

# **TRANSPORT AND TELECOMMUNICATION INSTITUTE GENDER EQUALITY PLAN (GEP)**

**2021 – 2025**

**Towards a more diverse, inclusive, and  
equal organization**



## TABLE OF CONTENTS

<b>List of Figures</b> .....	<b>3</b>
<b>List of Tables</b> .....	<b>3</b>
<b>1. INTRODUCTION AND TSI COMMITMENT</b> .....	<b>4</b>
1.1. Intro about TSI .....	4
1.2. The role and importance of GEP for TSI.....	4
1.3. The aims (goals) of GEP .....	7
1.4. Structure of the GEP.....	7
1.5. Dedicated Resources .....	9
<b>2. DIAGNOSIS</b> .....	<b>10</b>
2.1. Diagnoses technics .....	10
<b>3. ACTION PLAN</b> .....	<b>14</b>
3.1. Salary and working conditions .....	18
3.2. Further measures .....	18

## List of Figures

<b>Figure 1</b> TSI People Strategy .....	5
<b>Figure 2</b> Gender statistic of employees (inc. research) .....	10
<b>Figure 3</b> Management board .....	11
<b>Figure 4</b> Teaching Staff.....	11
<b>Figure 5</b> Researchers .....	11
<b>Figure 6</b> TSI Staff .....	12
<b>Figure 8</b> Obtained a Degree or Qualification .....	13
<b>Figure 9</b> Obtained a Degree or Qualification Engineering Faculty.....	13
<b>Figure 10</b> Obtained a degree or Qualification Transport and Management Faculty .....	13
<b>Figure 11</b> TSI Students .....	13

## List of Tables

<b>Table 1</b> Dominance in Teaching Staff and Senior Researcher Sector.....	11
<b>Table 2</b> Action Plan.....	14

# **1. INTRODUCTION AND TSI COMMITMENT**

## **1.1. Intro about TSI**

The Transport and Telecommunications Institute (TSI) is a higher education institution and scientific organization accredited for an indefinite period. Nowadays, TSI attracts more than 2600 students from more than 32 different countries. It makes 25% of student population. TSI employees more than 120 academic staff of whom 70% hold PhD Degrees. TSI cooperates with 300 business partners. Furthermore, TSI collaborates with more than 40 universities across Europe, that provides exchange opportunities for staff and students. TSI has engaged in more than a 100 research projects and activities. Over the past 20 years, TSI is represented by more than 8600 alumni. That's led TSI to international external and internal activities, communication, and cooperation environment, where Gender Equity basis is strictly important and necessary for continuously improvement of society equity principles. Thus, the successful development and implementation of the gender equality plan will contribute to building equality in Latvia and over the World.

There is growing demand globally for STEM graduates and growing needs for expertise and solutions to the challenges of transportation, supply chains, aviation management, logistics, robotics and autonomous vehicle in an increasingly connected and globalized world and their impact on cities and society. TSI's heritage, knowledge and expertise gives it a strong competitive advantage for being the leaders in advancing knowledge in these fields not just in Latvia but also in the wider region of the Baltic Sea region. TSI has a very strong academic base, high quality staff and has already established a track record of international collaboration and applied research. These facts indicate that the GEP should be integrated into TSI in all domains - academic, research, administrative. Therefore, the TSI GEP is compiled considering the structure of the TSI, internal procedures and rules, taking into account all areas of activity.

## **1.2. The role and importance of GEP for TSI**

The importance of the GEP is determined both by the areas of activity of the TSI and by the multicultural environment in which different nationalities and genders are represented. TSI has developed a Strategy, "TSI Strategy 2020–2025", one of the most important goals of which is to develop TSI as a leading institution in the Baltic region with equal opportunities for all social groups.

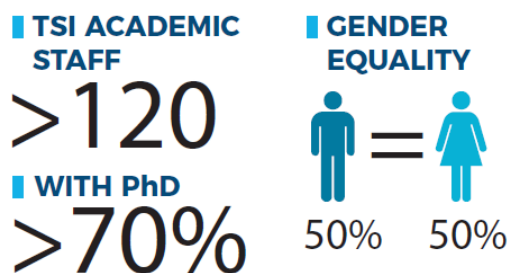
Below is a paragraph from the TSI strategy: People strategy; Objective 2, To attract and develop outstanding staff.

