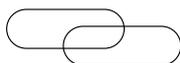




**Gender Equality Plan**  
**of the Łukasiewicz Research Network –**  
**New Chemical Syntheses Institute**  
**for 2022-2024**



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## Introduction

Priorities of the EU equality policy for research and science are supposed to lead to a more efficient use of the potential regarding the system of research and innovation in the European Institutions (assumptions of the European Council for the European Research Area adopted on the 1<sup>st</sup> of December 2020). They are based on the necessity to strengthen research and scientific position of persons and institutions in the competitive environments and to create a sustainable work environment and favourable conditions for the professional development at every stage of the career. These assumptions are reflected in legal regulations implemented by the European Commission starting from the Treaty of the European Union (Articles 2 and 3) to the Regulation of the European Parliament and of the Council establishing Horizon Europe – the biggest Framework Programme Horizon Europe for 2021-2027 (Article 7). Objectives and major assumptions for this area in the EU are defined in *Gender Equality Strategy for 2020–2025* which emphasizes the fact that gender equality as a cross-cutting priority will be systematically implemented at every stage of formation of the EU internal and external policies. Values of equality and heterogeneity are also stipulated in *the European Charter for Researchers and Code of Conduct for Recruitment of Researchers* which are significant points of reference for this elaboration. The national provisions regarding equal treatment and combat of discrimination on the grounds of gender are included in the Constitution of the Republic of Poland and in the Act of 26<sup>th</sup> of June 1974 – Labour Code (with further amendments) and the Act of 3<sup>rd</sup> of December 2010 on the implementation of some EU provisions pertaining to the equal treatment.

## 1. Methodology of work

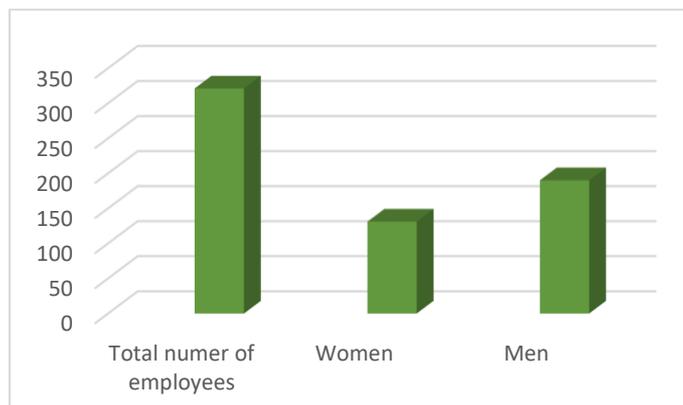
The preparation of this Gender Equality Plan was preceded with establishment of the panel comprised of all the representatives of organizational units of the Institute. The assignment of the panel was to analyse the statistical data and operating conditions of the Institute and binding procedures as well as results of the survey conducted among employees of the Institute. Based on this analysis, the panel formulated the recommendation for measures to be taken for elimination of any bias and improvement of work conditions and professional development and for ensuring a more sustainable representation of women and men in decision-making processes in Łukasiewicz – INS. The basis for evaluation is statistical data for 2020 as of the year with all the complete data for all of the areas of operation. The implementation of the Plan is regarded as an ongoing process calling for the regular monitoring, evaluation and improvement of the adopted agenda of actions.

In 2017, Łukasiewicz – INS was awarded “HR Excellence in Research” logo. As a consequence, it obliged itself to a constant improvement of internal procedures which take into account ensuring the equal conditions. The evaluation under Interim Assessment (carried out in 2020) involves recommendations for the formation and improvement of the HR Strategy in Łukasiewicz – INS. Gender Equality Plan as a tool for strengthening the equal opportunities policy will be the continuation of implementation of priorities related to the EU Programme “HR Excellence in Research” in the field of equality.

