



Pravni center za varstvo človekovih pravic in okolja, PIC

Metelkova 6, 1000 Ljubljana

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www.pic.si

Gender Equality Plan 2026-2028

Official name	Legal Center for the Protection of Human Rights and the Environment, zavod PIC (Institute PIC)
Registered / main address	Metelkova 6, 1000 Ljubljana
Website	www.pic.si
Director / legal representative	Aljoša Petek
GEP contact person	Oksana Jere, Office Administrator
Validity period	1 January 2026 - 31 December 2028
Version	Version 1.0, January 2026

Public institutional Gender Equality Plan prepared for use in all PIC projects.



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Approval and endorsement

This Gender Equality Plan is adopted as an institutional plan of Institute PIC for the period 2026-2028. It confirms the organization's commitment to gender equality, equal opportunities, inclusive organizational culture, prevention of discrimination and harassment, and transparent monitoring of progress. The plan is intended to be a practical and proportionate document for a small research-oriented NGO and will be implemented through existing management, project and communication processes.

Role	Name / function	Responsibility
Senior responsible person	Director / legal representative	Overall accountability for adoption, implementation and annual review of the GEP.
Operational GEP lead	Office Administrator	Annual data update, internal coordination, record keeping and preparation of the annual review note.
Communication support	Head of PR	Inclusive communication standards in public communication and events, in line with existing communication documents.
Project implementation	Project managers and activity leaders	Application of GEP principles in recruitment, event planning, stakeholder engagement, fieldwork and reporting.

Director signature: _____

Date: _____ 1.1.2026 _____





Executive summary

PIC – Legal Center for the Protection of Human Rights and the Environment is a non-governmental organization, specializing in legal advocacy in the area of human rights and environmental protection in Slovenia. For over 25 years, PIC's main objective has been to empower individuals to better utilize and advance their position in the society. We provide legal counseling, representation in proceedings, research analysis and comparative legal studies, drafting of amendments and legislation, policies and practices, holding workshops, and providing training.

Our main areas of work are protection of vulnerable groups, asylum and migration, and environmental and climate protection. Protection of vulnerable groups includes legal support of the most vulnerable including persons with disabilities, elderly, victims of domestic and gender-based violence, child protection, protection against discrimination and support to victims of crime. We provide counselling and representation, as well as legal expertise in the area of asylum and migration. We argue for the enhancement of legal protection of the environment through research, collaboration, development and dissemination. Finally, as co-founders of the Legal Network for the Protection of Democracy, we are also committed to the protection of democratic principles, the rule of law, and access to justice.

This Gender Equality Plan (GEP) sets out a practical institutional framework for promoting gender equality within PIC during 2026-2028. It is designed to be strong enough for European projects, while remaining realistic for a small NGO with project-based work, activities and public engagement.

The plan follows the core logic of European Commission and EIGE guidance on GEPs: it includes a baseline assessment, objectives, dedicated responsibilities, data collection and monitoring, training and awareness-raising, and measures across the main thematic areas of gender equality. Implementation is deliberately light-touch: no new complex committee is created. The GEP is implemented through existing structures: the Director, Office Administrator, Head of PR and project managers.

Core GEP component	PIC approach 2026-2028
Public document	The GEP should be approved by the Director and published on PIC's website or otherwise made available as an official institutional document.
Dedicated resources	Implementation is coordinated by the Office Administrator with support from the Director, Head of PR and project managers; resources are allocated through existing management and project time.
Data and monitoring	Annual update of sex-disaggregated data on staff, regular collaborators, leadership, project roles, recruitment and selected public activities.
Training and awareness	At least one short annual internal briefing on equality, inclusive culture and prevention of harassment, plus onboarding for new staff/collaborators.
Action areas	Recruitment, work-life balance, leadership and decision-making, career development, communication, research/stakeholder activities, fieldwork, and prevention of discrimination and harassment.



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Purpose, scope and principles

The purpose of this GEP is to strengthen gender equality and equal opportunities at PIC and to provide a clear institutional reference for future national and European projects, including LIFE, Horizon Europe, Interreg, Erasmus+, CERV and other funding programmes where gender equality and inclusive organizational practices are relevant.

The GEP applies to PIC as an organization and to activities implemented by PIC staff, regular collaborators, project managers, trainers, researchers, educators, communication staff, volunteers and external experts working under PIC coordination. It does not replace mandatory national legislation, employment rules, occupational safety requirements, GDPR obligations, anti-mobbing rules or project-specific codes of conduct. Where such rules exist, they complement this plan.