## OBJECTIVE 2

To attract and develop outstanding staff.

### Strategic Actions

1. Develop and implement a workload model which allocates an appropriate balance of teaching, pastoral support, research, knowledge transfer activity and academic administration for each member of academic staff.
2. Develop and implement a programme of development for all staff (academic and non-academic), including training activity to support and strengthen each of the aspects of academic and non-academic roles and mentoring of new staff and of established staff taking on new roles.



*Figure 1 TSI People Strategy*

Also, the importance of GEP is determined both by external frameworks, initiatives, and EC guidelines, as well as by local, internal documents and guidelines.

The European Commission is committed to promoting gender equality in research and innovation in line with the European Commission's Gender Equality Strategy 2020-2025. year. Gender equality is one of the EU's core values, it is a fundamental right and the guiding principle of the European Pillar of Social Rights.

Since 2021, all aspects related to gender balance in the organization and its activities become the priority and strategic tasks of TSI. These tasks are summarized in the presented GEP, the development of which considered (but not limited to) the following frameworks and regulations:

- GEAR action toolbox, The European Institute for Gender Equality (EIGE)
- Horizon Europe guidance on gender equality plans, Publication Office of the European Union
- A Union of Equality: Gender Equality Strategy 2020-2025, European Commission
- Strategic Engagement for Gender Equality 2016-2019
- And others

It is worth noting that the development of the GEP is an important milestone for TSI as a University implementing STEM programs. Traditionally, there is a gender imbalance in STEM programs, as more men than women enter these programs, and TSI, as a socially responsible organization - puts a lot of effort into gender balance among applicants to all university programs. TSI sees this as an essential aspect of developing and strengthening the social responsibility of an organization.

The importance of gender equality aspects was considered during the development of previous strategies and guidance documents. Thus, the previous strategies of the Organization - "TSI development strategy 2016-2020" and "TSI Research Program 2015-2020", took into account aspects of gender balance and provided for specific actions and programs to improve the situation, these aspects were considered in the topics "Human resources".

This allowed TSI to take concrete steps - to take part in various initiatives, project activities, programs, etc., aimed at improving gender balance and designed to involve women in all areas of the organization's activities.

These activities include:

- ASSOCIATION “WOMEN IN TRANSPORT” was established in 2020, co-founded by TSI Professor Irina Jackiva, Dr.sc.ing. TSI, as a leading private university providing training programs in transport areas, is represented in this organization, including on the board. Aims and core values of the association:
  - to promote women's career choices in the transport sector and to increase the proportion of women in the economy;
  - to improve the representation of women in transport companies, to promote diversity and diversity of opinion in order to increase the competitiveness of companies and provide better services;
  - breaking stereotypes about the transport sector as a masculine, promoting changes in the education system, diversifying women's career opportunities and increasing women's competitiveness in the labor market;
  - to ensure a positive organizational culture, decent working conditions, equal pay, the provision of a decent working environment and equipment, fair and transparent recruitment procedures in industry organizations and companies;
  - to promote the balance of private and working life, improvement of professional and management skills and knowledge, transfer of experience;
  - to prevent discrimination against women in the transport sector and to promote fair competition in the labor market;
  - to co-operate with similar organizations in Latvia, EU Member States and other countries, including in order to promote a common standard of good governance practices in transport companies in different countries and modes of transport;
  - to develop research and projects in the sector, to ensure the participation and perspective of women in research and analysis of transport projects from the perspective of women – the needs of women as transport users;
  - to participate in the development of sectoral policies, to promote the representation of women in decision-making processes at the international, national and local levels;
  - the core values of the Association are responsibility to Latvian society, participation, freedom of expression, diversity of opinion, the rule of law, fair competition, equality, good governance, the principles of sustainable development and other core values of a democratic society.
  
