



# **Gender Equality Plan**

**Institute of Fundamental Technological Research**

**Polish Academy of Sciences**

**Years 2022-2026**

*Warsaw, 2022*



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## Introduction

The purpose of developing this Gender Equality Plan and its assumptions (Gender Equality Plan - GEP) are in line with the efforts of the Institute of Fundamental Technological Research of the Polish Academy of Sciences (IPPT PAN) to ensure a friendly work environment in which the principles of equal opportunities and fair treatment are respected, while at the same time respecting diversity.

The Gender Equality Plan is another step in the implementation of the commitment declared by the IPPT PAN in 2016 to respect the principles of [The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers](#), contained in the Recommendation of the European Commission 2005/251 / EC. This commitment turned into the consistent implementation of the Human Resources Strategy for Researchers (HRS4R), which was appreciated by the European Commission by granting the Institute the HR Excellence in Research award. One of the obligations undertaken in the implementation of the Strategy are activities aimed at ensuring equal opportunities for employees and doctoral students, regardless of the gender represented. The experience gained in the development and implementation of the HR Strategy for Researchers is a valuable contribution to the development of the Gender Equality Plan.

Equal and fair treatment of all persons, which is the foundation of respect for human rights, is one of the key principles characterizing democratic societies.

In the case of Poland and Polish institutions, the basic legal acts guaranteeing respect for these principles are [Constitution of the Republic of Poland](#) and - in connection with Poland's membership in the European Union - also [Treaty on European Union](#) and [the Treaty on the Functioning of the European Union](#).

The Constitution of the Republic of Poland provides, inter alia, equal rights in family, political, social and economic life, including "education, employment and promotion, and shall have the right to equal compensation for work of similar value, to social security, to hold offices, and to receive public honours and decorations" (Art. 33).

The Treaty on European Union in Art. 2 states, inter alia, that "The Union is founded on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities", also referring unambiguously to equality between women and men common to all EU Member States, while Art. 8 of the Treaty on the Functioning of the European Union contains a provision stating that "In all its activities, the Union shall aim to eliminate inequalities, and to promote equality, between men and women".

## Diagnosis

In order to diagnose the condition in terms of gender equality, the following were analyzed:

- a) applicable national regulations and internal institutional regulations,
- b) employment structure figures and related data, including comparative data from 2016 and 2022,
- c) the results of a survey conducted since 2016 among employees and doctoral students.

### Ad. a) Equal treatment in the context of applicable law

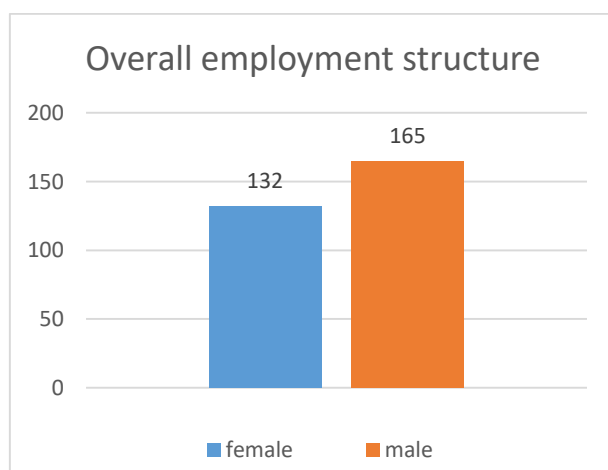
An analysis of the applicable regulations, including internal regulations at IPPT PAN, leads to the conclusion that they do not constitute a barrier to equal treatment, neither candidates at the stage of recruitment for vacancies or doctoral schools, nor employees or doctoral students at the stage of work or implementation of the education program at doctoral schools.

All criteria for hiring, promoting or assessing the activity of employees or doctoral students are qualitative in nature and do not create gender barriers.

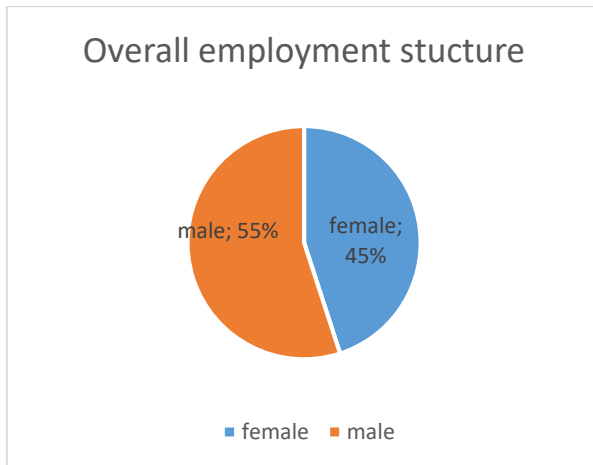
The regulations in force also do not constitute a gender barrier in access to managerial functions or participation in decision-making bodies. Managerial positions are filled through open competitions, and the members of such bodies as the Scientific Council or PhD students' self-government are selected through elections.

