



**Gender Equality Plan
2022 - 2026
Framework Document**

GENDER EQUALITY PLAN

ŁUKASIEWICZ RESEARCH NETWORK – PORT POLISH CENTER FOR TECHNOLOGY DEVELOPMENT

Annex No 1 to the Institute Director's Decree No 9/II/2022

WROCLAW 2022



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Abstract

Equality and diversity are values that contribute to the development of science, which is why it is very important to understand gender equality and the nature of the various roles that scientists play in order to help them reconcile their scientific and other responsibilities with a sense of economic security and appreciation.

Łukasiewicz Research Network Institute – Polish Centre for Technology Development (PORT) has established a Gender Equality Plan (GEP) for 2022–2026, which is in line with the three main objectives underlying the European Commission’s strategy for gender equality in research and innovation policy, and which translates into the following aspects of the daily functioning of Łukasiewicz–PORT:

- I. promoting equality in scientific careers, without prejudice to supporting the most talented people regardless of their gender or lawful sexual orientation;
- II. ensuring gender balance in decision-making processes and bodies, where this does not result in the discrimination of persons with higher competences;
- III. integrating the gender dimension into the content of research and innovation, where this is relevant to the research output.

Ensuring the sense of security and preventing discrimination in the area of gender equality in Łukasiewicz – PORT is based on the recognition that gender identity issues are an individual and intimate sphere of each person’s life, protected by the values of individualism, tolerance and the traditions of European culture, and as such, if they are consistent with the prevailing legal order, they shall by no means be a subject to evaluation, interference, influence, discrimination or affirmation, and shall not be a criterion for decision-making by employees or Łukasiewicz – PORT.

The starting point for the gender equality action plan was the appointment of a Gender Equality Plan coordinator at Łukasiewicz – PORT, i.e., a person responsible for drafting the document. As part of the Łukasiewicz Network’s activities, PORT conducted training for the coordinators of the GEP; shared information useful in integrating the existing knowledge and good practices from other institutions, but above all initiated data collection and carried out a survey, the results of which were used to diagnose the current state of affairs in Łukasiewicz – PORT. A very important factor for the proper functioning of the GEP (launching the implementation process, monitoring and evaluation of the implementation indicators) is the cooperation at organisational level within a team made up of people working in the areas of HR, Communication and the Committee for combating mobbing, discrimination, harassment and sexual harassment. In the implementation phase, the main action is to improve communication with employees of Łukasiewicz – PORT, so to disseminate more effectively the good examples and solutions in the sphere of equality. This makes possible to combine the creation of an atmosphere of security and respect for equality within the institution with the prevention of discrimination through an early intervention system.

Works on the GEP plan are prompted by the requirements of participation by public institutions in the Horizon Europe research and Innovation programme for the years 2021–2027.

General recommendations for the integration and visibility of gender equality principles and the gender dimension in research and innovation programmes include:

- Inclusion of gender equality as a specific area of intervention and funding in the Cluster ‘Inclusive and Secure Societies’ by establishing a specific funding line for gender equality projects within Strengthening the European Research Area
- Effective integration of gender as a cross-sectoral issue in Horizon Europe framework programme, inclusion of gender perspective evaluation criteria. Ensuring that gender expertise is included in expert groups, research teams, evaluation panels and advisory groups.



- Ensuring the participation of women and gender equality actors in consultations with the civil society to define the Mission for the Horizon Europe programme.

According to the minimum requirements for GEP in a public institution, Łukasiewicz – PORT prepared an Action Plan referring to the needs in the following areas:

- 1) an organisational culture that supports the work-life balance;
- 2) gender balance in leadership and decision-making, as long as this does not result in discrimination against persons with higher competences or to the promotion of persons solely because of their particular gender;
- 3) gender equality in recruitment and career development;
- 4) integrating the gender dimension into research content and innovation where this is relevant to the research being undertaken;
- 5) planning tools against gender-based violence (including verbal violence), including sexual harassment.

