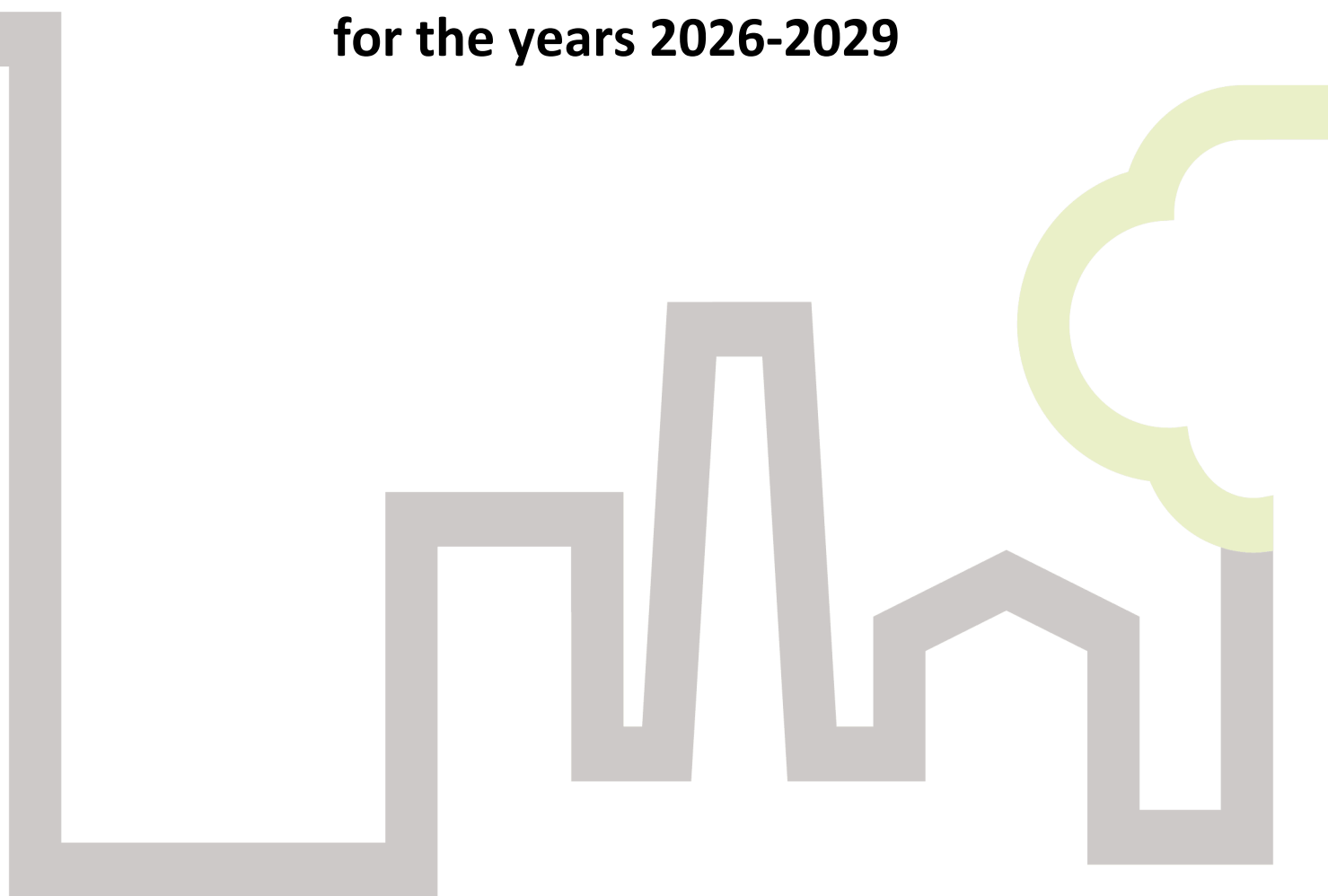


**Gender Equality Plan of the  
Institute for Ecology  
of Industrial Areas  
for the years 2026-2029**



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# Gender Equality Plan of IETU

## 1. Introduction

In a modern knowledge-based economy, scientific research related to innovation and technology plays a vital role. Therefore, ensuring gender equality in research and education has become extremely important. Providing equal opportunities in the workplace so that all individuals, regardless of gender, can develop their talents, and maintaining gender balance in scientific projects to improve their quality and societal relevance, are objectives of strengthening the European Research Area (ERA).