- In the period 01.01.2016-31.12.2018 TSI was the organizer and lead partner of the ALLIANCE project. The objective of the ALLIANCE project is to have advanced research and higher education institution in the field of transport in Latvia by linking Transport and Telecommunication Institute (TSI) with two internationally recognized research institutions – the University of Thessaly (Greece) and Fraunhofer Institute for Factory Operation and Automation (Germany). The ALLIANCE project’s purpose is to strengthen the scientific and technological capacity of TSI in research activities related to multimodal transport networks. During the project, TSI, as a leading partner, actively involved women in the project and took into account best practices and recommendations on gender aspects.

### 1.3. The aims (goals) of GEP

The priorities and directions of action of TSI GEP are related to the challenges highlighted in various international documents for equal rights and opportunities for gender equality promotion, related to the EC Gender Equality Strategy for 2020-2025, the European Council Gender Equality Strategy for 2018-2023 and the Research and Innovation Framework Program "Horizon Europe 2021-2027 for the year" compliance criteria. As well as TSI GEP respected and considered the Latvian Cabinet of Minister's order no. 578 "Plan for promoting equal rights and opportunities for women and men 2021-2023".

The initial GEP is developed and set for five years, with ongoing monitoring of planned results, determining the effectiveness of the GEP, and timely updating and corrective actions, if necessary. In the future, the GEP will be updated every five years. The plan defines the goals of the TSI in the priority areas of ensuring gender equality, as well as the tasks to be performed to achieve these goals in frame of defined deadlines.

In order for the TSI to implement the goals of gender equality, equal opportunities and diversity, the following areas of activity are prioritized:

- non-discrimination
- ensuring equal opportunities
- recruitment and career development
- management
- salary and working conditions
- measures against gender-based violence, including sexual harassment.

### 1.4. Structure of the GEP

#### Structure overview

For the implementation, tracking of indicators and constant updating of activities, the distribution of the management and functioning of the GEP was developed.

#### Personnel Development Department:

- Development and integration of GEP
- Performs general management and tracking of GEP activities,
- Is the responsible structure for ensuring the work of GEP in TSI
- Updates GEP data and indicators

<b>Directly responsible</b>	<b>head of personnel development department</b>
<b>Support and operations</b>	employees of the personnel development department

## **Rectorate**

- Monitors and supervise the implementation of GEP in the scientific domain
- Monitors and supervise the implementation of GEP in the academic domain
- Monitors and supervise the implementation of GEP in the administrative domain

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<b>Directly responsible</b>	<b>Rector</b>
<b>Support and operations</b>	Vice-Rectors

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## **Faculties Management:**

- Monitors and supervises the implementation and operation of GEP in TSI studying processes
- Tracks GEP performance in the student environment
- Implements GEP principles in teaching, mentoring, and pastoral work

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<b>Directly responsible</b>	<b>Faculties Deans</b>
<b>Support and operations</b>	Faculties Vice Deans, assistants to the Dean

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## **Administration Management:**

- Monitors and supervises the implementation and operation of GEP in TSI administrative structures
- Tracks GEP performance in the administration environment
- Implements GEP processes and activities, and providing feedback

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<b>Directly responsible</b>	<b>Departments Heads</b>
<b>Support and operations</b>	Departments managers and staffs

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Student self-government also participates in the implementation and monitoring of the GEP, involving the student informal environment in activities for the implementation and dissemination of all GEP provisions.

The GEP management principles are as follows: the developed and approved GEP is one of the TSI governing documents, and the staff development department is responsible for the development and implementation of all procedures and activities. GEP is distributed to the heads of all structures and departments for familiarization and implementation in their structures among the staff. Each head of the TSI structure or division is the coordinator of GEP activities in their structure, implementing processes and activities, and providing feedback.



## **1.5. Dedicated Resources**

Sufficiency of resources to ensure the integration and implementation of the GEP is ensured at the following main levels:

- At the human resource level: GEP execution is provided directly by all TSI Personnel, since GEP integration covers all departments and structures of the organization, both vertically and horizontally, and GEP activities imply their execution by personnel as part of day-to-day operations, as well as in the planning process.
- At the level of gender expertise: provided by the personnel development department, whose employees study and constantly update their knowledge and expertise in the field of equality, etc., applying them and teaching others, and monitor all changes and innovations in this topic. In addition, planned GEP activities include expert-provided training for TSI staff. Training is divided into initial and recurrent to ensure sustainability in the GE expertise.