Guiding principles

- Equal opportunities in employment, collaboration, training, project leadership and professional development.
- Selection based on competence, relevant experience, availability, role suitability and alignment with PIC's mission and values, without discrimination.
- Respectful, safe and inclusive working culture, including zero tolerance for discrimination, mobbing, sexual harassment and gender-based harassment.
- Recognition that flexible work and work-life balance are important for long-term quality, motivation and retention in project-based environmental work.
- Gender-sensitive and non-stereotypical communication, particularly in education, public engagement, field activities and visual materials.
- Proportionate monitoring: data are collected only where useful, lawful and realistic, and are reported primarily in aggregate form.

Organizational profile

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Baseline assessment 2026

The baseline below is based on the internal staff and collaborator structure provided by PIC for the preparation of this plan. It is intended as a practical management baseline and should be updated annually. Individual phone numbers and unnecessary personal data are deliberately excluded from this public-facing GEP.

Category	Women	Men	Non-binary / no data	Total	Comment
Internal staff / regular team listed in baseline	10	3	0	13	Includes management, project, PR, education, administration and ecology roles.
External regular collaborators	0	0	0	0	Two external male collaborators reported.
Total staff and regular collaborators	10	3	0	13	Approximate institutional baseline for 2026 GEP purposes.
Collegium / core management group	5	1	0	6	
Director / legal representative		1	0	1	

Baseline interpretation

- PIC currently has strong representation of women in employee structure, leadership, project management, education, administration, PR and scientific/ecological roles.
- The collegium is currently composed mostly of women. This is not identified as a problem, but it will be monitored so that future decision-making remains open, competence-based and inclusive.
- Because PIC is a small project-based organization, annual monitoring should focus on meaningful indicators and avoid unnecessary administrative burden.
- Some staff may have caring responsibilities or parental leave periods during the GEP period. Work-life balance and flexible work arrangements are therefore an important operational priority.



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Main projects and activity areas considered

Project / activity area	Type of work relevant for GEP
LIFE2RIVERS	Project partners, river restoration, stakeholder engagement, education, fieldwork, training, public events and communication, legal research.
RIWET	Subcontractors, Environmental project work, legal expertise, stakeholder and communication activities where relevant.
PERSIST	Stakeholder engagement, legal research and other legal work, events organization
TRACE	Stakeholder engagement, legal research and other legal work, events organization

Strategic objectives 2026-2028

PIC will implement five strategic objectives. The objectives are intentionally concrete and proportionate. They do not create a separate bureaucracy; they embed gender equality into existing organizational, HR, communication and project management routines.

Objective 1: Equal opportunities in recruitment and collaboration

Ensure that employment, project collaboration and external expert engagement are based on competence, relevant experience, availability, role suitability and values alignment, without discrimination.

Objective 2: Work-life balance and flexible organizational culture

Maintain and strengthen flexible work practices, including remote work, adapted schedules and reasonable planning of fieldwork and events.

Objective 3: Inclusive leadership and decision-making

Monitor gender representation in leadership, collegium, project management and expert roles, while ensuring that decision-making remains transparent and competence based.

Objective 4: Inclusive communication and visibility

Ensure that PIC's public communication, educational work and event materials avoid stereotypes and show diverse expert roles in aquatic ecology, river restoration and environmental governance.

Objective 5: Prevention of discrimination, mobbing and harassment

Maintain zero tolerance for discrimination, mobbing, sexual harassment and gender-based harassment, supported by clear internal rules and reporting channels.

Action plan

Area	Action	Responsible	Timeline	Indicator
Recruitment and collaboration	Use competence-based selection for employees, external collaborators, experts and students. When using personal networks, ensure that role requirements and reasons for selection are clear.	Director, Head of Administration, project managers	2026-2028	Selection decisions can be explained by role needs, competence, experience and availability.
Recruitment and collaboration	For formal employment vacancies, publish calls where appropriate, conduct interviews and keep short internal notes on the selection rationale.	Head of Administration, Director	From 2026	100% of formal employment procedures have basic documentation.
Work-life balance	Continue allowing remote work and flexible working time where compatible with project tasks, fieldwork, events and deadlines.	Director, project managers	Ongoing	Flexible work remains available and is discussed during workload planning.
Work-life balance	When evening, weekend or multi-day work is required, plan recovery time, flexible hours or equivalent arrangements where feasible.	Project managers	Ongoing	Fieldwork and event planning includes workload/recovery consideration.
Leadership	Review gender distribution in collegium, project management roles and expert visibility once per year.	Head of Administration, Director	Annually	Annual GEP monitoring table updated.
Career development	Enable staff and regular collaborators to participate in relevant training, conferences, field skills development and project leadership opportunities, subject to project resources.	Director, project managers	2026-2028	At least annual review of training/development opportunities.
Communication	Use inclusive language and avoid gender stereotypes in public communication, images, educational materials and event	Head of PR, project teams	Ongoing	Communication materials reviewed as part of standard communication workflow.