The Gender Equality Plan (GEP) aims to assess and analyse existing practices and procedures to identify gender-related biases and implement innovative strategies to address them. The GEP also aims to establish objectives and monitor progress in promoting gender equality using appropriate indicators.

Accordingly, the Institute for Ecology of Industrial Areas (IETU) has developed a Gender Equality Plan (GEP) based on the following legal acts and documents:

1. The Constitution of the Republic of Poland of 2 April 1997 (Journal of Laws 1997 No. 78, item 483);
2. Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation;
3. Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 on pay transparency and equal pay.
4. The National Action Programme for Equal Treatment 2022–2030.
5. The Family and Guardianship Code of 25 February 1964.
6. The Civil Code of 23 April 1964;
7. Labour Code of 26 June 1974;
8. The Criminal Code of 6 June 1997.

To ensure consistency and the optimal adaptation of the Gender Equality Plan, the IETU relies on the following internal documents that regulate the functioning of the Institute: Internal regulations, orders of the Director of the IETU and other internal acts. Key internal documents in this area include:

1. IETU Organisational Regulations;
2. IETU Remuneration Regulations;
3. IETU 3. IETU Remote Working Regulations.
4. The IETU Internal Reporting Regulations;
5. Company Social Benefits Fund Regulations;
6. Orders concerning job vacancy announcements and the appointment of recruitment committees;
7. Personal data protection policies at IETU.
8. Instructions on safeguarding the property of the Institute for Ecology of Industrial Areas in Katowice and defining responsibility for such property.

The IETU is committed to creating a safe and welcoming work environment where all employees are treated equally, regardless of their gender, origin, nationality, language, religion or sexual orientation. The Institute promotes gender balance, ensures equal opportunities, and supports the scientific and professional development of all staff.

Equality is treated as a key value at IETU, fostering the development of science and enhancing the quality and effectiveness of work. Therefore, the Institute aims to ensure equal access to knowledge, skills development and professional advancement for all employees and prospective employees.

This Gender Equality Plan is the result of internal analyses and consultations conducted at the Institute in 2025. The comprehensive strategy for 2026–2029 is based on four strategic objectives aimed at achieving the overarching goal of improving gender equality at the Institute.

**2. Diagnosis of the condition**

This analysis is based on the gender distribution of employees at the IETU, which was broadly divided into research and research support roles in 2024–2025. The employment figures given are as of 31 December 2024 and 31 December 2025. The next step in the analysis was to determine the distribution of research, technical and engineering, administrative and service positions, in order to identify and address any manifestations of inequality. The next stage of the analysis examined the distribution of managerial positions by gender. The dominant age groups among employees were identified. The next stage involved verifying the number of academic titles and degrees held by female and male employees in 2025. The percentage distribution of the results obtained was determined for all of the above categories.

**3. Results of the Analysis**

The Gender Equality Plan at the Institute of Ecology of Industrial Areas (IETU) was developed based on an analysis of the employment structure and the participation of women and men in the Institute's activities in 2024–2025. This analysis covered key areas relating to employment, professional development and participation in decision-making processes. The results of the analysis are presented in tabular form in this chapter.

**3.1 Number of persons employed in the IETU**

In 2024, the average number of people employed at IETU was 60, including 34 women (57%; see Table 1). In 2025, employment decreased by two people. The number of people employed in 2025 was 58, including 32 women (55%). Therefore, the percentage of each gender remained at the same level. In summary, despite slight numerical changes, the employment structure at IETU remains relatively stable and there has been no significant change in the proportion of women and men. Women continue to make up the majority of employees, indicating a moderately balanced gender structure at the institute.

