



HR EXCELLENCE IN RESEARCH

**Gender Equality Plan  
for the Institute of Geophysics,  
Polish Academy of Sciences  
for 2025–2030**



**Institute of Geophysics  
Polish Academy of Sciences**

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## 1. Introduction

The principle of equal opportunities for women and men and counteracting discrimination in the labour market is one of the fundamental and horizontal principles that apply throughout the European Union. Gender equality is a priority element in the Horizon Europe Programme. The preamble to the regulation establishing the framework programme emphasises its role in supporting gender equality, referring to the Treaties of the European Union. Point 53 of the preamble reads as follows:

*The activities carried out under the Program should aim to eliminate gender bias and disparities in the treatment of women and men, improve work-life balance, and promote gender equality in the field of research and innovation, including the principle of equal remuneration without gender-based discrimination (...). The gender aspect should be taken into account in research and innovation content and monitored at all stages of the research cycle. Furthermore, activities under the Program should seek to eliminate inequalities and promote equality and diversity in all aspects of research and innovation with regard to age, disability, race and ethnic origin, religion or belief, and sexual orientation.*

### 1.1 Activities undertaken by the IG PAS in the area of gender equality

The Institute of Geophysics, Polish Academy of Sciences (IG PAS) has been implementing activities in the area of gender equality and diversity for many years. In 2016, the IG PAS Directory Board submitted a declaration of support for the principles resulting from the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Since then, the Institute has been implementing the principles of the European Charter for Researchers, has the right to use the HR Excellence in Research Logo and is subject to regular inspections by the European Commission in this process. Gender balance and the principle of non-discrimination are just two of several dozen principles that have been implemented for years in the Institute's environment.

## 1.2 Structure of the Gender Equality Plan

Since 2022, the European Commission has introduced a requirement for public institutions applying for projects from European funds to have a Gender Equality Plan (GEP). The GEP is a comprehensive set of actions aimed at implementing the principles of gender equality in an organization through institutional, structural and cultural changes. According to the recommendations of the European Commission, the GEP should focus not only on promoting career development opportunities and equal access for all regardless of gender, but also implement a strategy of multidimensional inclusiveness and employee support. The Gender Equality Plan should contain four mandatory elements, which are that:

1. it is an official, public document;
2. it specifies dedicated resources for the implementation of activities;
3. it provides for regular data collection and monitoring;
4. it plans to implement training and initiatives aimed at building the capacity of the organization.

According to the recommendations of the European Commission, the Gender Equality Plan should take into account:

- work-life balance;
- organizational culture;
- maintaining gender balance in leadership and decision-making;
- maintaining gender balance in recruitment and career development;
- incorporating a gender dimension into research and educational activities;
- counteracting gender-based violence, including sexual harassment.

The initiatives undertaken aim to contribute to creating better and more accessible workplaces at IG PAS, which is extremely important in the research community.

## 1.3 Preparation of the Gender Equality Plan for the IG PAS

On 16<sup>th</sup> July 2021, the Director of the IG PAS, by Decision No. 07/2021, appointed a Commission to develop a Gender Equality Plan for the Institute of Geophysics, Polish Academy of Sciences. It consisted of researchers, administrative staff, and a representative of PhD students. Both genders were represented among its members. The Commission's work

took place from 1<sup>st</sup> October to 31<sup>st</sup> December 2021. As a result of its efforts, the Gender Equality Plan for the Institute of Geophysics, Polish Academy of Sciences was prepared and introduced by the Director's Order No. 2/2022 of 26<sup>th</sup> January 2022.

The plan contained a detailed diagnosis, on the basis of which the goals for 2022–2024 were defined. Annual reports were prepared on the implementation of individual goals. Due to the fact that some of the planned activities have been completed, while others require refinement and further specification, the Human Resources Strategy for Researchers (HRS4R) & Gender Equality Plan (GEP) Implementation and Monitoring Committee developed and conducted a new survey among IG PAS' employees in 2024. The survey aimed to identify new areas relevant to employees for implementing gender equality and diversity principles.

## 2. Diagnosis

In order to develop the Gender Equality Plan, a reliable diagnosis based on numerical data regarding the employment structure within various employee groups at the IG PAS is essential. Additionally, two surveys were conducted, targeting all employees and PhD students of the Institute.

The first survey was conducted in 2021, aiming, among other things, to understand experiences related to equal treatment and manifestations of discrimination at the IG PAS. The survey was completely anonymous, and the collected responses provided insights into the atmosphere within the Institute's community and contributed to the diagnosis. The survey was open from 22<sup>nd</sup> November to 29<sup>th</sup> November 2021. A total of 98 people participated, representing 50% of those affiliated with the Institute (including 65% employees, 35% PhD students). The survey included open-ended questions, allowing respondents to express their opinions. The results of this survey formed the basis for the Gender Equality Plan for the Institute of Geophysics, Polish Academy of Sciences for 2022–2024.

The second survey took place from 14<sup>th</sup> October to 27<sup>th</sup> October 2024, with 82 participants (87% employees, 13% PhD students), including 46% men, 48% women, and 6% who selected "other/prefer not to say" in response to the gender question. Given that there had been no significant staff turnover in the three years since the first survey in 2021, it was concluded that the findings of the previous diagnosis remain valid.

The primary goal of the survey was to assess the importance of implementing the actions outlined in the IG PAS' Gender Equality Plan within four key areas:

1. Striving for an equitable HR policy in recruitment, employment, and career development;
2. Increasing awareness among IG PAS' employees and PhD students in the field of gender equality, counteracting mobbing & discrimination;
3. Supporting work-life balance for IG PAS' employees and PhD students;
4. Incorporating gender dimension in conducted scientific activities.

A detailed statistical analysis of the survey results is included in the Appendix No. 1 to the Gender Equality Plan for 2025–2030.

