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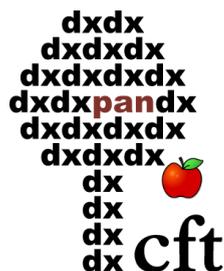dxdxdxdx
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Gender Equality Plan

Center for Theoretical Physics

Polish Academy Of Sciences

ACTIONS FOR THE YEARS 2026-2029

CURRENT STATUS, GOALS, AND IMPLEMENTATION METHODS BASED ON ANALYSES CONDUCTED IN 2016, 2021, 2022, 2023, AND 2025.

GENDER EQUALITY PLAN

CENTER FOR THEORETICAL PHYSICS POLISH ACADEMY OF SCIENCES

Actions for the years 2026-2029

Current Status, Goals and Implementation Methods Based on Analysis Conducted in 2016, 2021, 2022, 2023 and 2025.

Table of Contents

Executive Summary

This report presents findings from a gender-disaggregated analysis of the 2025 CTP PAS staff survey, with a focus on work–life balance, equity, harassment and discrimination, and institutional support. Responses were analysed for closed-ended questions, with percentages calculated within gender groups and based on respondents who answered each question; in total, 41 individuals participated in the survey.

Overall, respondents reported generally positive perceptions of work–life balance, management and administrative support: most felt at least somewhat supported in maintaining a healthy work–life balance, collaboration between researchers and support staff was rated "good" or "excellent" by the large majority, and satisfaction with management, the Project Department and HR was high across genders. At the same time, several notable gender differences emerged. Awareness of parental-leave policies differed substantially by gender, with nearly two-thirds of women but fewer than one-quarter of men reporting that such policies are easily accessible, and almost half of men indicating they were unaware of them, suggesting a need for improved communication and visibility of family-related policies, particularly among male staff.

Confidence in the fair and confidential handling of harassment and discrimination incidents also showed a marked gender gap: women were more than twice as likely as men to report low confidence, even though reported experiences of unfair treatment were relatively rare (22% observed or experienced, an improvement on the roughly one-third mobbing baseline from 2023). Perceptions of flexible-work policies differed by gender as well: women were substantially more likely than men to see such policies as fairly applied, while men more often reported inconsistent application or uncertainty about whether formal policies exist, indicating uneven implementation and communication.

Perceptions of gender balance in leadership and overall management were moderately positive across genders, with most respondents agreeing that equity and gender balance are reflected in leadership, though strong endorsement was limited and Scientific Council composition remains heavily male-dominated. Role-specific questions for PhD researchers, postdocs, faculty and support staff revealed broadly good relationships with supervisors and PIs, strong project-department support, and positive collaboration between researchers and administrative staff, alongside clear signals that onboarding and structured, career-stage-specific development require strengthening.

Taken together, these findings point to priority areas for institutional action: improving communication around parental leave and caring-related policies; strengthening trust in reporting and response mechanisms for harassment and discrimination (including through a formal Code of Conduct and clearer procedures); ensuring consistent and transparent implementation of flexible-work arrangements; and consolidating onboarding and career-development support as staff numbers grow. Addressing these issues is central to advancing gender equality and fostering an inclusive, sustainable working environment at CTP PAS.

General Information about the Gender Equality Plan

The CTP PAS Gender Equality Plan (GEP) responds to European Commission requirements that research organisations adopt a public management-endorsed GEP as a condition for accessing competitive funding, with dedicated resources, gender-disaggregated monitoring, and training to address bias and promote equality.

The Plan follows the Commission's recommended thematic areas: work-life balance and organisational culture, gender balance in leadership and decision-making, gender equality in recruitment and career development, gender in research and teaching, and measures against gender-based violence, including sexual harassment, drawing on guidance such as the EIGE GEAR toolkit and related EU publications

Useful links:

● Information on the website of the European Institute for Gender Equality (EIGE)

https://eige.europa.eu/gender-mainstreaming/toolkits/gear/what-gender-equality-plan-gep

Information about the data and the team preparing the Gender Equality Plan at CTP PAS

This Gender Equality Plan at the Centre for Theoretical Physics of the Polish Academy of Sciences (GEP) was developed on the basis of consultations and surveys conducted in 2015-2025.

The statistical data was based on the Integrated Network of Information on Science and Higher Education system, reports sent to the President of the Polish Academy of Sciences, and reports on activities accepted annually by the Scientific Council of the Centre for Theoretical Physics of the Polish Academy of Sciences. Higher Education, reports sent to the President of the Polish Academy of Sciences, and activity reports accepted annually by the Scientific Council of the Centre for Theoretical Physics of the Polish Academy of Sciences. The CTP PAS GEP is part of a broader human-resources strategy, and the institute has been awarded the HR Excellence in Research distinction by the European Commission.

For the monitoring of the application of the Gender Equality Plan and its updates, the Director of the Center for Theoretical Physics PAS has appointed the Committee for Gender Equality on the 27th of June, 2023. The Committee includes the following members:

Prof. dr hab. Agnieszka Janiuk (coordinator)
Prof. Marzena Szymańska (ERA Chair Holder)
Dr hab. Jarosław Korbicz, Prof. CFT
Dr. Mariana Jaber
MSc Oskar Słowik

The current version of the Plan is an update of the document introduced by decision of the Director of the CFT PAN on 31 May 2022 and report with recommendations approved by the Scientific Council in 2023.

Survey results are compared with the 2023 baseline to identify trends, improvements, and persistent or emerging gaps, while recognising limitations such as changes in questionnaire design, response

rates, and the absence of some indicators (e.g. salary satisfaction or detailed Scientific Council candidate data).

Introduction

Description of the Institute in the Context of the Gender Equality Plan

The Center for Theoretical Physics of the Polish Academy of Sciences (CTP PAS) was established on May 1, 1980, at the initiative of Prof. Dr. Hab. Iwo Białynicki-Birula, a member of the Polish Academy of Sciences and a long-time director of the institution. CTP PAS is one of the smallest but most dynamically active research institutions within PAN.

Among the "founding fathers" of CTP PAS, there were no women, which aligns with the broader trend of institutions established in the 20th century. The Institute focuses on researchers from various fields related to theoretical physics, astrophysics, and natural sciences, including classical and quantum field theory, quantum optics, foundations of quantum mechanics and quantum information theory, new states of matter physics, cosmology, and astronomy.

Currently, the employment of young leaders and consistent grant acquisition has led to a significant increase in the number of scientific and administrative staff. Between 2010 and 2016, two women were employed at the professorial level, and several others were hired for postdoctoral positions. The number of female doctoral students has also risen.

The key aspects of CTP PAS in the context of the Gender Equality Plan include its size and operational model.

The updated survey was administered in October 2025 and received 41 responses. Analyses focus on original closed-ended questions. Percentages are calculated within gender groups and based on respondents who answered each question. Due to branching logic and item non-response, denominators vary across questions. Results for non-binary respondents are reported where possible but should be interpreted with caution due to very small numbers.

As of December 31, 2025, CTP PAS employed:
• 40 research staff,
• 11 doctoral students,
• 14 administrative staff members (2 in accounting, 4 in the project department, 2 in HR and 1 in the secretariat, 3 directors, 1 IT, 1 PR specialists).
Additionally, the main Accountant has been on maternity leave.

In practice, researchers are organized into research groups, led by group leaders who are responsible for securing funding and coordinating research activities. The Institute does not offer permanent employment at the assistant or adjunct level. Positions at these levels are temporary, typically tied to the implementation of research projects, and often serve as intermediate steps toward becoming a group leader. Group leaders are usually selected from among researchers approved by senior

scientific staff and the Institute's management. Candidates, in collaboration with the Institute, must secure external funding for their research.

For example, among some of the permanently employed staff are two individuals who chose to carry out their Marie Skłodowska-Curie Fellowships at CTP PAS (Remigiusz Augusiak and Wojciech Hellwing).

This model has proven to be scientifically effective. The unit has become elite, with group leaders emerging from among productive researchers who successfully conduct studies, secure funding alongside the Institute, and recruit skilled team members to execute grants.

This approach has resulted in outstanding scientific outcomes, including publications widely recognized as world-class, with recent results featured in journals such as Nature, Science, and Nature Communications.

However, this grant-dependent model also creates intense competition across all types of positions. This dynamic poses significant challenges related to gender equality and work-life balance, affecting all genders.

CTP PAS is currently a relatively small but rapidly expanding institute, with recent and forthcoming grants expected to significantly increase the number of PhD researchers, postdoctoral staff and group leaders. This growth magnifies existing challenges in gender equality and work-life balance and makes it essential that GEP measures are designed to scale with rising staff numbers.

Analysis of the Current Situation

Employment structure in 2025

Since June 2023, the Institute has been managed by two men and one woman:

1. Director: Krzysztof Pawłowski
2. Deputy Director for General Affairs: Magdalena Kacprzak
3. Deputy Director for Scientific Affairs: Remigiusz Augusiak

Many decisions require approval from the Scientific Council of CTP PAS. As of December 31, 2023, the Scientific Council had 35 members, of whom only five were women, and this composition remained unchanged in 2025 (35 members, 5 women).

For the 2023 baseline, these data documented that women represented about 25% of researchers overall, roughly 10% at professorial level, and that almost all administrative staff were women, alongside a Scientific Council with only around 14% women members. Where possible, the report compares these figures with subsequent monitoring and survey demographics to assess whether planned actions on recruitment, visibility and leadership representation have begun to shift institutional patterns, while noting that some statistics remain incomplete or are inferred indirectly from survey responses.

The gender breakdown of researchers at the end of November 2025, based on data from the CTP PAS website (https://www.cft.edu.pl/en/pracownicy/) , is as follows:

• Professors: Total 21, 3 women, 18 men
• Adjuncts: Total 19, 4 women, 15 men
• Assistants: Total 8, 2 women, 6 man
• Doctoral Students: Total 17, 2 women, 15 men
• Scholarship holders: Total 5, 0 women, 5 men
• Administration: Total 17, 15women, 2 men

In summary, women constitute 30% of the total.

Summary of changes in this report

In response to the 2025 survey, the updated Gender Equality Plan introduces new actions and extends several 2023 actions to improve clarity, feasibility and impact. Overall, the 2025 revision shifts the GEP from mainly prospective intentions to a mix of documented implementation status and more measurable, time-bound commitments for 2026–2029.

Goal 1 – Reducing gender disparities in employment: Same overall goal, now scaled to a growing institute and explicitly referring to women and gender minorities.

- **Action 1 – Monitoring**: From planned monitoring to a standardised biennial gender-monitoring note with defined indicators, used to track representation and senior-level progress.
- **Action 2 – Doctoral recruitment**: Still focused on the Doctoral School; now recognises past efforts were informal and commits to collecting gender-disaggregated applicants and admission data.
- **Action 3 – Scientific Council**: Adds systematic tracking of candidates and elections by gender against the ≥20% women target.
- **Action 4 – Visibility**: Same title; scope widened to explicitly include women and, where relevant, gender-minority researchers, with basic documentation of visibility activities.
- **Action 5 – Administration**: From "hiring more men" to addressing structural gender segregation through barrier analysis, inclusive adverts and basic gender monitoring of admin recruitment.
- **Action 6 – Senior recruitment**: Now explicitly includes gender minorities and adds attention to advertising, outreach and gender-disaggregated monitoring of senior applicant pools and shortlists.

Goal 2 – Work-life balance and organisational culture: Same title, now framed to keep pace with rapid staff and grant growth.
- **Action 1 – Admin support**: Project Department expansion confirmed; adds formal onboarding and follow-up for newcomers.
- **Action 2 – Vacation subsidies:** Scheme maintained under Social Benefits Fund rules; impact not yet gender-disaggregated, but linked to positive well-being ratings.

- **Action 3 – Flexible/remote work:** From introducing regulation to reviewing and standardising its use, using 2025 survey evidence on uneven awareness and fairness.
- **Action 4 – Work-life monitoring**: From planned to implemented survey-based monitoring, with gender-disaggregated indicators on support, onboarding, parental leave and caring responsibilities.