### Ad. b) Gender differentiation in terms of employment structure and conditions

The employment structure at IPPT PAN in the first half of 2022 was generally characterized by a clear, but not dominant, majority of men. Representatives of this sex constituted 10% more employees than women.

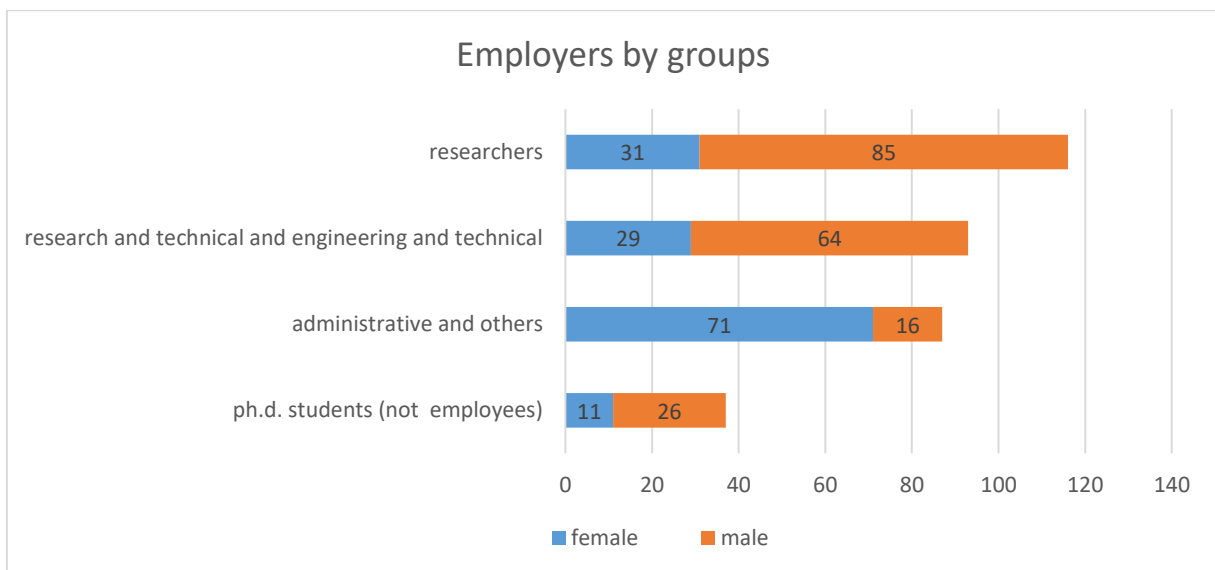


Graph 1. The overall structure of employment by gender (in numbers)



*Graph 2 Overall employment structure - percentage by gender*

The analysis of the gender structure among individual professional groups shows more significant differences than in general terms.

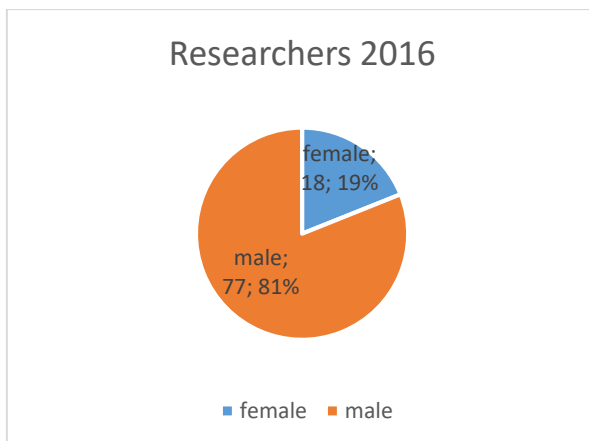


*Graph 3 Structure of professional groups by gender (in numbers)*

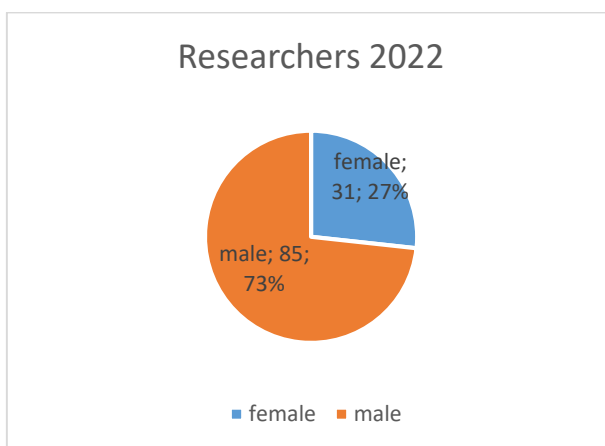
The above data illustrate:

- a clear advantage of men among researchers and other groups dealing directly with supporting researchers in conducting research, as well as in the group of doctoral students,
- the domination of women in the administration.