## **2.1 Changes in the employment structure at the IG PAS**

An analysis of changes in the employment structure at the Institute was conducted, taking gender into account. This is relevant, as the IG PAS conducts scientific research in the field of exact and natural sciences, an area traditionally dominated by men. Table 1 presents the composition of employees at the IG PAS by gender. The comparison period begins in 2016, when the IG PAS' Directory Board declared its support for the principles outlined in the European Charter for Researchers. Subsequently, data from the first survey in 2021 and the survey conducted in 2024 were presented.

IG PAS' employees were categorized into six groups based on their positions: Professor, Associate Professor, Assistant Professor, Assistant, Technical Staff, and Administrative Staff. Among the Institute's research staff, men remain the majority—women accounted for 28% in 2016, 31% in 2021, and 34% in 2024. However, it is noteworthy that the number of women in Assistant and Assistant Professor positions has been increasing. Additionally, academic promotions among women in the Professor group have risen from 5.26% in 2016 to 20% in 2024.

As of 2024, the Institute's Directory Board consists exclusively of men. However, at the mid-management level, which includes eight research departments, two are led by women.

**Table 1. IG PAS' employees by gender in 2016, 2021, 2024**

Position	2016				2021				2024			
	W	M	Σ	% W	W	M	Σ	% W	W	M	Σ	%W
Professor	3	12	15	<b>20.00%</b>	4	10	14	<b>28.57%</b>	4	10	14	<b>28.57%</b>
Associate Professor	1	18	19	<b>5.26%</b>	4	19	23	<b>17.39%</b>	5	20	25	<b>20.00%</b>
Assistant Professor	7	12	19	<b>36.84%</b>	9	19	28	<b>32.14%</b>	17	22	39	<b>43.59%</b>
Assistant	10	11	21	<b>47.62%</b>	6	3	9	<b>66.67%</b>	3	2	5	<b>60.00%</b>
Technical staff	15	41	56	<b>26.79%</b>	15	36	51	<b>29.41%</b>	14	33	47	<b>29.79%</b>
Administrational staff	33	16	49	<b>67.35%</b>	35	13	48	<b>72.92%</b>	37	13	50	<b>74.00%</b>
<b>TOTAL</b>	<b>69</b>	<b>110</b>	<b>179</b>	<b>38.55%</b>	<b>73</b>	<b>100</b>	<b>173</b>	<b>42.20%</b>	<b>80</b>	<b>100</b>	<b>180</b>	<b>44.44%</b>

**W** – number of women, **M** – number of men, **Σ** -sum, **% W** - percentage of women in a given group



In technical positions, the percentage of women is significantly lower, accounting for approximately 30%. The situation is entirely different in the administrative sector, where women make up more than 70% of the workforce. The predominance of women in administrative roles is observed in areas such as finance, accounting, human resources, project management, and secretarial services. In contrast, men are primarily employed in the Administration Department, the IT Department, and the Maintenance and Infrastructure Development Department.

**Table 2. IG PAS' PhD students by gender**

Number of PhD students as of:	Women	Men	Sum	% Women
1 <sup>st</sup> October 2016	8	14	22	36.36%
1 <sup>st</sup> October 2021	11	12	23	47.83%
1 <sup>st</sup> October 2024	7	14	21	33.33%

It is worth taking a closer look at the gender structure among PhD students (Table 2): the percentage of women in this group increased from 36.36% in 2016 to 47.83% in 2021 and decreased to 33.33% in 2024. The decrease in the number of women among PhD students was mainly due to the completion of education and taking up employment as Assistant Professors. Additionally, it should be emphasized that half of the PhD student community are foreigners from different countries and cultures, and in this context, integration activities are necessary.

**Table 3. Composition of the IG PAS' Scientific Council by gender**

	Women	Men	Sum	% Women
Composition of the Scientific Council in 2015–2018	4	24	28	14.29%
Composition of the Scientific Council in 2019–2022	7	30	37	10.81%
Composition of the Scientific Council in 2023–2026	9	29	38	23.08%

Additionally, the diagnosis considered the IG PAS' Scientific Council, which includes researchers employed not only at the IG PAS but also at other institutions (Table 3). This is a highly significant body for the Institute's operations, as it evaluates the scientific activity of researchers, conducts doctoral and habilitation proceedings, and provides opinions



on candidates for the position of Deputy Research Director. As the data indicate, men constitute the majority of the Council.

The analysis of IG PAS' employment structure shows that women are in the minority and are significantly less likely to hold higher positions or participate in decision-making and advisory bodies.

## **2.2 Main conclusions from the diagnosis for the Gender Equality Plan 2022-2024**

Based on the analysis of the 2021 survey results, the following conclusions were drawn:

- 17% of surveyed women reported experiencing gender-based discrimination, while 8% of surveyed men admitted to engaging in discriminatory behavior;
- Respondents noted that they were unaware of how to respond to symptoms of discrimination or the procedures for reporting them;
- Women were more frequently asked about their family plans than men. There is a need to raise awareness within IG PAS' community about avoiding discussions of sensitive topics in the formal professional sphere, including marital status, plans related to motherhood, sexual orientation, worldview and religion, political beliefs, family members, financial status, health condition, ethnic background, and trade union membership;
- Career development is negatively affected by breaks related to childcare;
- Respondents highlighted the need for psychological support and legal assistance in cases of discrimination and violence;
- The survey indicated the necessity of creating and disseminating a transparent and up-to-date base remuneration structure (covering base remuneration regardless of seniority and additional allowances) for all positions at the Institute and reviewing gender pay disparities for employees in the same roles.

Based on this diagnosis, three-year goals were defined. The Anti-Mobbing Policy was updated, a new Remuneration Regulations Policy was introduced, and data on women's participation in advisory bodies and committees were regularly collected. Various integration initiatives and training sessions were implemented to increase employees' and PhD students'

awareness of working in a multicultural environment, preventing mobbing, and addressing sexual harassment.