Goal 3 – Preventing harassment, discrimination and mobbing: Same title; now explicitly tied to a more diverse, growing community and the need for robust procedures, training and added one new action to include a Code of Conduct.
- **Action 1 – Harassment monitoring**: From intention to a functioning, regular survey module on harassment, discrimination and reporting, using 2025 indicators to track change.
- **Action 2 – Training**: Training exists but is perceived as occasional; action now orients towards more clearly planned and, where possible, role-specific sessions (e.g. for supervisors and seminar chairs).
- **Action 3 – Reporting procedures**: Same aim; now grounded in 2025 evidence of unclear procedures and moderate trust, with emphasis on simplifying routes and multiple confidential options.
- **Action 4 – Code of Conduct**: **New action**, responding to survey comments; commits to drafting, adopting and widely communicating a Code of Conduct and integrating it into training and seminar practice.

Analysis based on the Survey conducted in 2025

The updated survey was administered in October 2025 and received 41 responses. Among the respondents, 2 identified as non-binary, 11 as women (26.8%) and 26 as men (63%). Two participants (6.5%) did not respond to the gender-related question.

The survey results were illustrated using pie charts that presented responses to specific questions:

2025 CTP Gender Equality Survey Summary

Survey Details: 41 responses
Form the Updated survey CTP

Section 1. Demographics

What is your gender identity?
41 responses

- ● Female
- ● Male
- ● Non-binary / Gender diverse
- ● Prefer not to say

63.4%

26.8%
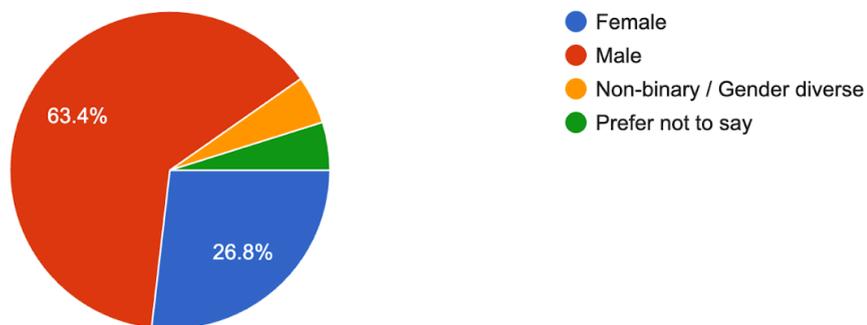
Gender Identity

- Male: 63.4%
- Female: 26.8%
- Non-binary/Gender diverse: ~2%
- Prefer not to say: minimal

What is your nationality status?
41 responses

- ● Polish citizen
- ● Non Polish EU citizen
- ● Non EU citizen
- ● Prefer not to answer

31.7%

61%
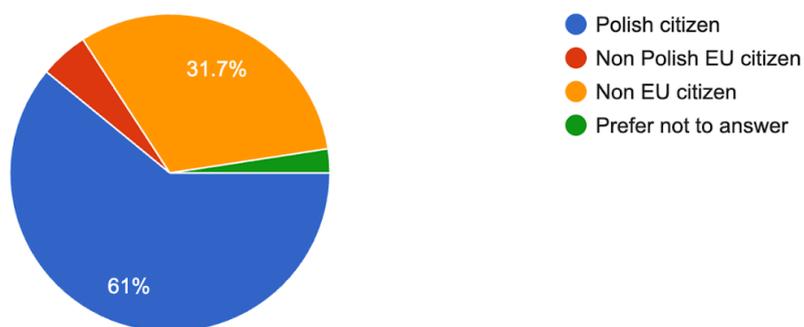
Nationality Status

- Polish citizen: 61%
- Non-EU citizen: 31.7%
- Non-Polish EU citizen: minimal
- Prefer not to answer: minimal

Section 2. Work-Life Balance, Quality of Life, & Work Environment

Do you feel supported in maintaining a healthy work-life balance by CFT?
41 responses
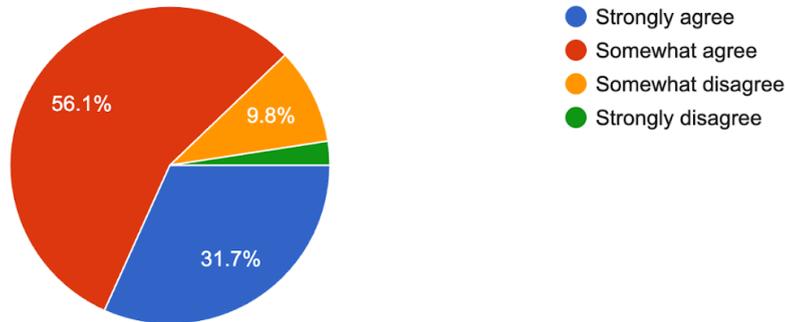
Work-Life Balance Support

- Somewhat agree: 56.1%
- Strongly agree: 31.7%
- Somewhat disagree: 9.8%
- Strongly disagree: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
Somewhat agree	14 (53.8%)	1 (50.0%)	1 (50.0%)	7 (63.6%)
Somewhat disagree	3 (11.5%)	0 (0.0%)	1 (50.0%)	0 (0.0%)
Strongly agree	9 (34.6%)	0 (0.0%)	0 (0.0%)	4 (36.4%)
Strongly disagree	0 (0.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)

Are you aware of CFT's policies addressing work-life balance (e.g., flexible schedules, workload management, remote work options)?
41 responses
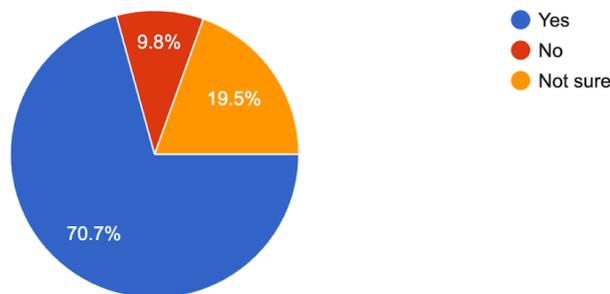
Awareness of Work-Life Balance Policies

- Yes: 70.7%
- Not sure: 19.5%
- No: 9.8%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No	4 (15.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Not sure	4 (15.4%)	1 (50.0%)	1 (50.0%)	2 (18.2%)
Yes	18 (69.2%)	1 (50.0%)	1 (50.0%)	9 (81.8%)

Are there clear and accessible policies supporting flexible working or telecommuting?
41 responses
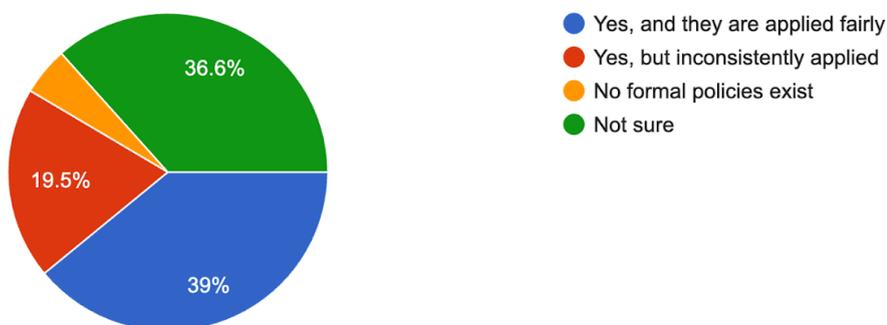
Flexible Working/Telecommuting Policies

- Yes, fairly applied: 39%
- Not sure: 36.6%
- Yes, inconsistently applied: 19.5%
- No formal policies: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
No formal policies exist	1 (3.8%)	0 (0.0%)	1 (50.0%)	0 (0.0%)
Not sure	11 (42.3%)	1 (50.0%)	0 (0.0%)	3 (27.3%)
Yes, and they are applied fairly	9 (34.6%)	0 (0.0%)	0 (0.0%)	7 (63.6%)
Yes, but inconsistently applied	5 (19.2%)	1 (50.0%)	1 (50.0%)	1 (9.1%)

Are you aware of CFT's policies on parental leave (maternity, paternity, or adoption leave)?

41 responses

- Yes, and they are easily accessible
- Yes, but not easily accessible
- No
- Not sure
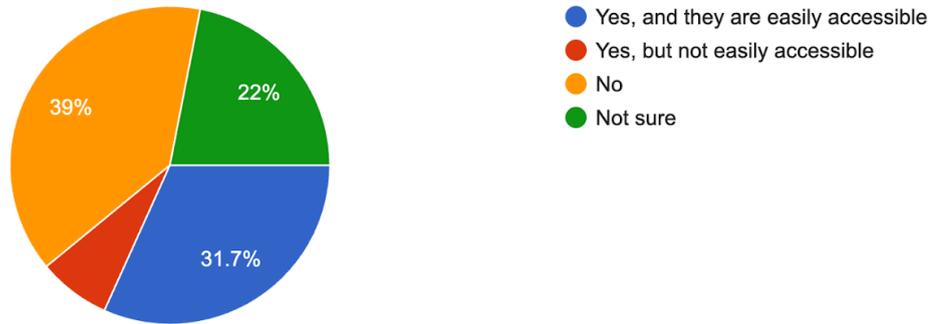
Parental Leave Accessibility

- Yes, easily accessible: 31.7%
- No: 39%
- Yes, not easily accessible: minimal
- Not sure: 22%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No	12 (46.2%)	1 (50.0%)	1 (50.0%)	2 (18.2%)
Not sure	7 (26.9%)	0 (0.0%)	0 (0.0%)	2 (18.2%)
Yes, and they are easily accessible	6 (23.1%)	0 (0.0%)	0 (0.0%)	7 (63.6%)
Yes, but not easily accessible	1 (3.8%)	1 (50.0%)	1 (50.0%)	0 (0.0%)

Does CFT provide adequate support or services for members with child or other caring responsibilities (e.g., childcare facilities, subsidies, flexible hours)?

41 responses

- Yes, sufficient support
- Some support, but insufficient
- No support available
- Not sure
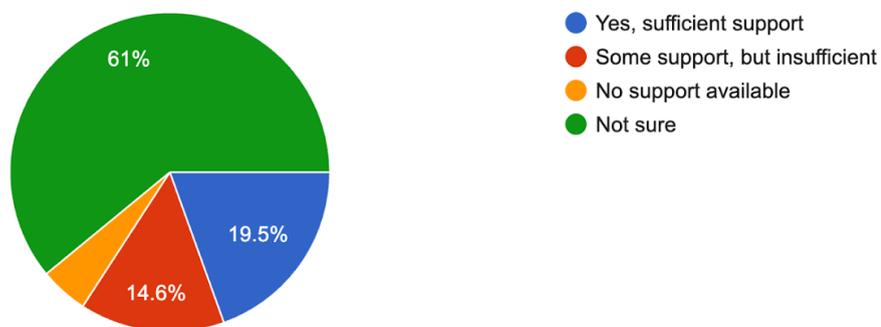
Support for Caring Responsibilities

- Yes, sufficient: 19.5%
- Some support, insufficient: 14.6%
- No support: minimal
- Not sure: 61%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No support available	1 (3.8%)	1 (50.0%)	0 (0.0%)	0 (0.0%)
Not sure	18 (69.2%)	1 (50.0%)	2 (100.0%)	4 (36.4%)
Some support, but insufficient	4 (15.4%)	0 (0.0%)	0 (0.0%)	2 (18.2%)
Yes, sufficient support	3 (11.5%)	0 (0.0%)	0 (0.0%)	5 (45.5%)

Overall, how would you rate CFT's efforts to promote well-being and a healthy work environment? (1= Very poor, 4 = Excellent)
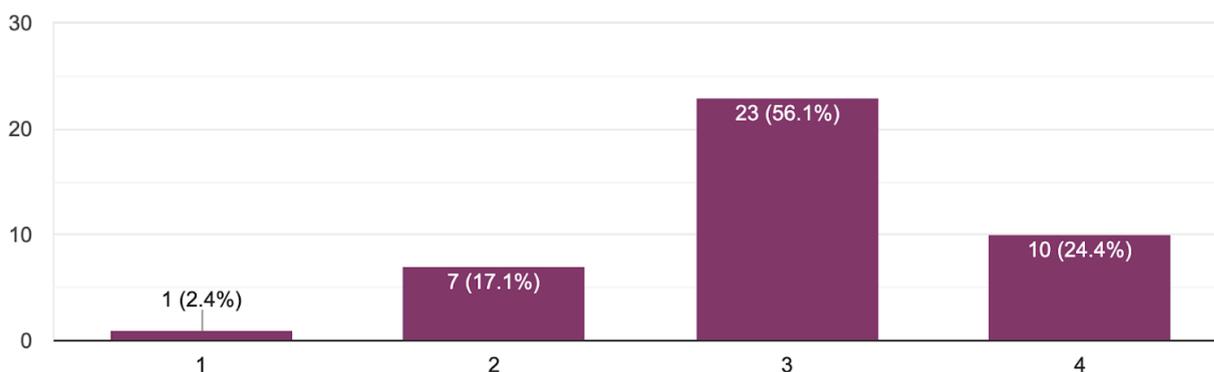
41 responses

