



Łukasiewicz
Institute for Sustainable Technologies



Gender Equality Plan

2026-2030

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The Gender Equality Plan (GEP) for the Łukasiewicz Research Network – Institute for Sustainable Technologies was adopted by Order No. 9/2026 of the Director of the Łukasiewicz Research Network – Institute for Sustainable Technologies of 4 March 2026, and is published on the Institute’s official website (<https://itee.lukasiewicz.gov.pl/>) under the “Gender Equality Plan” section.

INTRODUCTION

The Gender Equality Plan (GEP) of the Łukasiewicz Research Network – Institute for Sustainable Technologies (Łukasiewicz-ITEE) for 2026–2030 is a strategic management document defining the objectives, principles and measures aimed at ensuring equal treatment, strengthening an organisational culture grounded in respect and inclusion, and continuously improving gender equality practices in the workplace and in research and innovation (R&I) activities. At the same time, the GEP forms part of the Institute’s organisational governance framework and serves as a social and reputational risk management instrument, supporting team stability, process transparency and the high quality of task delivery.

The document has been developed in line with the European Union requirements for Gender Equality Plans applicable to organisations from EU Member States and associated countries applying as beneficiaries or affiliated entities under EU-funded programmes, in particular Horizon Europe. The Plan reflects the guidance set out in the Horizon Europe General Annexes (eligibility criteria) and **covers both the minimum process-related requirements and the recommended thematic areas.**

In particular, the GEP 2026–2030 meets the following minimum process-related requirements:

1. Public publication of a formal document endorsed by top management;
2. Dedicated resources and expertise to implement the Plan;
3. Systematic collection of sex/gender-disaggregated data as well as indicator-based monitoring and reporting;
4. Training and awareness-raising activities, including on mitigating unconscious bias.

The Gender Equality Plan 2026–2030 contributes to the implementation of the United Nations Sustainable Development Goal 5 (SDG 5: Gender Equality) by strengthening equal opportunities and counteracting inequalities in the Institute’s working environment and R&I activities. In addition, it supports other UN SDGs: **SDG 8 (Decent Work and Economic Growth)** by reinforcing equal access to employment, development and promotion as well as work–life balance measures; **SDG 10 (Reduced Inequalities)** through systematic monitoring of indicators and the implementation of corrective measures that address

barriers and unequal treatment; and **SDG 16 (Peace, Justice and Strong Institutions)** by promoting a transparent management model, periodic reporting, maintaining an audit trail, and ensuring secure reporting channels with procedures for confidential assessment and protection against retaliation.



The GEP 2026–2030 covers the intervention areas recommended under Horizon Europe: work–life balance and organisational culture; gender balance in leadership and decision-making; gender equality in recruitment and career progression; the integration of the gender dimension in research

and (where relevant) in education; and the prevention of gender-based violence, including sexual harassment.

At the same time, it functions as a compliance and quality assurance document in the context of the Institute's participation in European projects, as well as in other international and national initiatives where horizontal principles of equal opportunities and non-discrimination apply. It supports a coherent and auditable approach to human capital management and standards of cooperation within project teams, reducing organisational and reputational risks and strengthening the Institute's credibility as a partner in international consortia.

The GEP 2026–2030 addresses both the institutional dimension (equality in employment, promotion, pay, access to resources and decision-making roles) and the substantive dimension of R&I activities, i.e. the inclusion of an appropriate gender dimension in the planning, implementation and dissemination of research and innovation actions. In practice, this entails an evidence-based approach in which decisions and measures are underpinned by data analysis, measurable indicators, periodic monitoring and corrective mechanisms.

The Plan adopts the following implementation principles:

- **Equal opportunities and non-discrimination** – ensuring equal access to employment, development, promotion and resources regardless of gender, and preventing all forms of unequal treatment.
- **Transparency and impartiality of processes** – standardising and making key procedures transparent (in particular recruitment and promotion), with due regard to mitigating unconscious bias.
- **Responsibility and accountability** – clear allocation of roles, responsibilities, resources and timelines, as well as publicly communicated progress towards objectives.
- **Confidentiality and safety** – ensuring secure channels for reporting irregularities and protecting reporting persons, including in cases related to violence and harassment, in line with a zero-retaliation principle.
- **Participatory approach** – involving employees in needs assessment, solution design and the evaluation of effectiveness.

The scope of the GEP 2026–2030 covers five complementary intervention areas:

1. work–life balance and organisational culture;
2. gender balance in leadership and decision-making;
3. gender equality in recruitment and career progression;
4. integration of the gender dimension in research and (where relevant) in education and dissemination/outreach activities;
5. prevention of gender-based violence, including sexual harassment.

The GEP for 2026–2030 replaces the previous edition of the Plan (GEP 2022–2025) and is subject to periodic updates based on monitoring results, changes in the regulatory environment, and findings

from internal audits and evaluations. Implementation of the Plan will be supported by the Institute's management mechanisms, and progress will be reported on a regular basis in a manner that enables assessment of the effectiveness of the measures implemented and the planning of corrective interventions.

Legal basis

This Plan is based on the provisions of 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 (OJ L 204, 26.7.2006, p. 23). The provisions of the Plan are also consistent with the following legal acts:

- Constitution of the Republic of Poland of 2 April 1997 (Journal of Laws of 1997, No. 78, item 483, as amended);
- Act of 25 February 1964 – the Family and Guardianship Code (consolidated text: Journal of Laws of 2023, item 2809);
- Act of 23 April 1964 – the Civil Code (consolidated text: Journal of Laws of 2025, item 1071, as amended);
- Act of 26 June 1974 – the Labour Code (consolidated text: Journal of Laws of 2025, item 277, as amended);
- Act of 6 June 1997 – the Criminal Code (consolidated text: Journal of Laws of 2025, item 383, as amended).

1. Scope, definitions and formal basis

Personal and material scope

The Gender Equality Plan (GEP) for 2026–2030 applies to the Łukasiewicz Research Network – Institute for Sustainable Technologies (Łukasiewicz-ITEE) in its entirety, as an employer and as an organisation conducting research and innovation (R&I) activities. The provisions of the Plan apply to:

- all employees of the Institute, irrespective of the basis of employment or working time arrangements, in particular staff in research, research and technical, engineering, administrative and managerial positions;
- persons involved in project implementation (including national and international projects), in particular EU-funded projects, with regard to recruitment principles, work organisation, access to professional development, and standards of cooperation within project teams;
- persons holding managerial and decision-making roles (Institute management, heads of organisational units, project leaders, members of recruitment and appraisal/evaluation committees), with regard to their duties related to ensuring equal treatment and implementing the measures envisaged in the Plan.

The material scope of the Plan covers five intervention areas: (1) work–life balance and organisational culture, (2) gender balance in leadership and decision-making, (3) gender equality in recruitment and career progression, (4) integration of the gender dimension in research and innovation as well as in dissemination/outreach activities, and (5) prevention of gender-based violence, including sexual harassment.

Definitions and terminology

For the purposes of the Plan, the following operational definitions apply:

Gender Equality Plan (GEP) – a formal institutional document setting out objectives, actions, resources, and monitoring and reporting mechanisms in the area of gender equality, aligned with the minimum process-related requirements and the recommended thematic areas applicable to EU funding programmes.

Gender equality – ensuring equal rights, opportunities and possibilities in employment, professional development, access to resources, holding decision-making roles, and participation in research and project activities, without direct or indirect discrimination on the grounds of gender.

Equal treatment / non-discrimination – the prohibition of unequal treatment on the grounds of gender, in particular in recruitment, promotions, remuneration, access to training and resources, as well as in day-to-day professional relations.