Comparing these data with the data from 2016, when the Institute started applying for the HR Excellence in Research award and carried out a comprehensive analysis of the employment structure for the first time, one can see an emerging change consisting in the growing share of women in the group of researchers.



*Graph 4 Structure of the professional group of researchers - by gender represented (as of 2016)*



*Graph 5 Structure of the professional group of researchers - by gender represented (as of 2022)*

In the group of administrative and other employees as well as doctoral students, the gender structure remains largely unchanged.

The gender structure in a given employee group, characterized by a clear dominance of one of them, influences its representativeness at the level of managerial staff, both at the level of the institute management and among the managerial staff of scientific and administrative units.

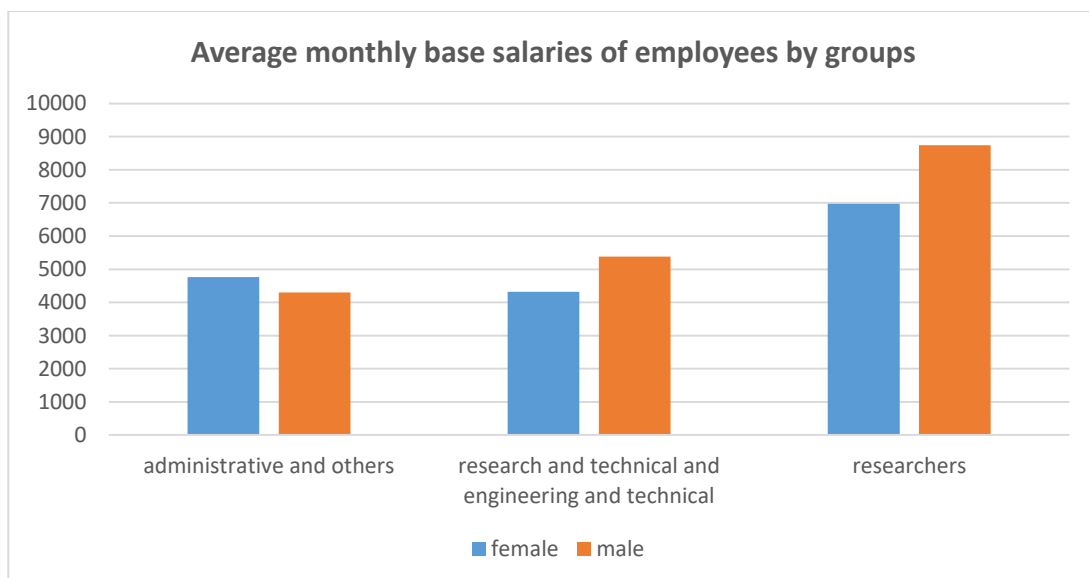
The management is currently composed of 2 women and 3 men. Women are deputy directors overseeing the administrative division, including finance and accounting and payroll, and the technical department, while men are the director and his deputies overseeing the research departments and the departments directly supporting scientific cooperation and innovation development. The distribution of competences entrusted to the management board members representing each gender reflects the cross-sectional structural status in this respect across the entire institute and its individual divisions.

At IPPT PAN, the managing staff of the research units (7 departments and 1 independent laboratory) are men. At the level of managing organizational units inside the departments (divisions, laboratories), 3 women are managers, out of a total of 30 units inside the departments.

The reverse is the case in the administrative division, where a man holds a managerial position in 3 out of 11 units, and the managers of the remaining offices and departments are women.

The current status in terms of the gender structure has not changed over the years, also taking into account the status of 2016, adopted as the reference year in the comparison made. This is despite the open competitions for managerial positions held in recent years, including those relating to the management of research institutes. As a result of competition procedures, the managers of 2 research departments changed, and in the remaining cases, the current department's managers turned out to be the highest quality candidates from among all those applying for a managerial role and were nominated for the next period. It should be emphasized that the research specificity of most departments at the Institute is not of equal interest to both genders, also in the world, therefore high-quality candidates that meet the required requirements are submitted only by men.

In the administrative division, managerial functions are mainly occupied by women. This is largely due to the fact that administrative work is usually done by women, e.g. accounting, payroll.