Well-Being Rating (1=Poor, 4=Excellent)

- Rating 3: 56.1% (most common)
- Rating 4: 24.4%
- Rating 2: 17.1%
- Rating 1: 2.4%

Response	Men	Non-binary / GNC	Prefer not to say	Women
1	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
2	6 (23.1%)	0 (0.0%)	1 (50.0%)	0 (0.0%)
3	13 (50.0%)	2 (100.0%)	1 (50.0%)	7 (63.6%)
4	7 (26.9%)	0 (0.0%)	0 (0.0%)	3 (27.3%)

Section 3. Equity, Equality, Discrimination, & Harassment

Are you aware of policies or initiatives at CFT that address equity, diversity, and inclusion?
41 responses
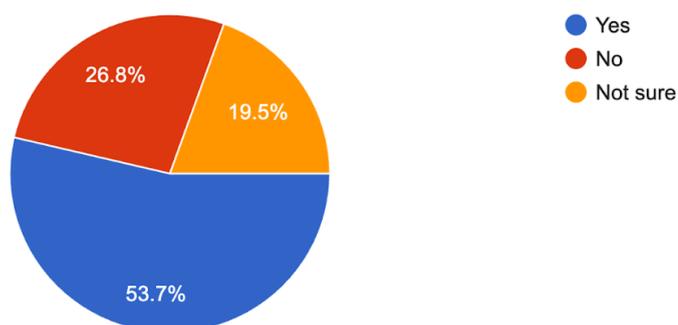
Awareness of Equity/Diversity Initiatives

- Yes: 53.7%
- No: 26.8%
- Not sure: 19.5%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No	7 (26.9%)	2 (100.0%)	1 (50.0%)	1 (9.1%)
Not sure	5 (19.2%)	0 (0.0%)	0 (0.0%)	3 (27.3%)
Yes	14 (53.8%)	0 (0.0%)	1 (50.0%)	7 (63.6%)

Are you aware of policies or initiatives at CFT that address or aim to prevent harassment and discrimination?

41 responses
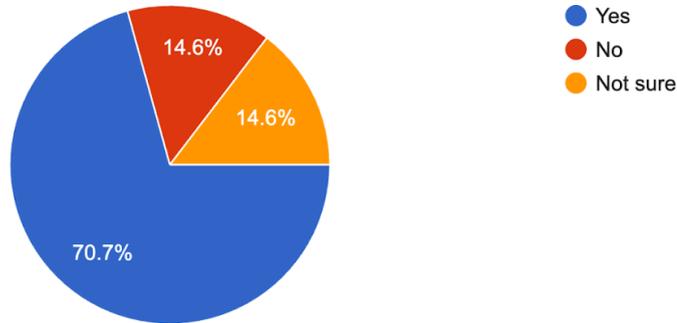
Awareness of Anti-Harassment Policies

- Yes: 70.7%
- No: 14.6%
- Not sure: 14.6%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No	5 (19.2%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Not sure	5 (19.2%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Yes	16 (61.5%)	2 (100.0%)	2 (100.0%)	9 (81.8%)

How clearly does CFT communicate where to seek help or report incidents related to discrimination, bullying, or harassment?

41 responses
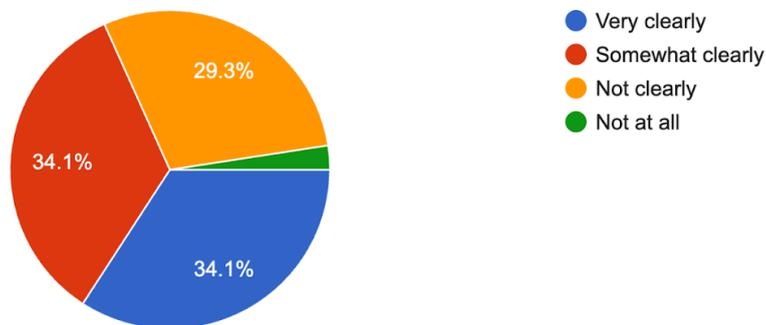
Communication on Reporting Procedures

- Very clearly: 34.1%

- Somewhat clearly: 34.1%
- Not clearly: 29.3%
- Not at all: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
Not at all	0 (0.0%)	0 (0.0%)	1 (50.0%)	0 (0.0%)
Not clearly	7 (26.9%)	1 (50.0%)	0 (0.0%)	4 (36.4%)
Somewhat clearly	11 (42.3%)	1 (50.0%)	0 (0.0%)	2 (18.2%)
Very clearly	8 (30.8%)	0 (0.0%)	1 (50.0%)	5 (45.5%)

To your knowledge, does CFT offer any training or awareness activities related to equity, diversity, fair recruitment, or harassment prevention?

41 responses

- Yes, regularly
- Occasionally
- No, not to my knowledge
- Not sure
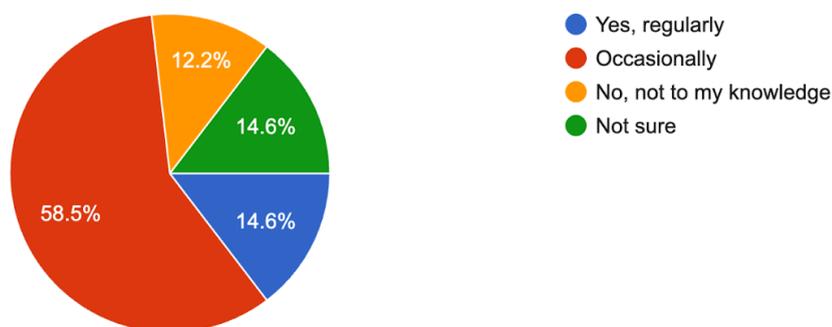
Training on Equality/Diversity

- Occasionally: 58.5%
- No, not to knowledge: 12.2%
- Yes, regularly: 14.6%
- Not sure: 14.6%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No, not to my knowledge	4 (15.4%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Not sure	6 (23.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Occasionally	12 (46.2%)	2 (100.0%)	2 (100.0%)	8 (72.7%)
Yes, regularly	4 (15.4%)	0 (0.0%)	0 (0.0%)	2 (18.2%)

Have you experienced or observed unfair or disrespectful treatment based on personal characteristics (e.g., gender, nationality, ethnicity, disability, or age) within CFT?

41 responses
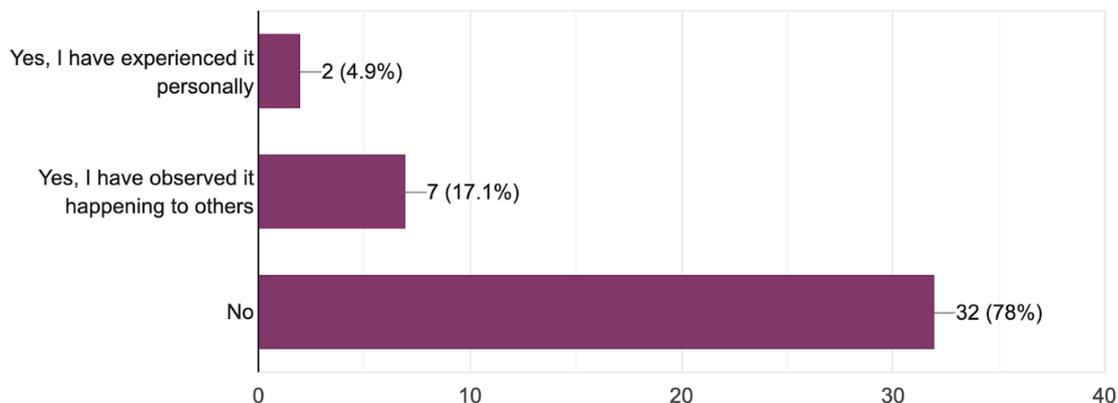
Experienced/Observed Unfair Treatment

- No: 78% (32 respondents)
- Yes, observed: 17.1% (7 respondents)
- Yes, experienced: 4.9% (2 respondents)

Response	Men	Non-binary / GNC	Prefer not to say	Women
No	21 (80.8%)	1 (50.0%)	1 (50.0%)	9 (81.8%)
Yes, I have experienced it personally	1 (3.8%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Yes, I have observed it happening to others	4 (15.4%)	1 (50.0%)	1 (50.0%)	1 (9.1%)

How confident are you that such incidents would be handled fairly and confidentially, without retaliation?

41 responses

- Very confident
- Somewhat confident
- Not very confident
- Not confident at all

22%

51.2%

26.8%
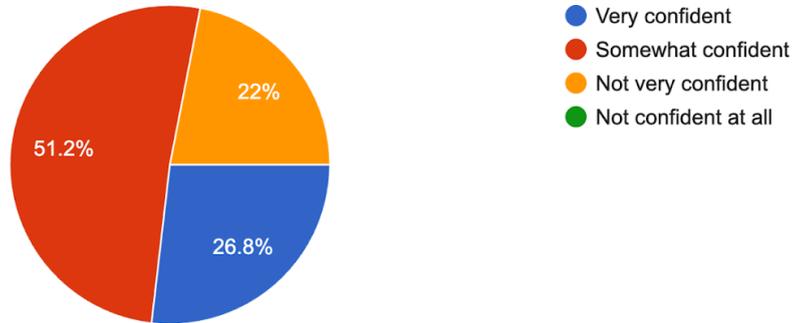
Confidence in Fair Handling of Incidents

- Somewhat confident: 51.2%
- Not very confident: 22%
- Very confident: 26.8%
- Not confident at all: 0%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Not very confident	4 (15.4%)	0 (0.0%)	1 (50.0%)	4 (36.4%)
Somewhat confident	14 (53.8%)	2 (100.0%)	1 (50.0%)	4 (36.4%)
Very confident	8 (30.8%)	0 (0.0%)	0 (0.0%)	3 (27.3%)

Do you feel equity and gender balance are adequately reflected in leadership roles and decision-making at CFT?

41 responses

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

46.3%

17.1%

31.7%
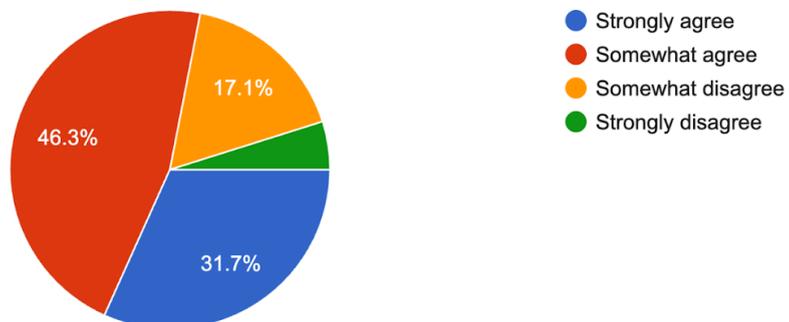
Equity in Leadership Representation

- Somewhat agree: 46.3%
- Strongly agree: 31.7%
- Somewhat disagree: 17.1%
- Strongly disagree: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
Somewhat agree	13 (50.0%)	0 (0.0%)	1 (50.0%)	5 (45.5%)
Somewhat disagree	5 (19.2%)	0 (0.0%)	1 (50.0%)	1 (9.1%)
Strongly agree	8 (30.8%)	1 (50.0%)	0 (0.0%)	4 (36.4%)
Strongly disagree	0 (0.0%)	1 (50.0%)	0 (0.0%)	1 (9.1%)

Do you believe inclusive and respectful language and behaviour are promoted across CFT (e.g., in communication, meetings, and materials)?