Unconscious bias – unrecognised cognitive patterns that may affect the assessment of candidates and employees and decisions related to recruitment, promotion, or task allocation.

Gender dimension in research and innovation – the appropriate, substantively justified integration of sex/gender-related aspects in the planning, implementation, analysis and dissemination of

research and innovation, including in sampling, methodology, interpretation of results, and the design of solutions and services.

Gender-based violence – violent behaviours motivated by gender or disproportionately affecting persons of a particular gender, including behaviours that undermine dignity and safety.

Harassment and sexual harassment – any unwanted conduct related to gender or of a sexual nature, with the purpose or effect of violating a person’s dignity, in particular by creating an intimidating, hostile, degrading, humiliating or offensive environment.

These definitions are operational in nature and are intended to ensure the consistent application of the Plan in practice. Where more detailed definitions arise from legal provisions or internal regulations, they apply in conjunction, with due regard to the primacy of generally applicable law.

Formal basis and relationship to internal regulations

The Plan is approved by the Institute’s top management and published in a manner ensuring public access. The GEP operates in a complementary manner to the internal regulations in force at the Institute, in particular in the following areas: HR and recruitment policies, remuneration, occupational health and safety (OHS), ethics, prevention of mobbing and discrimination, whistleblowing/reporting mechanisms, and personal data protection.

In the event of discrepancies between the provisions of the Plan and internal regulations or generally applicable law, precedence is given to legal provisions and formally adopted internal regulations. At the same time, the Plan may serve as a basis for initiating the review and improvement of internal regulations where GEP monitoring indicates such a need.

Period of validity and reviews

The Plan is in force for the period 2026–2030. Reviews of implementation and the effectiveness of measures are carried out at least biennially, with the possibility of an annual management review. Updates to the Plan may be introduced on the basis of KPI monitoring results, evaluation findings, recommendations of the Gender Equality Team, and changes in the regulatory and programme environment.

2. Implementation governance model and resources

Accountability structure and reporting lines

Implementation of the Łukasiewicz-ITEE Gender Equality Plan for 2026–2030 is carried out under a governance model that ensures clear allocation of responsibilities, auditability of actions, and regular data-driven monitoring. Strategic oversight of the Plan rests with the Institute’s top management, ensuring the alignment of the GEP with strategic documents, internal policies, and the requirements of external funding programmes.

Pursuant to a written instruction issued by the Director of the Institute, a Gender Equality Plan (GEP) Team (hereinafter: the “Team”) has been appointed, responsible for the development, implementation, ongoing monitoring, and updating of the Institute’s Gender Equality Plan.

The governance model comprises three levels:

- **Strategic level** – the Director of the Institute (approval of measures, corrective decisions, ensuring implementation conditions);
- **Coordination level** – the Gender Equality Plan Team (development and implementation of the GEP, KPI monitoring, recommendations for revisions);
- **Operational oversight level** – the Deputy Director for Financial and Operational Affairs, entrusted with oversight of the execution of the instruction establishing the Team.

The reporting and decision-making pathway is as follows:

1. The Team collects the information and data necessary for the development, implementation, monitoring and updating of the GEP.
2. The Team operates through formal meetings and formulates recommendations.
3. The Team’s recommendations constitute the basis for the Director’s decisions regarding the optimisation of indicators and measures related to the implementation of the GEP.
4. Oversight of the execution of the instruction (including the functioning of the Team) is exercised by the Deputy Director for Financial and Operational Affairs.

Reporting on the implementation of the GEP (including KPI reports) is carried out at least once every two years; an annual management review is recommended, focused on ongoing adjustments to measures and updating the timetable..

Gender Equality Plan (GEP) Team – mandate, working arrangements and powers

The Gender Equality Plan (GEP) Team acts as a coordination and advisory body appointed for an indefinite period. The Team’s responsibilities include:

- developing the Gender Equality Plan, implementing it within the Institute, and conducting ongoing monitoring and updates;
- recommending to the Director measures and changes aimed at ensuring the proper implementation and functioning of the GEP, in particular actions targeted at improving/maintaining the target values of indicators;
- coordinating activities supporting compliance with EU programme requirements on gender equality (including the minimum process-related requirements) and strengthening institutional practices.

The Team operates through meetings. Meeting dates are set by the GEP Coordinator, who holds a casting vote in matters considered by the Team. **The Team's recommendations are documented in minutes containing at least: the subject of the meeting, key findings, recommendations, responsible persons/units, and implementation deadlines.**

Team members:

- are entitled to obtain information necessary for the development, implementation, monitoring and updating of the GEP;
- are obliged to keep confidential all information obtained in connection with their participation in the Team's work.

The GEP Coordinator is authorised to involve additional persons on an ad hoc basis where the nature of the issue under consideration requires further consultation (e.g. in the areas of HR, labour law, GDPR compliance, occupational health and safety (OHS), work psychology, research methodology, or EU project management).

Dedicated resources and competencies

The Institute provides dedicated resources necessary for the effective implementation of the GEP 2026–2030, including organisational, competence-related and analytical resources. Pursuant to the Director's instruction, the Team is mandated to obtain the information necessary for the performance of its tasks and operates under a confidentiality regime, strengthening the Institute's capacity to process data in a controlled and auditable manner.

In particular, the resources include:

- **human resources:** the working time of Team members and of persons supporting the implementation of GEP measures within organisational unit;
- **competence-related resources:** access to expert knowledge in gender equality, inclusive recruitment, bias mitigation, integration of the gender dimension in R&I, and the prevention of violence and harassment;
- **training and communication resources:** organisation of training and awareness-raising activities for staff and decision-makers;
- **analytical resources:** support for the collection, aggregation and analysis of sex/gender-disaggregated data and for KPI monitoring;
- **procedural resources:** maintenance and continuous improvement of procedures supporting GEP implementation, including secure reporting channels and protection against retaliation.

Internal communication and contact channels

GEP implementation requires transparent and regular communication. The Institute communicates the Plan and related measures in particular through: the Institute's website (publication of the document), internal announcements, and training activities.

To enable staff to submit questions, comments and recommendations regarding the implementation of the Plan, the Institute maintains a contact channel (dedicated e-mail address: rownosc@itee.lukasiewicz.gov.pl). Information on contact channels, confidentiality rules and the protection of reporting persons is communicated to employees in line with the procedures in force.

Link to monitoring and reporting

The GEP implementation governance model is directly linked to the monitoring and reporting mechanisms described in subsequent sections of this document. The Team is responsible for coordinating KPI monitoring and formulating recommendations for the Director, whereas decisions on corrective measures and indicator optimisation are taken at the level of the Institute's management, based on the Team's recommendations.

3. Methodology, data and key indicators

Methodological approach

The purpose of this chapter is to define the principles for data collection, baseline establishment, the selection of indicators (KPIs), and the monitoring of progress in implementing the GEP 2026–2030. The implementation methodology is grounded in an evidence-based approach, i.e. the cyclical use of sex/gender-disaggregated data to identify areas requiring intervention, plan measures, assess effectiveness, and introduce corrective actions.

The monitoring system is designed to meet EU programme requirements (including the minimum process-related requirements on data collection and reporting at least once every two years) while also ensuring managerial usefulness for the Institute’s leadership and organisational units.