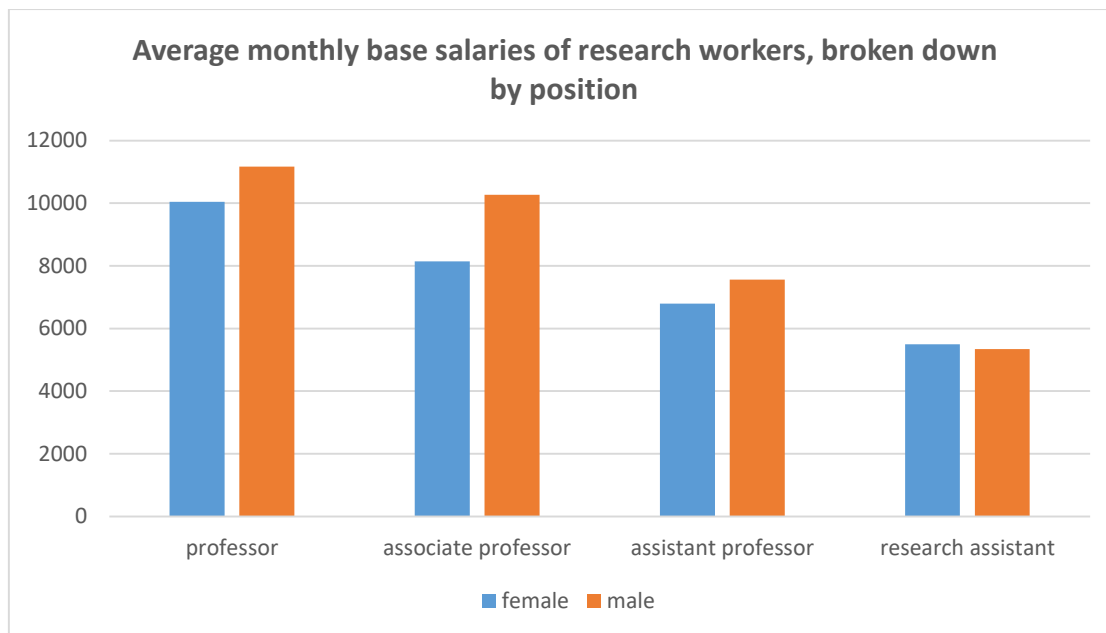


*Graph 6 Average monthly basic salary of employees in individual professional groups, broken down by gender*

The comparison of basic salaries broken down by gender among groups of employees shows that the differences between them are part of the pattern of differences in the employment structure. A comparison of the average monthly salaries in groups of employees broken down by gender shows that in the groups of research, research - technical as well as technical and engineering employees salaries of men are about 25% higher than salaries of women. In the group of administrative and non-administrative employees, the situation is the opposite - women's salaries are higher and the difference in their favor is 11%.

The above-mentioned differences in remuneration are influenced by several factors, mainly the employment structure. The group of research and research - technical workers are dominated by men (see: Graph: 3. Structure of professional groups by gender), whose advantage in the highest and

at the same time highest paid positions (professor, institute professor) is clearly visible (for the average employment of 42 professors and professors the institute employs 6 women). At the same time, it should be noted that among research employees, men earn about 11% more in the group of professors and assistant professors. The difference is more pronounced in the group of institute professors and amounts to 26%. In the case of research assistants, women's salaries are slightly, by 3%, higher than men's salaries.



*Graph 7 Average monthly basic salary of researchers in particular groups, broken down by gender*

The scholarships paid to PhD students are not differentiated - everyone, regardless of gender, receives them in the same amount.

**Ad. c) Implementation of the principle of gender equality at IPPT PAN in the opinion of employees and doctoral students**

The results of the survey conducted in February 2022 for the purpose of preparing the update of the HR Strategy for Researchers, compared with the results of the corresponding study from 2016, showed an increase in positive opinions on the degree of implementation of the Charter and Code principle relating to gender equality. In 2016, 43% of respondents had positive opinions, in 2022 - 55%, negative opinions in 2016. - 15%, in 2022 - 3%. This proves the significant effectiveness of the activities carried out and the equal opportunities policy implemented by the Institute. At the same time, individual remarks of the respondents were noted, pointing to cases of discrimination against women in career development and promotion, as well as incidental behavior that could bear the hallmarks of verbal sexual harassment.

The comments also highlighted that those who care for children, young mothers, have difficulties in reconciling work and care, as their superiors do not always take into account their new life roles when planning their work, especially after returning from maternity-related absence.



Summing up, it should be stated that the existing legal regulations enable the full implementation of the principle of equality at IPPT PAN. In practice, however, it is necessary to continue striving to cross-sectional leveling of differences in the approach, even unconsciously, to the issue of gender equality in the professional environment, including, inter alia, in terms of the structure and level of remuneration, and to strive to ensure a balanced gender representation among management staff, while at the same time taking care to maintain its high quality. This requires a number of actions, including further, in-depth analyzes and monitoring of the condition and the changes that are taking place. The activities planned for the years 2022-2026 are presented in detail later in the Plan.

## **Purpose and scope of planned activities**

The basic goal of the Plan is to strive to make the necessary system changes, contributing to:

- raising awareness of the importance of equality issues and equal treatment,
- creating an organizational culture free from prejudices and a professional environment that implements the principle of equal and fair treatment of all its representatives,
- elimination of the causes and manifestations of conscious or unconscious discrimination, in particular on the basis of gender.

