 1st quarter of 2026 among all employees of the IEPOR.

The Committee for Gender Equality firstly was created in January 2023 and updated in July 2026. The following measures proposed to be implemented since

then:

1) Discussions about gender equality at the kick-off. Inventory of problems related to working conditions, harassment, and continuous education. The staff made suggestions for the coming years' equality work.

2) New questions have to be added to the evaluations in order to gain more information about the students' perception of the study environment and teaching with respect to gender equality.

3) The first collection has been made and the information is currently being processed.

5. Gender Equality Plan 07/2026-12/2031

The IEPOR's specific goals for 07/2026-12/2031 are described in the next section. The goals and measures are presented under the headings Employment, Parenthood, Salaries, Sexual Harassment, and Information about gender equality. In addition, each section presents a situation report, goals, and measures, including a timetable and information about who is coordinating the work.

5.1. Employment

Goals

IEPOR works actively to create a work environment where employees (women and men) have equal rights and opportunities. One goal of the work to promote gender equality is to create an even balance between the number of women and men in grants and programs at all levels, in different professional categories, and on various committees.

A key point is that women and men should have equal opportunities when it comes to recruitment and terms of employment. IEPOR considers indefinite-term employment to be an important tool in the equality work, and uses the opportunities provided by this type of employment to recruit actively in order to achieve an even balance between women and men in all professional categories. The aim is to hire new employees of the underrepresented sex in professional categories where one sex is clearly overrepresented.

Situation report

Gender distribution

The work to promote gender equality includes surveying the distribution between women and men. IEPOR should seek to remedy any skewed distribution that currently exists.

Table 2 shows that the gender balance between holders of senior academic positions is still skewed in some respects. There are major differences in gender distribution when it comes to the administrative stuff and researchers. Postdoctoral positions are also unevenly distributed with seven women and two men.

Table 2. Gender distribution of employees in each category (July 01, 2026)

Category	Women	Per cent	Men	Per cent
Senior administrative officer	3	50%	3	50%
Administrative officer	10	78%	3	22%
Head of the Department	4	100%	-	-
Head of the Laboratory	1	100%	-	-
Researchers, in total:	42	54.5%	35	45.5%
among them according to the positions:				
researcher	11	91.6%	1	8.4%
senior researcher	13	44.9%	16	55.1%
leading researcher	5	45.4%	6	54.6%
Researcher assistant	8	61.5%	5	44.5%
PhD student	4	36.4%	7	63.6%
Postdoc	1	100%	-	-
Doctoral student	-	-	-	-

Table 3 shows the terms of employment (fixed-term or indefinite-term) for each category at the IEPOR.

Table 3. Number of indefinite-term and fixed-term employees (July 01, 2026)

Category	Indefinite-term contracts		Fixed-term contracts	
	Women, %	Men, %	Women, %	Men, %
Senior administrative	50%	50%	-	-

officer				
Administrative officer	78%	22%	-	-
Head of the Department	100%	-	-	-
Head of the laboratory	100%	-	-	-
Researchers, in total:	55.5%	44.5%	50%	50%
among them according to the positions:				
researcher	88.8%	11.2%	66.6%	33.4%
senior researcher	47.8%	52.2%	33.3%	66.7%
leading researcher	50%	50%	-	100%
Researcher assistant	55.5%	44.5%	75%	25%
PhD student	36.4%	63.6%	-	-
Postdoc	-	-	100%	-
Doctoral student	-	-	-	-

Table 3 shows that indefinite-term employment in Researcher category is unevenly distributed between genders. Only 11.2% of the men, but 88.8% of the women, have indefinite-term employment. This tendency is constant comparing with previous period, which might be explained by the war conditions.

Table 4 shows the gender distribution among the elected members of the Scientific Academic Council and management team.

Table 4. Gender distribution of the members of the IEPOR's Scientific Academic Council (July 01, 2026)

Scientific Council of the IEPOR	Women, %	Men, %
Regular members	16 / 64%	9 / 36%
Management team	2 / 66.7%	1/ 33.3%

As shown in Table 4, the gender distribution on the Scientific Academic Council is uneven. The Council consists of 18 (64%) women and 10 (36%) men.