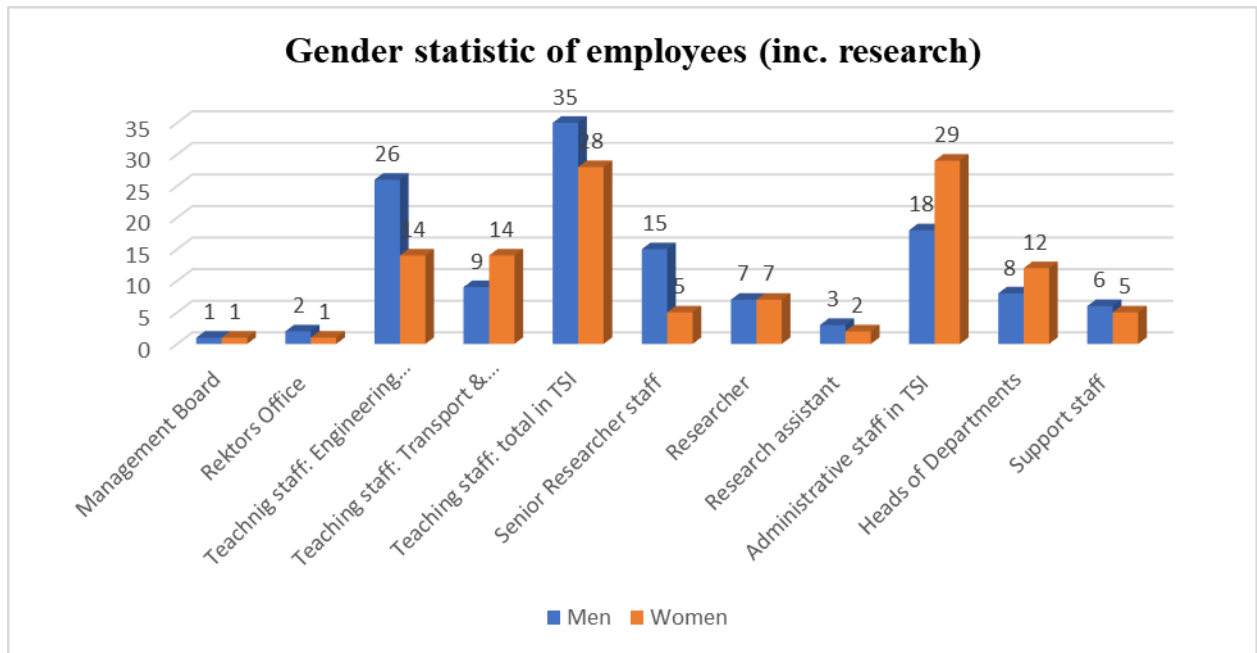
## 2. DIAGNOSIS

### 2.1. Diagnoses technics

To perform the diagnosis statistical and factual data are used, which are centrally stored and processed in the relevant departments. The initial diagnosis and subsequent monitoring performed by requesting data from Personal Development Department, indicating the period and metric. HR specialists process the data, formulating a diagnosis for each area of the GEP, and presenting it in a generalized and understandable way. For each category of diagnosis, a brief analysis and conclusions are formulated, which are the basis for the development of appropriate GEP activities and actions.

#### Diagnosis

The internal analysis carried out by TSI of the diagnosis phase reveals the overall view from what conclusions are to be made about the situation of TSI in each of the areas of the actions to be taken according to the plan.



*Figure 2 Gender statistic of employees (inc. research)*

Top management structures are evenly distributed between the highest levels (Management board, Rector's office).