Introduction

Mission of the Łukasiewicz Research Network is reflected by the phrase *Creative people who are passionate about developing innovations that help drive the growth of Polish companies and society*. With creativity at the core of our activities, we pay particular attention to the continuous improvement of working conditions for both researchers and the administration staff. This approach is detailed in the provisions of The European Charter for Researchers in European Research Area (ERA) and the Code of Conduct for the Recruitment of Researchers. One of the key objectives of the ERA is to improve gender equality, as well as to develop and implement gender equality plans (GEP) in order to achieve a critical mass of women developing their careers in science to the level of professorship. These instruments are essential for encouraging institutional change in research organisations and removing obstacles to achieving gender equality. For example, gender differences need to be taken into account in research on antimicrobial drug resistance or artificial intelligence; gender aspects also play an important role in the field of robotics, data analytics and machine learning, where gender biases are reproduced. Attention should also be paid to the difference between women's and men's needs, their choices and consumption patterns, in terms of mobility and transport solutions. The GEP contributes to raising global awareness that cross-gender differences in needs, behaviour and attitudes play an important role in the design and content of research, and therefore determine the social relevance and quality of its results.

The GEP process initiated in Łukasiewicz – PORT aims at creating an Action Plan, the long-term implementation of which will be possible through updating and acceptance of specific activities at the institutional level. The work schedule for the GEP provides for the following phases:

- Conducting evaluations of procedures, practices; collecting and analysing opinions of employees to identify gender biases and needs for compensatory actions.
- Formulating specific institutional actions, the implementation of which will be in line with the strategy for correcting prejudices and inequalities in the treatment of employees.
- Setting targets and monitoring progress with the use of indicators.

The implementation of the GEP and the update of the Human Resources Strategy at PORT will take place in parallel and with the involvement of all the key units of its organisational structure. The



strategies in question require R&D institutions to create favourable conditions for work and research career development, as well as transparent recruitment processes with gender equality in mind.

<https://euraxess.ec.europa.eu/jobs/hrs4r> (HR Excellence)

1) Gender Equality in Academia and Research – GEAR <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

Empirical evidence points to significant gender differences in aggregate productivity in the fields of science, technology, engineering and mathematics (STEM). Paradoxically, the increase in the number of women researchers over the last 60 years has further increased these differences. Apparently, men and women publish a comparable number of papers per year¹ and have equivalent impact on their career with the same total number of publications. This suggests that productivity and the impact of gender differences can be explained by different lengths of publishing career and drop-out rates. This comprehensive picture of gender inequality in academic publications can help to reformulate the discussion on the sustainability of women's careers in the academic environment, with important implications for institutions and policy makers.

2) Equality in pay policy, or rather lack of equivalence, is reflected in unequal pay for the same job (Gender pay gap).



Men and women negotiate differently. Salary is often considered a measure of success. Lower starting pay, especially low incentive pay, has become a major limiting factor that prevents or slows down women's career progress. Lower starting salaries and their long-term impact are thus one of the factors contributing most strongly to the persistent gender pay gap.

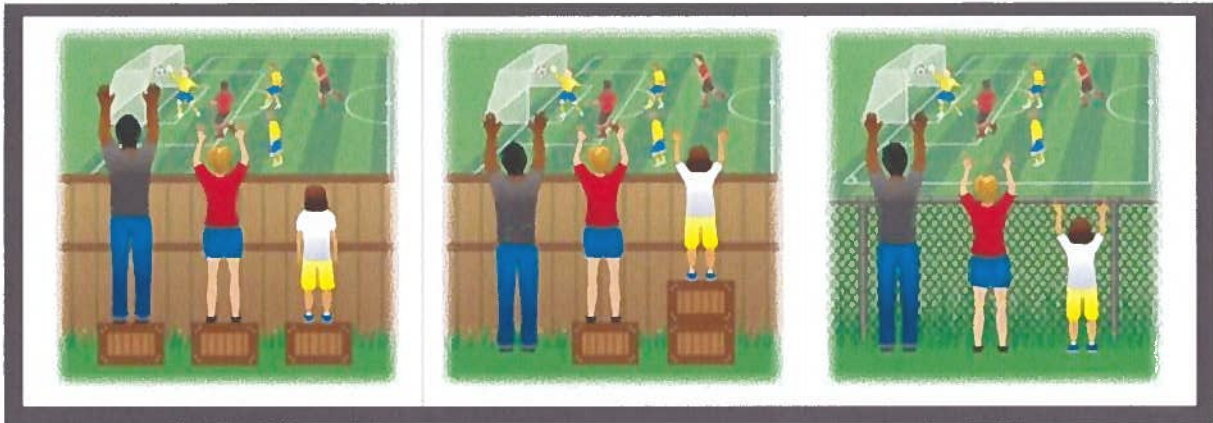
Source: Bottom line ADP

3) Raising awareness of gender biases, initiatives aimed at eradicating biases and stereotypes.