Table 1. Number of people employed at the IETU, broken down by gender, in 2024–25.

Total number of employees		Number of women				Number of men			
2024	2025	2024		2025		2024		2025	
		number	%	number	%	number	%	number	%
60	58	34	57	32	55	26	43	26	45

In addition to the above, Table 2 provides a detailed breakdown of positions at the IETU in 2025, categorised by gender.

Table 2. Employment of persons in the IETU by position

Position	In numbers			in percentages	
	Women	Men	Total	W%	M%
<b>Scientific</b>					
Profesor	1	0	1	100	0
IETU Profesor	0	0	0	0	0
Assistant professor	5	5	10	50	50
Assistant	0	1	1	0	100
<b>Research and technical positions</b>					
Chief research and technical specialist	2	0	2	100	0
Senior research and technical specialist	2	4	6	33	67
Research and technical specialist	3	2	5	60	40
<b>Engineering and technical positions</b>					
Senior engineering and technical specialist	5	2	7	71	29
Engineering and technical specialist	1	7	8	12	88
Senior technician	1	1	2	50	50
Technician	0	0	0	0	0
<b>Administrative and economic positions</b>					
Independent accountant / economist	6	0	6	100	0
Senior general specialist	3	0	3	100	0
General specialist	0	0	0	0	0
Senior clerk / accountant	2	0	2	100	0
Clerk / accountant	0	0	0	100	0
Trainee	0	0	0	0	0
Worker / cleaner	0	2	2	0	100
<b>Other positions</b>					
Senior JWTŚ-IETU specialist	0	1	1	0	100
<b>TOTAL</b>	<b>31</b>	<b>25</b>	<b>56</b>	<b>55</b>	<b>45</b>

### 3.2 Scientific staff at IETU

Data indicate that the number of scientific staff remained stable at 25 people in 2024–2025, with a corresponding increase in the proportion of women from 48% to 52%. The employment structure among assistant professors and assistants remained unchanged, though an increase in female representation was noted among research and technical specialists, as well as professors, in 2025.

Table 3. Number of employees and percentage of women employed at scientific positions in 2024-2025

Scientific positions	IETU		Women		Women [%]	
	2024	2025	2024	2025	2024	2025
Professor	0	1	0	1	0	100
IETU Professor	1	0	1	0	100	0
Assistant Professor/Assistant	11	11	5	5	45	45
Research and technical specialist	13	13	6	7	46	54
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>12</b>	<b>13</b>	<b>48</b>	<b>52</b>

### 3.3 Non-scientific Staff at IETU

Between 2024 and 2025, the number of employees in non-scientific positions at the IETU decreased from 33 to 31. This was accompanied by a decline in the number of women employed in these positions, from 21 to 18, and a decrease in their share, from 64% to 58%. The highest proportion of women remained in the administrative and economic employee group, although a slight decrease was recorded in 2025. In that same year, no women were employed in the service employee group. On average, the proportion of women was 64% in 2024 and 58% in 2025.

Table 4. Number of employees and percentage of women employed at non-scientific positions in 2024-2025

Employment structure [number of employees]	IETU		Women		Women [%]	
	2024	2025	2024	2025	2024	2025
Engineering and technical staff	18	17	8	7	44	42
Administrative and economic staff	12	12	12	11	100	92
Service workers	3	2	1	0	33	0
<b>TOTAL</b>	<b>33</b>	<b>31</b>	<b>21</b>	<b>18</b>	<b>64</b>	<b>58</b>

### 3.4 Top management positions at IETU and gender

In 2025, women held on average 83.3% of managerial positions, indicating a predominance of women in leadership roles at IETU.