Detailed annual reports on the implementation of the Gender Equality Plan for 2022–2024 are available on the [IG PAS' website](#).

### 2.3 Areas of action for 2025-2030

Based on the above diagnosis and with the aim of deepening and introducing new actions related to the implementation of the Gender Equality Plan, a new survey was conducted in 2024. In the questionnaire, respondents were asked to assess the significance of various activities grouped into four key areas.

The conclusions drawn from the responses are as follows:

#### **Area 1: Striving for an equitable HR Policy in recruitment, employment, and career development**

- The vast majority of respondents indicated that it is important to take actions supporting the participation of women and underrepresented groups, including:
  - ✓ Increasing transparency in the appointment of individuals to key decision-making bodies (e.g., commissions, committees, advisory groups);
  - ✓ Increasing the number of women in decision-making bodies;
  - ✓ Enhancing the visibility of women's achievements in both internal and external institutional activities;
  - ✓ Organizing leadership and mentoring programs for women and/or other underrepresented groups;
  - ✓ Conducting recruitment processes using inclusive language.

#### **Area 2: Increasing awareness among IG PAS' employees and PhD students in the field of gender equality, counteracting mobbing & discrimination**

Respondents identified the following as the most important measures to be implemented in this area:

- A clear statement from the Directory Board on a zero-tolerance policy for mobbing, discrimination, gender-based violence, and sexual harassment;
- Defining sanctions for individuals who engage in discrimination or gender-based violence, including sexual harassment;
- Establishing a support system for those affected by gender-based discrimination and violence;
- Creating a reporting system for misconduct related to discrimination and gender-based violence, including sexual harassment;
- Providing training for the Directory Board, employees, and PhD students in this area.

### **Area 3: Supporting work-life balance for IG PAS' employees and PhD students**

Respondents identified the following as the most important measures to be implemented in this area:

- Supporting caregiving responsibilities for employees and PhD students (e.g., nurseries/kindergartens for their children);
- Allowing employees to request flexible work arrangements, including remote work, flexible working hours, or reduced working hours for parents and caregivers of children up to 8 years old;
- Providing access to free psychological consultations;
- Offering training on preventing burnout, time management, and work-life balance.

### **Area 4: Incorporating gender dimension in conducted scientific activities**

Respondents considered actions in this area to be the least important compared to the others (importance below 50%). However, two key aspects were highlighted:

- Ensuring gender balance in events organized by the Institute (e.g., conference panels);
- Using gender-inclusive language in communication (e.g., incorporating feminine forms in official documents).

The survey also allowed participants to provide additional comments and feedback. In their reflections, survey participants emphasized the need to maintain a proportionate gender balance and that employment for a given position should be determined by competences and substantive qualifications, not gender.

### 3. Goals and actions under the Gender Equality Plan for 2025-2030

#### **Goal 1: Striving for an equitable HR Policy in recruitment, employment, and career development**

Action 1.1: Collecting data on the percentage of men and women in all decision-making bodies, expert and review committees

Metric: Percentage of women and men

Indicator: 1 report per year

Implementation period: 2025–2030

Action 1.2: Study on the level of remuneration of women and men

Metric: Gender remuneration gap level

Indicator: Less than 2%

Implementation period: 2025–2030

#### **Goal 2. Increasing awareness among IG PAS' employees and PhD students in the field of gender equality, counteracting mobbing & discrimination**

Action 2.1: Conducting training sessions on gender equality and equal treatment principles, including gender-based issues, for IG PAS' employees and PhD students

Metric: Number of training sessions

Indicator: At least 1 training per year

Implementation period: 2025–2030

Action 2.2: Directory Board's statement on a zero-tolerance policy for mobbing, discrimination, gender-based violence, and sexual harassment

Metric: Number of statements

Indicator: At least 1 statement per year

Implementation period: 2025–2030

Action 2.3: Establishing a reporting system for misconduct related to gender-based discrimination and violence, including sexual harassment

Metric: Number of prepared documents / Number of received complaints

Indicator: 1 document prepared

Implementation period: 2025–2026

Action 2.4: Appointment of a Trust Ombudsman

Metric: Establishment of the position and appointment of a Trust Ombudsman

Indicator: Formal appointment of the Trust Ombudsman; Number of complaints received by the Trust Ombudsman

Implementation period: 2025–2030

**Goal 3. Supporting work-life balance for IG PAS' employees and PhD students**

Action 3.1: Collecting data on granted benefits under the Institutional Social Benefits Fund (ZFŚS)

Metric: Number of granted subsidies/benefits

Indicator: 1 report per year

Implementation period: 2025–2030

Action 3.2: Burnout prevention program

Metric: Number of workshops/training sessions/consultations

Indicator: At least 1 per year

Implementation period: 2025–2030

**Goal 4. Incorporating gender dimension in conducted scientific activities**

Action 4.1: Training on incorporating gender dimension into scientific research and innovation

Metric: Number of training sessions

Indicator: 1 training every 5 years

Implementation period: 2025–2030

#### 4. Resources dedicated to the implementation of activities planned under the Gender Equality Plan for the IG PAS for 2025-2030

The Institute of Geophysics, Polish Academy of Sciences is a small scientific unit - it employs 180 employees and educates 21 PhD students, so it does not have a separate administrative unit dedicated to the implementation of the goals set out in the Gender Equality Plan. By Decision No. 2/2022 of 3<sup>rd</sup> February 2022, the Director of the IG PAS appointed the Human Resources Strategy for Researchers (HRS4R) & Gender Equality Plan (GEP) Implementation and Monitoring Committee. It consists of researchers, administrative staff and PhD students. The composition of the committee is being updated. The Committee's task is primarily to implement the goals set out in the Plan. In addition, the IG PAS has an Anti-Mobbing Committee, a Disciplinary Ombudsman and a Disciplinary Commission. Additionally, in order to implement one of the goals planned for the years 2025-2030, a Trust Ombudsman will be appointed.

