

Science Committee of the Ministry of Science and Higher Education  
of the Republic of Kazakhstan

Republican State Enterprise on the Right of Economic Management  
**“Institute of Philosophy, Political Science and Religious Studies”**

APPROVED BY  
General Director

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**GENDER EQUALITY PLAN**  
**of the Institute of Philosophy, Political Science and Religious Studies**  
**for 2027–2029**

Period of validity: from the date of approval until 31 December 2029

Almaty, 2026

## **1. General provisions**

1.1. This Gender Equality Plan of the Institute of Philosophy, Political Science and Religious Studies for 2027–2029 (hereinafter – the Plan) is an internal document of the Institute. It sets out the objectives, principles, priority areas, measures, indicators and monitoring arrangements through which the Institute promotes equal rights and equal opportunities for women and men.

1.2. The Plan has been adopted by the Institute on its own initiative as part of the development of its organisational culture and human resources management. It takes into account the legislation of the Republic of Kazakhstan, the strategic documents of the Republic of Kazakhstan on family and gender policy, the commitments of the Republic of Kazakhstan under the Sustainable Development Goals of the United Nations, and established international practice among research organisations.

1.3. The Plan covers the Institute as a whole, rather than any individual project or unit. It applies to the staff of the Institute, to candidates taking part in competitive selection procedures for vacant positions, and to visiting and associated researchers.

1.4. Doctoral candidates enrolled at higher education establishments who carry out research work at the Institute, including within research projects funded through the Institute, as well as trainees and early-career researchers, are covered by this Plan on the same basis as staff, to the extent applicable to their status. Data on such persons are collected and reported separately from data on staff.

1.5. The Plan enters into force on the date of its approval and remains valid until 31 December 2029 inclusive.

1.6. The approved Plan is published and freely accessible on the official website of the Institute in Kazakh, Russian and English. The relevant page states the approval date and approving authority, the period of validity of the document and the contact details of the coordinator responsible for its implementation.

## **2. Legal and methodological basis**

2.1. The Plan is based on the regulatory legal acts of the Republic of Kazakhstan and on the documents of the State Planning System of the Republic of Kazakhstan:

- 1) Law of the Republic of Kazakhstan No. 223-IV of 8 December 2009 “On State Guarantees of Equal Rights and Equal Opportunities of Men and Women”;
- 2) Labour Code of the Republic of Kazakhstan No. 414-V of 23 November 2015, including Article 6 “Prohibition of discrimination in employment” and the provisions establishing guarantees relating to pregnancy, childbirth and childcare;
- 3) Law of the Republic of Kazakhstan No. 94-V of 21 May 2013 “On Personal Data and Their Protection”;

- 4) Law of the Republic of Kazakhstan No. 103-VIII of 1 July 2024 “On Science and Technology Policy”;
- 5) Concept of Family and Gender Policy in the Republic of Kazakhstan until 2030, approved by Decree of the President of the Republic of Kazakhstan No. 384 of 6 December 2016 (as amended by Decree of the President of the Republic of Kazakhstan No. 853 of 1 April 2022);
- 6) other regulatory legal acts of the Republic of Kazakhstan governing labour relations, non-discrimination and the protection of personal data.

2.2. The following have been taken into account as methodological reference points in drawing up the Plan: Sustainable Development Goal 5 of the United Nations (achieve gender equality and empower all women and girls); the requirements and recommendations concerning Gender Equality Plans set out in Annex B (Eligibility) of the General Annexes to the Horizon Europe Work Programme; the Horizon Europe guidance on gender equality plans issued by the European Commission; and the guidance materials of the European Institute for Gender Equality (EIGE, the GEAR tool).

2.3. The Plan complements the internal documents of the Institute: its charter, internal labour regulations, documents on professional ethics and anti-corruption, the rules governing competitive selection for research positions, and internal procedures for handling staff complaints. The Plan neither replaces nor repeals those documents and is applied alongside them.

2.4. In the event of any conflict between the provisions of the Plan and the requirements of the legislation of the Republic of Kazakhstan, the legislation of the Republic of Kazakhstan prevails.