In conclusion, it is clear that men are underrepresented, especially when it comes to researchers with indefinite-term employment. The gender distribution among members of the Scientific Council is also uneven.

Measures

Renew and update a strategic plan to improve the gender balance in each professional category and increase the proportion of underrepresented sex in the recruitment of new staff, particularly in the researchers and postdoc categories according to the special conditions.

Coordinators: The Head of administration and the Heads of departments /laboratories.

Timetable: 2026, 4th quarter.

Follow up the operational plan for 07/2026-12/2031, regarding research/doctoral studies, from a gender perspective. Focus on how the funding for drawing up research applications was distributed between women and men, and how research areas were prioritized.

Coordinator: The Committee for Gender Equality.

Timetable: Continuously.

5.2 Parenthood

Goals

IEPOR works actively to create working conditions that enable employees to share responsibility for children and the home. Employees on parental leave should be given the opportunity to stay in contact with their workplace, receive information, and take part in courses and similar during their absence. Attention should be given to the working and learning conditions of parents with small children. Employees with children should be considered in scheduling. As far as possible, teaching should be scheduled during office hours on weekdays (this does not apply to evening courses).

Situation report

As the IEPOR is an institution financed by the state budget, it is subject to all issues of granting and paying maternity leave (for women before and after childbirth) and childcare care after childbirth during 3 years (for one parent regardless of gender), which are regulated by the legislation of Ukraine and relevant regulatory documents. However, for fixed-term contracts, some drawbacks were identified that have to be resolved while implementing the GEP.

Measures

Provide information – especially to newly employed and doctoral students – about the consequences of working part-time or being financed by grants.

Coordinator: Scientific Secretary of IEPOR.

Timetable: Continuously.

Follow up, by means of a new questionnaire, the opportunity to combine parenthood and work, workplace satisfaction, as well as support and opportunities for promotion.

Coordinator: The Committee for Gender Equality.

Timetable: 2027, 2nd quarter; 2031, 1st quarter.

Collect new statistics regarding parental leave and compare these to the numbers from 2025.

Coordinator: The Committee for Gender Equality.

Timetable: 2027, 3rd quarter.

5.3 Salaries

Goals

The IEPOR is an entity financed by the state budget. According to the legislation and regulations, salaries are based on the tariff category, clearly defined for each position.

Therefore, for newly appointed employees or for employees receiving a new position, the tariff category is taken into account and this is not influenced by the factors of gender, but only levels of professionalism and qualification, that is, compliance with the requirements for the position.

In order to remedy and prevent any unjustified differences in pay between men and women, salaries for equal work should be surveyed at the highest level. The IEPOR's overarching goal is that there should be no unjustified differences in pay between women and men, and that the salary criteria should be applied in the same way for men as for women. When grouping equal work, it is the work itself, not the individuals, which should be compared. Equal work refers to similar requirements in terms of responsibility, effort, knowledge, skills, and terms of employment.

Situation report

In order to survey gender differences in salary development for individual researchers in relation to the period of employment, the Committee for Gender Equality calculated the increase in salary based on the year the employees were awarded their PhD/Candidate of Sciences and Doctor of Sciences.

Using the average salary of the most recent graduates as a yardstick, the Committee revealed that the salary growth rate was equal among women and among men.

Measures

Conduct a survey by questionnaire to investigate, from a gender perspective, how employees perceive their salary levels/salary discussions.

Coordinators: The Committee for Gender Equality and the IEPOR's administration.

Timetable: 2028, 1st quarter, 2030, 4th quarter.

When setting salaries, considering gender equality as part of the salary criterion to improve the common work environment.

Coordinators: The Head of administration and the Heads of departments /laboratories.

Timetable: Continuously.

5.4 Work to prevent harassment based on gender/gender identity/sexuality

Goals

The goal of IEPOR's work to promote gender equality is for no employee to be subjected to sexual harassment, and for everyone to be treated professionally in a healthy work environment.