As part of the annual Financial Plans, the Institute's Directory Board allocates financial resources for the implementation of the GEP objectives for the following activities:

- training,
- workshops,
- integration meetings,
- co-financing from the ZFŚS (Institutional Social Benefits Fund).

The activities undertaken as part of the implementation of the Gender Equality Plan will be monitored by the above-mentioned Committee through the preparation of annual reports publicly available on the IG PAS' website.

Warsaw, 3<sup>rd</sup> December 2024

# Statistical analysis of survey results Gender Equality Plan 2025-2030



HR EXCELLENCE IN RESEARCH

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**Anna Cygan**



Institute of Geophysics  
Polish Academy of Sciences



# BASIC INFORMATION

- The survey was conducted on 14<sup>th</sup>-29<sup>th</sup> October 2024 among IG PAS' employees and PhD students;
- 82 people took part in the study, which is approximately 41% of those eligible;
- The aim of the survey was to get to know respondents' opinions on current and future initiatives undertaken at IG PAS in the field of gender equality;
- The responses will form the basis for setting goals and actions under the new *Gender Equality Plan for 2025-2030*.



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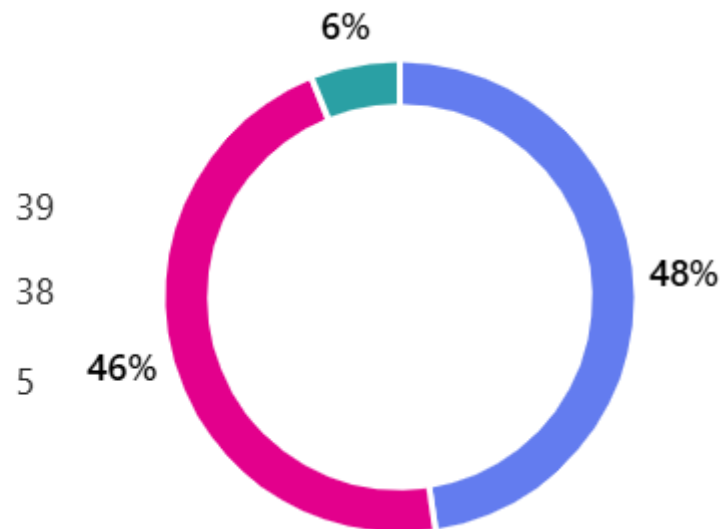


## - gender

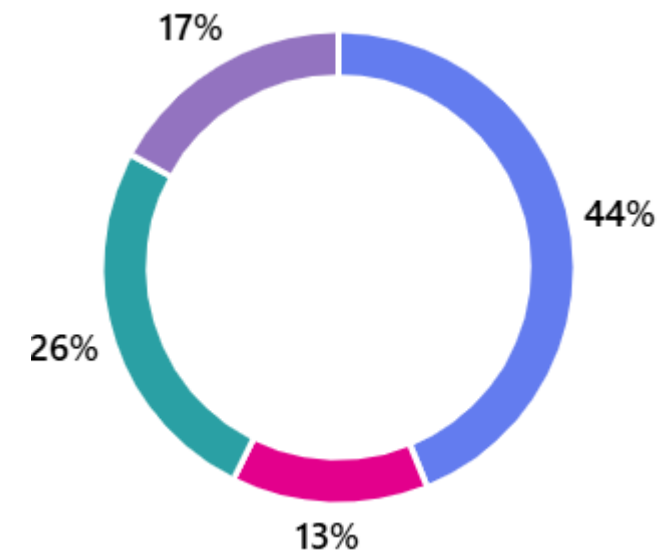
● Kobieta / *Woman*

● Mężczyzna / *Man*

● Inna / Nie chcę podawać / *Other / I don't want to reveal it*



## - work experience at the Institute



## - position

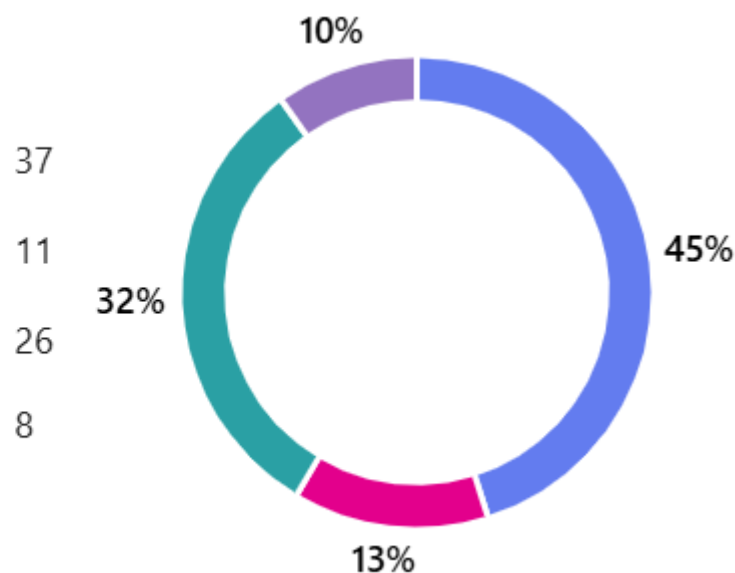
● Pracownik naukowy / *Researcher*

● Pracownik inżynieryjno-techniczny / badawczo-techniczny / *Engineering-technical/research-technic...*

● Pracownik administracyjny / *Administrative employee*

● Doktorant / *PhD student*

# RESPONDENTS PROFILE



# AREAS RAISED IN THE SURVEY

**AREA 1: STRIVING FOR EQUALITY  
HUMAN RESOURCES POLICIES IN  
THE AREAS OF RECRUITMENT,  
EMPLOYMENT AND  
PROFESSIONAL DEVELOPMENT**