How do we understand equality?

¹ <https://www.pnas.org/content/117/9/4609> Historical comparison of gender inequality in scientific careers across countries and disciplines





Source: [Agentsofgood.org](https://agentsofgood.org/) / Prof. Anne Laure Humbert

<p>1) Identity? Equal treatment</p>	<p>2) Difference? Adaptation to different needs</p>	<p>3) Transformation? Adjustment for more equal results</p>
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Works on the GEP consist of implementing solutions in a learning organisation to reduce gender bias versus gender balance and create a more diverse and inclusive workplace.



Gender bias

is a form of unconscious or implicit bias that occurs when one person unconsciously attributes certain attitudes and stereotypes to another person or group of people. These attributed behaviours affect how the given person understands and perceives others.

Source: <https://builtin.com/diversity-inclusion/gender-bias-in-the-workplace>

The recruitment process may be somehow impacted by the gender bias. Both men and women in managerial positions are twice as likely to hire a man than a woman. (It should be noted that at Łukasiewicz – PORT the situation is reversed, especially in the top management positions, of which two-thirds are occupied by women). Even the job description can contain elements of unconscious bias. Language is inherently associated with gender, so words such as confident, determined, strong and sincere attract male candidates and repel female ones.

3.1 Adapting Polish language to the needs of both genders

Language has developed over centuries, influenced by social and economic evolutions. The linguistic norms in force are therefore a reflection of the rules adopted in a given country. As a basic communication tool, has an important impact on the persistence or extinction of prejudices and stereotypes. One of the more frequently raised issues is the naming of professions and the perception of female forms as sounding less prestigious and informal. Polish language is still evolving, as is the society that uses it. Inclusive and bias-free language helps to break down stereotypes about women and men. Female forms of nouns are not linguistically incorrect, they just stay unpopular and in many situations are overlooked. However, the simultaneous use of the masculine and feminine forms (known as splitting) is becoming increasingly common. Gender-neutral language also appears in announcements. The presence of female forms in social life makes them increasingly natural and



acceptable. (<https://123tlumacz.pl/jezyk-polski-androcentryczny/>). Łukasiewicz – PORT will participate in the natural evolution of the Polish language in this respect, without any attempts to artificially accelerate it or to force employees to use one or another linguistic form.

1. Methodology

The process of developing the GEP was carried out with the methodology for diagnosis data collection proposed by the Łukasiewicz Centre, supplemented by data from EU documents on gender equality. In addition, good practices and materials from the training organised by the Łukasiewicz Centre and the GE ACADEMY courses, available in the public domain, were included. List of documents:

1. Form for disaggregated figures broken down by gender regarding positions in the organisation in the scientific and support area, bonuses, type of contract, development training, promotions.
2. Results of the on-line survey *Gender balance in Łukasiewicz* sent in September 2021 to all employees of the Łukasiewicz Research Network by the Łukasiewicz Centre. The survey was formulated, among other things, on the basis of a poll prepared by the Polish National Science Centre on the functioning of women and men in science. The survey including closed-ended questions and open-ended questions regarding feelings about several aspects:
 - a) questions concerning the family situation,
 - b) questions on working conditions collect information on: access to careers, barriers and caring responsibilities, job duties, job satisfaction, work-family balance, workload,
 - c) questions on organisational culture collect information on perceptions of the working environment and atmosphere, recruitment factors, transparent promotion conditions, inappropriate behaviour motivated by gender discrimination.