41 responses
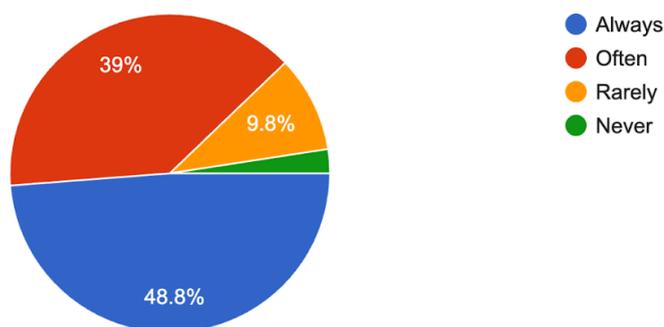
Inclusive Language & Behaviour

- Always: 48.8%
- Often: 39%
- Rarely: 9.8%
- Never: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
Always	12 (46.2%)	1 (50.0%)	1 (50.0%)	6 (54.5%)
Never	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Often	10 (38.5%)	1 (50.0%)	0 (0.0%)	5 (45.5%)
Rarely	3 (11.5%)	0 (0.0%)	1 (50.0%)	0 (0.0%)

Section 4. Management, Administration, & Project Support

How satisfied are you with the overall management of CFT (e.g., leadership, communication, strategic direction, and fair treatment of staff)?

41 responses
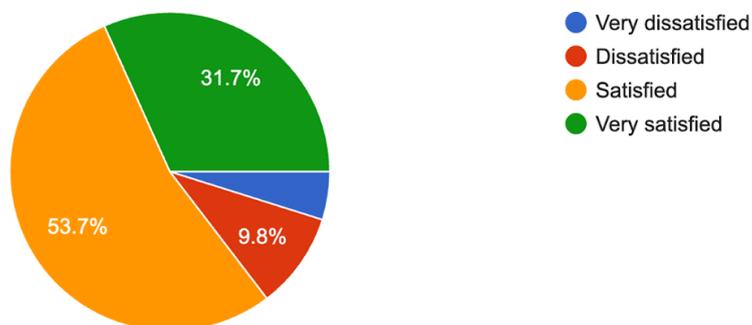
Overall Management Satisfaction

- Satisfied: 53.7% (most common)
- Very satisfied: 31.7%
- Dissatisfied: 9.8%
- Very dissatisfied: minimal

Response	Men	Non-binary / GNC	Prefer not to say	Women
Dissatisfied	4 (15.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Satisfied	14 (53.8%)	1 (50.0%)	2 (100.0%)	5 (45.5%)
Very dissatisfied	1 (3.8%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Very satisfied	7 (26.9%)	1 (50.0%)	0 (0.0%)	5 (45.5%)

The Project Department actively supports the development of research activities (e.g., funding opportunities, project planning, administrative guidance).

41 responses
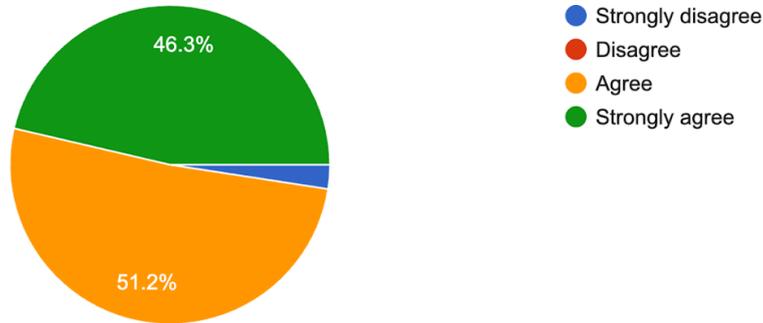
Project Department Support for Development

- Agree: 51.2%
- Strongly agree: 46.3%
- Strongly disagree: minimal
- Disagree: 0%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Agree	14 (53.8%)	2 (100.0%)	2 (100.0%)	3 (27.3%)
Strongly agree	11 (42.3%)	0 (0.0%)	0 (0.0%)	8 (72.7%)
Strongly disagree	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

The Project Department provides effective and equitable support in preparing and managing research projects.

41 responses
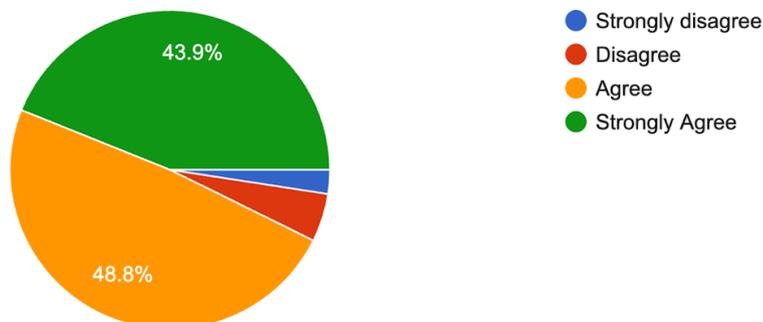
Project Department Effectiveness

- Agree: 48.8%
- Strongly agree: 43.9%
- Disagree: 4.9%
- Strongly disagree: 2.4%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Agree	11 (42.3%)	2 (100.0%)	2 (100.0%)	5 (45.5%)
Disagree	2 (7.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly Agree	12 (46.2%)	0 (0.0%)	0 (0.0%)	6 (54.5%)
Strongly disagree	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

How satisfied are you with the support provided by the HR Department (e.g., contracts, recruitment, employment issues, fairness of procedures)?

41 responses
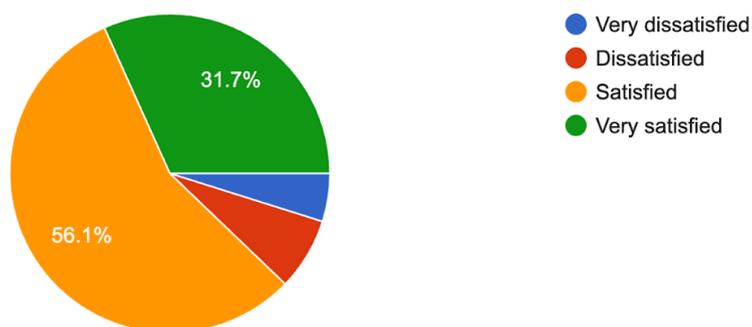
HR Department Support Satisfaction

- Satisfied: 56.1%
- Very satisfied: 31.7%
- Dissatisfied: 7.3%
- Very dissatisfied: 4.9 %

Response	Men	Non-binary / GNC	Prefer not to say	Women
Dissatisfied	2 (7.7%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
Satisfied	14 (53.8%)	1 (50.0%)	2 (100.0%)	6 (54.5%)
Very dissatisfied	2 (7.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Very satisfied	8 (30.8%)	1 (50.0%)	0 (0.0%)	4 (36.4%)

How satisfied are you with the efficiency, accessibility, and responsiveness of the administrative services at CFT (e.g., travel, finance, documentation)?

41 responses
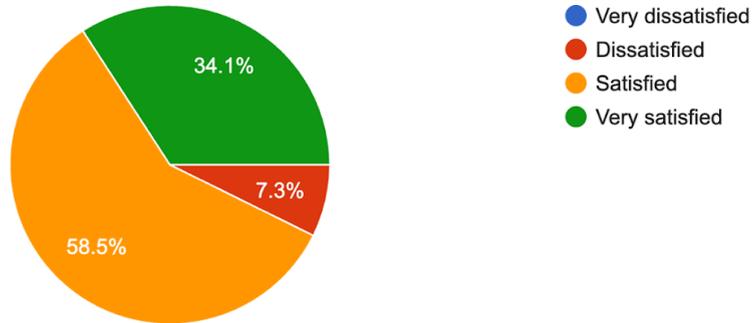
Administrative Services Efficiency

- Satisfied: 58.5%
- Very satisfied: 34.1%
- Dissatisfied: 7.3%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Dissatisfied	2 (7.7%)	1 (50.0%)	0 (0.0%)	0 (0.0%)
Satisfied	15 (57.7%)	1 (50.0%)	2 (100.0%)	6 (54.5%)
Very satisfied	9 (34.6%)	0 (0.0%)	0 (0.0%)	5 (45.5%)

Have you received any form of introduction, guidance, or support when you first joined CFT (e.g., informal or formal onboarding)?

41 responses
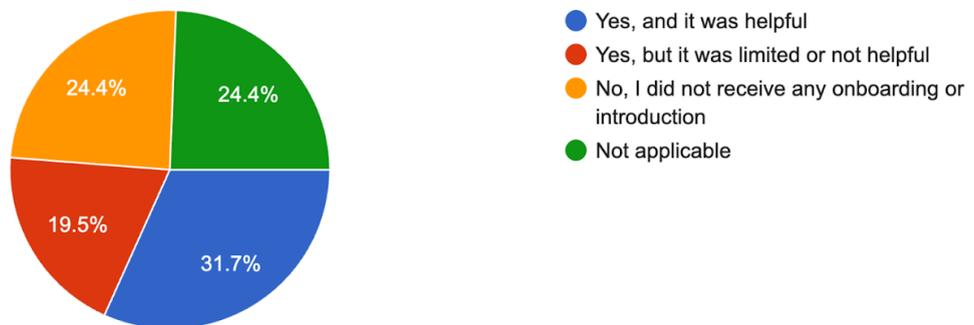
Onboarding Experience

- Yes, helpful: 31.7%

- Yes, limited/not helpful: 19.5%
- No onboarding: 24.4%
- Not applicable: 24.4%

Response	Men	Non-binary / GNC	Prefer not to say	Women
No, I did not receive any onboarding or introduction	8 (30.8%)	1 (50.0%)	1 (50.0%)	0 (0.0%)
Not applicable	6 (23.1%)	0 (0.0%)	0 (0.0%)	4 (36.4%)
Yes, and it was helpful	7 (26.9%)	1 (50.0%)	1 (50.0%)	4 (36.4%)
Yes, but it was limited or not helpful	5 (19.2%)	0 (0.0%)	0 (0.0%)	3 (27.3%)

Overall, how would you describe the quality of collaboration between researchers and support staff at CFT? (Linear scale: 1 = Very poor, 4 = Excellent)
41 responses
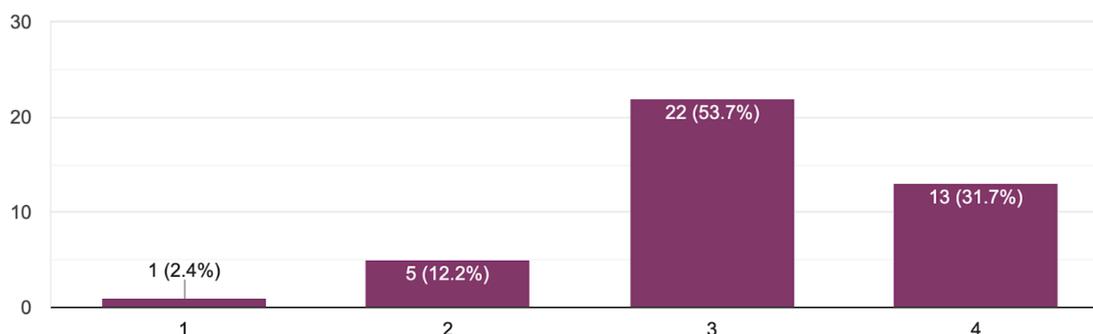
Researcher-Support Staff Collaboration
(Scale 1-4, 1=Very poor, 4=Excellent)

- Rating 3: 53.7%
- Rating 4: 31.7%
- Rating 2: 12.2%
- Rating 1: 2.4%

Response	Men	Non-binary / GNC	Prefer not to say	Women
1	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
2	4 (15.4%)	0 (0.0%)	0 (0.0%)	1 (9.1%)
3	15 (57.7%)	1 (50.0%)	2 (100.0%)	4 (36.4%)
4	7 (26.9%)	1 (50.0%)	0 (0.0%)	5 (45.5%)

Overall, do you feel that CFT's management and administrative practices reflect principles of fairness, transparency, and equity?