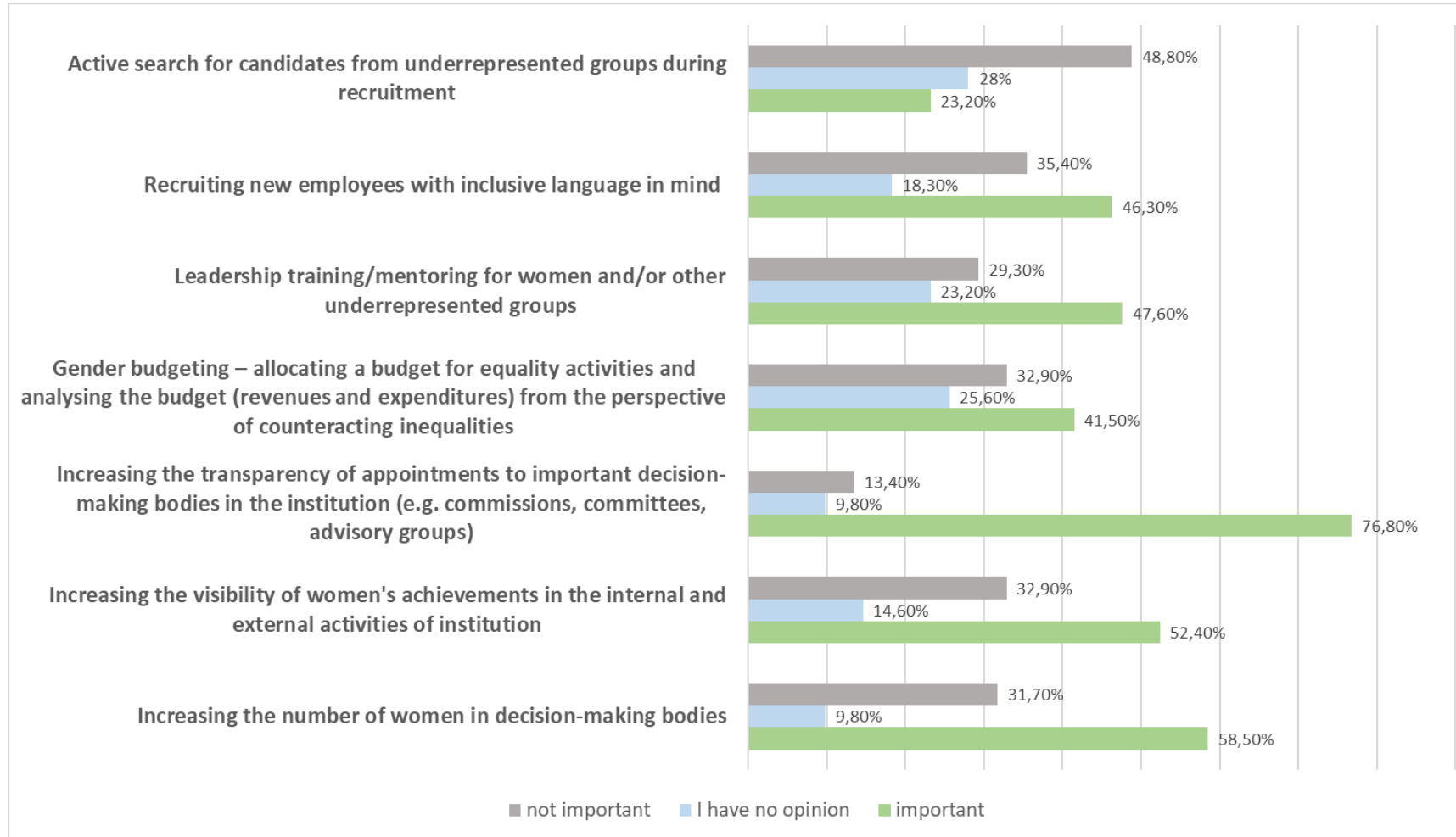
**AREA 2: INCREASING THE  
AWARENESS OF IG PAS'  
EMPLOYEES AND PHD STUDENTS  
IN THE FIELD OF GENDER  
EQUALITY, COUNTERACTING  
MOBBING AND DISCRIMINATION**

**AREA 3: SUPPORTING WORK-LIFE  
BALANCE FOR IG PAS'  
EMPLOYEES AND PHD STUDENTS**

**AREA 4: INCLUDING THE GENDER  
DIMENSION IN CONDUCTED  
SCIENTIFIC ACTIVITIES**

# AREA 1: STRIVING FOR EQUALITY HUMAN RESOURCES POLICIES IN THE AREAS OF RECRUITMENT, EMPLOYMENT AND PROFESSIONAL DEVELOPMENT