## 2. Diagnosis

There are 321 employees in Łukasiewicz – INS (of 31.12.2020) with 41% of whose constituting women and 59% of all employees being men. There have been two divisions sectioned in the structure of the Institute which reflect the key aspects of its operation – Research Division where the focus is put on carrying out research and development of products, services and technologies and the Support Division, the main assignments of which include organization and planning of work in the Institute as well as sale of products, technologies and provision of technical support. The gender structure as for the entire Institute and for particular divisions is presented in graphs and compilations below:

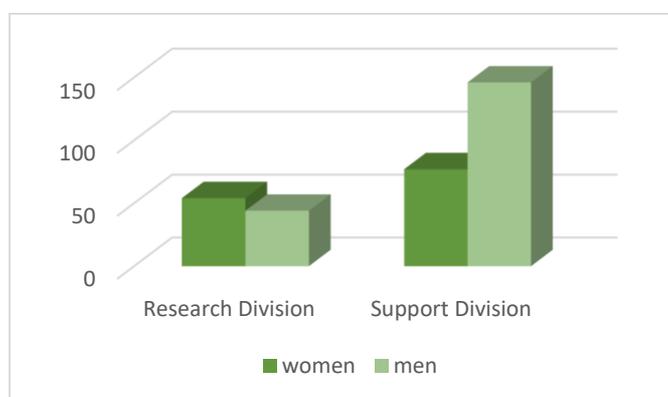




**Graph 1. Employment structure per gender**

**Table 1. Gender structure in Łukasiewicz – INS**

Total number of employees	Total number of women	Women %	Total number of men	Men %
321	131	40,8	190	59,2



**Graph 2. Employees (Research and Support Divisions)**

**Table 2. Research and Support Divisions**

	Women Number	Women %	Men Number	Men %
Research Division	54	55	44	45
Support Division	77	34,5	146	65,5

Men predominate in the total number of employees and this fact is related to a very high number of male employees in the Support Division (of all the 223 employees of the Support Division 146 are men, including 74 technical support employees). However, female employees predominate in the Research Division and they are superior in numbers as there are 23% more women than men. The below presented compilations show the statistical data regarding the number of female and male employees per particular position, both in research and support divisions. This data shows that gender representation in positions related to higher specialization level is balanced, with the exception of the position of Area Leader which only in Research Division is occupied mostly by men (they constitute 75% of employees in this position). The relatively high number of women as compared to the number of men is visible in position of specialist or junior specialist. It results from the actions aiming at elimination of the generation gap and employment of young researchers. Female employees of the heavily staffed Analytical Laboratory predominate in this group and a great number of them are at the beginning of their scientific career. In Support Division, the number of women in the position of service employee (65%) draws the attention. However, engineering positions which are present only in the Support Division are occupied mostly



by men (approx. 85%) which results from the specificity of work and working conditions related to these positions. A significant drawback to employing women in positions in Support Department, e.g. in the Production Department, is the currently existing infrastructure (cloakrooms and showers) which is technically unadjusted to be used by representatives of different gender. Therefore, diversified needs of male and female employees regarding technical and sanitary facilities should be taken into account for the upcoming planned reconstruction of these spaces.

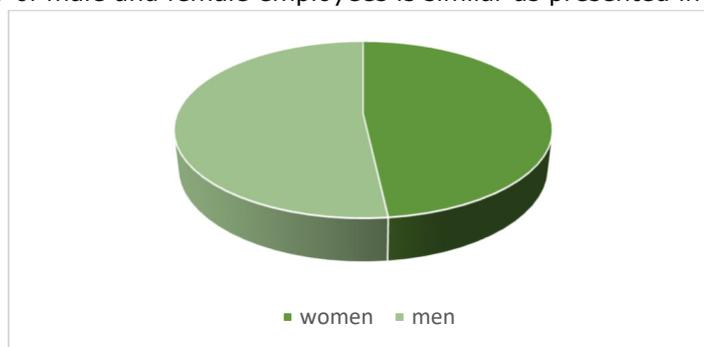
**Table 3. Gender representation per positions in Research and Support Division**

Position	Total number of employees in the position*	Female/ Male %	Research Division Number of Females	Research Division Number of Males	Support Division Number of Females	Support Division Number of Males
Area Leader	13	F 30,8% M 69,2%	2	6	2	3
Chief Specialist	29	F 51,7% M 48,3%	11	12	4	2
Senior Specialist	51	F 54,9% M 45,1%	13	13	15	10
Specialist	81	F 64,2% M 35,8%	18	12	34	17
Junior Specialist	19	F 73,7% M 26,3%	10	1	4	4
Engineer (Chief, Senior, Staff)	13	F 15,4% M 84,6%	0	0	2	11
Technical Specialist	16	F 6,25% M 93,75%	0	0	1	15
Service Employee	20	F 65% M 35%	0	0	13	7
Technical Employee	74	M 100%	0	0	0	74

\* the compilation does not include top management

In structure of the Institute, there are departments in which females predominate (organizational, accounting, project management, financial controlling, marketing) and those predominantly occupied by males (IT, investments, infrastructure maintenance, production department). Ensuring the balanced representation of gender in these specialties is a challenge not only for the Institute but all over the country. Engineering positions are more rarely occupied by females and working conditions in technical or production departments are specific. A very important measure for levelling opportunities for both women and men is the implementation of recruitment policy which would provide equal chances for men and women at the recruitment process.