Data sources and principles for collecting sex/gender-disaggregated data

Data used under the GEP are drawn from the Institute’s internal resources, in particular from HR/personnel records and other units responsible for organisational processes. The dataset includes at least staff-related information disaggregated by sex/gender, and – where necessary – other operational data linked to the Plan’s objectives (e.g. participation in training, participation in decision-making bodies, participation in committees, uptake of support measures). Data are processed in accordance with data protection principles (data minimisation, anonymisation, aggregation).

Key data sources include:

- **HR/personnel records** (employment status, job categories, FTE/working time, length of service, promotions, changes of position);
- **remuneration data** (at a level enabling the calculation of pay gap indicators by job category and other justified analytical categories);
- **recruitment data** (number of vacancies, applications received, hires), where available;
- **data on participation in decision-making roles and committees** (composition, roles, terms);
- **competence development data** (participation in training, including GEP-related training);
- **data on reports and interventions** related to the prevention of violence/mobbing/harassment (aggregated only, in line with the principles of minimisation and confidentiality).

Where certain data are not currently collected in a manner enabling KPI calculation, improvements to recording and reporting will be introduced, ensuring compliance with GDPR and labour law.

Baseline and measurement periods

The baseline for the GEP 2026–2030 diagnosis is set as the status as of 31 December 2025. For key indicators (KPIs), the baseline is set as 1 January 2026. KPI measurements will be conducted at least annually (where the nature of the indicator allows), while consolidated reporting on Plan implementation will be carried out at least once every two years, in line with EU programme requirements. In justified cases (e.g. material deviations or risks), ad hoc monitoring may be performed.

Principles for KPI selection and construction

Indicators in the GEP 2026–2030 have been selected to:

- reflect objectives and implementation mechanisms already applied under the previous Plan (2022–2025), in particular: pay gap monitoring, gender balance in decision-making bodies, recruitment standards (including committee composition), training, surveys and awareness-raising, reporting channels, and a knowledge base;
- align with best practices for GEPs in institutions implementing numerous Horizon Europe projects (measurability, comparability over time, feasibility of corrective action, linkage to management decisions);
- cover key elements from the perspective of Horizon Europe requirements: sex/gender-disaggregated data, indicator-based monitoring and reporting, training, and the integration of the gender dimension (where relevant).

Pursuant to the Director’s instruction, the Gender Equality Plan (GEP) Team prepares recommendations that form the basis for the Director’s decisions regarding the optimisation of indicators associated with Plan implementation.

Consequently, each KPI is assigned: a definition, baseline (31 December 2025), target (2030), frequency, and the data source/responsible unit.

List of key indicators (KPIs) for the GEP 2026–2030

The list below constitutes the overarching set of KPIs for the entire Plan. Detailed numerical values (baseline and periodic measurements) are presented in subsequent chapters, linked to the respective intervention areas.

KPI-1. Overall gender pay gap
<p>Definition: the percentage difference between the average remuneration of women and men. Baseline/Target: 7.5% / 4% Frequency: annual Data source: HR and payroll systems; remuneration reports/aggregations Responsibility: HR + Finance (preparation), GEP Team (monitoring and recommendations)</p>
KPI-2. Share of women in decision-making bodies/roles
<p>Definition: percentage of women in defined decision-making bodies/entities and decision-making roles. Baseline/Target: 0% / 40% Frequency: annual Data source: registers of bodies/committees composition; HR data on functions/appointments Responsibility: HR (aggregations), GEP Team (monitoring and recommendations)</p>
KPI-3. Recruitment committee standard (representation of both genders)
<p>Definition: percentage of recruitment procedures in which the recruitment committee meets the requirement of representation of both genders. Baseline/Target: 0% / 90% Frequency: annual Data source: recruitment documentation (committee composition, minutes); register of recruitment procedures Responsibility: HR (aggregations), GEP Team (monitoring and recommendations)</p>

<p>KPI-4. Training and awareness-raising (GEP)</p> <p>Definition: delivery of equality and awareness-raising training (including prevention of discrimination and violence, as well as elements of unconscious-bias mitigation), measured as the number of trainings delivered.</p> <p>Baseline/Target: 0 / 2</p> <p>Frequency: at least every 2 years</p> <p>Data source: training registers; attendance lists/certificates</p> <p>Responsibility: HR (organisation and record-keeping), GEP Team (monitoring and recommendations)</p>
<p>KPI-5. Anonymous assessment/surveys on equality and organisational climate</p> <p>Definition: implementation of anonymous survey(s) on gender equality and the perception of organisational culture (yes/no) and participation rate (percentage of all employees).</p> <p>Baseline/Target: 0 / 3</p> <p>Frequency: at least every 2 years</p> <p>Data source: aggregated survey results; participation metrics</p> <p>Responsibility: competent unit (tool administration, data collection and transfer), GEP Team (analysis and recommendations)</p>
<p>KPI-6. GEP knowledge base and Communications</p> <p>Definition: availability and updating of a knowledge base/resources on gender equality (number of informational communications).</p> <p>Baseline/Target: 0 / 16</p> <p>Frequency: annual</p> <p>Data source: repository/website/registry of communications and updates</p> <p>Responsibility: GEP Team (content), competent unit (publication)</p>
<p>KPI-7. Reporting channels and a safe working environment</p> <p>Definition: the existence and communication of reporting channels for discrimination/violence (yes/no) and the number of informational actions on confidentiality and protection against retaliation.</p> <p>Baseline/Target: 0 / 4</p> <p>Frequency: annual</p> <p>Data source: procedures and communications on reporting channels; registers of informational action</p> <p>Responsibility: GEP Team (operation, monitoring and recommendations)</p>
<p>KPI-8. Integration of the gender dimension in R&I projects</p> <p>Definition: percentage of R&I projects (including EU-funded) in which the relevance of the gender dimension has been assessed and the outcome documented (tick box/description in project documentation).</p> <p>Baseline/Target: 0% / 100%</p> <p>Frequency: annual</p> <p>Data source: project documentation; checklist/section in project forms; project repositories</p> <p>Responsibility: project leaders (implementation), Research Support Office/Unit (preparation and data aggregation), GEP Team (monitoring and recommendations)</p>
<p>KPI-9. GEP progress reporting</p> <p>Definition: preparation of a periodic GEP implementation report (yes/no) in accordance with the timetable (at least every 2 years).</p> <p>Baseline/Target: 0 / 3</p> <p>Frequency: every 2 years</p> <p>Data source: GEP reports; review minutes; documentation of corrective decisions</p> <p>Responsibility: GEP Team (drafting), Director (approval), operational oversight in line with the Director's instruction (monitoring of the instruction's implementation)</p>

Table 1. List of key performance indicators (KPIs) for the GEP 2026–2030

4. Baseline assessment (diagnosis)

The starting point for this analysis was to characterise the overall gender structure of staff employed at Łukasiewicz-ITEE as of 31 December 2025, broken down into the research division and the support division (in line with the Organisational Chart). The next element of the diagnosis concerned managerial functions held at Łukasiewicz-ITEE in relation to gender. The final part focused on verifying the number of academic degrees and titles held by women and men employed in 2025.