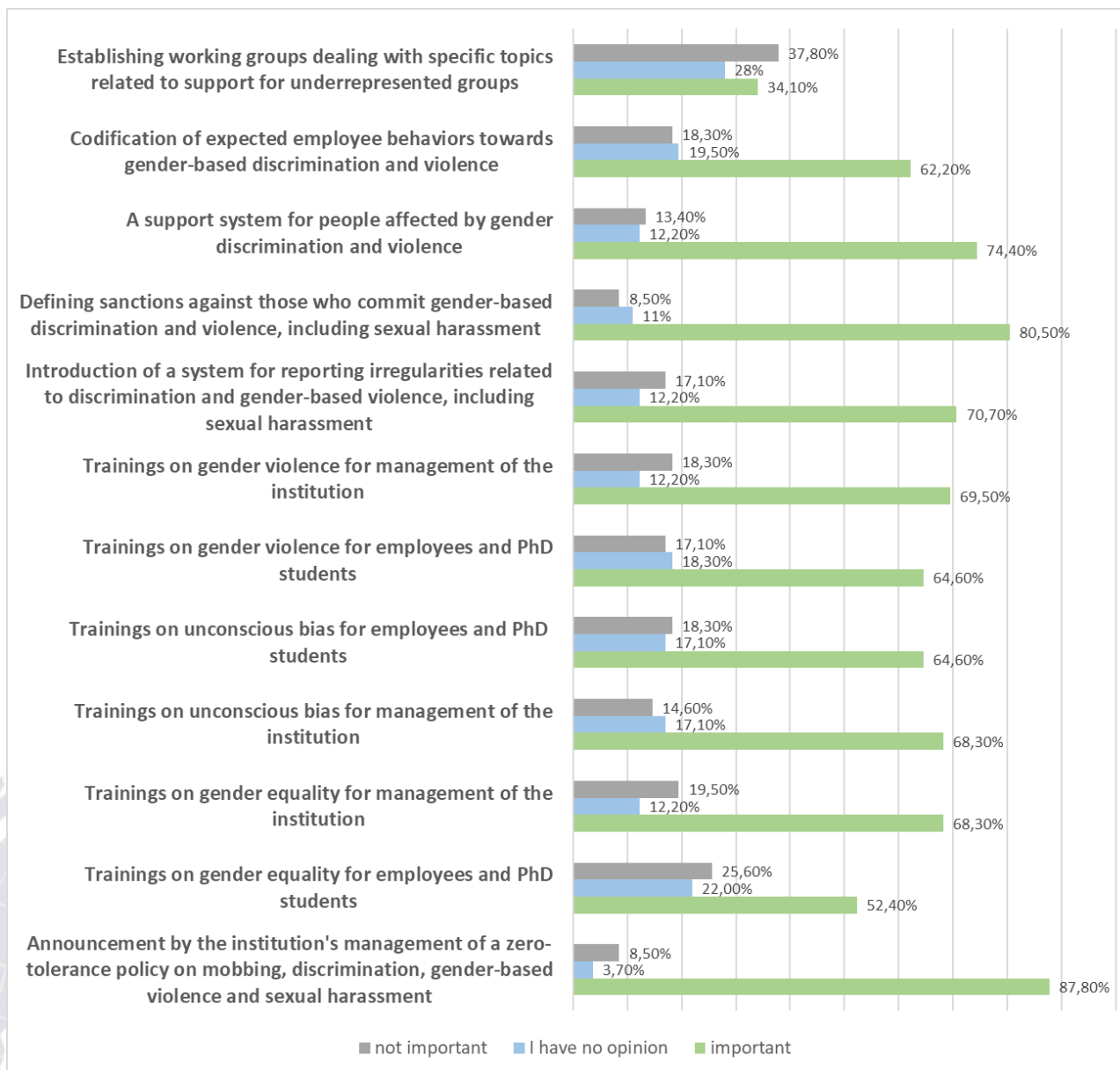
Please rate how important to you is the implementation of the activities listed below at IG PAS:



Action	important	I have no opinion	not important
Increasing the number of women in decision-making bodies	48 (58,50%)	8 (9,80%)	26 (31,70%)
Increasing the visibility of women's achievements in the internal and external activities of institution	43 (52,4%)	12 (14,60%)	27 (32,90%)
Increasing the transparency of appointments to important decision-making bodies in the institution (e.g. commissions, committees, advisory groups)	63 (76,80%)	8 (9,80%)	11 (13,40%)
Gender budgeting – allocating a budget for equality activities and analysing the budget (revenues and expenditures) from the perspective of counteracting inequalities	34 (41,50%)	21 (25,6%)	27 (32,90%)
Leadership training/mentoring for women and/or other underrepresented groups	39 (47,60%)	19 (23,20%)	24 (29,30%)
Recruiting new employees with inclusive language in mind	38 (46,30%)	15 (18,30%)	29 (35,40%)
Active search for candidates from underrepresented groups during recruitment	19 (23,20%)	23 (28%)	40 (48,80%)

## AREA 2: INCREASING THE AWARENESS OF IG PAS' EMPLOYEES AND PHD STUDENTS IN THE FIELD OF GENDER EQUALITY, COUNTERACTING MOBBING AND DISCRIMINATION

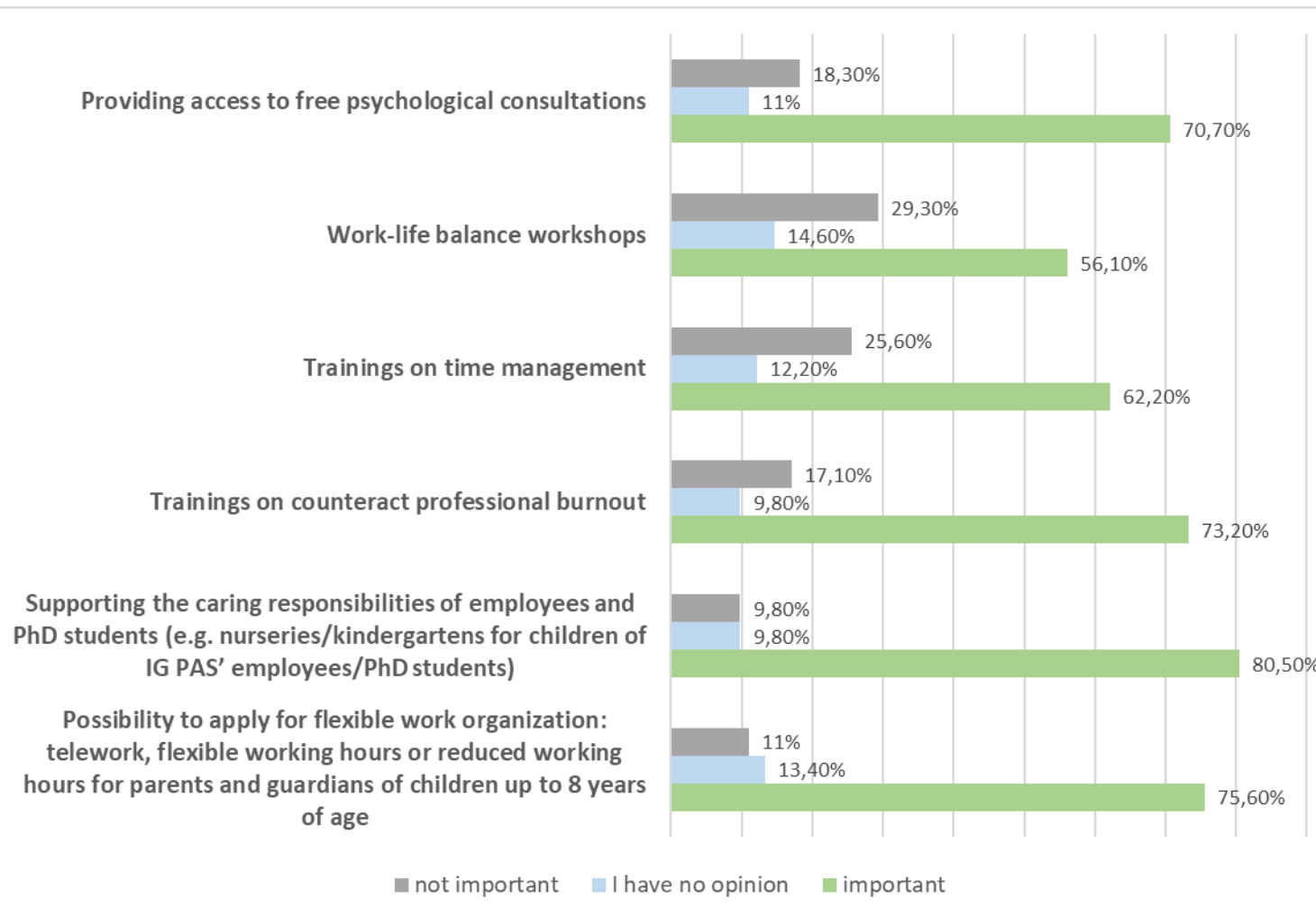
Please rate how important to you is the implementation of the activities listed below at IG PAS:



Action	important	I have no opinion	not important
Announcement by the institution's management of a zero-tolerance policy on mobbing, discrimination, gender-based violence and sexual harassment	72 (87,80%)	3 (3,7%)	7 (8,50%)
Trainings on gender equality for employees and PhD students	43 (52,4%)	18 (22%)	21 (25,6%)
Trainings on gender equality for management of the institution	56 (68,3%)	10 (12,2%)	16 (19,5%)
Trainings on unconscious bias for management of the institution	56 (68,3%)	14 (17,1%)	12 (14,6%)
Trainings on unconscious bias for employees and PhD students	53 (64,6%)	14 (17,1%)	15 (18,3%)
Trainings on gender violence for employees and PhD students	53 (64,6%)	15 (18,3%)	14 (17,1%)
Trainings on gender violence for management of the institution	57 (69,5%)	10 (12,2%)	15 (18,3%)
Introduction of a system for reporting irregularities related to discrimination and gender-based violence, including sexual harassment	58 (70,7%)	10 (12,2%)	14 (17,1%)
Defining sanctions against those who commit gender-based discrimination and violence, including sexual harassment	66 (80,5%)	9 (11%)	7 (8,5%)
A support system for people affected by gender discrimination and violence	61 (74,4%)	10 (12,2%)	11 (13,4%)
Codification of expected employee behaviors towards gender-based discrimination and violence	51 (62,2%)	15 (19,5%)	16 (18,3%)
Establishing working groups dealing with specific topics related to support for underrepresented groups	28 (34,1%)	23 (28%)	31 (37,8%)

## AREA 3: SUPPORTING WORK-LIFE BALANCE FOR IG PAS' EMPLOYEES AND PHD STUDENTS

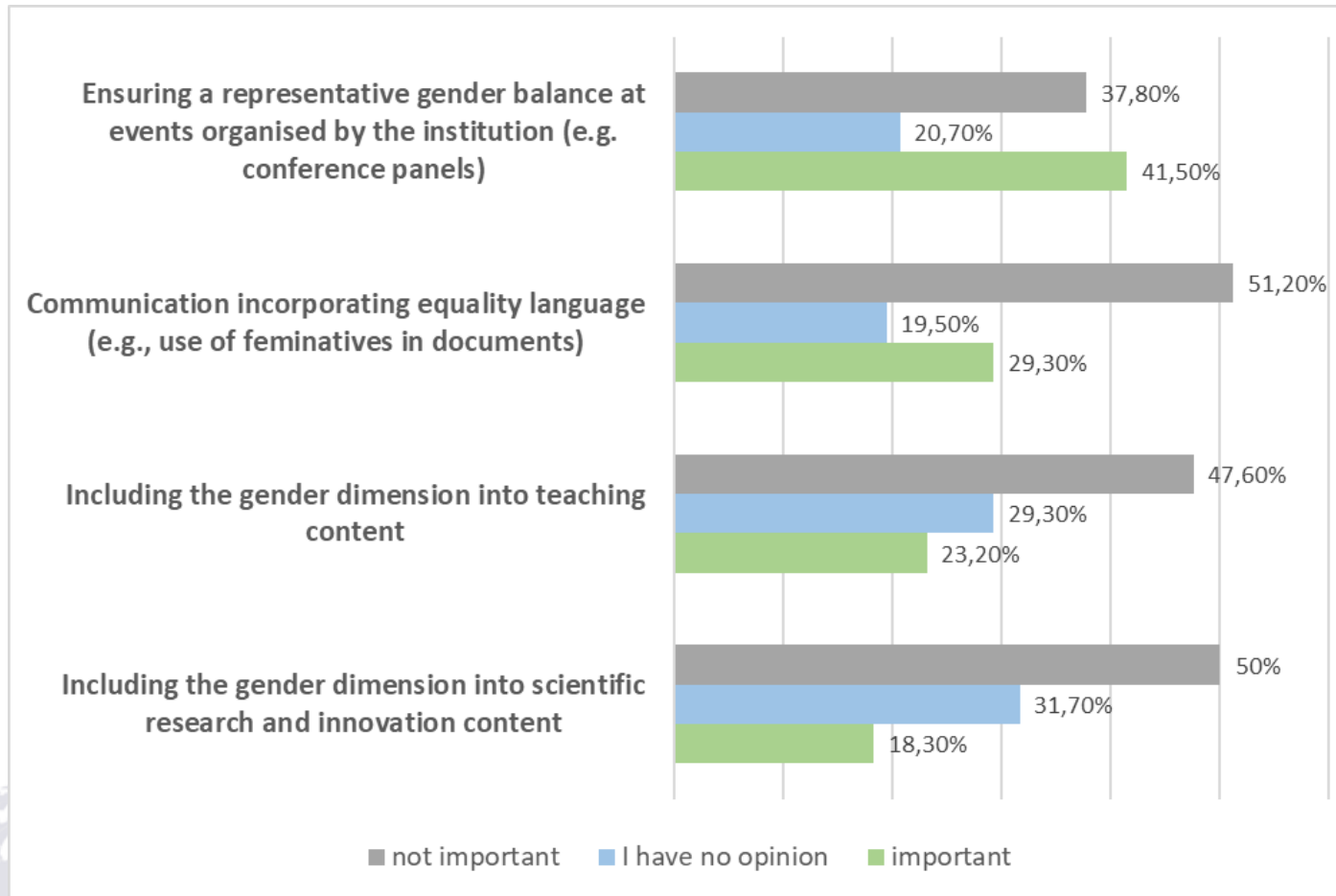
Please rate how important to you is the implementation of the activities listed below at IG PAS:



Action	important	I have no opinion	not important
Possibility to apply for flexible work organization: telework, flexible working hours or reduced working hours for parents and guardians of children up to 8 years of age	62 (75,6%)	11 (13,4%)	9 (11%)
Supporting the caring responsibilities of employees and PhD students (e.g. nurseries/kindergartens for children of IG PAS' employees/PhD students)	66 (80,5%)	8 (9,8%)	8 (9,8%)
Trainings on counteract professional burnout	60 (73,2%)	8 (9,8%)	14 (17,1%)
Trainings on time management	51 (62,2%)	10 (12,2%)	21 (25,6%)
Work-life balance workshops	46 (56,1%)	12 (14,6%)	24 (29,3%)
Providing access to free psychological consultations	58 (70,7%)	9 (11%)	15 (18,3%)

## AREA 4: INCLUDING THE GENDER DIMENSION IN CONDUCTED SCIENTIFIC ACTIVITIES

Please rate how important to you is the implementation of the activities listed below at IG PAS:



Action	important	I have no opinion	not important
Including the gender dimension into scientific research and innovation content	15 (18,3%)	26 (31,7%)	41 (50%)
Including the gender dimension into teaching content	19 (23,2%)	24 (29,3%)	39 (47,6%)
Communication incorporating equality language (e.g., use of feminatives in documents)	24 (29,3%)	16 (19,5%)	42 (51,2%)
Ensuring a representative gender balance at events organised by the institution (e.g. conference panels)	34 (41,5%)	17 (20,7%)	31 (37,8%)

# Remarks, comments

- ❖ *„The criterion of ensuring gender balance cannot replace substantive criteria. Please include the possibility of applying for flexible working hours or telework for caregivers of elderly/sick people.”*
- ❖ *„Training materials for decision-makers from the Communist Party of the People's Republic of China, from the series How the White Man's Civilization Fell, episode 1002.”*
- ❖ *„In employment, the key is the quality of work, not the equality plan.”*
- ❖ *„All the indicated goals are right and I support them. A large part of the indicated actions has already been implemented. However, there is no point in overdoing it and forcing 50% participation of each gender in panels/commissions. This is impossible in most cases.”*
- ❖ *„Providing a psychologist to PhD students is most important thing institute can do.”*
- ❖ *„From my point of view, the most important point is the communication by the Directory Board and management staff of the policy of zero tolerance for mobbing, discriminatory or harassment behavior. The example comes from the top, so any other actions without decisive gestures from the management will not be effective enough.”*



# Remarks, comments (cont.)

- ❖ „The main problem is not gender equality but chronic underfunding, whereby the issues raised are irrelevant and absorb human resources that could be spent on other activities - including the time of the administration and ALL EMPLOYEES COMPLETING SUCH SURVEYS INSTEAD OF WORKING ON ARTICLES BECAUSE SUPPOSEDLY THERE IS A PROBLEM WITH EVALUATION.”
- ❖ „The basic criterion for promotion at work should be competence and professionalism (i.e. punctuality, dutifulness, reliability, respect).”
- ❖ „I am in favor of providing tools aimed at increasing women's representation in many areas of activity, but not 'statutory' imposition of limits, e.g. on the number of women in each department. I think this will help women strengthen their sense of equality and increase their competences, preparing them for new positions.”
- ❖ „I believe that we must focus primarily on the high quality of our scientific research – these are the most important tasks in a scientific institution and focusing here on an equal number of women and men in a given 'panel' is irrelevant, because these proportions may vary in different years. Issues of equality and tolerance are something that cannot be learned during workshops, the example simply has to come from above, and the management staff cannot give consent to such actions. I think that the majority of people are already tired of constant trainings that are 'passed', but from which little results. I assume that there are single cases of potential discrimination in the Institute and as such should be considered individually.”



# Remarks, comments (cont.)

- ❖ *„In my opinion, gender equality is preserved and respected at the institute.”*
- ❖ *„Equality policy should not be about forcing women to participate in certain (non-scientific) activities on the principle of "there must be a woman", which unfortunately sometimes happens now.”*
- ❖ *„I believe the most important goal is to achieve gender parity in organizations, ensuring that women make up at least half of the workforce. When roles are equally represented across genders, it will reflect in society and help eliminate stereotypes associated with gendered language.”*