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Area	Action	Responsible	Timeline	Indicator
	promotion, in line with PIC's communication documents.			
Research and stakeholder work	Consider the gender and inclusion dimension in stakeholder engagement, education, public participation and citizen-science activities where relevant.	Project managers, activity leaders	Ongoing	Relevant project plans/events include basic accessibility and inclusiveness considerations.
Fieldwork and events	Apply respectful behavior, safety and anti-harassment principles to fieldwork, student work, volunteering, public workshops and multi-day events.	Project managers, event leads	Ongoing	Event/fieldwork checklist used for higher-risk or multi-day activities.
Prevention	Keep anti-mobbing and internal work rules available to staff and collaborators; clarify where concerns can be reported.	Head of Administration, Director	2026	Staff know where to find rules and whom to contact.
Training and awareness	Organize one short annual internal briefing on gender equality, respectful culture, unconscious bias and prevention of harassment.	GEP lead	Annually	At least one briefing per year or equivalent onboarding note.
Monitoring	Prepare a short annual GEP review note using the monitoring template in Annex 1.	GEP lead, Director	Annually	Review notes prepared and discussed internally.



Implementation and resources

Implementation of this GEP is integrated into PIC's existing operational rhythm. The organization already uses internal Monday meetings, project-specific meetings and a collegium structure. These are sufficient for implementation and review; a separate Gender Equality Committee is not necessary at this stage.

Implementation element	Practical arrangement
Responsible management	The Director is responsible for endorsement and overall implementation.
Operational coordination	The Office Administrator acts as GEP lead and keeps the annual monitoring table.
Communication role	The Head of PR supports inclusive communication and public visibility practices.
Project-level implementation	Project managers apply GEP measures in staffing, fieldwork, events, trainings and stakeholder activities.
Resources	Resources consist of management time, administrative coordination, PR review time, internal meetings and project-management time. No separate budget line is required unless a project specifically funds equality-related activities.
Expertise	PIC may use available EU/EIGE guidance, national equality resources, and external support where needed for specific cases or future project requirements.

Monitoring, indicators and annual review

The GEP will be reviewed once per year, preferably in the first quarter for the previous calendar year. The review should be concise: a short internal note and an updated monitoring table are sufficient. Data should be aggregated and should not include unnecessary personal data. More detailed data may be kept internally only where lawful and useful.

Indicator	Frequency	Notes
Staff and collaborators by gender	Annual	Women/men/non-binary or no data; reported in aggregate.
Leadership and collegium by gender	Annual	Composition of senior roles and core decision-making group.
Project managers / activity leads by gender	Annual	Relevant for larger projects only.
Recruitment procedures	Annual	Number of formal recruitments; whether a basic selection rationale exists.
Training / awareness activity	Annual	Whether at least one internal briefing or onboarding note was provided.
Events and trainings	Where feasible	For major events only: speakers/trainers/participants by gender if data are lawfully and proportionately collected.
Reports/concerns raised (anonymized aggregate)	Annual	Number of reports and handling status; only anonymized/aggregate reporting.
Corrective actions	Annual	Actions agreed where gaps or risks are identified.



Annual review questions:

1. Has the baseline changed significantly?
2. Were recruitment and collaboration decisions transparent and competence-based?
3. Were flexible work and workload planning sufficient, especially around fieldwork and events?
4. Were women and men visible in expert, communication and project roles?
5. Were any concerns about discrimination, mobbing, harassment or inappropriate behavior reported or observed?
6. Are any corrective actions needed for the next year?

Thematic areas

Work-life balance and organizational culture

PIC's work is project-based and includes desk work, fieldwork, public events, workshops, travel and deadlines. The organization already allows remote work and flexible working time. This is an important strength and should be maintained. Flexibility should be used to support both organizational delivery and staff well-being, including care responsibilities, parental responsibilities, health needs and recovery after intensive fieldwork or events.

Gender balance in leadership and decision-making

PIC currently has strong female representation in leadership and the collegium. The goal is not to impose artificial quotas, but to monitor representation and ensure open access to leadership and project responsibility for all genders. Decisions should remain competence-based, transparent and aligned with project needs.