The survey was completed by more than one third of all employees. The aim of this poll was to diagnose the level of equal treatment at Łukasiewicz – PORT. Focus was put on individual experiences and perceptions. Employees were also asked about specific situations in which unequal treatment or inappropriate behaviour occurred. A summary of the survey results was e-mailed to all the employees of Łukasiewicz – PORT.

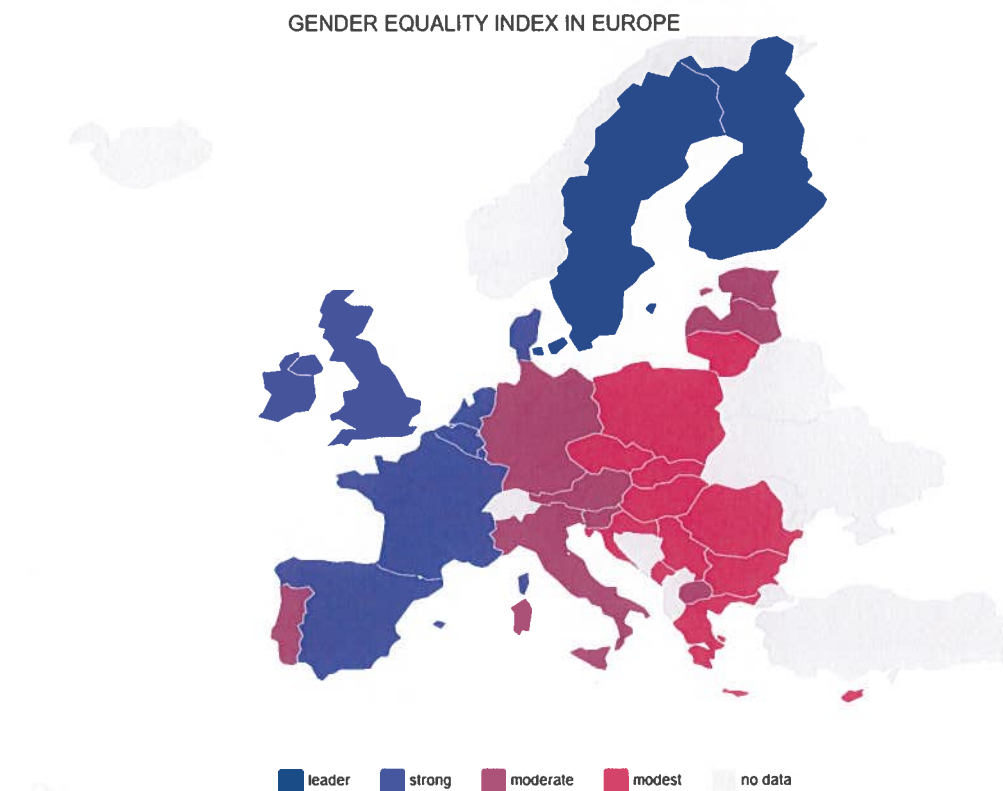
3. Interviews with employees during the development of the plan, including the ones with representatives of the Committee for combating mobbing, discrimination, harassment and sexual harassment, and the ombudsman/ombudswoman at Łukasiewicz – PORT.
4. Good practices of other units in the field of GEP, first and foremost the GENDER EQUALITY PLAN FOR THE UNIVERSITY OF WARSAW AND THE 2020–2023 EQUALITY ACTION PLAN (by Dr Anna Cybulko and Dr hab. Julia Kubisa, University of Warsaw equality policy ‘we are all equal’, <http://en.rownowazni.uw.edu.pl/>)
5. Documents produced by the EC including the European Commission’s Strategy on Gender Equality in Research and Innovation Policy, ERC outcomes of the project **GENDER equality in the ERA Community To Innovate policy implementation**.



Development of the GEP Plan in 2021 contains the first set of proposed activities to be carried out in Łukasiewicz – PORT. A detailed schedule provides for updating the GEP based on the results of monitoring and evaluation on the basis of indicators for each of the planned activities over a 7-year period. Data collection and preparation of an implementation report will take place once a year.

2. Diagnosis

The nature and extent of inequalities between men and women differ across the European Union Member States and the institutional Gender Equality Plans (GEPs) reflect to some extent the prevailing national policies and legislation or practices customary in the specific societies.