### **3. Objective and tasks**

3.1. The objective of the Plan is to progressively establish organisational conditions under which staffing, managerial and research-related decisions at the Institute are made transparently and based on objective professional criteria, and women and men have equal access to employment, professional development, participation in research projects and decision-making.

3.2. In order to achieve this objective, the following tasks are pursued:

- 1) to organise the regular collection and analysis of anonymised data on the representation and participation of women and men across the Institute;
- 2) to ensure that recruitment, assessment and promotion procedures are transparent and based on objective professional criteria;
- 3) to promote balanced participation of women and men in governing, collegial and selection bodies;
- 4) to support the compatibility of professional and family responsibilities within the limits set by law and by the organisational capacity of the Institute;

- 5) to ensure that applicable sex and gender aspects are considered in the content of research;
- 6) to maintain a safe working environment and clear mechanisms for responding to discrimination, harassment and other unacceptable conduct;
- 7) to raise the awareness of staff and decision-makers regarding equality and unconscious gender biases;
- 8) to ensure periodic monitoring of the implementation of the Plan and public reporting on its results.

#### **4. Principles of implementation**

4.1. The Plan is implemented in accordance with the principles of legality, equal rights and opportunities, prevention of direct and indirect discrimination, decision-making on the basis of professional competence, respect for human dignity, confidentiality, protection of personal data, realism and proportionality of the measures adopted, and reliance on the existing organisational procedures of the Institute.

4.2. The Plan does not introduce mandatory gender quotas in recruitment, appointments, the composition of collegial bodies or the allocation of research funding, and does not restrict the application of qualification requirements or other selection criteria provided for by law.

4.3. The targets set by the Plan are primarily process-based and relate to the quality and transparency of internal procedures. Quantitative representation targets are established only after baseline data have been compiled and are expressed as a direction of change relative to the baseline value.

#### **5. Implementation arrangements and dedicated resources**

5.1. Overall responsibility for the implementation of the Plan lies with the Director General of the Institute.

5.2. By order of the Director General, a GEP coordinator is appointed from among the staff of the Institute. The coordinator organises the collection and consolidation of data, prepares implementation reports, organises awareness-raising and training activities, advises units on the application of the Plan, prepares proposals for updating it, and liaises with partner organisations and with coordinators of international research projects on gender equality matters.

5.3. By the same or a separate order, a working group for the implementation of the Plan is established, comprising representatives of the HR Centre, the Academic Secretary or a representative of the research centres, the officer providing legal support, the person responsible for the processing and protection of personal data, and a staff representative. The working group meets at least once a year.

5.4. Dedicated resources are provided through: the working time of the coordinator and of the members of the working group, allocated within their existing

duties; the organisational and information infrastructure of the Institute, including the official website, internal information resources and personnel record systems; and gender equality expertise, developed through the training of the coordinator and of the working group members using openly available materials of international organisations and through participation in free seminars and webinars offered by partner organisations.

5.5. The Plan is implemented within the existing organisational structure and does not require the creation of new staff positions. The adoption of the Plan does not in itself give rise to expenditure obligations of the Institute beyond its approved financing plan; where the necessary organisational and financial capacity becomes available, individual measures may be supported by additional resources at the decision of the Director General.

## **6. Baseline situation and data collection**

6.1. As at the date of approval of the Plan, the Institute does not yet maintain a systematic set of sex-disaggregated data for previous periods covering all indicators provided for in the Plan. Compiling the baseline dataset is a task of the first year of implementation.

6.2. The list of indicators to be collected is set out in Annex 1 to this Plan. The list may be refined in the light of the data actually available, the structure of the Institute and the capacity of the information systems in use.

6.3. Data are collected by the HR Centre in cooperation with the GEP coordinator. Data are processed and presented exclusively in aggregated and anonymised form. Information allowing a particular member of staff to be identified, directly or indirectly, is not published. Figures for categories comprising fewer than five persons are not disclosed separately; such categories are merged with others or reported with an indication that disclosure is not possible.

6.4. The processing of personal data in the implementation of the Plan is carried out in accordance with the legislation of the Republic of Kazakhstan on personal data and their protection and with the internal documents of the Institute.