The average salary of male and female employees is similar as presented in the graph below:



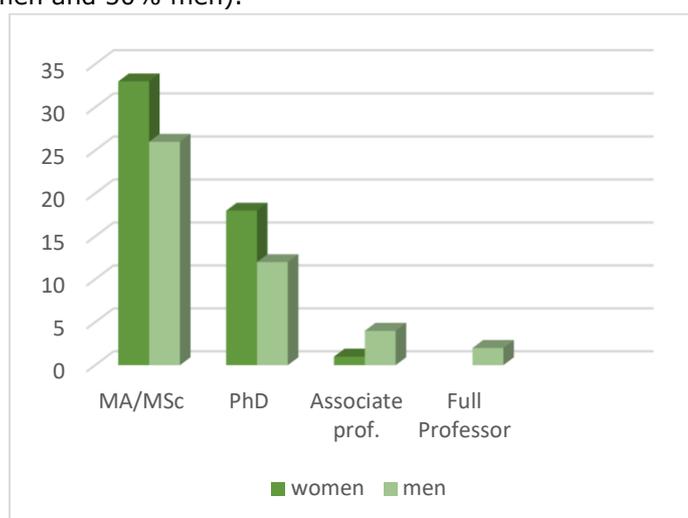
**Graph 3. The average monthly salary of men and women in 2020**



Differences in salaries of employees in the same positions are noticeable. The differences in salaries of senior and junior specialist are particularly noticeable where women earn less on average than men. The situation is reversible for chief specialist and area leader where women earn more than men. Disparities are also visible for engineering and technical positions where salary of woman is lower on average than that of men. Bearing in mind the above analysis, levelling of employees' salaries for the same positions and for the same scope of assignments and competences is recommended for wage policy in Łukasiewicz – INS.

**Development of scientific careers and increasing qualifications**

In Research Division, there are 56% of females and 44% of men with MA or MSc title, 60% of women and 40% of men with PhD titles, 80% of men and 20% of women with Associate Prof. and 100% of men with the title of full Professor. Moreover, six employees are pursuing doctoral studies (50% women and 50% men).



**Graph 4. Scientific degree and scientific title per gender in the Research Division**

This data shows that women constitute a predominant group whose career is developed at an early stage. The subsequent scientific degrees and titles are obtained mainly by men. In the nearest future, it will be very difficult to level gender representation in this scope due to insufficient lapse of time of the date scientific degrees and titles are obtained and failure to fulfil the formal criteria as a result of lack of sufficient scientific achievements. Measures to be undertaken by the Institute should be focused on motivating employees to increase competences, participate in courses, seminars, and post-graduate or PhD studies. It is also a challenge to prepare project applications, searching for customers for R&D works and foreign partners for research and project works. Development of women's scientific careers should be supported so that they would not lose dynamism and would increase their contribution in development of R&D areas.

In 2020, scientific promotions concerned 7 employees (57% women, 43% man), whereas professional qualifications were increased by 233 employees (55% women, 45% men) through studies, and specialized courses. Promotion procedures were conducted for 9 employees (44% women, 56% men). Summing up, the statistical data for 2020 shows quite levelled participation in increasing qualifications through courses and scientific promotions of all employees in Łukasiewicz – INS.

In 2020, scientific papers were published by 20 female employees and 18 male employees (as the first or subsequent authors), whereas 3 projects were managed by women and 3 by men. Women's potential as leaders of research groups should be more addressed by encouraging them to manage work packages and R&D works.