The activities covered by this Plan are focused on the following areas:

- I. gender equality in recruitment and career development,
- II. gender balance in leadership and decision making,
- III. work-life balance and organizational culture,
- IV. measures against gender-based violence, including sexual harassment,
- V. integration of the gender / gender dimension in research and teaching content

### **I**

#### **Gender equality in recruitment and career development**

Due to the imbalance between the employment of women and men in various employee groups, demonstrated in the analysis, IPPT PAN plans to take steps to recruit people with high professional qualifications for vacancies, taking into account equal gender opportunities.

In the case of research positions, the recruitment of new employees should ensure broad access for female researchers who meet the quality requirements set out in competitions.

The gender imbalance seen at IPPT PAN is inextricably linked with the specificity of the scientific disciplines practiced at the Institute. Already at the stage of I and II degree studies, these are the fields of study in which men have an advantage among students. Universities are making efforts to break the stereotype of dividing the fields of study into typically male - sciences and technical, and female - humanities. And while there is already a change in this area, it is taking place gradually and

such a gradual change is also visible in recruitment to the IPPT PAN, for which more and more women scientists apply, also from abroad. Despite this, the Institute still faces a major challenge in this regard.

Administrative staff is a group generally very feminized on the labor market, not only at the Institute. Contrary to the above-described fields of study, fields of study preparing for work in administration, e.g. accounting, are more often chosen by women, although also in this area a new trend in the form of undertaking studies in these fields of study by an increasing number of men can be noticed.

In terms of gender equality in recruitment, and thus also in employment, the planned activities will cover the entire Institute.

#### Action I.1:

Organizing trainings on gender equality issues dedicated to employees and doctoral students of the Institute.

Due to the fact that the situation is widespread, not only at IPPT PAN, when the issue of the perception of gender equality, also in the professional environment, is not properly understood and causes unjustified prejudices, it is planned to conduct training in this area. Their aim will be to raise awareness of the importance of equality, to make people aware of situations in which there is unequal treatment on the basis of gender or there is a risk of bias, often unconscious, and to consolidate an approach that is not conducive to any form of discrimination, including on the grounds of gender.

#### Action I.2:

Conducting open recruitment for open positions, both scientific and administrative, combined with regular monitoring of full compliance with the principle of equal opportunities.

For many years, IPPT PAN has been recruiting for job positions, guided by the principles of an open, transparent and substantive employment policy, in accordance with the developed OTM-R Policy. The provisions of the Policy guarantee all candidates equal opportunities and rights as well as fair evaluation in the recruitment process. Substantive competences are assessed. Legitimate career breaks, which are naturally more common for women, are not considered a factor in the recruitment process as reducing their employability.

The practice of open recruitment is planned to be continued to the fullest extent possible. Moreover, the planned regular monitoring of the recruitment process will constitute an additional guarantee of full compliance with the principle of equal opportunities in practice.

#### Action I.3:

Proactive activity for the wider recognition of the Institute as a place friendly to all employees and PhD students, including female researchers.

An important aspect of the planned activity will be to focus it on establishing new cooperation, but also on promoting the Institute through networks of existing cooperation with scientific institutions from Poland and abroad. In this regard, it is assumed that a variety of information channels will be used, including social media.

#### Action I.4:

Use of non-exclusive language in job advertisements and other documents, as well as in communication channels.

The use of non-exclusive language plays an important role in both recruiting and disseminating knowledge about the Institute. Often the author of an advertisement or other publication is not aware that certain phrases express unconscious bias. In everyday communication, it is also important to use expressions respecting the equality and diversity of interlocutors.

#### Action I.5:

Monitoring the structure of employment and remuneration as well as promotions in the context of ensuring gender equality.

As part of the implementation of the HRS4R strategy, IPPT PAN regularly monitors employment in the context of striving to meet the principle of gender balance in this regard.

Due to the fact that this action is naturally part of the GEP, it is included in it. Moreover, taking into account the results of the analysis performed, the subject of monitoring in terms of respecting the principle of equal opportunities for both sexes will also be the promotion system at the Institute.

## II

### **Gender balance in leadership and decision making**

Gender imbalance in employment has an impact on the imbalance at the level of management. Reducing these disproportions will be a process spread over time and to some extent dependent on the possibility of acquiring new employees in all groups. Other factors that may contribute to reducing the gender imbalance among management staff include:

- effective dissemination of information about the competition so that it can reach potentially interested people with high qualifications, including candidates from outside the Institute,
- the attractiveness of the offered terms of employment and performance of the function,
- quality of the professional environment, including work carried out in a given unit.

#### Action II.1:

Conducting a survey among employees and doctoral students in the field of the widely understood management system of the institute.

The purpose of the survey will be to examine the level of satisfaction with the functioning system, including its individual components, and to obtain a broad opinion of the Institute community regarding the possible need for changes.