Research on the creation of an EU equality index led to distinguishing 4 CLUSTERS of countries depending on the gender equality in key areas (work, money, knowledge, power, health, etc.) (source: <https://genderaction-data-dashboard.opi.org.pl/#/>)

According to the results, most Northern and Western European countries include gender equality priorities in their strategies, offsetting, for example, the ‘motherhood penalty’ by promoting flexible working hours and remote work, as well as by supporting early childcare. The ‘glass ceiling’ metaphor (representing situation in which women with career paths similar to man are less likely to be promoted to higher positions) explains the lower share of women in managerial staff in most Central and Eastern European countries, which lack legal solutions on equal pay and pay transparency as well as measures to counteract gender stereotypes. According to the Report of the Polish Supreme Audit Office (see: *Nierówności płacowe kobiet i mężczyzn. Pomiar, trendy, wyjaśnienia*, https://ibs.org.pl/app/uploads/2016/05/IBS_Nierownosc_Placowa_raport.pdf - see: *Zapewnienie prawa do jednakowego wynagradzania kobiet i mężczyzn w sektorze publicznym, P/13/151*,



full report available at the link: <https://www.nik.gov.pl/kontroly/wyniki-kontroli-nik/pobierz,lkr~p 13 151 201308121305591376305559~01,typ,kk.pdf> in Polish ministries, on clerk positions, men earn more than 6% more than women. In central government offices, on specialist positions, men earn 15% more than women.

The diagnosis formulated by Łukasiewicz – PORT was based on two data sources:

- I. Quantitative data acquired by the HR area in 2021. Due to the migration of data to the new system, we were not able to collect raw data from previous years.
- II. The on-line survey *Gender balance in Łukasiewicz*.

I.1 Employment data

Analysis of the figures shows that Łukasiewicz – PORT is an institution where there are more women (178) than men (107) employees – as at September 2021. Women dominate administrative positions in the support section and in this area, there are six women and four men in managerial positions, two female area leaders and one male area leader, twenty-five female major specialists and nine male major specialists, as well as seventeen female senior specialists and seven male senior specialists. This employment trend is reversed in the research section to thirty-eight men and twenty-three women. The research area leaders include eight men and two women, the major specialists include fourteen men and ten women, while the senior specialists include fourteen men and eight women.

II.1 Qualitative data based on the on-line survey *Gender balance in Łukasiewicz*

Survey results complement the statistics as they relate to the roles and responsibilities undertaken by the researchers, broken down by gender.

Data collected within the survey indicate the following problems:

a) Work-life balance:

- Women are more likely to say that they deal with most of the family care responsibilities (9.5% of women and 1% of men).
- Women do more housework and maternity responsibilities slow down their academic work. 7.4% of women confirm that childcare hinders career progression, compared to 1% of men. 4.2% of female respondents also confirm that interruptions related to parenting had a negative impact on their career, compared to 2.1% of male respondents.
- Women mostly declare that they work after hours and that it is expected by their employer. Working after hours 'occasionally' is declared by 28% of women and 19% of men; 8.4% of women and 2.1% of men declare they 'usually' stay after hours.
- Respondents mostly express lack of knowledge on institutional support for care commitments.

b) Symptoms of discrimination

- Lack of equivalence of work value: almost twice as many women as men felt the need to prove the value of their work.
- Almost four times more women than men had a sense of exclusion in the community.
- Feelings pointing at the violation of gender equality, as well as gender inappropriate behaviour, were reported sporadically, but only by women.

Conclusions



According to statistical data, 62% of the employees of Łukasiewicz – PORT are women, who also hold managerial positions. In total, 33% of all employees took part in the gender equality survey. It appears from the survey and interviews that a small number of people encounter both prejudice and a lack of institutional support regarding the caring roles they undertake. Gender inequalities, and in particular difficulties in combining work and family life, can slow down scientific careers. Questions on the involvement of researchers in scientific projects, grant acquisition have not revealed differences related to gender.

As a result of the issues identified, compensatory measures are planned with the aim of monitoring and possibly eliminating the sense of inequality and gender imbalance in the value of work.