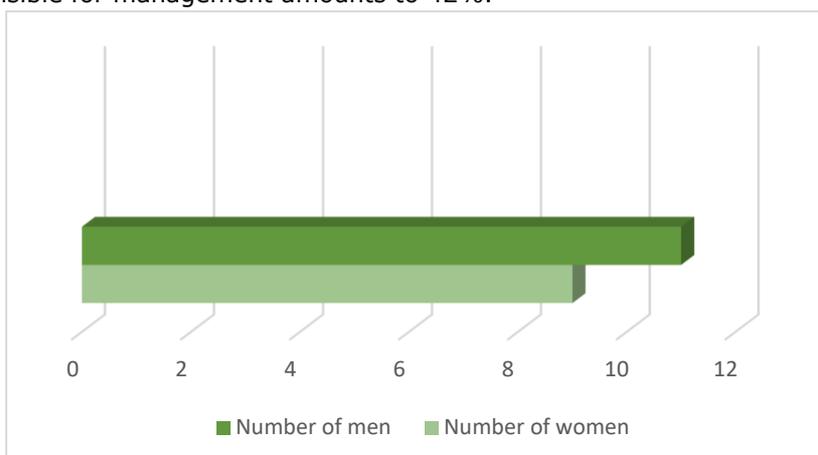
Consideration of gender issue in studies carried out in Łukasiewicz – INS is quite difficult owing to the specificity of the Institute’s activity focused on supporting great fertilizer and chemical companies. However, these ambitions are partly fulfilled within projects regarding the other areas of the Institute’s activity, which dedicate a part of research works to questions related to gender dimension, e.g. assessment of natural compounds applications for women’s health.

The stereotypical opinion about the effect of women’s absence at work is contradicted by the statistical data regarding employees’ absences. A yearly number of absences in 2020 was insignificantly higher for women than for men (7917/7648) including absences caused by custody of children (i.e. due to schools and kindergartens closers during Covid pandemic), whereas sickness leaves pertained to men to a greater extent.

### Gender representation in decision-making bodies

The key management positions are held by men. Director of Łukasiewicz – INS as well as 2 his Deputies are men, whereas Chief Accountant is a woman. In Council of the Institute, comprised of 10 persons, there are 9 men and 1 woman. Members of the council are partly appointed by the President of the Łukasiewicz Centre (6 persons), and partly selected by employees of the Institute (4 persons).

The structure of management shows the levelled representation of women and men in the management positions (45% women and do 55% men, 9 to 11 employees, respectively). In Research Division, the parity is maintained among employees, whereas in Support Division, the number of men holding management positions constitutes over 58% whereas the number of women responsible for management amounts to 42%.



**Graph 5. The total number of persons holding management positions**

**Table 4. Gender representation on management positions per Research Division and Support Division**

Division	Number of employees on management positions	Females/ Males %	Number females	of	Number of males
Research Division	8	F 50% M 50%	4		4
Support Division	12	F 41,7% M 58,3%	5		7
Total	20	F 45% M 55%	9		11

The compositions of recruitment committees and working groups or project teams appointed by the Director were analysed. They are comprised of men and women to varying degrees (61%



men, 39% women on average). There are some committees composed of representatives of one gender or with a maintained parity or disparity favouring one gender. It seems vital to pay a special attention to principles regarding appointment of advisory bodies as well as recruitment commissions and working groups with regard to ensuring gender representation reflecting the existing gender structure of a particular group concerned in the area of works but also taking into account the important substantive approach. Such a recommendation was applied for the appointment of the team for preparation of this Gender Equality Plan.

### 3. Results of the questionnaire

In September 2021, the questionnaire prepared by the Łukasiewicz Centre was conducted among employees of Łukasiewicz – INS. The questionnaire was answered by forty employees who constitute 12,5% of all employees. Due to the nature of survey and significance of the concerned area, the results of questionnaire were thoroughly analysed and taken into account in preparation of measures to be taken within this Plan, in spite of low level of representation of the Institute's community in this questionnaire.

The gathered results allowed drawing the following conclusions:

1. 20% of respondents (8 employees) reported infringement of gender equality principles and discrimination expressed as lower payment, lack of promotion possibilities, and competence-undermining.
2. 17,5% of respondents (7 employees) reported gender-based discrimination during career development by inhibiting the promotion due to family responsibilities and rejection of salary increase.
3. 10% of respondents (4 persons) were as they believe improperly treated by others because of gender through misconduct or disrespectful words.
4. 25% of answerers (10 persons) believe that breaks in professional work related to upbringing children had no negative effect on their scientific or professional career with 12,5% (5 persons) thinking that it has a negative effect, whereas one person reported a positive effect.
5. 5% of respondents (2 persons) reported gender-based discrimination during recruitment process e.g. for the position in the project and drew attention to the favourable position of men on management positions and reported a negative effect of private life related to child rearing.
6. 40% of respondents (16 persons) believe that the number of assignments given as compared to assignments given to representatives by the other gender is the same, whereas 12,5% (5 persons) think that it is rather higher and 10% (4 persons) think that it is rather lower.
7. 17,5 % of answerers (i.e. 7 persons) draw attention to instruments for supporting work and family life balance i.e. flexible working time and possibility of remote working.
8. 17,5% of respondents (7 persons) believe that employer should develop a special system favouring family life such as flexible working time, possibility of remote-working, part-time work, subsidies to kindergartens and higher holiday bonuses.
9. 57,5% of respondents (23 persons) report the existing systemic facilitations such as flexible working hours.

As a result of questionnaire data, it can be concluded that women are more likely to suffer from gender-based discrimination. A special attention should be paid to entrusting women with project management tasks and to allow and support their professional careers development. It is also necessary to monitor the needs and provide support to employees returning to work after long-term absences, e.g. parental leaves. Moreover, raising awareness and strengthening attitudes of respect for diversity and differences between employees should be addressed.



## 4. Objectives and measures

The objective of this Plan is not to equalize the number of women and men but to create the inclusive working conditions for all employees, to take efforts to eliminate the identified disparities and to increase awareness and counteract against gender-based bias and to take into account a balanced gender representation reflecting the employment structure in the appointed task teams and management personnel.

Bearing in mind results of the statistical data analysis as well as results of the questionnaire and procedures followed in the Institute, and the specificity of its day-to-day operations, it is suggested that the relevant objectives should be fulfilled as well as appropriate measures be undertaken and indicators be used, adjusted to the specificity of Łukasiewicz – INS in areas identified for improvement.

### Objective No 1 – Raising awareness regarding the importance of equality issues and strengthening a positive approach towards diversity

#### Measures:

1. Carrying out anti-discrimination courses for management personnel, (indicator: training of 80% of management personnel in 2022-2024).
2. Raising awareness in this area (indicator: carrying out at least 1 information campaign dedicated to employees until 2023, for at least 80% of all the employees).

### Objective No 2 – Counteracting against any bias and stereotypes

#### Measures:

1. Implementation of the recruitment policy (indicator: publication of recruitment policy in 2022).
2. Appointment of the Anti-discrimination Officer (indicator: providing information about the appointed Officer, to be effected in 2022).

### Objective No 3 – Supporting the development of women's career

#### Measures :

1. Gathering information about courses and good practices and their dissemination (indicator: posting the information on website and in the internal newsletter – minimum 10 pieces of information in 2022 – 2024).
2. Increasing women's engagement in carrying out research works (indicator: strengthening the participation of women in management of research works or projects as compared to 2020 until 2024).

### Objective No 4 – Increasing a more balanced gender representation in committees and among management personnel

#### Measure:

Implementation of measures focused on reflecting gender structure of the Institute in task teams, decision-making bodies or expert committees (indicator: achievement of gender representation reflecting the employment structure in the appointed committees until 2024).

### Objective No 5 – Facilitating work-life balance

#### Measures:

1. Diagnosing the needs of employees returning from long-lasting leaves e.g. parental leaves in the scope of support to be provided by the Institute (indicator: carrying out the questionnaire and the participation of at least 50% of this group in the questionnaire in 2022-2024).
2. Implementation of employee support instrument (indicator: ensuring the possibility of remote working for employees who can perform their work remotely until 2024).

### Objective No 6 – Long-term approach to equalization of opportunities

#### Measures:

1. Monitoring of the employees' remuneration levels for particular position or position groups (elimination of disparities until 2024).



2. Increasing the availability of the Institute's infrastructure for employees (indicator: taking into account needs of different gender and disabled employees for the planned modernization works).
3. Monitoring of the statistical data (indicator: annual report representing the statistical data regarding this scope in Łukasiewicz – INS).

## **5. Management, monitoring and evaluation**

The chairperson of the Committee for preparation of this Gender Equality Plan – the Head of Human Resources and Payroll Department will be responsible for undertaking the above mentioned measures. The statistical data will be gathered and compiled in the report on yearly basis after the end of particular calendar year. The first evaluation of effecting this Plan will be made in 2023.