Recruitment, collaboration and career development

PIC uses public vacancy announcements where appropriate, interviews, fixed-term contracts, potential transition to open-ended employment depending on project funding, and external collaborators including self-employed experts. The organization also uses professional networks and personal knowledge of candidates, which is normal for a small expert NGO. To reduce bias, role requirements and reasons for selection should be clear, even where the process is informal.

Gender dimension in research, education and stakeholder engagement

Human rights are not necessarily gender-specific in their scientific or legal content and context. However, PIC's education, public participation, youth work, citizen science, stakeholder engagement and policy co-creation activities have a social dimension. Where relevant, project teams should consider whether activities are accessible and welcoming to different groups and whether communication materials show diverse role models in all the fields of work of PIC.

Measures against discrimination, mobbing and harassment

PIC has an anti-mobbing rule and internal work rules. The GEP complements these rules by confirming zero tolerance for discrimination, mobbing, sexual harassment and gender-based harassment. Concerns may be reported to the Director or the Collegium. Where a concern involves one of these persons, the other contact should be used. Reports must be handled respectfully, confidentially and without retaliation.

Gender equality risk assessment

Risk area	Level	Why it matters	Mitigation
Small team and informal culture	Medium	Informal decisions can be efficient but may create unclear selection or task allocation.	Use short selection/task rationale for key decisions; discuss workload in meetings.
Project-based workload and deadlines	Medium	Intensive periods may affect work-life balance and well-being.	Plan deadlines early, use flexibility and recovery time after intensive field/events.
Fieldwork and multi-day events	Medium	Safety, privacy, conduct and workload risks can arise.	Use event/fieldwork checklist and clear conduct expectations.
Public workshops and stakeholder processes	Medium	Gender and power dynamics may affect participation.	Use inclusive facilitation and respectful participation rules.
Overrepresentation of one gender in leadership	Low/Medium	Current leadership is female dominated; future balance should be monitored.	Annual monitoring; open development opportunities for all genders.
Communication stereotypes	Low	Visual or textual materials may unintentionally reinforce stereotypes.	PR review and inclusive communication practice.
Harassment or inappropriate behavior	Low/Medium	Risk exists in all workplaces, especially in public and field settings.	Zero tolerance, clear reporting contacts, confidential handling.

Publication, communication and review

To support transparency and future research and innovation funding applications, PIC should publish the approved GEP on its website or make it available as an official institutional document. Staff and regular collaborators should be informed that the GEP exists and where it can be accessed. New staff and collaborators should receive a short reference to the GEP during onboarding.

The GEP should be reviewed annually and may be updated if PIC grows significantly, changes its governance structure, adopts new internal rules, receives new project requirements, or identifies a gap through monitoring. A full revision should be prepared before the end of 2028.

Annex 1: Annual monitoring template

Monitoring item	2026	2027	2028	Comment / corrective action
Total staff and regular collaborators by gender				
Collegium / leadership composition by gender				
Project managers / activity leads by gender				
Formal recruitment procedures completed				
Training / awareness briefing completed				
Major events with gender data where feasible				
Reports/concerns raised (anonymized aggregate)				
Corrective actions adopted				

Annex 2: Recruitment and collaboration checklist

- Is the role/task clearly described?
- Are required competences, experience and availability defined?
- If the opportunity is formally advertised, is the announcement gender-neutral and inclusive?
- If the candidate is selected through a professional network, can the reason for selection be documented?
- Was the decision based on role fit, competence, experience, availability and values alignment?
- Are contract type, expected workload and reporting lines clear?
- Have flexible work arrangements been discussed where relevant?

Annex 3: Event, fieldwork and workshop checklist

- Are roles, responsibilities and contact persons clear before the activity?
- Are safety and conduct expectations clear for fieldwork, travel, workshops or multi-day events?
- Is participation accessible and welcoming to different groups where feasible?
- Are speakers, trainers, mentors or visible experts selected transparently and without stereotypes?
- Are photos and communication materials respectful and non-stereotypical?
- Is there a clear contact person for concerns or inappropriate behavior?
- If participant data are collected, is this necessary, lawful and proportionate?

Annex 4: Sources and basis for preparation

- Internal PIC baseline information provided for preparation of this GEP in July 2026.
- PIC official website and organizational information available at www.ozivimo.si.
- European Commission and EIGE guidance on Gender Equality Plans for research and innovation organizations.
- PIC internal anti-mobbing rule and internal work rules, as reported for this GEP.