#### Action II.2:

Monitoring and in-depth analysis of the status as well as legal and real possibilities of access to managerial functions at the Institute and the participation of employees and doctoral students in decision-making, opinion-making and advisory bodies, with particular emphasis on the aspect of gender equality.

The issue of ensuring equal opportunities in terms of access to managerial functions at the Institute and the participation of employees and doctoral students in decision-making, opinion-making and advisory bodies requires further in-depth analysis. The results of the analysis of the applicable regulations so far do not indicate the existence of formal and legal barriers in this respect, however, this issue should be viewed in a broader perspective, taking into account not only the provisions regarding the elections to these bodies, but also equal opportunities in developing a professional path at various stages of a career. Another element that requires monitoring and analysis are the real conditions in the professional environment, which may affect the readiness to apply for these bodies and the chances of individual candidates, regardless of the gender represented.

Both of the above-mentioned activities and the implementation of the conclusions drawn from them will contribute to the modernization of the Institute's management, and thus to its further development.

### III

#### **Work-life balance and organizational culture**

Polish legislation provides both parents with a package of social rights so that they can look after newborn children, and later they can combine work with raising a child. These permissions can be divided into the following groups:

- the employer must grant them in accordance with the will of the employee (maternity, parental, paternity leave), i.e. obligatory entitlements,
- the employer may grant them at the employee's request - the purpose of this group of rights is to make it easier for both parents to care for the child.

As part of the second group of rights, Institute employees already use the option of changing working hours (individual working hours) or changing the working time (full-time to part-time), which makes it easier for parents to look after their children. Based on the currently binding provisions of the Labor Code, it is also possible to introduce other solutions, such as flexible working hours.

Doctoral students who are not employees also have the right to be exempt from participation in classes as part of doctoral studies, and in the case of doctoral schools - from maternity leave.

#### Action III.1:

Introducing flexible working hours and other legally permissible flexible forms of employment in line with applicable regulations.

The scope and degree of implementation of this action will depend on the legal regulations binding at the national level in a given period, binding on the Institute. The implementation of the planned solutions will require updating of the IPPT PAN Work Regulations.

#### Action III.2:

Monitoring the situation of employees and doctoral students after returning from an absence related to parenthood.

After returning from an absence related to parenthood, employees and doctoral students will be able to voluntarily complete a questionnaire in which they will answer questions related to their current situation at work, working conditions after their return, and will be able to indicate areas in which the employer should consider changes.

## IV

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

The threats resulting from gender based discrimination and the resulting manifestations of violence are a challenge for every employer. Violence or actions that may bear its features may affect any employee, regardless of gender. It should be noted that this problem is often related to the relationship of dependency and hierarchy occurring in the employer, and in the case of research units - dependencies due to the scientific position. Therefore, the actions to be taken by the employer - the research unit, are in the first place the dissemination of knowledge about the manifestations of harassment as such, taking into account the specificity of the mentor-student work, also in the aspect of anti-mobbing activities.

One of the activities undertaken by the IPPT PAN to ensure respect for the broadly understood principles of social coexistence in the professional environment, including the area of potential mobbing or activities that may bear the hallmarks of sexual harassment, was the establishment in 2019 of the function of the employee and doctoral student ombudsman - ombudsman. Pursuant to the adopted regulations, two persons are nominated each time for the term of office for the period of 4 years: a woman and a man. The nomination is made as a result of elections in which all members of the IPPT PAN community are entitled to vote. People holding the position of Ombudsman support employees and doctoral students in resolving conflicts, including those arising from discrimination or mobbing.

#### Action IV.1:

Activities of the ombudsman and providing her and him with the necessary support from the Director of the IPPT PAN

The appointment of the ombudsman function in the Institute and its activity is one of the elements of the system ensuring respect for the principles of social coexistence in the professional environment, including counteracting all forms of discrimination, also on the gender grounds, and mobbing. All actions taken by the ombudsman fully respect the principle of confidentiality. The possibility of effective implementation of system solutions at the Institute, which in the long run will allow to minimize the risk of problems and challenges identified as underlying the cases reported to the Ombudsman, requires support and commitment from the management.

#### Action IV.2:

Disseminating knowledge about the phenomenon of mobbing and harassment.

Disseminating knowledge on mobbing and harassment will take place in a form and scope adapted to the needs and identified situations, including in the form of a comprehensive compendium of knowledge on this subject.

#### Action IV.3:

Conducting an anonymous survey on the occurrence of mobbing and harassment at IPPT PAN

The aim of the study will be to identify whether and to what extent mobbing and harassment phenomena occur at the Institute, and what their nature and basis are. If the results of the survey give rise to suspicion or the existence of a problem, an anonymous survey will be repeated in order to regularly monitor the scale of its occurrence.