Diagnostic indicato	Definition / scope	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Employment structure (overall)	number of persons employed at Łukasiewicz-ITEE as of 31.12.2025	61	103	37%	63%
Research division Staff	number of persons employed in the research division as of 31.12.2025	20	34	37%	63%
Support division Staff	number of persons employed in the support division as of 31.12.2025	41	69	37%	63%

Table 2. Employment structure at Łukasiewicz-ITEE by research and support divisions (as of 31 December 2025)

Employment structure by gender as of 31 December 2025

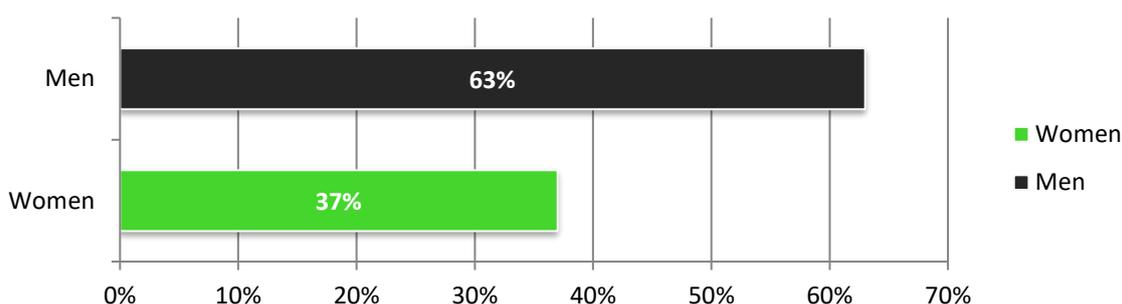


Figure 1. Employment structure by gender (as of 31 December 2025)

Employment structure by gender in the research division as of 31 December 2025

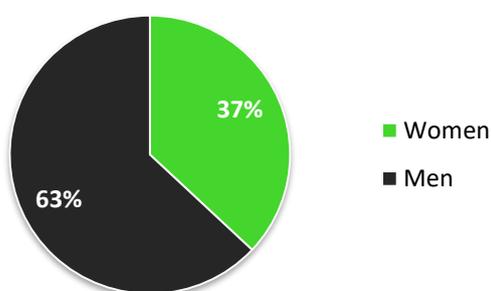


Figure 2. Employment structure by gender in the research division (as of 31 December 2025)

Employment structure by gender in the support division as of 31 December 2025

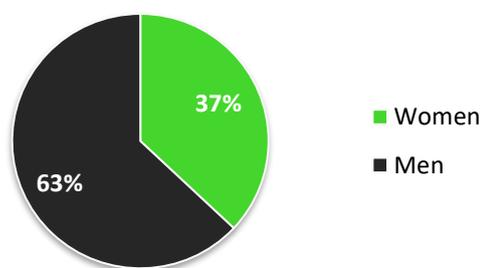


Figure 3. Employment structure by gender in the support division (as of 31 December 2025)

Based on the graphical presentation of the data, it can be concluded that in 2025 the overall employment structure was 37% women versus 63% men. A comparable distribution is observed in both the research division and the support division, indicating that the imbalance is cross-cutting in nature and linked to the Institute’s overall activity profile, in which technical specialisations constitute a significant share. This imbalance is consistent with the labour-market phenomenon of horizontal segregation – the concentration of women and men in different occupational groups—as well as with competence supply conditions in selected specialisations, including technical and maintenance roles requiring specific vocational qualifications (e.g. machining, CNC, locksmithing, electrical work, infrastructure maintenance). In practice, this translates into a limited availability of female candidates with the required competences in these areas, which affects the employment structure.

Managerial function	In numbers			In percentage	
	Total (N)	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Director of the Institute	1	0	1	0%	100%
Deputy Director of the Institute	3	0	3	0%	100%
Head of a research centre	5	1	4	20%	80%
Head of an organisational unit (other than a research centre)	16	4	12	25%	75%

Table 3. Managerial functions at Łukasiewicz-ITEE by gender (as of 31 December 2025)

According to the 2025 data, the Institute’s most senior managerial positions were held overwhelmingly by men.

Education level / academic title	In numbers			In percentage	
	Total (N)	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Professor	1	0	1	0%	100%
Habilitated Doctor (Dr hab.)	2	0	2	0%	100%
PhD / PhD Eng. (Dr, Dr Eng.)	28	15	13	54%	46%
Master’s / Master of Engineering (MA/MSc, MEng)	80	34	46	43%	57%
Engineer / Bachelor’s (BEng/BA/BSc)	14	2	12	14%	86%
Secondary education	39	10	29	26%	74%

Table 4. Education levels and academic titles by gender (as of 31 December 2025)

According to the 2025 data, at Łukasiewicz-ITEE:

- the title of Professor was held by only one man,
- 67% of all employees held a doctoral or master’s degree (including Dr hab., PhD/PhD Eng., MA/MSc and MEng). Within this group, 30% were women.

Based on the above data, it can be concluded that the distribution of education levels and academic degrees/titles at Łukasiewicz-ITEE varies by level. In the group of employees holding a doctoral degree (PhD/PhD Eng.), women constitute a majority (54%), whereas among those holding a master’s degree (MA/MSc or MEng), the shares of women and men are relatively close (43% vs 57%). At the same time, at higher levels of academic advancement and expert career development, women are less represented—no women were recorded in the categories of Professor and Habilitated Doctor (Dr hab.) in the dataset analysed, which, despite small absolute numbers, indicates an important area for continued monitoring.

The data confirm the need to strengthen conditions for academic career development and progression—particularly through systemic measures that reduce barriers to access to roles and development pathways and increase the transparency of career development and promotion processes. On the basis of the diagnostic findings, the Gender Equality Plan for Łukasiewicz-ITEE for 2026–2030 was developed, built around five strategic objectives operationalised through measures, indicators (KPIs), and the identification of units responsible for their implementation.

5. Strategic objectives of the GEP 2026–2030 and intervention logic

Overall objective of the Plan

The overarching objective of the GEP 2026–2030 is to ensure and systematically improve equal opportunities for women and men at Łukasiewicz-ITEE, understood as equal treatment in employment, professional development, promotion and access to resources, as well as strengthening an organisational culture grounded in respect, inclusion and safety. The Plan also supports higher quality R&I processes and outcomes by integrating the gender dimension where this is substantively justified.

Strategic objectives

For the period 2026–2030, the Institute pursues five strategic objectives corresponding to the intervention areas set out in the Plan:

- 1. Work–life balance and organisational culture** – developing measures that facilitate the reconciliation of professional and private roles, strengthen well-being, and foster a coherent organisational culture based on equal opportunities.
- 2. Gender balance in leadership and decision-making** – increasing the transparency and inclusiveness of appointment mechanisms and participation in decision-making roles, and monitoring gender balance in defined bodies/roles.
- 3. Gender equality in recruitment and career development** – standardising recruitment and career development pathways, mitigating the risk of unconscious bias, strengthening objectivity in assessment, and ensuring consistent application of criteria.
- 4. Integration of the gender dimension in research and dissemination/outreach activities** – applying an approach that ensures the assessment of the relevance of the gender dimension in projects and its appropriate integration into planning, implementation and dissemination (in particular in EU-funded projects).
- 5. Prevention of gender-based violence, including sexual harassment** – ensuring a safe working environment through prevention, training, accessible and confidential reporting channels, and efficient mechanisms for analysis and for recommending corrective actions.

Intervention logic and link to monitoring

Implementation of the strategic objectives follows the logic: **diagnosis (baseline as of 31 December 2025)** → **action plan** → **KPI monitoring** → **periodic review** → **corrective actions**. The KPIs presented in the chapter “Methodology: data, diagnosis and the evidence-based approach” serve as the overarching mechanism for assessing progress across the Plan as a whole, while the numerical data, tables and figures for each intervention area are provided in the subsequent thematic chapters of this Plan, directly linked to the corresponding objectives and measures..

Role of the GEP Team in achieving the objectives

The Gender Equality Plan (GEP) Team coordinates the monitoring of objective implementation, collects and analyses data (including data received through the reporting channels indicated in the Plan), and formulates recommendations. The Team’s recommendations provide the basis for the Director’s decisions on optimising indicators and measures related to GEP implementation, in line with the governance model described in the chapter “Implementation governance model and resources.”