A first step is to attempt to reduce the number of people who feel that they have been subjected to harassment. Another goal is to ensure that everyone knows where to turn when feeling harassed.

The Heads of departments/laboratories and the head of administration responsible for work environment issues have a responsibility to prevent and investigate harassment, as well as to take action to end ongoing harassment.

Furthermore, all employees are responsible for their own attitudes, values

and actions, and are expected to act when someone in their vicinity is subjected to harassment. If you are subjected to sexual harassment, you can contact the Head of the Committee for Gender Equality, a manager or a trade-union representative.

Situation report

In the IEPOR equality survey conducted by the Committee on Gender Equality, none of employees responded that they were not sure, somewhat agreed, or fully agreed with the statement that they believed that they had been subjected to sexual harassment in some form, such as marginalization or hidden discrimination.

All responders marked they know where to turn in case they were subjected to sexual harassment.

Measures

Newly appointed staff should continue to receive information, both orally and in writing, about the IEPOR's gender equality work and work against sexual harassment. This should be done during introduction period for new employees. The GEP should be distributed to all employees.

Coordinators: The head of administration, the heads of departments /laboratories, the head of administration responsible for work environment issues.

Timetable: Continuous.

Investigate, by means of a questionnaire, the employees' perceptions about possibility of discrimination and harassment at the IEPOR and compare the results to previous surveys.

Coordinator: The heads of departments/laboratories and the head of administration responsible for work environment issues.

Timetable: Continuously and during performance reviews.

Train employees in matters related to sexual harassment.

Coordinator: The heads of departments/laboratories and the head of administration responsible for work environment issues.

Timetable: Continuously.

Table 5. Checklist

No	MEASURE	COORDINATOR	TIMETABLE
1.	The Gender Equality Plan should be available on the website	The Committee for Gender Equality	Continuously
2.	The Gender Equality Plan and its proposals have to be discussed at IEPOR Scientific Council	The IEPOR Scientific Council and the Committee for Gender Equality	Annually
3.	When advertising a vacancy, encourage people of the underrepresented sex in the category to apply for the position	The head of administration and the heads of departments /laboratories	Continuously
4.	Newly appointed staff should continue to receive information, both orally and in writing, about the IEPOR's gender equality work and work against harassment	The head of administration, the heads of departments /laboratories, the head of administration responsible for work environment issues	Continuously
5.	Issues relating to the work environment in general, and sexual harassment in particular, should be raised during performance reviews	The heads of departments /laboratories and the head of administration responsible for work environment issues	Continuously during performance reviews
6.	Provision with information about the consequences of working part-time or grants' financing	Scientific Secretary of IEPOR	Annually
7.	Analysis the data regarding salary levels and salary growth rates among women and men and place it in relation to the uneven salary growth rate demonstrated by the previous 5 years period	The Committee for Gender Equality and the IEPOR's administration	2028, 1 st quarter; 2031, 1 st quarter
8.	Renew and update a strategic plan to improve the gender	The head of administration and the	2026, 4 th quarter –

	balance in each professional category and increase the proportion of men in the recruitment of new staff	heads of departments /laboratories	2027, 1 st quarter
9.	Follow up, by means of a survey, the opportunity to combine parenthood and work, workplace satisfaction, as well as support and opportunities for promotion	The Committee for Gender Equality	2027, 2 nd quarter; 2031, 1 st quarter
10.	Investigate, by means of a survey, the employees' perceptions about discrimination and harassment at the IEPOR and compare the results to the previous 5 years period	The Committee for Gender Equality	Continuously and during performance reviews
11.	When setting salaries, take gender equality into account as part of the salary criterion to improve the common work environment	The head of administration and the heads of departments /laboratories	Continuously
12.	Train employees in matters related to harassment, with a special focus on hidden discrimination and marginalizing behavior	The heads of departments /laboratories and the head of administration responsible for work environment issues	Continuously
13.	Follow up the operational plan for 07/2026-12/2031 regarding research from a gender perspective, with a focus on how the funding for drawing up research applications was distributed between women and men, and how research areas were prioritized	The Committee for Gender Equality	2031, 4 th quarter