41 responses
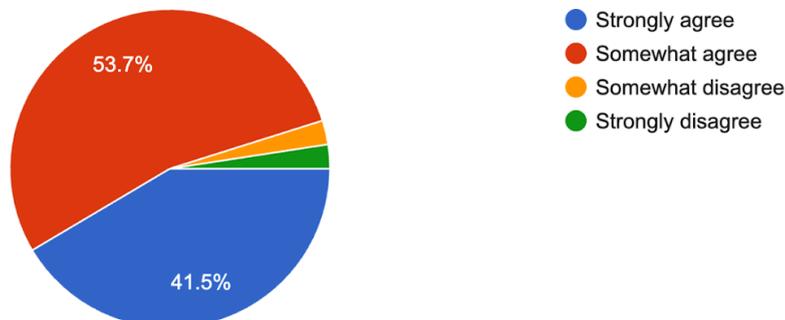
Fairness, Transparency, Equity in Practices

- Somewhat agree: 53.7%
- Strongly agree: 41.5%
- Somewhat disagree: 2.4%
- Strongly disagree: 2.4%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Somewhat agree	13 (50.0%)	2 (100.0%)	2 (100.0%)	5 (45.5%)
Somewhat disagree	1 (3.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly agree	12 (46.2%)	0 (0.0%)	0 (0.0%)	5 (45.5%)
Strongly disagree	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (9.1%)

Survey Branching Structure:

When respondents select "What is your current role at CTP?", they are routed to role-specific subsections of Section 5:

What is your current role at CFT?

41 responses

- Research support staff
- PhD Researcher
- Postdoctoral Researcher
- Faculty
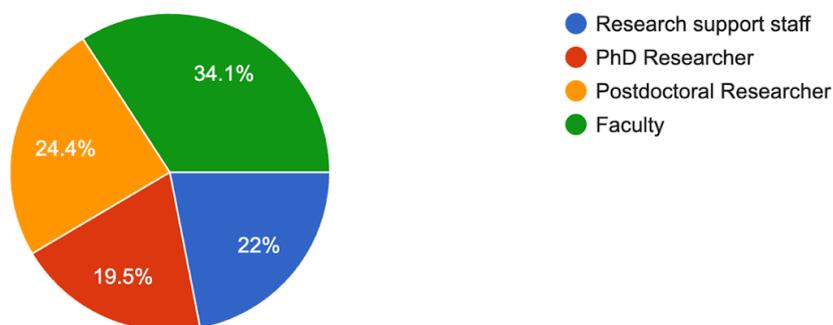
Section 5a: Research Support Staff (9 responses)

Questions asked to this group:

1. Recognition of contributions by research/academic staff

Do you feel that your contributions are recognised and valued by research and academic staff?

9 responses

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
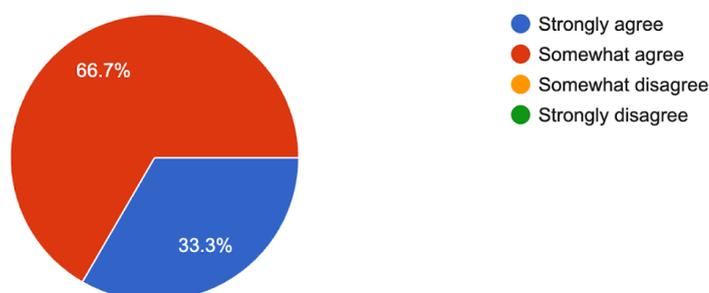
- Strongly agree: 33.3%
- Somewhat agree: 66.7%
- Result: 100% feel recognised (though mostly "somewhat")

Response	Men	Women
Somewhat agree	1 (50.0%)	5 (71.4%)
Strongly agree	1 (50.0%)	2 (28.6%)

2. Communication & collaboration between support staff and researchers

How would you evaluate communication and collaboration between support staff and researchers?
9 responses

- Excellent
- Good
- Fair
- Poor
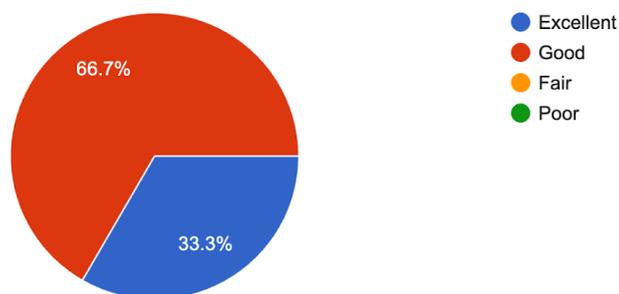
- Excellent: 33.3%
- Good: 66.7%

Response	Men	Women
Excellent	1 (50.0%)	2 (28.6%)
Good	1 (50.0%)	5 (71.4%)

Key Finding: Support staff feel both recognised and well-connected with researchers—positive workplace integration.

Section 5b: PhD Researchers/Doctoral Researchers (8 responses)

Questions asked to this group:

1. Satisfaction with supervisor feedback & support (planning, periodic reviews, practice interviews)

How satisfied are you with the support and feedback you receive from your supervisor(s) (e.g. planning, periodic reviews, practice interviews)?

8 responses

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied

50%
12.5%
37.5%
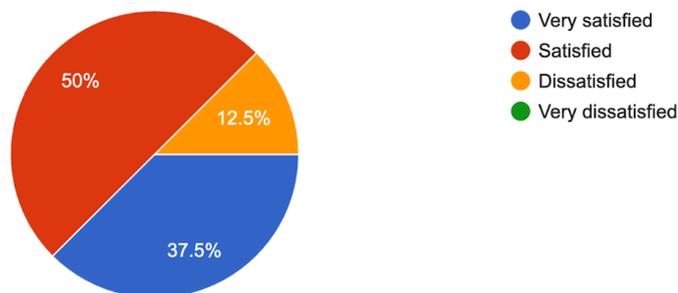
- Very satisfied: 37.5%
- Satisfied: 50%
- Dissatisfied: 12.5%

Response	Men	Prefer not to say	Women
Dissatisfied	1 (20.0%)	0 (0.0%)	0 (0.0%)
Satisfied	1 (20.0%)	1 (100.0%)	2 (100.0%)
Very satisfied	3 (60.0%)	0 (0.0%)	0 (0.0%)

2.   Opportunities for developing research skills & career (training, mentoring, networking)

How satisfied are you with opportunities for developing your research skills and career at CFT (e.g., training, mentoring, networking)?

8 responses

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied

75%
25%
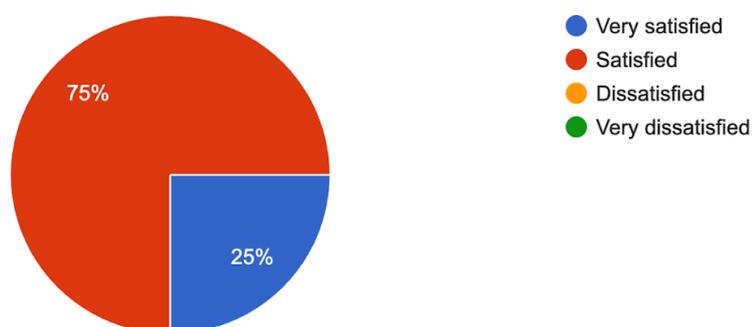
- Very satisfied: 25%
- Satisfied: 75%
- Dissatisfied: 0%

Response	Men	Prefer not to say	Women
Satisfied	3 (60.0%)	1 (100.0%)	2 (100.0%)
Very satisfied	2 (40.0%)	0 (0.0%)	0 (0.0%)

Key Finding: PhD students have good supervisor relationships but lack broader institutional support for career development (grant writing, project management, networking).

Section 5c: Postdoctoral Researchers (10 responses)

Questions asked to this group:

1. Guidance, feedback & support from Principal Investigator (PI)

How satisfied are you with the guidance, feedback, and support you receive from your principal investigator (PI)?

10 responses
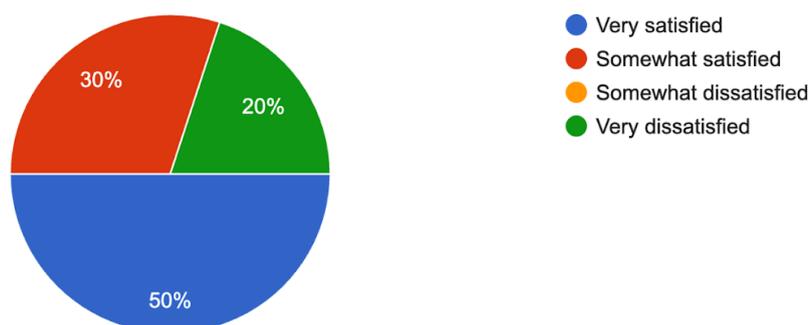
- Very satisfied: 50%
- Somewhat satisfied: 30%
- Very dissatisfied: 20%

Response	Men	Non-binary / GNC	Women
Somewhat satisfied	3 (37.5%)	0 (0.0%)	0 (0.0%)
Very dissatisfied	1 (12.5%)	1 (100.0%)	0 (0.0%)
Very satisfied	4 (50.0%)	0 (0.0%)	1 (100.0%)

2. Fair & transparent collaboration opportunities

To what extent do you feel that CFT provides fair and transparent opportunities for collaboration?
10 responses
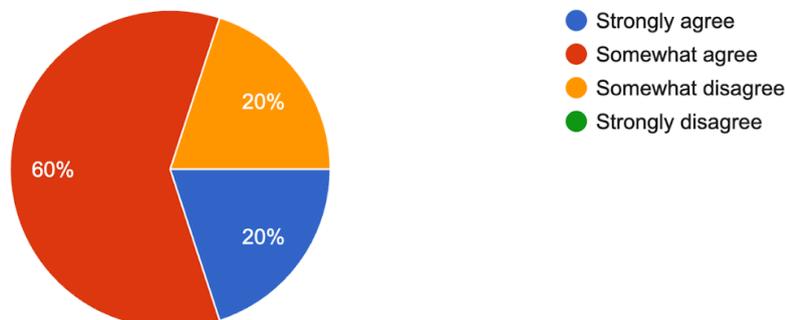
- Strongly agree: 20%
- Somewhat agree: 60%
- Somewhat disagree: 20%

Response	Men	Non-binary / GNC	Women
Somewhat agree	4 (50.0%)	1 (100.0%)	1 (100.0%)
Somewhat disagree	2 (25.0%)	0 (0.0%)	0 (0.0%)
Strongly agree	2 (25.0%)	0 (0.0%)	0 (0.0%)

3. Professional growth opportunities (project management, grant writing)

How satisfied are you with opportunities for professional growth (e.g. project management, grant writing) and developing your research skills at CFT (e.g., training, mentoring, networking)?
10 responses
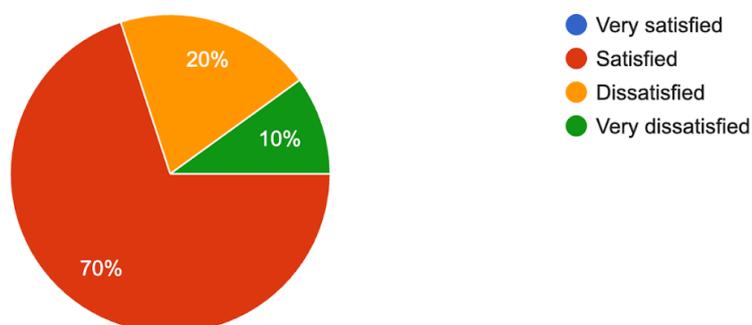
- Very satisfied: 0%
- Satisfied: 70%
- Dissatisfied: 20%
- Very dissatisfied: 10%

Response	Men	Non-binary / GNC	Women
Dissatisfied	1 (12.5%)	1 (100.0%)	0 (0.0%)
Satisfied	6 (75.0%)	0 (0.0%)	1 (100.0%)
Very dissatisfied	1 (12.5%)	0 (0.0%)	0 (0.0%)

Key Finding: Postdocs report strong support across all dimensions, good PI relationships (70% positive), fair collaboration opportunities (80%), and notably, 70% are satisfied with professional development in grant writing and project management. These results suggest CTP PAS provides effective mentoring and career development for postdoctoral researchers, but there is still a 30% expressing dissatisfaction with professional growth opportunities.