OBJECTIVE 1: Work–life balance and organisational culture

The work–life balance and organisational culture area encompasses measures and practices influencing well-being, psychological safety, internal communication, the predictability of work organisation, and equal access to development opportunities. Interventions in this area are cross-cutting in nature: they reinforce the effectiveness of other GEP measures (recruitment and career development, leadership, prevention of violence) and reduce organisational risks (staff turnover, absenteeism, conflicts, reduced productivity).

Strategic objective for the area:

To ensure organisational conditions conducive to work–life balance and to strengthen an organisational culture based on respect, inclusion and transparent communication, so that these measures support equal opportunities as well as team stability and effectiveness.

Diagnostic indicator	Definition / scope	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Sickness absence (annual average)	average number of absence days per person in the baseline year	17	10	63%	37%
Uptake of parental/care-related entitlements	number of persons using entitlements in the baseline year	3	5	37%	63%

Table 5. Baseline – diagnostic data for the Work–life balance and organisational culture area (as of 31 December 2025)

Uptake of parental/care-related entitlements by gender as of 31 December 2025

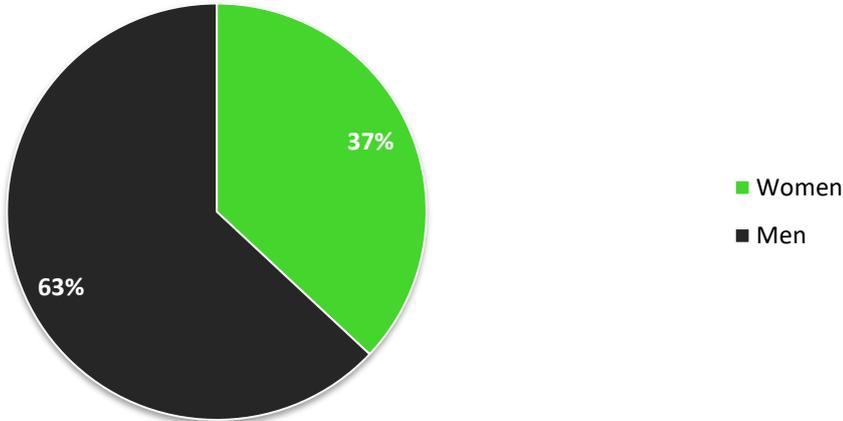


Figure 4. Uptake of parental/care-related entitlements by gender as of 31 December 2025

Specific objectives and measures for the “Work–life balance and organisational culture” area

Specific objective 1.1
Streamline and disseminate measures supporting work–life balance and well-being (including predictability of work organisation).
<p>Action 1: Review and update available work–life balance measures (e.g. rules for work organisation, meeting planning, communication practices, access to support) and publish/update them in the GEP knowledge base.</p> <p>Deadline / cycle: by end of 2026; thereafter annual updates.</p> <p>Responsibility (implementation): HR / competent unit + GEP Team (coordination).</p> <p>KPI / metric: KPI-6 (GEP knowledge base and communication).</p> <p>Means of verification: entry/update in the GEP knowledge base; internal communication.</p> <p>Action 2: Information activities on available forms of support (healthcare/benefits/internal measures—subject to the Institute’s resources).</p> <p>Deadline / cycle: recurring, at least once per year.</p> <p>Responsibility (implementation): HR + GEP Team.</p> <p>KPI / metric: KPI-6.</p> <p>Means of verification: communications; informational materials.</p>
Specific objective 1.2
Strengthen internal communication and ensure equal access to information on development opportunities (projects, conferences, training).
<p>Action 1: Principle of equal access to information on development opportunities: communications addressed to all potentially interested groups, not only selected teams.</p> <p>Deadline / cycle: from 2026 (ongoing).</p> <p>Responsibility (implementation): competent unit / Research Support Office/Unit.</p> <p>KPI / metric: KPI-6 + perception check under KPI-5.</p> <p>Means of verification: internal communication.</p>
Specific objective 1.3
Develop a participatory organisational culture through regular diagnosis and feedback mechanisms.
<p>Action 1: Conduct an anonymous survey on gender equality and organisational climate (at least every 2 years), discuss results and prepare follow-up actions.</p> <p>Deadline / cycle: 2026, 2028 and 2030.</p> <p>Responsibility (implementation): competent unit (tool administration, data collection and transfer), GEP Team (analysis and recommendations).</p> <p>KPI / metric: KPI-5 (Equality climate index + participation rate).</p> <p>Means of verification: aggregated report; GEP Team recommendations/minutes.</p> <p>Action 2: Mechanism for submitting improvement proposals (participation): a permanent channel plus periodic summaries of proposals with feedback on implementation.</p> <p>Deadline / cycle: from 2026 (ongoing).</p> <p>Responsibility (implementation): GEP Team.</p> <p>KPI / metric: KPI-6 (communication) + verification under KPI-5.</p> <p>Means of verification: aggregated proposal summary; GEP Team minutes.</p>

Table 6. Specific objectives and measures for the Work–life balance and organisational culture area

Risks and corrective measures

Identified implementation risks:

- uneven implementation of standards across organisational units;
- low participation in surveys and participatory activities;
- lack of a single communication channel and fragmented information.

Corrective measures:

- supplementary communications and reminders;
- further specification of work organisation standards in the form of recommendations/guidelines;
- post-survey review and implementation of follow-up actions (follow-up plan).

OBJECTIVE 2: Gender balance in leadership and decision-making

The area of gender balance in leadership and decision-making concerns ensuring equal access to managerial and decision-making roles, as well as transparent rules for the appointment and functioning of bodies/entities, committees and teams that have a material impact on HR-, project- and organisation-related decisions. In the context of the GEP, this area is particularly important, as imbalanced representation in decision-making roles may contribute to the persistence of unintended patterns in resource allocation, promotions, assignment of project roles, and the shaping of organisational culture.

Strategic objective for the area:

To strengthen gender balance in leadership and decision-making through transparent rules for appointments and the functioning of bodies/entities, as well as systematic monitoring of gender representation and corrective actions.

Diagnostic indicator	Definition / scope	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Managerial functions	number of persons holding managerial functions (according to the Institute’s Organisational Chart)	5	20	20%	80%

Table 7. Baseline – diagnostic data for the Gender balance in leadership and decision-making area (as of 31 December 2025)

Share of women in managerial functions as of 31 December 2025

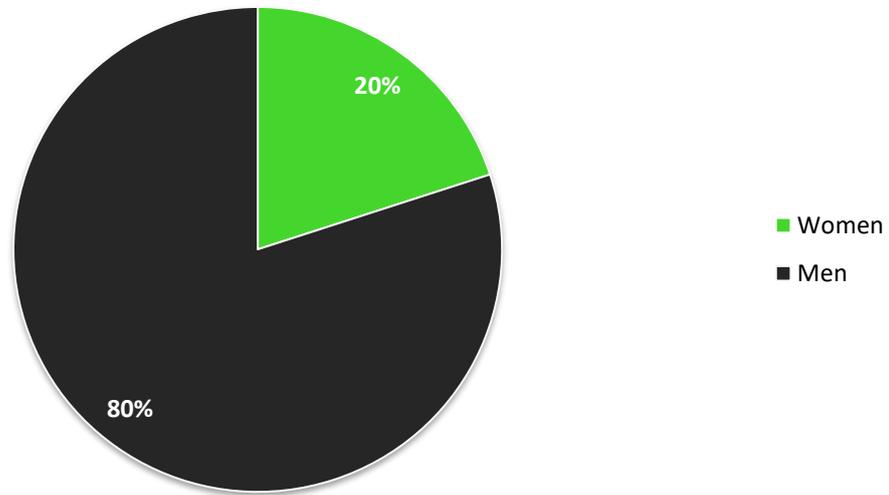


Figure 5. Share of women in managerial functions as of 31 December 2025

Specific objectives and measures for the “Gender balance in leadership and decision-making” area

Specific objective 2.1

Define and harmonise the scope of “decision-making roles and bodies” covered by monitoring.