6.5. Where data for previous periods are unavailable, the reporting documents state that baseline data are absent and that collection begins from a specified year. Filling gaps by estimation or extrapolation is not permitted.

## **7. Priority areas**

### **7.1. Work–life balance and organisational culture**

The Institute maintains a respectful professional environment and applies in full the guarantees established by the legislation of the Republic of Kazakhstan and by its internal documents in connection with pregnancy, childbirth, paternity and childcare, including in respect of male staff.

Within the limits of organisational capacity and having regard to the nature of the duties concerned, flexible working arrangements may be applied, including remote and hybrid work and flexible start and end times. Meetings of collegial bodies are, as a rule, scheduled within core working hours.

The use by a member of staff of leave and social guarantees provided for by law may not in itself serve as a ground for restricting that person's professional opportunities, participation in research projects or promotion. Staff returning from long-term childcare leave are, upon request, given organisational support in resuming their research work.

Target: existing guarantees are maintained; staff are informed at least once a year about the available working arrangements and social guarantees.

## **7.2. Gender balance in leadership and decision-making**

When governing, advisory, expert and selection bodies of the Institute are constituted, account is taken of professional competence, experience, official responsibilities and the nature of the matters to be considered, as well as of the need to ensure equal access of women and men to participation in decision-making.

The composition of governing and collegial bodies and of selection and expert panels is analysed in aggregated, sex-disaggregated form at least once every two years. The results of the analysis are included in the implementation report.

Target: aggregated information on representation is available; single-sex selection panels are avoided wherever organisationally possible.

## **7.3. Gender equality in recruitment and career progression**

Decisions on recruitment, promotion, participation in training and involvement in research projects are taken on the basis of qualifications, experience, professional performance and other objective criteria.

Vacancy notices and qualification requirements are formulated in neutral professional terms and contain no direct or indirect restrictions based on sex, marital status or parenthood, except for restrictions expressly provided for by the legislation of the Republic of Kazakhstan.

Information on vacancies, competitions, traineeships, professional development programmes and opportunities to take part in research projects is communicated to all staff through commonly accessible internal channels.

In the assessment of research performance, documented periods of absence relating to pregnancy, childbirth and childcare, as well as other periods provided for by law, are taken into account.

Targets: new vacancy notices are checked for neutral wording; members of selection, appraisal and expert panels are informed about the prevention of bias before the panel begins its work, including as part of the notice convening the panel.

#### **7.4. Integration of the gender dimension into research content**

When preparing research projects and funding applications, researchers are encouraged to assess whether sex or gender is potentially relevant to the formulation of the research question, the composition of the study population, the methodology of data collection and analysis, the interpretation of results and the practical application of the findings.

Where sex or gender has no scientifically justified relevance to a given study, the inclusion of such analysis is not required; the reasoning behind that conclusion is briefly recorded when the application is prepared.

To give practical effect to this provision, the Institute develops a short internal checklist to be used in the preparation of project applications, including applications to international research programmes.

Targets: the checklist is developed and made available to researchers; the relevance of the gender dimension is screened for all new applications submitted on behalf of the Institute to international research programmes.

#### **7.5. Measures against gender-based violence, including sexual harassment**

Discrimination, degrading treatment, sexual harassment, victimisation and other forms of undue pressure on staff and other persons involved in the activities of the Institute are not tolerated.

Staff may report a suspected breach to their immediate supervisor, to the HR Centre, to the Compliance Officer or to another authorised person designated by the internal documents of the Institute. Information on the available reporting channels and on the procedure and time limits for handling reports is published on the internal information resource and on the official website of the Institute.

Reports of suspected breaches are reviewed objectively, confidentially and within the time limits set by the internal documents of the Institute. Victimisation, deterioration of working conditions or any other detrimental consequences for a person who has reported a suspected breach in good faith, or who has taken part in its examination, are prohibited.

Information on reports is included in the implementation report exclusively in aggregated form, without any detail allowing those involved to be identified.

Targets: information on reporting channels is published and kept up to date; acknowledgement of receipt is sent to the reporting person within three working days.