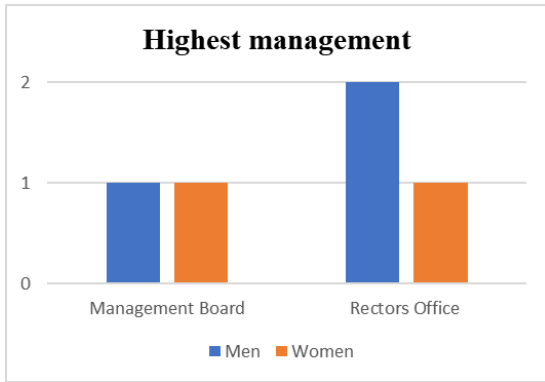


Figure 3 Management board

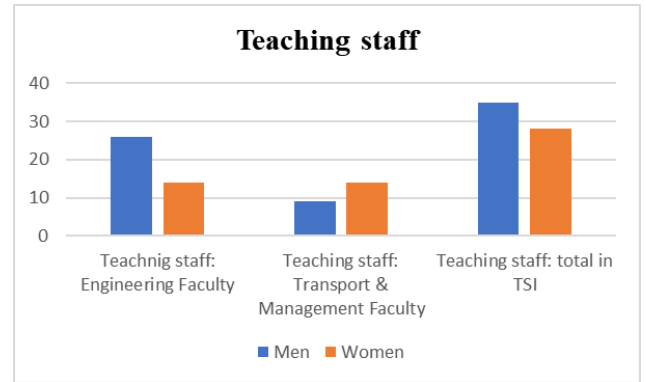


Figure 4 Teaching Staff

There is also a certain balance between teaching staff.

Only slight imbalance can be viewed in STEM researcher level, as it does represent the upcoming change in prior generation specialization.

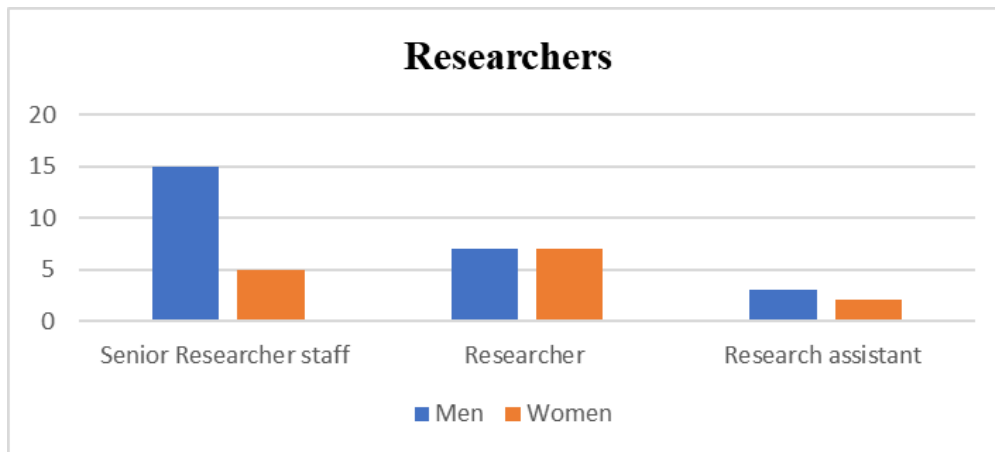


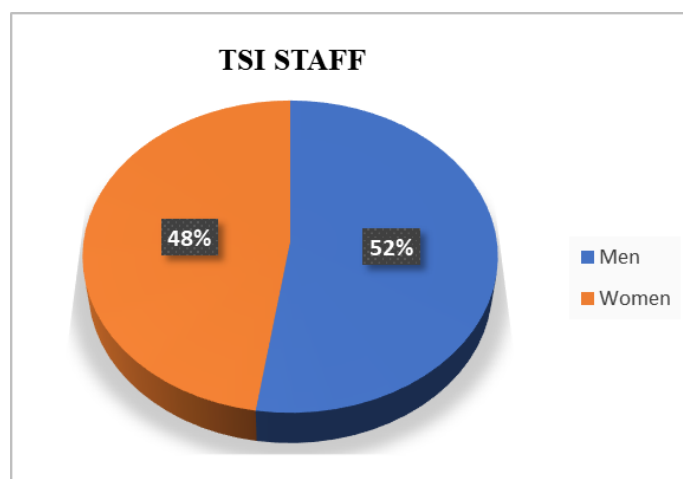
Figure 5 Researchers

If compared to the bit more male dominance in Teaching staff and Senior researcher sector, women power side in administrative staff count and number of Heads of the TSI Departments.