Action 1: Define the catalogue of decision-making roles and bodies covered by GEP monitoring (e.g. internal bodies, committees, advisory/appraisal panels, key project roles—aligned with the Institute’s organisational set-up), together with the definition of a “managerial function” used for reporting purposes.

Deadline / cycle: by 30 June 2026.

Responsibility (implementation): GEP Team.

KPI / metric: catalogue completeness (yes/no) + KPI-2 (monitoring the share of women within the catalogue).

Means of verification: entry/update in the GEP knowledge base; internal communication.

Specific objective 2.2

Systematically monitor gender representation in leadership and decision-making roles and recommend corrective actions.

Action 1: Annual review of the occupancy of managerial functions and defined decision-making roles/bodies, disaggregated by sex/gender, including the identification of deviations and areas requiring remedial measures.

Deadline / cycle: recurring, Q1 of each year.

Responsibility (implementation): GEP Team (analysis) + HR/personnel / competent units (data provision).

KPI / metric: KPI-2.

Means of verification: annual internal summary; GEP Team minutes; recommendations.

Specific objective 2.3

Strengthen decision-makers' competences in gender equality and unconscious-bias mitigation.

Action 1: Training for persons holding managerial functions and participating in decision-making processes on gender equality, inclusive standards, and unconscious-bias mitigation.

Deadline / cycle: at least once during the Plan's validity period.

Responsibility (implementation): GEP Team (organisation, content scope and delivery).

KPI / metric: KPI-4 (training: number delivered + completion rate).

Means of verification: training register; attendance lists/certificates; materials.

Table 8. Specific objectives and measures for the Gender balance in leadership and decision-making area

Risks and corrective measures

Identified implementation risks:

- limited availability of female candidates in certain specialist areas;
- lack of a harmonised definition of "decision-making roles" and fragmented data;
- formal representation without substantive influence..

Corrective measures:

- further specification of the catalogue of roles and appointment mechanisms;
- development and mentoring measures aimed at building a "pipeline" of female candidates (where justified);
- review of the functioning of bodies/committees and the actual participation in decision-making.

OBJECTIVE 3: Gender equality in recruitment and career development

The area of gender equality in recruitment and career development covers standards and practices ensuring impartiality and transparency of HR processes, in particular: recruitment, performance appraisal, promotions, access to training, and development opportunities. In the context of the GEP, it is essential to mitigate the risk of unconscious bias, ensure equal access to information on recruitment and development opportunities, and consistently apply harmonised criteria.

Strategic objective for the area:

To ensure equal opportunities in recruitment and career development through the standardisation and transparency of HR processes, the mitigation of unconscious bias risks, and systematic monitoring of key indicators.

Diagnostic indicator	Definition / scope	Value (W)	Value (M)	Percentage (W)	Percentage (M)
Hires (baseline year)	number of persons hired in 2025	6	9	40%	60%
Recruitment committees meeting the standard (KPI-3)	share of women in recruitment committees in 2025	16	33	33%	67%
Access to development training	number of persons participating in development training in 2025	61	103	37%	63%

Table 9. Baseline – diagnostic data for the Gender equality in recruitment and career development area (as of 31 December 2025)

Hires in the baseline year by gender as of 31 December 2025

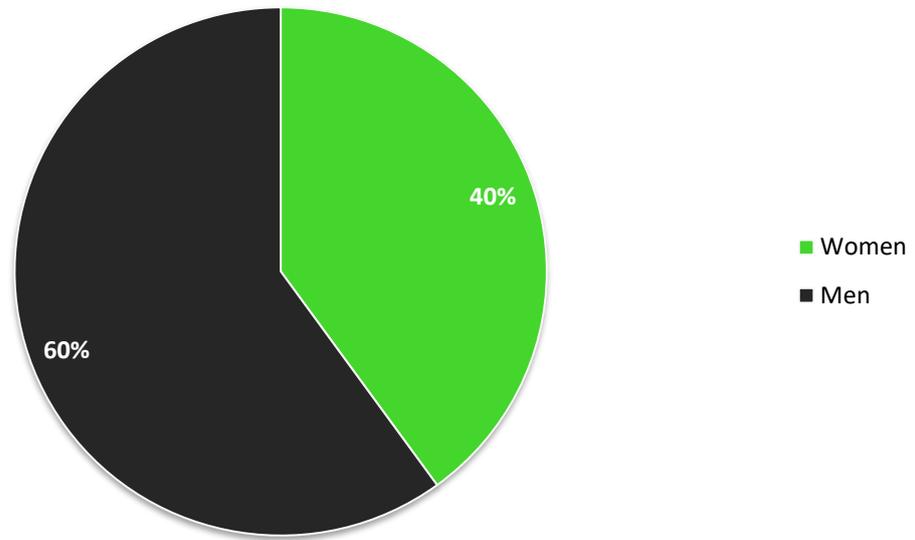


Figure 6. Hires in the baseline year by gender as of 31 December 2025

Share of women in development training in the baseline year as of 31 December 2025

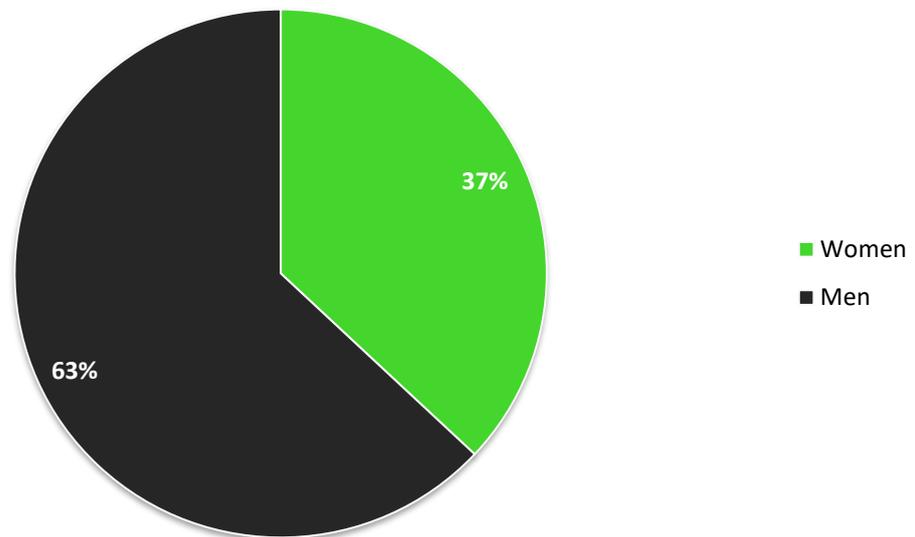


Figure 7. Share of women in development training in the baseline year as of 31 December 2025

Specific objectives and measures for the “Gender equality in recruitment and career development” area