### **8. Awareness-raising and training**

8.1. The Institute communicates the Plan to staff by publishing it on the official website and internal information resources and by informing newly recruited staff about it.

8.2. At least once a year, an awareness-raising or training activity on equal rights and equal opportunities, non-discrimination and unconscious gender biases is organised for staff. The activity may take the form of a seminar, a webinar, the circulation of guidance materials or a discussion at a general staff meeting.

8.3. Priority target groups for awareness raising and training are heads of units, staff of the HR Centre, members of selection, appraisal and expert panels, and staff involved in the preparation of international project applications.

8.4. Training draws on openly available and free materials of international and national organisations, as well as on materials prepared by the Institute itself.

## **9. Monitoring, reporting and publication**

9.1. Monitoring of the implementation of the Plan is carried out by the GEP coordinator with the involvement of the working group.

9.2. A short implementation report is prepared for each calendar year. The report sets out the measures implemented, the values of the available sex-disaggregated indicators, the organisational issues identified and proposals for adjustment. The structure of the report is set out in Annex 2 to this Plan.

9.3. The report is considered annually by the Academic Council of the Institute and published on the official website of the Institute in the section containing this Plan.

9.4. On the basis of the monitoring results, amendments and additions may be made to the Plan under the procedure applicable to its approval.

## **10. Action plan for 2027–2029**

| <b>No.</b> | <b>Measure</b>                                                                          | <b>Expected result</b>                                            | <b>Timeline</b> | <b>Responsible</b>            |
|------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------|-------------------------------|
| 1          | Designation of the GEP coordinator and approval of the composition of the working group | Order of the Director General                                     | Q1 2027         | Director General, HR Centre   |
| 2          | Publication of the approved Plan on the official website in three languages             | Publicly available document stating the date and body of approval | Q1 2027         | GEP coordinator, Media Centre |
| 3          | Compilation of the baseline set of aggregated sex-disaggregated data (Annex 1)          | Baseline values of the indicators                                 | 2027            | HR Centre, GEP coordinator    |
| 4          | Review of standard vacancy notices and qualification requirements for neutral wording   | Revised wording                                                   | 2027            | HR Centre                     |

| No. | Measure                                                                                         | Expected result                                                      | Timeline                      | Responsible                          |
|-----|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------|--------------------------------------|
| 5   | Publication and updating of information on reporting channels for discrimination and harassment | Information available to staff                                       | 2027, thereafter continuously | Compliance Officer                   |
| 6   | Awareness-raising or training activity on equality and unconscious bias                         | At least one activity or distribution of guidance materials per year | Annually, 2027–2029           | GEP coordinator                      |
| 7   | Informing members of selection, appraisal and expert panels about the prevention of bias        | Information included in the notice convening the panel               | From 2027, continuously       | HR Centre                            |
| 8   | Development of a short checklist on sex and gender in research                                  | Checklist available to researchers                                   | 2028                          | Academic Secretary, research centres |
| 9   | Analysis of the representation of women and men in governing, collegial and selection bodies    | Aggregated analytical note                                           | 2028 and 2029                 | GEP coordinator                      |
| 10  | Preparation and publication of the implementation report                                        | Report considered by the Academic Council and published              | Annually, Q1                  | GEP coordinator                      |
| 11  | Informing staff about childcare-related guarantees and available working arrangements           | Annual staff communication                                           | Annually, 2027–2029           | HR Centre                            |
| 12  | Preparation of proposals for the extension or renewal of the Plan                               | Draft Plan for the following period                                  | Q4 2029                       | Working group                        |