Action IV.4:

Developing an anti-mobbing and anti-harassment policy and defining in it, among others:

- a) a list of unacceptable behaviors,
- b) the system and manner of reporting manifestations of mobbing and harassment as well as the further procedure to be followed in these cases.

It is planned to develop an anti-mobbing and anti-harassment policy based on, inter alia, the results of the survey. The implementation of the policy will make it possible to identify these phenomena at the Institute, eliminate their effects and contribute to reducing the risk of their occurrence.

**V**

**Integration of the gender / gender dimension in research and teaching content**

Including the gender aspect in scientific research is a non-trivial challenge, in particular in engineering and technical sciences represented by the IPPT PAN. For this reason, the primary goal of the action that should be undertaken in the first place is to disseminate a proper understanding of this issue and to understand the need to analyze planned and ongoing research in terms of appropriate gender consideration or the finding that research is neutral in this respect. This applies, inter alia, to:

- methodology and appropriate selection of research methods, taking into account who will perform them,
- research results, including the appropriate definition of end recipients and their needs, which may differ depending on the gender represented.

Expanding knowledge in this area will bring tangible benefits, among others in the form of designing research in such a way that they are best suited to the needs of individual groups of end recipients to whom the developed results and solutions are to be used.

Action V.1:

Disseminating knowledge on gender aspects in research, including their importance for the quality and effectiveness of research.

It is planned to organize a seminar and provide a compendium of knowledge on this subject. The detailed method of implementing individual elements of this measure will be adapted to the needs and capabilities of groups of its addressees.



The list of planned activities covered by this document, along with an indication of the methods and / or indicators for their implementation, is presented in the appendix.

## **Implementation of the Gender Equality Plan, including implementation monitoring**

The Gender Equality Plan, which was approved by the director of IPPT PAN, covers the time horizon 2022 - 2026. The Director's Plenipotentiary for Equality will supervise the implementation of the plan and coordination of all activities. The Plenipotentiary will regularly submit reports to the Institute Management Board on the implementation of the plan together with the conclusions drawn from it. The applications will be analyzed, the results of which may, in justified cases, lead to the introduction of necessary modifications to the method of implementing the plan. This approach will guarantee the effective functioning of the plan implementation monitoring system.

### **Summary**

In the Gender Equality Plan, the current state, ie in 2022, was adopted as a reference point. The state of implementation of individual activities and the overall achievement of the assumed goals will be compared to it. This will take place both at the stage of annual monitoring of the Plan's implementation and at the end of its implementation.

It is worth emphasizing that the conducted analysis, also referring to 2016, does not indicate the presence of gross cases of gender based discrimination in the entire Institute, and the occurring inequalities are significantly related to, inter alia, with the specificity of scientific disciplines practiced at IPPT PAN. It should also be noted that in the last 6 years, in some of the areas mentioned in the "Diagnosis" chapter, the situation has changed towards a more balanced gender representation. At the same time, the analysis performed and the diagnosis made allowed for the identification of areas requiring specific actions.

Achieving all the assumed specific objectives will not be possible in the perspective covered by this Plan, but its successive, consistent implementation, with clearly defined principles and role in the field of monitoring, as well as indicators, schedule and assignment of responsibility for the implementation of individual measures, will be an important step on the way to achieve them.

As in the case of the HRS4R strategy, it is planned to implement measures aimed at increasing the balance in the above-mentioned areas, in cycles covering subsequent years and action plans adequate to the condition diagnosed at a given stage and to conclusions resulting from regular monitoring. This Gender Equality Plan is the first of the planned documents. The next one will cover the time horizon, starting in 2027.

### Action plan – overview

Action	Fulfillment method and / or rate	Departement / Responsible person	Completion Date
<b>I. Gender equality in recruitment and career development</b>			
I.1 Organizing trainings on gender equality issues dedicated to employees and doctoral students of the Institute	<ul style="list-style-type: none"> <li>Organizing trainings,</li> <li>Each time the training materials are made available to employees and doctoral students</li> </ul>	HR Office and Heads of doctoral schools	Periodically; for PhD students annually
I.2 Conducting open recruitment for job vacancies, both research and administrative, combined with regular monitoring of full compliance with the principle of equal opportunities	<ul style="list-style-type: none"> <li>Organizing open recruitments</li> <li>Monitoring of competition procedures for vacancies in terms of respecting the principle of equal opportunities, including gender related non-discrimination</li> <li>Submission of monitoring reports with the requests of the Board of Directors</li> </ul>	HR Office	On an ongoing basis - as needed (organizing recruitment and monitoring); Annually (reporting)
I.3 Proactive activity for the wider recognition of the Institute as a place friendly to all employees and doctoral students, including female researchers	<ul style="list-style-type: none"> <li>Organizing:               <ul style="list-style-type: none"> <li>- events and actions promoting the Institute</li> <li>- participation of the Institute in events promoting and disseminating science, such as the Science Picnic, Science Festival</li> <li>- activities promoting the participation of women in science, in particular in</li> </ul> </li> </ul>	Director's Plenipotentiary for promotion	Periodically (organization of events), including annual participation in events promoting science