<p>Specific objective 3.1</p> <p>Ensure the recruitment committee standard (representation of both genders) and document deviations with justification (only in objectively justified cases).</p> <p>Action 1: Ensure a standard for appointing recruitment committees that includes an objective to achieve representation of both genders, and an obligation to record any deviation together with a brief, substantiated justification, permissible only where objectively justified (e.g. limited availability of the required expertise at a given time). Deadline / cycle: from 2026 (ongoing). Responsibility (implementation): HR (recruitment) + substantive units conducting recruitment; GEP Team (monitoring). KPI / metric: KPI-3. Means of verification: recruitment documentation; minutes; register of procedures.</p>
<p>Specific objective 3.2</p> <p>Strengthen equal access to development and promotion through transparent criteria and monitoring.</p> <p>Action 1: Review rules governing access to training, conferences and other forms of development (including within projects) and issue recommendations ensuring equal opportunities and transparency (e.g. criteria, communication, information availability). Deadline / cycle: at least twice during the Plan’s validity period. Responsibility (implementation): HR + GEP Team; heads of units (implementation in practice). KPI / metric: KPI-6 (communication) + perception check under KPI-5. Means of verification: GEP Team minutes; recommendations.</p> <p>Action 2: Annual review of the overall gender pay gap indicator (pay gap). Deadline / cycle: annually from 2026. Responsibility (implementation): HR + Finance (calculation), GEP Team (analysis and recommendations). KPI / metric: KPI-1 (pay gap). Means of verification: annual internal summaries; GEP Team recommendations.</p>
<p>Specific objective 3.3</p> <p>Build competences and mitigate the influence of unconscious bias in HR processes.</p> <p>Action 1: Training for persons involved in recruitment and candidate assessment (in particular committee members) on equal opportunities, process impartiality, and bias mitigation. Deadline / cycle: at least once during the Plan’s validity period. Responsibility (implementation): GEP Team (organisation, content scope and delivery). KPI / metric: KPI-4 (training: number delivered + completion rate). Means of verification: training register; attendance lists/certificates; materials.</p>

Table 10. Specific objectives and measures for the Gender equality in recruitment and career development area

Risks and corrective measures

Identified implementation risks:

- uneven implementation of recruitment standards across organisational units;
- insufficient documentation of the process and decisions;
- limited data availability for monitoring;
- risk of bias in the assessment of “soft skills” and potential.

Corrective measures:

- further specification of the standard and templates for recruitment documentation;
- supplementary training for recruitment committees;
- review of cases of deviations from the recruitment committee standard and GEP Team recommendations;
- where pay gap deviations occur – recommendations for equalising measures within the scope of permissible HR/financial instruments..

OBJECTIVE 4: Integration of the gender dimension in research and dissemination/outreach activities

The gender dimension in research and innovation (R&I) refers to the appropriate, substantively justified consideration of sex/gender-related differences and determinants in the planning, implementation and dissemination of R&I activities. It does not automatically apply to all projects—what is critical is an assessment of relevance (i.e. whether, and at which stage, a project may be sensitive to gender-related aspects, for example in the selection of users/target groups, data, human–technology interaction, the design of services/solutions, or validation). In projects where the gender dimension is relevant, it is expected to be documented and to be reflected through appropriate methodological/analytical measures.

Strategic objective for the area:

To ensure a systemic approach to assessing relevance and—where justified—integrating the gender dimension in R&I projects and dissemination/outreach activities, in a manner consistent with EU programme requirements and good practices in research and innovation quality.

Diagnostic indicator	Definition / scope	Value
R&I projects in the portfolio (overall)	number of active projects in the baseline year	47

Tabela 11. Baseline – diagnostic data for the Integration of the gender dimension in research and dissemination/outreach activities area (as of 31 December 2025)

Specific objectives and measures for the “Integration of the gender dimension in research and dissemination/outreach activities” area

Specific objective 4.1

Develop and implement a short procedure for assessing the relevance of the gender dimension (checklist + a “justification” field in project documentation), to be applied at the planning and/or project start-up stage.

Action 1: Develop and introduce a relevance assessment tool consisting of a checklist and a justification field to be embedded in project documentation and applied systematically for R&I projects.

Deadline / cycle: by end of 2026; thereafter continuous application.

Responsibility (implementation): GEP Team (substantive development) + Research Support Office/Unit / project leaders (implementation in documentation).

KPI / metric: KPI-8 (percentage of projects with an assessment and documented outcome).

Means of verification: checklist/procedure available in the GEP knowledge base and within the Research Support Office/Unit.

Specific objective 4.2

Ensure appropriate methodological/analytical measures in projects where the gender dimension is relevant.

Action 1: Advisory consultations provided by the GEP Team for project teams in ambiguous cases or where support is required (e.g. interpretation of relevance, selection of project-appropriate measures).

Deadline / cycle: ad hoc, as needed.

Responsibility (implementation): GEP Team.

KPI / metric: implementation metric: number of consultations (X) (internal).

Means of verification: GEP Team minutes.

Specific objective 4.3

Build the competences of R&I and project teams with regard to the gender dimension.

Action 1: Training/workshop for project leaders and staff preparing proposals (including EU-funded projects) on relevance assessment and the practical integration of the gender dimension in project documentation and implementation.

Deadline / cycle: at least once during the Plan's validity period.

Responsibility (implementation): GEP Team (organisation, content scope and delivery).

KPI / metric: KPI-4 (training: number delivered + completion rate).

Means of verification: training register; attendance lists/certificates; materials.

Table 12. Specific objectives and measures for the "Integration of the gender dimension in research and dissemination/outreach activities" area

Risks and corrective measures

Identified implementation risks:

- treating the gender dimension as a purely "formal" requirement, without a substantive relevance assessment;
- lack of harmonised documentation across projects implemented in different organisational units;
- limited methodological awareness within project teams..

Corrective measures:

- further refinement of the checklist and documentation standard;
- GEP Team consultations for projects where the gender dimension is relevant;
- training activities focused on practical examples and case studies.

OBJECTIVE 5: Prevention of gender-based violence, including sexual harassment

Ensuring a safe working environment, free from discrimination, violence and harassment (including sexual harassment), is an integral part of organisational culture and a prerequisite for equal opportunities. Under the GEP, this area covers preventive, informational and training measures, as well as the operation of reporting channels and the analysis of reports in a manner that ensures confidentiality, protection against retaliation and minimises the risk of secondary victimisation.

The Institute provides the possibility to report matters related to discrimination/violence, including gender-based violence, through the channels indicated in the GEP (in particular a dedicated e-mail

address and a reporting box). In line with the adopted model, the Gender Equality Plan (GEP) Team has access to the reporting channels, collects information and analyses it in order to formulate recommendations. Reporting breaches of law related to discrimination/violence, including gender-based violence, is also possible under separate arrangements pursuant to the Institute’s internal Whistleblowing Rules on reporting breaches of law and the protection of reporting persons (whistleblowers).

Strategic objective for the area:

To ensure a safe working environment through prevention, training, clear and accessible reporting channels, and coherent rules for the confidential analysis of reports and the recommendation of corrective actions, including in cases of gender-based violence and sexual harassment.