Section 5d: Faculty Members (14 responses)

Questions asked to this group:

1. Communication & collaboration with early-career researchers (PhD students, postdocs)

How would you evaluate communication and collaboration between faculty and early-career researchers (PhD, postdocs)?
14 responses
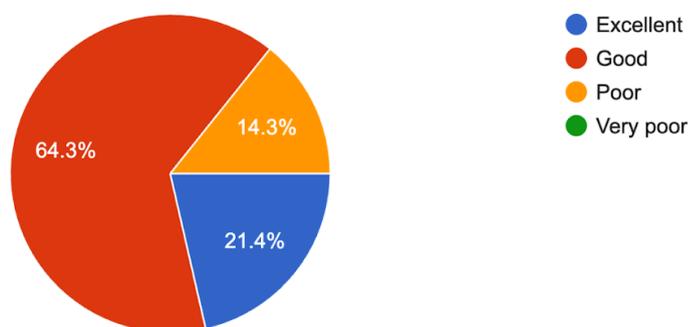
- Excellent: 21.4%
- Good: 64.3%
- Poor: 14.3%
- Very poor: 0%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Excellent	2 (18.2%)	1 (100.0%)	0 (0.0%)	0 (0.0%)
Good	7 (63.6%)	0 (0.0%)	1 (100.0%)	1 (100.0%)

Poor	2 (18.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)

2. Research & mentoring activities contributing to equity, diversity, inclusion (EDI)

To what extent do you believe your research and mentoring activities contribute to promoting equity, diversity, and inclusion?

14 responses
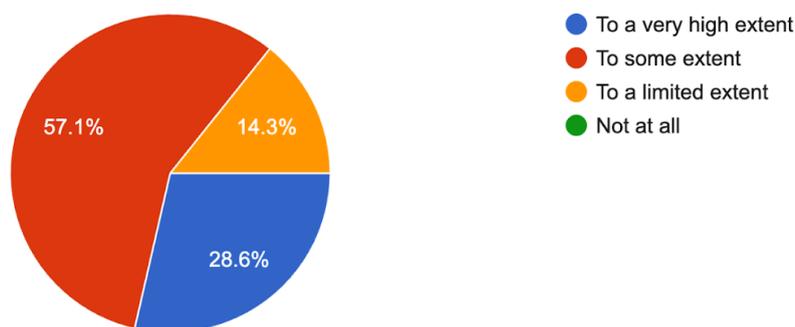
- To a very high extent: 28.6%
- To some extent: 57.1%
- To a limited extent: 14.3%
- Not at all: 0%

Response	Men	Non-binary / GNC	Prefer not to say	Women
To a limited extent	1 (9.1%)	0 (0.0%)	1 (100.0%)	0 (0.0%)
To a very high extent	3 (27.3%)	1 (100.0%)	0 (0.0%)	0 (0.0%)
To some extent	7 (63.6%)	0 (0.0%)	0 (0.0%)	1 (100.0%)

3. Fair support for PhD students and postdoctoral researchers to advance their careers

Do you feel that PhD students and postdoctoral researchers within CFT are fairly supported to advance their careers?

14 responses
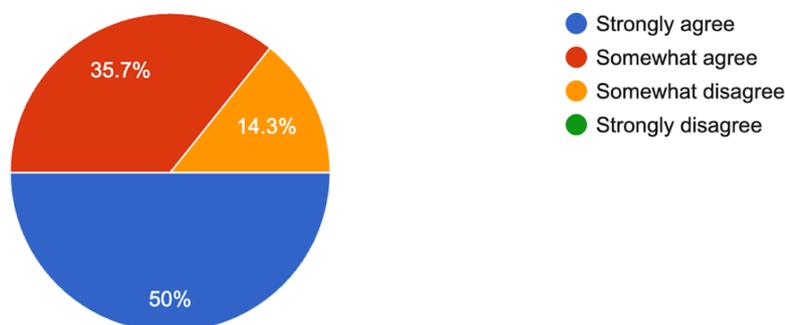
- Strongly agree: 50%
- Somewhat agree: 35.7%
- Somewhat disagree: 14.3%
- Strongly disagree: 0%

Response	Men	Non-binary / GNC	Prefer not to say	Women
Somewhat agree	3 (27.3%)	0 (0.0%)	1 (100.0%)	1 (100.0%)
Somewhat disagree	2 (18.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Strongly agree	6 (54.5%)	1 (100.0%)	0 (0.0%)	0 (0.0%)

Summary of open-ended survey comments

Response
Behaviour towards junior scientists during seminars by some of the senior people is sometimes quite disrespectful.
I think scientific excellence should be our priority.
Not sufficient reactions from leadership of CTP PAS regarding toxic and authoritative emails of "old professors" (especially with regards to seminars at CTP PAS, but also other matters)
Without a clearly communicated code of conduct, this is hard to measure and implement.

Due to the limited number of responses, the answers to open questions have not been disaggregated by any protected characteristic of the respondents.

Diagnosis and current solutions

Problems with discrimination and mobbing

The 2025 survey confirms that most staff have not experienced or observed unfair or disrespectful treatment, but a non-negligible minority still reports such incidents, often linked to communication style and seminar dynamics. 22% of respondents reported either observing (17.1%) or personally experiencing (4.9%) unfair treatment, which is an improvement compared with the roughly one-third mobbing baseline identified in 2023 but indicates that problems persist.

Awareness of anti-harassment policies has increased (70.7% report being aware), yet many staff still find procedures for reporting incidents insufficiently clear. Only 34.1% say reporting channels are communicated "very clearly", while a similar share finds them only "somewhat clearly" communicated and 29.3% "not clearly". Women report lower confidence than men in fair and confidential handling of cases, and open comments highlight "toxic and authoritative emails" and disrespectful behaviour towards junior researchers in some seminars.

Formal structures for handling violations exist (disciplinary mechanisms and designated contacts), and the Director has re-circulated information on available channels since 2023. Training and information activities have been organised, and targeted survey questions on harassment and reporting were expanded in 2025. However, staff still perceive training as occasional rather than systematic, and the absence of a formal Code of Conduct and streamlined reporting pathways weakens trust in these arrangements

Methods for reporting violations

The 2025 survey shows that awareness of reporting procedures has improved compared with 2023, but remains uneven across groups and genders. While around two-thirds of respondents know that anti-harassment policies exist, only one-third feel that reporting procedures are very clearly communicated, and confidence in fair, confidential handling is moderate: 51.2% feel only "somewhat confident", 22% "not very confident", and 26.8% "very confident". Women are significantly more likely than men to report low confidence in how incidents would be handled.

Existing channels—such as formal disciplinary structures and designated contacts for reporting violations—remain under-used, partly because they are not widely known or perceived as accessible, especially among junior staff and doctoral researchers. The updated GEP therefore prioritises simplifying and publicising reporting options (including multiple confidential channels), adopting a comprehensive Code of Conduct, and providing regular, role-specific training for supervisors and seminar chairs to strengthen trust and reduce barriers to reporting.

Salaries and fundraising

No new salary- or income-related questions were included in the 2025 survey, so this topic cannot be analysed in a gender-disaggregated way or compared quantitatively with 2023 results.

At CTP PAS, base salaries remain standardised and tied to position, independent of gender, while additional remuneration comes from grant coordination (as specified in project budgets), teaching, extra institutional roles, and statutory payments for reviewers and supervisors. The institute now

awards bonuses to researchers, but there are no formal, transparent regulations governing their allocation. Most additional income continues to derive from research grants, directly linked to scientific quality and success in securing external funding, and CTP PAS researchers maintain a high success rate in grant competitions relative to the number of applications.

Information on ongoing and completed research grants, which are a major source of additional remuneration, is publicly available on the CTP PAS website (https://www.cft.edu.pl/en/nauka/granty-badawcze/).

Work-life balance

The 2025 survey paints a generally positive picture of work-life balance at CTP PAS, with 88.4% of respondents feeling at least somewhat supported in maintaining a healthy balance between professional and private life. All women respondents and the large majority of men reported some level of support, though one non-binary respondent and one "prefer not to say" respondent indicated disagreement, underlining that pressures remain for some individuals.

Overall well-being scores cluster at the upper end of the scale, with 56.1% choosing "3" and 24.4% "4" on a 1–4 rating, but 19.5% still report low or only moderate well-being. Open responses point to the familiar drivers identified in 2023—high grant dependence, long hours, and tight deadlines—suggesting that structural features of the research model continue to strain work-life balance even where institutional support is perceived as strong.

Flexible work and caring responsibilities

Remote- and flexible-work arrangements have improved since the adoption of the 2023 regulation, but implementation remains uneven and not all staff are aware of the available options. 39% of respondents see flexible working policies as fairly applied, 19.5% report inconsistent application, and 36.6% are unsure whether formal policies exist, with men more likely than women to report inconsistency or uncertainty. Gender-disaggregated results show that 63.6% of women, but only 34.6% of men, believe flexible-work policies are fairly applied, while men are more likely to state that they are unsure or see no formal policies.

Perceptions of support for caring responsibilities are weaker and highly uncertain. Only 19.5% of respondents report sufficient support, 14.6% see some but insufficient support, and 61% are unsure whether any support exists. Women are more likely than men to say that adequate support is available (45.5% vs 11.5%), whereas 69.2% of men select "not sure", indicating that communication about existing measures does not reach all groups equally.

Parental leave and remaining concerns

Parental leave policies remain poorly understood for a large share of staff, despite the importance of this issue for early-career researchers. Only 31.7% of respondents consider parental leave easily accessible, while 39% say it is not accessible and 22% are unsure. Gender differences are pronounced: nearly two-thirds of women (63.6%) find parental leave easily accessible, compared with only 23.1% of men, and almost half of men (46.2%) report being unaware of these policies.

These findings echo earlier concerns from the 2023 report about systemic gaps, particularly for doctoral candidates whose legal status limits access to paid maternity and parental leave. They point

to a need not only for policy change where possible, but also for much clearer, proactive communication of existing rights and support mechanisms, especially to men and to staff with caring responsibilities who are currently unsure what the institute can offer.

Problems arising from ill-considered equality efforts

A common response to gender imbalance is to rapidly increase the number of women and gender minorities on important committees. Without regard to their actual share among staff, assigning the same people from these under-represented groups to multiple committees can create a significant additional administrative workload, with negative effects on their research time and career development.

Goals and Associated Actions

The diagnosis highlights areas where the Institute could implement improvements. The CTP PAS Directorate plans to take a cautious approach to avoid achieving outcomes contrary to those intended. To this end, women and gender minorities working at CTP PAS will be invited, but not obligated, to:

a) Propose necessary actions aimed at implementing the European Union's Gender Equality Strategy,

b) Participate in committees, particularly recruitment committees.

Below are the main goals and the planned actions designed to achieve them

Goal 1 – Reducing gender disparities in employment

As staff numbers grow, monitoring, recruitment and visibility measures need to be designed so they can be consistently applied to larger applicant pools, research groups and decision-making bodies, rather than only to the current small core.

Baseline situation (2023)

In the 2023 report, women represented about 25% of researchers overall and roughly 10% at professorial level, while almost all administrative staff were women. The Scientific Council had 35 members, including only 5 women (14%), and this composition remained unchanged in 2025. These structural imbalances motivated actions on monitoring, recruitment, Scientific Council diversity and administrative segregation.

Relative to the 2023 baseline ("about 25%" women researchers, ≈10% women professors, almost all women in administration, 14% women in the Scientific Council), 2025 data show: (i) modest improvement in the overall share of women (to 30%), (ii) a small but still low share of women at professorial level (3/21 ≈14%), (iii) persistence of low representation among doctoral students and scholarship holders, (iv) continued strong gender segregation in administration (15 women, 2 men).

The report notes that the share of women among researchers and survey respondents remains stable around 26–27%, with no clear increase at senior levels, so the structural imbalances motivating the original actions largely persist despite some numerical gains

Action 1 – Monitoring the situation

Periodic gender-disaggregated monitoring has been established and integrated into regular staff surveys and HR reporting. The share of women among researchers and survey respondents remains stable around 26–27%, with no clear increase at senior levels. A concise set of indicators (staff by role and gender, Scientific Council and leadership composition, basic survey items) is now tracked and used to inform this GEP update and to monitor the situation of women and gender minorities over time.