	<p>engineering and technical disciplines conducted at the Institute</p> <ul style="list-style-type: none"> <li>Promoting the Institute on the Internet, also with the use of social media, as a friendly place for all employees and doctoral students</li> </ul>		On an ongoing basis (promotion on the internet)
I.4 Use of non-exclusive language in job advertisements and other documents, as well as in communication channels	<ul style="list-style-type: none"> <li>Disseminating knowledge about the use of non-exclusive language</li> <li>Monitoring the content of documents, also in the Internet media used by the institute in terms of the language used</li> </ul>	Director's Plenipotentiary for promotion, Coordinator for BIP website	On an ongoing basis
I.5 Monitoring the structure of employment and remuneration as well as promotions in the context of ensuring gender equality	Reporting to the Directorate of the state and changes in the structure of employment and remuneration as well as promotions together with conclusions and proposals for systemic actions	The head of HR Office together with the Deputy Director supervising appropriate organizational units	Annually
<b>II. Gender balance in leadership and decision making</b>			
II.1 Conducting a survey among employees and doctoral students in the field of the widely understood management system of the institute	<ul style="list-style-type: none"> <li>Development and provision of a questionnaire for completion</li> <li>Analyze the results and develop conclusions from it</li> </ul>	Director's Plenipotentiary for Equality	II Q 2023
II.2 Monitoring and in-depth analysis of the state as well as legal and real possibilities of access to managerial functions at the Institute and the participation of employees and doctoral students in decision-making, opinion-making and advisory	<ul style="list-style-type: none"> <li>In-depth analysis of the legal status</li> <li>Analysis of the survey results and - if necessary - in-depth individual and group interviews</li> </ul>	The Head of HR Office in cooperation - to the extent appropriate - with the attorney-at-law and	Regularly (monitoring), correlated with the election calendar

bodies, with particular emphasis on the aspect of gender equality	<ul style="list-style-type: none"> <li>Monitoring the condition and possibilities, including possible limitations, access to managerial functions and participation in decision-making, opinion-making and advisory bodies</li> </ul>	the doctoral students' self-government	II Q 2023 (in-depth analysis)
<b>III. Work-life balance and organizational culture</b>			
III.1 Introducing flexible working hours and other legally permissible flexible forms of employment in accordance with applicable regulations	Change of the applicable Work Regulations	Director of the IPPT PAN in cooperation with the Head of the HR Office	I Q 2023
III.2 Monitoring the situation of employees and doctoral students after returning from an absence related to parenthood	<ul style="list-style-type: none"> <li>Conducting a voluntary survey among employees and doctoral students returning after absences related to parenthood</li> <li>Analysis of the survey results and implementation of the conclusions drawn from it</li> </ul>	HR Office and Heads of Doctoral Schools	On a regular basis
<b>IV. Measures against gender-based violence, including sexual harassment</b>			
IV.1 Activities of the ombudsman and providing him with the necessary support from the IPPT PAN Directorate	<ul style="list-style-type: none"> <li>Taking actions by the ombudsman as far as identified situations requiring intervention</li> <li>Ombudsman reports, containing conclusions on the activities, submitted to the IPPT PAN Directorate</li> <li>Implementation of system solutions in order to eliminate problems and challenges identified by the ombudsman</li> </ul>	Omdubsman  Boards of Directors	On an ongoing basis (ombudsman activity)  Annually (reporting)

			On an ongoing basis (implementation of solutions)
IV.2 Disseminating knowledge about the phenomenon of mobbing and harassment	Providing a compendium of knowledge on mobbing and harassment	Director's Plenipotentiary for Equality	IV Q 2022
IV.3 Conducting an anonymous survey on the occurrence of mobbing and harassment at IPPT PAN	<ul style="list-style-type: none"> <li>• Development and provision of a questionnaire for completion</li> <li>• Analyze the results and develop conclusions from it</li> </ul>	HR Office	I Q 2023
IV.4 Development of an anti-mobbing and anti-harassment policy, specifying, inter alia, a list of unacceptable behaviors as well as the system and method of reporting mobbing and harassment as well as the further course of action in these cases	Publication and entry into force of the policy	Director's Plenipotentiary for Equality	IV Q 2023
<b>V. Integration of the gender / gender dimension in research and teaching content</b>			
V.1 Disseminating knowledge on gender aspects in research, including their importance for the quality and effectiveness of research	Organization of a seminar for employees and doctoral students on gender mainstreaming in research and teaching	Deputy Director for Research and Deputy Director for Innovation, Development and Cooperation	Periodically, at least once every 2 years