## 11. Indicators

| Indicator                                                           | Baseline                  | Target                        | Frequency  |
|---------------------------------------------------------------------|---------------------------|-------------------------------|------------|
| Approved and published Plan in place                                | not in place              | in place from 2027            | continuous |
| GEP coordinator and working group in place                          | not in place              | in place from 2027            | continuous |
| Share of the indicators in Annex 1 reported with sex disaggregation | to be established in 2027 | 100 % of available indicators | annual     |
| Number of awareness-raising or training activities on equality      | 0                         | at least one per year         | annual     |
| Members of panels informed about the prevention of bias             | not yet implemented       | all panels from 2027 onwards  | annual     |

| <b>Indicator</b>                                                  | <b>Baseline</b>           | <b>Target</b>                         | <b>Frequency</b>             |
|-------------------------------------------------------------------|---------------------------|---------------------------------------|------------------------------|
| New vacancy notices checked for neutral wording                   | to be established in 2027 | all new notices                       | annual                       |
| Information on reporting channels published                       | to be established in 2027 | in place from 2027                    | continuous                   |
| Checklist on sex and gender in research in place                  | not in place              | developed in 2028                     | once, then updated as needed |
| Representation of women and men in governing and collegial bodies | to be established in 2027 | change relative to the baseline value | at least every two years     |
| Implementation report prepared and published                      | not in place              | annually                              | annual                       |

The indicators serve exclusively to assess organisational progress. They do not constitute quotas, grounds for restricting the rights of staff, or criteria for assessing individual performance.

## **12. Final provisions**

12.1. The Plan may be amended or supplemented in the light of changes in the legislation of the Republic of Kazakhstan, changes in the organisational structure of the Institute, the development of the international research cooperation of the Institute, and the results of monitoring.

12.2. By the fourth quarter of 2029 at the latest, the working group prepares proposals on the extension or renewal of the Plan, or on the adoption of a new Plan for the following period.

12.3. The current version of the Plan and the reports on its implementation are published on the official website of the Institute.

12.4. The GEP coordinator, the composition of the working group and the person responsible for overseeing the implementation of this Plan are designated by an order of the Director General of the Institute on the implementation of the Plan.

Director General

A.K. Sadvokassova

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(signature)

### List of sex-disaggregated indicators to be collected

Data are collected annually as at 31 December of the reporting year and are presented in aggregated and anonymised form. Where an individual indicator is unavailable, the report states “no data available”.

| No. | Indicator                                                                                              | Data source                          |
|-----|--------------------------------------------------------------------------------------------------------|--------------------------------------|
| 1   | Total headcount and full-time equivalent staff                                                         | HR Centre                            |
| 2   | Numbers of research, administrative and technical staff                                                | HR Centre                            |
| 3   | Distribution of staff by position and academic degree                                                  | HR Centre                            |
| 4   | Staff on open-ended and fixed-term employment contracts                                                | HR Centre                            |
| 5   | Heads of units and other managerial staff                                                              | HR Centre                            |
| 6   | Composition of the Academic Council and standing committees                                            | Academic Secretary                   |
| 7   | Composition of selection, appraisal and expert panels                                                  | HR Centre                            |
| 8   | Candidates who took part in competitive selection and persons recruited                                | HR Centre                            |
| 9   | Promotions and terminations of employment                                                              | HR Centre                            |
| 10  | Staff who took part in training and professional development                                           | HR Centre                            |
| 11  | Principal investigators and members of project teams                                                   | Academic Secretary, research centres |
| 12  | Staff on maternity and childcare leave and staff returning from such leave                             | HR Centre                            |
| 13  | Number of reports of discrimination and harassment received and examined (aggregated figures only)     | Compliance Officer                   |
| 14  | Doctoral candidates, trainees and early-career researchers carrying out research work at the Institute | Academic Secretary, research centres |

### **Structure of the implementation report**

The implementation report is prepared by the GEP coordinator, considered by the Academic Council of the Institute and published on the official website. The recommended length is two to five pages.

1. Reporting period and details of the person who prepared the report.
2. Status of each measure listed in Section 10 of the Plan: completed, in progress, or not yet implemented (with reasons).
3. Values of the indicators listed in Section 11 for the reporting period, compared with the baseline values and with the previous period.
4. Aggregated data collected in accordance with Annex 1.
5. Short description of the awareness-raising and training activities carried out, indicating the target groups.
6. Aggregated information on reports concerning discrimination and harassment, excluding any detail allowing those involved to be identified.
7. Organisational issues and obstacles identified.
8. Proposals for adjusting the measures and indicators for the following period.

The report contains no personal data. Figures for categories comprising fewer than five persons are merged with others or reported with an indication that disclosure is not possible.