Table 5. Managerial positions at IETU in the leadership hierarchy vs gender in 2025

Key managerial positions	IETU (liczba osób)	Women	Women [%]
IETU Director	1	1	100
Deputy Director	2	1	50
Scientific Secretary	1	1	100
Chief Accountant	1	1	100
Leading Expert	6	3	50

Head of the Department (Administration) /Office/Team	2	2	100
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### 3.5 Age structure of employees at IETU

The age structure of IETU employees in 2025 is diverse, with the largest group falling within the 31–40 age bracket. Women predominate in most age groups, particularly in the 41–50 and 71–80 age ranges, whereas men only dominate the 51–60 age group. The data indicate a relatively balanced gender structure within individual age groups, with women clearly participating in age groups that are key to staff continuity. It is therefore advisable to continue monitoring the age and gender structure, particularly when planning knowledge transfer and activities that support the development of younger employees of both genders (see Table 6).

Table 6. Number of people in particular age groups vs gender in 2025

Age groups (years)	Liczba osób			W% per group	M% per group
	2025	Women (W)	Men (M)		
20-30	4	2	2	50	50
31-40	16	9	7	56	44
41-50	12	8	4	67	33
51-60	14	6	8	43	57
61-70	10	5	5	50	50
71-80	2	2	0	100	0
<b>TOTAL</b>	<b>58</b>	<b>32</b>	<b>26</b>	<b>63</b>	<b>37</b>

### 3.6 Analysis of academic degrees and titles by gender

The academic title and educational level structure at IETU in 2025 indicates that the largest group of employees have a master's degree or an engineering master's degree, among whom women predominate (62%). At doctoral and engineering doctoral level, the proportion of women and men is similar, with a slight male majority, while two professorial positions are held by women. Men dominate the engineering/bachelor's degree groups and the “other” category, while women predominate among those with secondary education. The data suggest the need for further support in developing women's academic advancement paths, particularly at the level of habilitated doctors and higher academic career levels (see Table 7).

Table. 7. Academic titles and education levels vs gender in 2025

Academic titles and education levels	Liczba osób			K% do kadry	M% do kadry
	2025 rok	Kobiety (K)	Mężczyźni (M)		
Professor	2	2	0	100	0
Dr. hab.	0	0	0	0	0
Dr., Dr. Eng.	18	8	10	44	56

Master's degree, M. Eng.	29	18	11	62	38
Eng., Bachelor's degree	2	0	2	0	100
Technical and general secondary	5	4	1	80	20
Other	2	0	2	0	100
<b>TOTAL</b>	<b>58</b>	<b>32</b>	<b>26</b>	<b>55</b>	<b>45</b>

### 3.7 IETU Scientific Board

The number of members of the IETU Scientific Council remained at 19 in 2024–2025. During this period, there was a slight decrease in the number of women, from 11 to 10. This resulted in a decrease in their percentage share, from 57% to 53%. Nevertheless, women still constituted the majority of the Scientific Council (Table 8). (Table 8).

Table 8. IETU Scientific Board in 2024-2025

	IETU		Women		Women [%]	
	2024	2025	2024	2025	2024	2025
IETU Scientific Board	19	19	11	10	57%	53%

## 4. Main goals

Four goals were formulated on the basis of the carried out analysis:

**Goal 1.** Support the professional development of women and men, particularly in science, and create mechanisms facilitating work–life balance.

**Goal 2.** Achieve gender balance in management and decision-making bodies.

**Goal 3.** Achieve equal gender representation among scientific and administrative staff.

**Goal 4.** Create mechanisms to prevent gender discrimination.

## 5. Action Plan

Action plans have been formulated for each of the objectives, as presented below.

**Goal 1.** Support the professional development of women and men, particularly in science, and create mechanisms facilitating work–life balance.

### Action 1.1.

**Defining the scope of activities related to the support of non-professional life in order to balance professional and family life.**

The action will be implemented through: attractive, interest-free loans for employees, financial aid in the form of allowances, holiday subsidies, organization of group insurance and access to group health benefits.

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: Human Resources and Payroll Department.