Diagnostic indicator	Definition / scope	Value
Availability of reporting channels	existence and communication of channels (yes/no)	YES
Information activities on confidentiality and protection against retaliation	number of information activities in the baseline year	1
Training on the prevention of violence/harassment	number of trainings in 2024–2025	1
Reports (aggregated)	number of reports on discrimination and gender-based violence and harassment (including sexual harassment) in the baseline year	0

Table 13. Baseline – diagnostic data for the Prevention of gender-based violence, including sexual harassment area (as of 31 December 2025)

Specific objectives and measures for the “Prevention of gender-based violence, including sexual harassment” area

Specific objective 5.1
Ensure accessible, confidential and well-communicated reporting channels, and clear rules on protection against retaliation.
<p>Action 1: Maintain and regularly communicate the reporting channels (dedicated e-mail + reporting box), including a description of confidentiality rules, protection against retaliation, and available forms of support.</p> <p>Deadline / cycle: from 2026 (ongoing).</p> <p>Responsibility (implementation): GEP Team / Compliance Officer for Reporting Breaches (operation of channels and communication).</p> <p>KPI / metric: KPI-7.</p> <p>Means of verification: communications; informational materials; confirmation of channel availability.</p>
Specific objective 5.2
Ensure a coherent, confidential and auditable approach to reporting breaches of law related to discrimination/gender-based Violence.
<p>Action 1: Review and update the internal procedure for reporting breaches of law related to discrimination/gender-based violence, operated by the Compliance Officer for Reporting Breaches.</p> <p>Deadline / cycle: by end of 2026.</p> <p>Responsibility (implementation): GEP Team; Compliance Officer for Reporting Breaches.</p> <p>KPI / metric: implementation metric: yes/no + KPI-7 (operation of channels).</p> <p>Means of verification: procedure; GEP Team minutes; register template (without sensitive data).</p>

<p>Action 2: Prepare recommendations for corrective actions based on the analysis of reports (including recommendations for preventive, training or organisational measures), ensuring confidentiality and data minimisation.</p> <p>Deadline / cycle: ad hoc; no less frequently than as part of the annual review cycle (aggregated conclusions).</p> <p>Responsibility (implementation): GEP Team.</p> <p>KPI / metric: KPI-7 + implementation metric: number of recommendations (X) (internal).</p> <p>Means of verification: recommendations/minutes (anonymised); aggregated conclusions in the report.</p>
<p>Specific objective 5.3</p>
<p>Prevention and competence-building in the area of preventing violence and harassment.</p>
<p>Action 1: Awareness-raising training for staff and targeted training for managers on preventing discrimination, violence and harassment (including sexual harassment), confidentiality rules, response measures and protection against retaliation.</p> <p>Deadline / cycle: at least once during the Plan’s validity period.</p> <p>Responsibility (implementation): GEP Team (organisation, content scope and delivery).</p> <p>KPI / metric: KPI-4 (training: number delivered + completion rate).</p> <p>Means of verification: training register; attendance lists/certificates; materials.</p>

Table 14. Specific objectives and measures for the “Prevention of gender-based violence, including sexual harassment” area

Risks and corrective measures

Identified implementation risks:

- low propensity to report (concerns about confidentiality or retaliation);
- lack of clarity as to “what happens next” after a report is submitted;
- risk of secondary victimisation (inappropriate communication, insufficient support).

Corrective measures:

- strengthened communication on confidentiality and protection against retaliation;
- further specification and simplification of the description of the report analysis procedure;
- training and information activities tailored to needs identified through the GEP Team’s aggregated conclusions.

5. Monitoring, reporting and continuous improvement (2026–2030)

The purpose of this chapter is to describe the mechanism for monitoring the implementation of the GEP 2026–2030, the approach to reporting progress, and the modalities for improving the Plan based on KPI indicators, survey results, conclusions from training activities, and aggregated observations derived from the operation of reporting channels.

KPI monitoring principles and review cycles

KPI monitoring is carried out at least annually (where the nature of the indicator allows), while comprehensive reviews are conducted periodically, in line with the Plan’s timetable. Monitoring activities include:

- collecting sex/gender-disaggregated data to the extent necessary to calculate KPIs;
- analysing deviations from expected values and identifying risk factors;
- formulating recommendations for corrective actions.

The Gender Equality Plan (GEP) Team analyses the indicators and prepares recommendations, which form the basis for the Director’s decisions on optimising indicators and measures related to Plan implementation.

Periodic reporting and communication of results

Progress reporting on GEP implementation is carried out at least once every two years. The periodic report includes, at a minimum:

- a concise overview of measures implemented within each area (Objectives 1–5);
- a summary of KPI results with a brief interpretation;
- aggregated conclusions from surveys (KPI-5);
- a summary of training activities (KPI-4);
- aggregated conclusions derived from the operation of reporting channels (KPI-7);
- a list of recommendations and decisions/agreed corrective measures.

Reporting results are communicated internally in a manner that ensures transparency and supports organisational culture, while maintaining confidentiality and applying anonymisation principles.

Corrective actions and Plan updates

Where KPI deviations or implementation risks are identified, the GEP Team prepares recommendations for corrective actions, including in particular:

- updates to standards/procedures (e.g. recruitment, communication, report analysis);
- supplementary training measures;
- strengthened communication and information activities;
- further specification of the catalogue of decision-making roles/bodies covered by monitoring;
- recommendations for organisational changes supporting equal opportunities.

Plan updates may be editorial (clarifications) or substantive (changes to measures and the timetable), while maintaining coherence with the strategic objectives of the GEP 2026–2030.

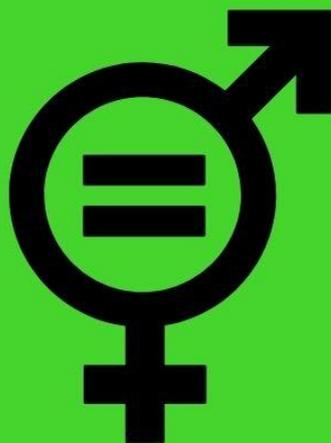
Evidence and documentation (audit trail)

To ensure auditability and verifiability of GEP implementation, structured documentation is maintained, including in particular:

- minutes and notes from GEP Team meetings;
- annual internal KPI summaries and periodic reports;
- GEP Team recommendations and information on follow-up actions;
- training records (number of trainings, attendance/completion rate);
- aggregated survey results.

6. Final provisions

1. This Gender Equality Plan (Gender Equality Plan, GEP) is applicable at Łukasiewicz-ITEE for the period 2026–2030, as of the date of entry into force of the Director’s Order No. 9/2026 of 4 March 2026, and constitutes a framework document defining objectives, measures and monitoring mechanisms in the area of gender equality..
2. strategic oversight of GEP implementation is exercised by the Director of the Institute. The Gender Equality Plan (GEP) Team coordinates monitoring, collects and analyses data, prepares recommendations, and supports the implementation of measures across the Plan’s areas, in line with the governance model described in Chapter 2. The Deputy Director of the Institute for Financial and Operational Affairs provides operational oversight over the implementation of the Director’s instruction establishing the Gender Equality Plan (GEP) Team at the Łukasiewicz Research Network – Institute for Sustainable Technologies.
3. Monitoring of Plan implementation is conducted on the basis of KPIs, in accordance with the principles of data minimisation, confidentiality, anonymisation and aggregation. Periodic implementation reports are prepared at least once every two year.
4. In the event of organisational, legal or programme-related changes that may affect GEP implementation, the Plan may be updated. Updates may be editorial or substantive and are introduced in a manner ensuring coherence with the Plan’s strategic objectives and continuity of KPI monitoring.
5. The GEP document is published and maintained in a publicly accessible location on the Institute’s website. Working versions and supporting evidence (audit trail) are maintained internally by the GEP Team in accordance with confidentiality and information security rules.
6. Upon completion of the Plan’s validity period (31 December 2030), the GEP Team will prepare a summary of GEP implementation and recommendations for the next edition of the Plan.



Gender Equality Plan

2026-2030



Łukasiewicz

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