3. Action Plan in the scope of GEP

The first version of the Gender Equality Plan at Łukasiewicz – PORT was developed in line with the minimum range of blocks listed in the European Commission’s communication on the reinforced European Research Area (2012).

The activities and objectives identified in the GEP plan address the institutional approach in terms of:

- 1) work-life balance, organisational culture;
- 2) gender balance in leadership and decision-making, as long as this does not result in discrimination against persons with higher competences or to the promotion of persons solely because of their particular gender;
- 3) gender equality in recruitment and career development;
- 4) integrating the gender dimension into the content of research and innovation, where this is relevant to the research output;
- 5) introducing rules and measures against discrimination and gender-based violence, including sexual harassment.

GEP objectives will be pursued at the institutional level and their implementation is expected to contribute to initiating changes to compensate for deficiencies in equal treatment or to change the existing practices. The action package envisages detailing, updating and introducing new procedures in the process of updating the GEP by 2026. Raising awareness of the importance of institutional change for gender equality is a key factor in creating the conditions for trust and the proper approach to implementing the GEP in Łukasiewicz – PORT. Benchmarking based on the standards adopted in the Łukasiewicz Research Network and on the European standards is planned for the years 2025–2026.

1ST OBJECTIVE

Raise awareness of the importance of equality issues, improve internal communication and reinforce positive attitudes towards diversity.

ACTIONS

- 1) Launching new communication tools. Integrating the activities of the GEP Coordinator with the work of the Committee for combating mobbing, discrimination, harassment and sexual



harassment to raise awareness of the responsibility to firmly address any manifestation of discrimination and disrespect based on gender.

- 2) Establishing safe and creative working atmosphere. Raising awareness on increasing organisational culture to eliminate gender-based harassment and violence.
- 3) Using inclusive language in every situation where it is possible and natural.

Indicators

- a) Introducing an electronic tool (a subpage with contact form) to support information and education and provide an opportunity to report alleged discrimination, harassment and mobbing by the end of 2022.
- b) Updating the document of the Procedures against mobbing, discrimination, harassment and sexual harassment by the end of 2022.
- c) Conducting three awareness-raising trainings on the issue of discrimination (including discriminatory language), bias-motivated violence, gender-based violence, harassment and sexual harassment.
- d) Number of training sessions in the area of equality and high standards at Łukasiewicz – PORT provided to new employees within the Welcome Day.

2ND OBJECTIVE

Monitor the prevailing standards in remuneration policy at Łukasiewicz – PORT.

ACTIONS

- 1) Analysis of pay policies from the point of view of equal pay for equal qualifications, occupations, type of work and similar outcomes regardless of gender.

Indicators

- a) Analysis report.

3RD OBJECTIVE

Support the development of academic careers of employees returning from long-term childcare absences.

ACTIONS

- 1) Introducing activities and initiatives related to the scientific career of persons returning from long-term absences resulting from childcare e.g. training in the preparation of publications and projects, training to acquire new specialist skills e.g. in new research techniques.

Indicators

- a) Number of initiatives carried out.



4TH OBJECTIVE

Facilitate the reconciliation of work and family life, taking into consideration the increasing number of employees from abroad.

ACTIONS

- 1) Promoting psychological well-being in relation to situations of fatigue and burnout.
- 2) Opening a kindergarten for the children of people working in Łukasiewicz – PORT, offering a high-quality English language programme and creating in the kindergarten an environment conducive to the development of children on the basis of teaching diversity and learning about other social cultures.

Indicators

- a) Incorporating in the HR area a survey on the satisfaction of the needs of employees engaged in childcare or returning to academic work after parental leave in terms of institutional support.
- b) Preparation of a feasibility study for the launch of a kindergarten at Łukasiewicz – PORT by the end of 2022.
- c) Launching a call for original educational programmes for children in order to help discover talents and develop early interests of children at the pre-school stage until the end of 2023.
- d) Kindergarten planned to begin operation in late 2023–2024.

5TH OBJECTIVE

Promote the integration of the gender dimension into the content of research and innovation, where this is relevant to research outcome.

ACTIONS

- 1) Training on gender aspects in research across different disciplines.