#### **Action 1.2.**

##### **Creating opportunities - working at home and flexible working hours for employees, in compliance with internal regulations.**

The action will be implemented through: flexible working hours, individually agreed for employees, temporary performance of tasks at home, possibility to perform part of the work at home instead of in the office.

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: Human Resources and Payroll Department.

#### **Action 1.3.**

##### **Diagnosing the needs of people returning from parental and childcare leaves and supporting these people.**

The action will be implemented in accordance with the provisions of the Labour Code.

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: Leading Experts, Human Resources and Payroll Department.

#### **Action 1.4.**

##### **Diagnosis of the needs and support in the organisation of working time for people who are care takers of disabled children and adults as well as elderly people under their care.**

The action will be implemented in accordance with the provisions of the Labour Code.

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: Leading Experts and Human Resources and Payroll Department.

#### **Action 1.5.**

##### **Providing employees with information on the subject of the currently implemented projects (including research projects) in order to support professional or scientific development of employees.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action are: Leading Experts, Project Coordination, Marketing and Research Commercialisation Office.

#### **Action 1.6.**

##### **Implementation of internal recommendations regarding the composition of teams, in particular research teams.**

When implementing projects, the gender composition of the project team should be balanced whenever it is possible.

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Leading Experts.

#### **Action 1.7.**

##### **Gathering information on projects in which good practices in promoting career development and / or gender equality have been applied.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Leading Experts.

## Goal 2. Striving for achieving the balance of gender representation in the management staff and decision-making bodies

### Action 2.1.

**Personal development in order to achieve the level of competence required to hold key positions, taking the gender balance into account.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### Action 2.2.

**Review, update and development of internal procedures for gender balance in management staff and decision-making bodies.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### Action 2.3.

**Conducting activities that encourage candidates of both sexes to join management staff and decision-making bodies by formulating recruitment announcements so that they contain transparent and legible criteria for the recruitment procedure.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

## Goal 3. Achieving equal gender representation among researchers and administrative staff

### Action 3.1.

**Taking into account equality issues in recruitment procedures for research positions together with determining the rules for selecting application documents, maintaining the balance of gender representation.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### Action 3.2.

**Appropriate formulation of recruitment announcements for research positions, without signs of preferences in relation to a specific sex.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### Action 3.3.

**Ensuring the use of all available information channels to reach the widest possible group of candidates of both sexes for research positions.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: Human Resources and Payroll Department, Project Coordination, Marketing and Research Commercialisation Office.

## Goal 4. Creation of mechanisms to counteract gender discrimination

### **Action 4.1.**

#### **Update of anti-mobbing and anti-discrimination procedures.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### **Action 4.2.**

#### **Providing a special box for anonymous motions of the employees, keeping a register of motions and developing a procedure for processing motions and implementation of the follow-up actions**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department.

### **Action 4.3.**

#### **Providing procedures and tools for protection of people reporting abuse.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management.

### **Action 4.4.**

#### **Conducting training and information campaigns for employees.**

Implementation period: the entire period of the validity of the document.

Responsible for the implementation of the action: IETU Management, Human Resources and Payroll Department, Project Coordination, Marketing and Research Commercialisation Office.

## **6. Summary**

Gender equality and diversity are core values of the IETU, forming an integral part of ensuring high-quality research and innovation. The Gender Equality Plan is based on identifying and disseminating good practices and translating them into specific organisational actions. It also aims to improve internal communication and raise awareness of equality among the Institute's employees. This approach promotes the creation of a safe and inclusive working environment, effectively combatting discrimination through the implementation of early response mechanisms.

The EITU's four-year Gender Equality Plan is a strategic document that clearly defines objectives, actions, monitoring indicators and the responsibilities of organisational units. According to the EITU Management, this timeframe is necessary for the effective implementation of planned systemic solutions and lasting organisational changes. Implementation of the Plan will be subject to ongoing monitoring, with a mid-term evaluation taking place at the beginning of 2028. This will enable actions to be updated and adapted to changing conditions and the evolving needs of the Institute community.