By the mid-term review in 2028 (within the 2026–2029 GEP period) CTP PAS will:

- Maintain a scalable monitoring, recruitment and visibility framework that can be applied consistently to larger applicant pools, research groups and decision-making bodies, not only to the current small core.
- Use this framework to track the representation of women and under-represented genders at all career stages and in key governance bodies (Scientific Council, leadership, committees).

Action 2 – Increasing opportunities for women and gender minorities in Doctoral School recruitment

Targeted encouragement of women candidates has been implemented informally through recruitment committees, but systematic data on applicant pools and progression by gender and gender identity are still lacking. The 2025 survey shows that women remain a small minority among doctoral researchers, and non-binary and gender-diverse respondents are very few, so there is no clear evidence yet that this action has significantly shifted outcomes for women and gender minorities.

By the mid-term review in 2028 CTP PAS will:

- Introduce a standard template for each Doctoral School recruitment round recording, by gender and gender identity where disclosed, the numbers of applicants, eligibility-screened, shortlisted, interviewed and admitted.
- Ensure that, for every Doctoral School call, at least one explicit, documented outreach or encouragement action is carried out towards women and gender-minority candidates (for example: a short targeted email to relevant mailing lists or networks, an explicit sentence in the call text inviting applications from under-represented genders, or a brief presentation or announcement at a seminar), and record what was done in the recruitment template.
- Prepare a brief summary of doctoral recruitment outcomes (2026–2028) by gender and role, to be discussed with Doctoral School representatives and the GEP Committee.

Check at 2028: templates completed for all calls; at least one targeted outreach action per call documented; one summary report produced and discussed.

Action 3 – Increasing the number of women and gender minorities in the Scientific Council

The aim of achieving at least 20% women among Scientific Council candidates by 2026 remains, but the numbers have not changed since the previous report of 2023 (5 out of 35 members being women, or a corresponding 14%). Survey responses show that women and men moderately agree that equity and gender balance are reflected in leadership roles, yet the absence of systematic candidate-level monitoring by gender means it is unclear whether the 20% target is on track, prompting a new action to track nominations and elections in a more inclusive way.

By the mid-term review in 2028 CTP PAS will:
- Implement, for each Scientific Council election round, a candidate-list register recording gender (and, where voluntarily disclosed, gender identity) of nominees, candidates and elected members.
- Require a short pre-election note to the Director/Scientific Council summarising the share of women among nominees and candidates and comparing this with the ≥20% women-candidate target.
- Store these data centrally to allow tracking of trends over at least two election cycles.

Check at 2028: registers exist for all SC elections since 2026; pre-election notes produced; ability to compute women's and under-represented genders' shares and compare with the 20% target.

Action 4 – Promoting research by women scientists at CTP PAS

Visibility measures for women scientists have been commissioned (including communication and events), and future activities are intended to include gender minorities where relevant, but their effects have not yet been systematically documented. Overall satisfaction with management and perceptions of gender balance in leadership are positive—about one-third of women and men "strongly agree" that equity and gender balance are reflected in leadership, and around half "somewhat agree"—but without explicit indicators for visibility activities, it is difficult to attribute these perceptions to this action alone.

By the mid-term review in 2028 CTP PAS will:
- Maintain an annual log of visibility activities that highlight women and, where relevant, gender-minority researchers (e.g. web/news items, seminar slots, profiles, outreach events), including date, format and number of featured individuals.
- Set a minimum of one documented visibility activity per year that explicitly features women researchers from CTP PAS, with an indication of reach where possible (e.g. estimated audience size).
- Add or retain a survey item on whether respondents feel research by women and gender-minority scientists is sufficiently visible, and report responses by gender.

Check at 2028: logs for 2026–2028 exist; minimum activity threshold met each year; survey item present and analysed with gender breakdown.

Action 5 – Addressing gender segregation in administration

Administrative roles remain strongly gender-segregated, with little change in the pattern of administrative staff since 2023. The earlier attempt to "hire more men" in administration has yielded limited progress and remains weak or ad hoc, so this action is now reframed towards analysing barriers, using more inclusive wording in advertisements, and monitoring applicant pools and

shortlists by gender, with the broader aim of reducing occupational segregation rather than targeting one group.

By the mid-term review in 2028 CTP PAS will:
- Ensure that all administrative job adverts use inclusive language and contain an explicit equal-opportunities statement, with HR keeping exemplar templates.
- Use a recruitment monitoring template for each administrative competition, recording gender of applicants, shortlisted candidates and hires, and key advertising channels.

Check at 2028: templates completed for all admin hires; inclusive wording present in all adverts; to be maintained through 2029.

Action 6 – Improving opportunities for women and gender minorities in senior scientific recruitment

Individual competitions have been monitored, but no specific mechanisms have yet been introduced to address the low share of women applicants in senior-level calls or to ensure that processes are welcoming for gender minorities. The issue persists, and this action is carried forward as a need to review advertising, outreach and criteria, and to monitor gender patterns in applicant pools and shortlists for senior posts, with attention to the situation of under-represented genders, by introducing, for each senior call, at least one documented outreach action specifically aimed at women and gender-minority researchers (e.g. targeted mailings to relevant networks or individual invitations), and a simple template to record the gender identity of applicants, longlists, shortlists and hires, to be reviewed in a biennial summary of senior competitions.

By the mid-term review in 2028 CTP PAS will:

- For every senior-level competition, carry out and document at least one targeted outreach action specifically aimed at women and gender-minority researchers (such as targeted mailings to relevant networks or individual invitations).
- Use a standard template for each senior call to record gender / gender identity (where disclosed) of applicants, longlists, shortlists and hires, and the outreach channels used.
- Produce a biennial summary of senior competitions (covering roughly 2026–2028) reporting gender patterns at each stage and discuss this with the Director and relevant recruitment committees, identifying at least one concrete improvement to be implemented for subsequent calls.

Check at 2028: for each senior call, outreach actions and templates are on file; one summary report produced and discussed; at least one process adjustment identified and carried forward into 2029.

Goal 2 – Improving work-life balance and organisational culture

Work-life balance is essential for the proper functioning of any organization. This aspect is often overlooked in scientific work. The goal of CTP PAS is to become a friendly institution with a positive atmosphere, fostering conditions for healthy personal and professional development.

The expansion of research staff must be matched by proportional increases in administrative support, onboarding and supervision capacity, so that work-life balance and organisational culture do not deteriorate as the institute grows.

Baseline situation (2023)

Work-life balance was identified as a major challenge, with many researchers reporting long hours, high administrative load and strong grant pressure, and limited structured support for rest and recovery. Flexible and remote-work arrangements were not yet clearly regulated or consistently applied, and parental-leave accessibility was a serious concern.

Compared to the 2023 baseline, in 2025, perceptions of work-life balance and institutional support have improved overall, but structural pressures and uneven implementation of flexible work and parental-leave arrangements remain unclear. Remote- and flexible-work arrangements are now regulated and perceived as fairly applied by 39% of staff, but 19.5% see inconsistent application and 36.6% are unsure whether formal policies exist, with men more likely than women to report inconsistency or uncertainty. Parental leave remains poorly understood: 31.7% consider it easily accessible, 39% say it is not accessible and 22% are unsure.

Action 1 – Hiring additional administrative staff to relieve scientists from non-scientific work

The Project Department has been expanded and administrative staffing strengthened to reduce the administrative burden on researchers and support grant management. Survey results indicate very positive perceptions of project-department support, with 97.5% of respondents reporting that they feel supported by this unit, and no meaningful gender differences in this specific item, suggesting a broadly shared benefit for women, men and gender-minority staff. Building on this, the updated plan also introduces a formal onboarding protocol applicable to all new staff and PhD researchers, to ensure consistent access to information on institutional policies, rights and support mechanisms (including work-life balance, flexible-work and parental-leave provisions). The protocol will include a standard checklist, a designated responsible person in each unit, and a short follow-up check after the first months to identify remaining information gaps, with particular attention to newcomers from abroad and early-career researchers.

By the mid-term review in 2028 (within the 2026–2029 GEP period) CTP PAS will:

- Maintain at least the current level of Project Department staffing and adopt simple service standards (e.g. indicative response times for grant and admin queries, support offered at each project stage) published on the intranet (internal Wiki of the institute).
- Include a periodic short feedback item on satisfaction with Project Department support in staff surveys or pulse checks, with results disaggregated by role and gender and summarised in the monitoring note.
- Implement a formal onboarding protocol for all new staff and PhD researchers, consisting of a standard checklist of key information, a named responsible person in each unit, and a documented follow-up contact within 3–6 months.
- Keep a simple record for each newcomer (date of onboarding, responsible person, date of follow-up), with explicit attention to international staff and early-career researchers.

Check at 2028: onboarding applied to all newcomers; follow-ups recorded; at least one admin-support feedback items reported; arrangements maintained through 2029.

Action 2 – Financial support for vacations ("Wczasy pod gruszą")

The "Wczasy pod gruszą" programme continues to provide financial subsidies for at least 14 consecutive days of vacation in line with the Social Benefits Fund regulations, encouraging staff to take time off and rest with their families. The 2025 survey did not include specific questions on the use or distribution of this scheme, so its impact cannot be assessed in a gender-disaggregated way, although generally positive work-life balance and well-being ratings suggest that such benefits form part of a package of measures that staff value across groups.

By the mid-term review in 2028 (within the 2026–2029 GEP period) CTP PAS will:

- Continue to offer "Wczasy pod gruszą" subsidies under Social Benefits Fund rules and communicate the scheme at least once per year via email or intranet (internal Wiki of the institute).
- Compile basic utilisation data once per year (number of beneficiaries, by role and gender where feasible) from HR/benefits records.
- Include a short paragraph in the periodic monitoring note summarising uptake and any evident access issues.

Check at 2028: annual communication documented; basic usage statistics available for 2026–2028; brief note included in monitoring, with the scheme maintained through 2029.

Action 3 – Flexible working hours and remote work

Flexible working is formally possible under Polish law through unlimited-schedule contracts, and in April 2023 CTP PAS adopted a dedicated remote-work regulation specifying rules and conditions for working from home. Actions related to flexible working arrangements are revised to include a review of current practices across departments, with the goal of identifying inconsistencies and promoting more transparent and standardised implementation.

In the 2025 survey, 87.8–88.4% of respondents felt at least somewhat supported in maintaining work-life balance, and most rated the work environment between "good" and "excellent". However, perceptions of flexible-work policies differ by gender: 63.6% of women, but only 34.6% of men, reported that these policies are applied fairly, while men were more likely than women to report inconsistent application (19.2% vs 9.1%) or to be unsure whether formal policies exist (42.3% vs 27.3%), indicating uneven implementation and communication across groups. This suggests that current flexible-work arrangements may be more visible or accessible to women than to men, and that communication and implementation should be reviewed with men and gender-minority staff explicitly in mind.

By the mid-term review in 2028 (within the 2026–2029 GEP period) CTP PAS will:

- Carry out at least one structured review of flexible-work and remote-work practices across departments (short questionnaire or consultations with group leaders and staff), identifying inconsistencies and good practices.

- Update and re-circulate a concise guidance note summarising remote-work regulations and flexible-work options, with clear examples, and ensure it is accessible on the intranet (internal Wiki) and referenced in onboarding.

Check at 2028: review completed; guidance updated and online; survey items analysed with gender breakdown; basic unit-level documentation in place and practices continued to 2029.

Action 4 – Monitoring work-life balance through periodic surveys and meetings

The planned monitoring has been implemented and expanded: regular staff surveys now include a dedicated work-life balance section, with detailed gender-disaggregated analysis in 2025.

Overall, 88.4% of respondents "strongly" or "somewhat" agree that they feel supported in maintaining work-life balance, including all women respondents (11/11) and 87.7% of men (23/26); both non-binary respondents also reported some level of agreement, though their small number requires cautious interpretation. At the same time, only 31.7% of all respondents find onboarding helpful, parental leave is perceived as easily accessible by just 31.7% (with nearly two-thirds of women but fewer than one-quarter of men agreeing, and almost half of men unaware of these policies), and support for caring responsibilities is rated sufficient by 45.5% of women but only 11.5% of men, with 69.2% of men selecting "not sure"; these patterns show that, despite strong general support, specific policies are unevenly understood and experienced across genders.