Indicators

- a) Number of training sessions on socially responsible research and innovation, including gender issues, organised for the Łukasiewicz – PORT community.

4. Timetable of the GEP actions

The long-term horizon of the GEP in Łukasiewicz – PORT assumes adaptation to the current state of implementation of the activities and the situation diagnosed on the basis of indicators at the end of each year. Three phases of the GEP functioning at the Institute are envisaged:

- 1) Monitoring of the collected data concerning the staff and opinions of the PORT employees related to the functioning of the Gender Equality Plan, monitoring of the indicators of implementation of the Plan. Preparation of a monitoring report at the end of each year from 2022 onwards.



- 2) Planning of additional actions: based on the analysis of the report, actions and measures to remedy the identified problems are determined, resources and responsibilities are assigned – 1st quarter of the following year starting from 2023.
- 3) Updating the GEP document on the basis of the annual report being the starting point for possible changes to the GEP – 2nd quarter of the following year starting from 2023.
- 4) Benchmarking based on the standards adopted the Łukasiewicz Research Network and on the European standards is planned for the years from 2025 onwards.

5. Management, monitoring and evaluation of GEP activities

GEP is addressed to all the employees of Łukasiewicz – PORT. The formal document published on the institution's website shall be approved and signed by the Director of the Institute. Implementation of the GEP will be carried out by a GEP team consisting of:

- HR representative,
 - Members of the Committee for combating mobbing, discrimination, harassment and sexual harassment,
 - Representative of the Communication area,
 - GEP Coordinator.
1. Management and implementation of the GEP consists of implementing activities to progressively expand the reach of the GEP. At the management level, this requires cooperation in the implementation of specific GEP activities including communication activities, organisation of workshops and meetings.
 2. Monitoring of data by the HR department (Annex 1) and monitoring of opinions and perceptions based on the Gender Equality survey (Annex to the GEP) once a year.
 3. Monitoring indicators on the implementation of the activities listed in the GEP plan twice a year and preparing annual reports based on the indicators.
 4. The evaluation process will take place at the end of the calendar year on the basis of the monitoring reports and the meeting of the management team which will be supplemented by additional people selected from the PORT's personnel. Such an enlarged team will summarize the state of affairs and identify the scope for necessary changes, updates of activities and possible corrective action plans.



ANNEX 1

Scope of data monitored once a year by the HR department:

Number of employees – broken down into positions listed in the Ordinance of the Ministry of Science and Higher Education of 27 March 2019 on the list of positions on which employees of the Łukasiewicz Centre and institutes operating within the Łukasiewicz Research Network are employed, and the qualifications they require. In addition, the data is further broken down into the research and support sections. Excluded from this division are persons in management positions (president, vice-presidents, institute director, general director, institute department director, chief accountant). Data for these employees will be collected on an aggregate basis. The division into posts shall include only the main core of the post (in accordance with the ordinance).

Remuneration – by remuneration we mean base salary together with fixed elements (e.g. service credit). Remuneration should be presented on an average annual basis. Remuneration data should be expressed in gross (PLN) amounts. Data will be anonymised within the preparation of publicly available reports and presented in aggregate and/or as a percentage share. Data in the summary should be presented as annual average amounts (for remuneration and supplements). Data should be collected for all posts, positions, etc., even if there is only one person employed in a given position. These data will not be presented publicly in the form of amounts. Only aggregate data (e.g. percentage share) will be presented in reports made available to the public. The confidentiality of the data will thus be preserved.

Remuneration supplements – supplements are of a non-permanent, periodic nature. Data should be presented as gross (PLN) amounts. They will be anonymised within the preparation of the publicly available report. They will be presented in aggregate and/or as a percentage share.

Absences – absence data include only working days. We do not collect data on maternity and paternity leave as they are reported separately.

Promotions – data on job promotions should take into account changes to a higher position. We also include academic promotions.

Raising professional qualifications – data represent training days (in the case of short-term training) or the number of employees (in the case of employees undertaking studies).

Types of contracts

Termination of contract – broken down by reason for the termination.

Bodies – summary of the number of members of the councils broken down by gender regards the councils of the institutes and the Centre's Council.