Table 1

Dominance in Teaching Staff and Senior Researcher Sector		
Department	Statistics	Diagnosis
Management board	1 female 1 male	For the current situation gender equity in the department in perfect balance.
Rectorate office	1 female 2 males	Since the Rectorate office has been newly rearranged and is comprised of 3 people it will always be in favour of one gender, but currently is historically more balanced than ever.
Teaching staff: Engineering faculty	14 females 26 males	With more female lectures coming into STEM field, the more this department is becoming gender balanced.

Department	Statistics	Diagnosis
Teaching staff: Transport and management faculty	14 females 9 males	Management in particular is covered much more by female staff than men, but in general it gives a balance to overall numbers of teaching staff.
Senior research staff	5 females 15 males	Since TSI is a STEM field university primary, special actions will be performed to more gender equity on senior researchers domain.
Researchers	7 females 7 males	TSI is able to demonstrate a perfect gender balance in Researcher domain and will continue to have balanced gender equality.
Research assistants	2 females 3 males	Good balance and actions to have sustainable gender equity will be applied.
Administrative staff	29 females 18 males	Good balance and actions to have sustainable gender equity will be applied.
Heads of departments	12 females 8 males	Even so Senior researchers are more male dominated, the number of departments headed by female staff balances the scales for the overall gender balance situation at TSI.
Support staff	5 females 6 males	Department represents good gender balance

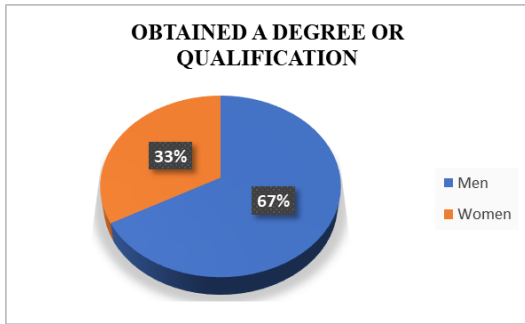


*Figure 6 TSI Staff*

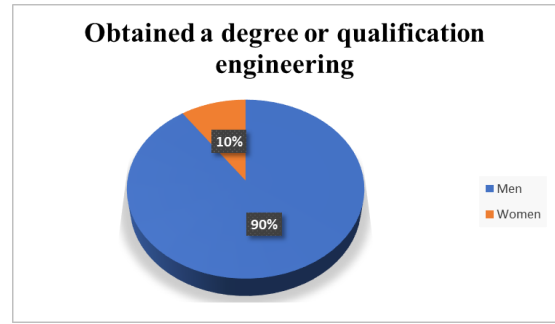
Currently it's no identified large-scale gaps in composition and working conditions for researchers or the administrative staff. Regarding the pay level, there is no gender pay gap in neither the base salaries of the Teaching or the Research personnel. No discrepancies can be found also in administrative department between male and female employees.

The diagnosis highlights the scarce presence of the gender perspective in teaching fields. Engineering is as indicated above much more traditionally male oriented, but Transport and Management not only provides balance, but slightly favors female teaching staff. STEM field in Latvian and region historically has been male oriented and changes have started to appear only recently. TSI will considered such fact in the developed actions plan.

In terms of student breakdown, the data shows the following for TSI being primary STEM oriented university:

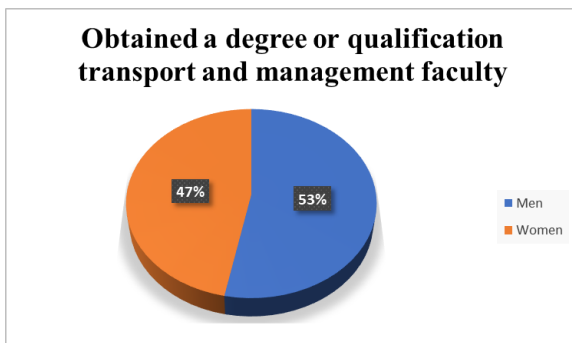


**Figure 7** Obtained a Degree or Qualification

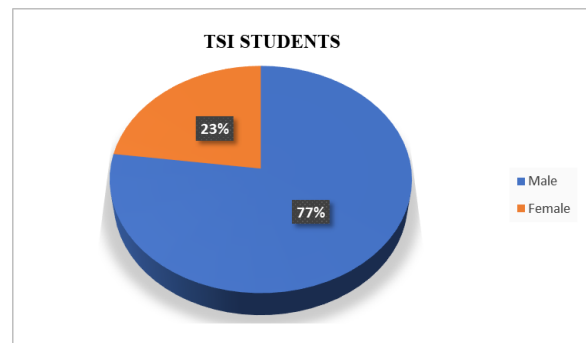


**Figure 8** Obtained a Degree or Qualification Engineering Faculty

The equality is far from optimal in Engineering Faculty, and TSI will considered such fact in the developing action plan.



**Figure 9** Obtained a degree or Qualification Transport and Management Faculty



**Figure 10** TSI Students

Transport and Management Faculty is the most gender balanced faculty with almost equal distribution of male and female students.

Problems to be addressed – increase the number of women who complete the studies and obtain a degree in engineering, as the ratio at the start of the studies is 1:4 or 1:5, compared to 1:9 at the end of the studies.

Over the past years the proportions in faculties have not changed much. One faculty is almost half and half, the other being overwhelmingly male dominated. New equipment (hardware that is not typically associated with power tools), has been acquired, that should also stimulate more gender balanced student flow. TSI does not see it as a threat to equality, as it is market dependent. It will stride to provide more open and women-oriented STEM material, in order to encourage young women to join the STEM studies.

### 3. ACTION PLAN

Table 2

Action Plan

#	Goal	Sub actions	KPI / achieved result	Responsible department	Implementation deadline
1	Information about GEP	<ul style="list-style-type: none"> <li>- Web publishing</li> <li>- Internal mailing</li> <li>- Internal instructions</li> <li>- Special mail address</li> </ul>	Keep informing about importance of GEP in TSI	Human Resource Development Department	2022
2	Training for gender equity aspects	<ul style="list-style-type: none"> <li>- Initial training</li> <li>- Keys-study training</li> <li>- Recurrent and updating trainings</li> <li>- Training for trainees</li> </ul>	Trained staff on gender equality aspects	Human Resource Development Department	2022; Every year till 01 of Mart
3	Checks and updated information about statistics	<ul style="list-style-type: none"> <li>- Initial gender data audit</li> <li>- tracking system implementation</li> <li>- continuous monitoring and inclusion of updates to the documentation</li> </ul>	Initial gender related data and information, updated in reporting period	Human Resource Development Department	2022; Every year till 01 of Mart
4	GEP ensuring in management positions	<ul style="list-style-type: none"> <li>- Creation and implementation of internal mentoring and support program for GE</li> <li>- Inclusion of a separate module on GE in the leadership training program for heads of structural units</li> </ul>	<ul style="list-style-type: none"> <li>- Career development roadmaps</li> <li>- Procedures in HR development and planning</li> </ul>	Human Resource Development Department	2023
5	Promotion of gender balanced representation in academic and research positions	<ul style="list-style-type: none"> <li>- Approximation of gender-balanced representation of GE in academic and research domains and promotion equity in academic and research positions, measuring its dynamics</li> </ul>	<ul style="list-style-type: none"> <li>- Staff development plans, considering GEP</li> <li>- Balanced staff in the faculties, both research and academic</li> </ul>	Human Resource Development Department Faculties Management	2023