Taken together, these patterns indicate that, while existing measures may work reasonably well for many women who know how to access them, men and gender-minority staff are more likely to be unaware of available options or unsure whether any support exists.

Regular staff surveys now include a dedicated work-life balance section with gender-disaggregated analysis. Actions concerning parental leave and caring-related policies are reformulated to focus on improving the visibility and accessibility of existing frameworks, rather than assuming lack of provision, by reviewing how such policies are communicated and ensuring they are systematically integrated into onboarding and routine HR communications.

By the mid-term review in 2028 (within the 2026–2029 GEP period) CTP PAS will:

- Maintain a dedicated work-life balance section in regular staff surveys, including items on perceived support, onboarding helpfulness, parental-leave accessibility and caring-responsibility support, reported by gender and role.
- Add or keep at least one survey item on awareness of parental-leave and caring-related policies, and one on how respondents learned about them (onboarding, supervisor, HR, website, etc.)
- Ensure that information on parental leave, caring responsibilities and work-life policies is systematically included in the onboarding protocol and sent once per year as a concise reminder to all staff.
- Prepare by 2028 a short synthesis note (covering 2026–2028) highlighting groups with low awareness or low perceived accessibility of these policies and proposing at least one concrete communication or support adjustment, to be implemented and maintained through 2029.

Check at 2028: survey section and new items present; annual policy reminders documented; synthesis note produced and discussed, with at least one adjustment agreed and carried forward to 2029.

Goal 3 – Preventing harassment, discrimination and mobbing

A growing and more diverse community requires robust, easy-to-use procedures, regular training and a Code of Conduct that are known and trusted by newcomers as well as long-standing staff.

Baseline situation (2023)

The 2023 survey indicated that roughly one-third of staff had experienced or observed mobbing or unfair treatment, and awareness of anti-harassment policies and reporting procedures was low. Formal channels existed but were not widely known or trusted, and training on discrimination and mobbing was occasional rather than systematic.

By 2025, reported incidents had decreased but had not disappeared: 22% of respondents reported observing or experiencing unfair treatment, while 78% reported no such incidents. Awareness of anti-harassment policies rose to about 71%, yet only around one-third of staff found reporting procedures very clearly communicated, and confidence in fair, confidential handling remained moderate, with a marked gender gap in trust. Training on mobbing, discrimination and healthy communication was more frequent than in 2023 but still perceived by most respondents as occasional rather than systematic.

Action 1 – Monitoring (regular surveys on discrimination and harassment)

Regular surveys on discrimination, harassment and organisational culture have been maintained and expanded, with simplified questions and anonymisation overseen by the working group, including doctoral-student representatives. In 2025, 22% of respondents reported experiencing or observing unfair treatment (17.1% observed, 4.9% experienced), an improvement from the ~33% "mobbing" baseline, while 78% reported no such experience. Gender-disaggregated results show similar rates of "no incidents" for men and women (80.8% vs 81.8%), with women slightly more likely than men to report personal experience (9.1% vs 3.8%) and men somewhat more likely to report only observation; numbers are small and should be interpreted with caution.

By the mid-term review in 2028 CTP PAS will:
- Include, in each regular staff survey, a short core module on discrimination, harassment and organisational culture, with gender-disaggregated reporting of: personal experience, observation of incidents, awareness of policies and confidence in reporting/handling.
- Keep question wording stable enough to compare with the 2023 "mobbing" baseline and 2025 results, while allowing minor clarifications.
- Produce a brief note after each survey summarising these indicators and trends, to be discussed by the Director and the Gender Equality Committee, with at least one follow-up action or reminder decided per cycle.

Check at 2028: at least one survey with this module in 2026–2028, trend comparison available, and short notes plus follow-up decisions on file.

Action 2 – Training on mobbing and healthy communication practices

Training and information activities on mobbing, harassment and healthy communication have been organised, including communication training planned in early 2024, but they are experienced as occasional rather than systematic. In 2025, 58.5% of respondents reported that such training occurs "occasionally", 14.6% "regularly", 12.2% said "no, not to my knowledge", and 14.6% were unsure. Women were more likely than men to report that some form of training has taken place (72.7% of women chose "occasionally" and 18.2% "regularly", compared with 46.2% and 15.4% of men), while almost a quarter of men (23.1%) selected "not sure", suggesting that communication and targeting of training do not yet reach all groups equally.

By the mid-term review in 2028 CTP PAS will:

- Organise at least one institute-wide training session on mobbing, harassment, discrimination and healthy communication every two years, open to all staff and doctoral researchers (i.e. at least one session between 2026–2028).
- Aim to specifically invite and encourage participation of senior staff (group leaders, professors, managers) and keep a simple attendance list by role.
- Include one survey question on awareness and/or participation in such training, to monitor whether staff know that these activities are offered.

Check at 2028: at least one documented training session delivered in 2026–2028; attendance list exists with senior staff represented; survey item on training awareness included, with a lower share of "not sure / no training" answers than in 2025.

Action 3 – Developing and disseminating clear procedures and contacts for reporting violations

Awareness of anti-harassment policies has improved: 70.7% of respondents now report knowing about such policies (81.8% of women; 61.5% of men; all non-binary and "prefer not to say" respondents), but clarity of reporting procedures remains limited. Only 34.1% of respondents find reporting procedures communicated "very clearly", 34.1% "somewhat clearly", while 29.3% say "not clearly" or "not at all"; women are somewhat more likely to report "very clearly" (45.5% vs 30.8% of men), yet similar proportions of women and men judge communication as not clear (36.4% vs 26.9%), indicating that procedures remain difficult to navigate across genders.

Confidence in how incidents would be handled is moderate and gender-differentiated. Overall, 26.8% of respondents feel "very confident", 51.2% "somewhat confident" and 22% "not very confident", with no one selecting "not confident at all". Women are more than twice as likely as men to report low confidence ("not very confident": 36.4% of women vs 15.4% of men), while similar shares report being "very confident" (27.3% women; 30.8% men); men are more likely to select "somewhat confident" (53.8% vs 36.4%), pointing to a gender gap in trust in institutional procedures and fear of potential consequences. Open-ended comments continue to mention "toxic and authoritative emails" from some senior staff and disrespectful behaviour towards junior researchers in seminars, underscoring the need to address communication culture and moderation practices alongside formal procedures.

By the mid-term review in 2028 CTP PAS will:

- Prepare a one-page visual overview of reporting options (formal disciplinary path, ombudsperson/contact points, anonymous channel if available), with clear steps, confidentiality guarantees and non-retaliation statement, and publish it on the intranet and noticeboards.
- Designate and publicise optimally two confidential contact persons (ideally of different genders) for initial consultations, and ensure their names and roles appear on all relevant materials and the Code of Conduct.
- Include in each staff survey at least two items on: clarity of reporting procedures and confidence in fair, confidential handling, with gender-disaggregated analysis.

Check at 2028: visual overview and contact list available and visible; survey results show a higher share of "very clearly communicated" procedures and reduced gender gap in low confidence.

Action 4 – Developing and implementing a Code of Conduct

A dedicated Code of Conduct has not yet been adopted, but has emerged as a key need from survey results and open comments. Unprofessional communication and seminar behaviour by some senior staff and the perception of disrespectful treatment of junior scientists in seminars—continue to undermine the otherwise positive environment. To address these issues, CTP PAS should aim to develop, adopt and disseminate a comprehensive Code of Conduct covering communication, seminars, supervision and online behaviour, with clear expectations and consequences. This will be complemented by redesigned reporting procedures (simpler, multi-channel, including an ombudsperson and anonymous options, with guarantees of confidentiality and non-retaliation) and by strengthened capacity for professional discourse through written seminar-conduct guidelines and regular training for seminar chairs and supervisors on facilitation, conflict de-escalation and inclusive moderation.

By the mid-term review in 2028 CTP PAS will:

- Draft, consult on and formally adopt a comprehensive Code of Conduct covering communication, seminars, supervision and online behaviour, with clear examples of unacceptable conduct and possible consequences.
- Disseminate the Code systematically: integrate it into onboarding, circulate institute-wide once per year, and display key points (e.g. seminar conduct rules) in seminar rooms and on the intranet.
- Develop short written guidelines for seminar chairs and supervisors (e.g. on inclusive moderation, managing conflict, avoiding disrespectful behaviour) and link them to at least one targeted training session for these roles during 2026–2028.

Check at 2028: Code adopted and available; annual reminder sent; seminar/supervision guidelines in place; at least one training focused on chairs/supervisors delivered and documented.

Key findings, priorities and growth context

Since 2023, awareness of anti-harassment policies has risen to 70.7%, perceived fairness and transparency in management exceeds 90% agreement, and reports of unfair or disrespectful treatment have fallen from roughly one-third to 22%, while collaboration between researchers and support staff and overall satisfaction with the work environment remain generally good. At the same time, gender disparities in senior and decision-making roles persist, administrative roles remain strongly gender-segregated, flexible-work policies are applied inconsistently, onboarding is weak, and concerns about communication culture and seminar behaviour continue.

Against this backdrop, the updated GEP prioritises: (1) adoption and enforcement of a Code of Conduct and simplified, trusted reporting procedures; (2) a robust onboarding system for all new staff and doctoral students; and (3) structured, career-stage-specific development programmes, alongside systematic monitoring of Scientific Council diversity, a review of parental-leave access, and better documentation of measures to increase gender minorities' visibility and address gendered patterns in administration.

With staff numbers expected to grow due to forthcoming grants, the plan also addresses the challenges of rapid expansion by strengthening governance and management capacity (including a GEP/EDI steering group and proportional HR/administrative support), introducing institute-level onboarding and training tracks for PhD researchers and postdocs (with supervision and career-development requirements linked to grant approval), adopting a Code of Conduct with multi-channel confidential reporting, and using growth-related recruitment to improve gender and international diversity, supported by systematic monitoring of applicant pools, shortlists and Scientific Council composition.

Implementation roadmap, governance and monitoring

Implementation over 2026–2029 is structured in three phases—adoption and design, roll-out and consolidation—covering the updated GEP, Code of Conduct, reporting procedures and onboarding framework, with gradual deployment as staff and projects grow and periodic review based on feedback and capacity.

The Director and Scientific Council retain overall responsibility for endorsing the GEP and reviewing monitoring reports, while the GEP Committee coordinates implementation, survey work and adjustments; HR and the Project Department implement onboarding and HR procedures, provide monitoring data and ensure that flexible-work and parental-leave policies are documented and communicated.

Monitoring will rely on a small, stable set of indicators (gender-disaggregated staff composition, representation in leadership and the Scientific Council, key survey measures on policies, work-life balance, harassment and onboarding, and basic process indicators such as trainings, onboarding sessions and reported cases), with concise internal updates and a more detailed survey-based assessment at least every two years to guide further adjustments

New or revised actions added in 2025

In response to the 2025 survey, the updated Gender Equality Plan introduces new actions and extends several 2023 actions to improve clarity, feasibility and impact.

Specifically, a new action under Goal 3 provides for the development and formal adoption of a written Code of Conduct and the revision of harassment and discrimination reporting procedures, with a clearly identified contact point (e.g. ombudsperson) to improve transparency, accessibility and trust.

Existing actions under Goal 2 are extended: Action 1 on administrative support now also includes a formal onboarding protocol for all new staff and PhD researchers, and Action 3 on flexible working is revised to include a review of current practices across departments, in order to move towards more transparent and standardised implementation.

Actions on parental leave and caring responsibilities (Goal 2, Action 4) are reformulated to focus on improving the visibility and accessibility of existing frameworks by reviewing how policies are communicated and integrating them systematically into onboarding and routine HR communications.

Finally, Goal 1 is expanded with an explicit action on monitoring diversity within decision-making bodies, including the Scientific Council, replacing earlier, less operational formulations; several 2023 actions are reframed away from numerical targets ("hire more men in administration", "promote female scientists") towards barrier analysis, inclusive recruitment and clearer indicators for visibility, participation and career progression.