#	Goal	Sub actions	KPI / achieved result	Responsible department	Implementation deadline
		- Implementation of support programs, mentoring, career support, for young researchers and teachers, considering equity aspects			
6	Promote Gender Equity in organization decision-making bodies	- A regular collection of information on the balanced Gender representation in TSI councils, commissions, and other decision-making bodies, promotions of more balanced decision-making representation. - Regular analysis of gender equality data, circulation, and appropriate planning.	- Balanced decision-making bodies	Human Resource Development Department	2024
7	Coverage of information in TSI news about relevant international and local events in gender equality aspects	- Promotion of GE in Research conferences - Promotion of GE visiting days - Reflect of GE in promotion events	Informing of TSI existing and potential partners about GE implementation	Human Resource Development Department	2023
8	Promoting and improving knowledge of gender equality issues and aspects in the educational process	- Inclusion of a special module in the training program for faculties staff - Organization of educational events for Students on gender equality issues	Educational and training programs for the academic domain	Human Resource Development Department	2023

#	Goal	Sub actions	KPI / achieved result	Responsible department	Implementation deadline
9	Creating gender balance staff recruitment and development procedures and aspects	<ul style="list-style-type: none"> <li>- Consultative support for heads of structural units on issues of promoting gender equality</li> <li>- Development and integration of gender equality principles in career development and related processes</li> <li>- Improvement and upgrading of the HR processes, related to gender equity</li> </ul>	<ul style="list-style-type: none"> <li>- Updated HR development policies and specialized frameworks</li> <li>- Balanced career development approach, based on GE aspects</li> </ul>	Human Resource Development Department	2024
10	Work-life balance and organizational culture	<ul style="list-style-type: none"> <li>- Seminars for heads of departments on organizing and implementing the principles of work-life balance for employees</li> <li>- Upgrade of HR processes to monitor the level and quality of work-life balance in organization</li> <li>- Update of internal regulatory documents and Ethics Code with the introduction of provisions on the principles of work-life balance aspects</li> <li>- Monitoring of work-life balance in the Organization</li> </ul>	<ul style="list-style-type: none"> <li>- Updated internal regulatory documents</li> <li>- Satisfied staff in work-life balance aspects</li> </ul>	Human Resource Development Department	2024
11	Integration of the gender dimension into research work and activities	<ul style="list-style-type: none"> <li>- Conducting seminars and training with research staff and the research administrative department on gender equality aspects.</li> <li>- Promotion of the principles of gender equality in the organization of research groups and teams for the</li> </ul>	<ul style="list-style-type: none"> <li>- Gender balanced research staff (all positions) and research groups</li> </ul>	Human Resource Development Department	2024



#	Goal	Sub actions	KPI / achieved result	Responsible department	Implementation deadline
		<ul style="list-style-type: none"> <li>implementation of projects and other research activities</li> <li>- Monitoring gender balance in research project activities</li> <li>- Promotion of gender equity in career development in the research domain</li> </ul>			
12	measures against gender-based violence including sexual harassment	<ul style="list-style-type: none"> <li>- Conducting regular trainings and seminars for staff and managers on violence prevention</li> <li>- Incorporate violence recognition and prevention procedures into HR procedures and at all levels of the TSI structure</li> <li>- Update of TSI regulatory documents on gender-based violence and sexual harassment</li> </ul>	<ul style="list-style-type: none"> <li>- zero tolerance for gender-based violence</li> <li>- zero tolerance for sexual harassment</li> </ul>		

### **3.1. Salary and working conditions**

The goal of TSI is to promote the principle of equality - to ensure equal working conditions and equal salary for equal volume and quality of work performed. Systematic analysis of salaries of employees is one of the priorities to prevent differences in salary under equal conditions. TSI continues its work to create equal employment conditions for all genders.

TSI approach:

- TSI is taking action to promote greater employment of women in leadership positions to achieve a balance where it has not yet been achieved
- Salary is established following the TSI staff salary regulations
- Monitoring the situation in works groups where one of the genders is not sufficiently represented
- Considers the possibilities of combining paternity and employment when planning work
- In the frame of TSI Strategy 2020-2025, focus on career development in the implementation of personnel evaluations

### **Further measures**

The main next steps are to implement the GEP plan at all levels of the TSI organization. Systematic and targeted work on gender equality requires regular evaluation, monitoring, and analysis of the current Gender Equality Plan and related policies. The results of the GEP implementation will be analyzed every year. In the annual report of the TSI, a separate section on the results of the implementation of the gender equality plan and the improvement of the plan and policies will be presented.