



GENDER EQUALITY PLAN

FOR THE BUILDING RESEARCH INSTITUTE

FOR 2022-2027

SECOND EDITION, SUPPLEMENTED

ATTACHMENT TO THE DIRECTOR OF THE BUILDING RESEARCH INSTITUTE
(INSTYTUT TECHNIKI BUDOWLANEJ)
ORDER NO. 13 OF MARCH 31, 2026



TABLE OF CONTENTS

Introduction ____ 3

Part I

Data diagnosis and monitoring ____ 6

Employment ____ 6

Institute management and managerial positions at ITB ____ 13

Scientific positions, academic ranks and career development path ____ 19

Participation in national and international research projects ____ 23

Participation in academic works financed by subsidies and the FBW ____ 26

Participation in publishing teams ____ 27

Recruitment teams ____ 29

Teams performing advisory, opinion-forming and coordinating functions ____ 36

Part II

Review of the implementation of objectives and indicators ____ 38

Part III

Determination of objectives, including metrics, indicators, target groups and the sequence of actions for the years 2026 – 2027 ____ 46

Summary ____ 60

References ____ 61

List of tables ____ 63



INTRODUCTION

We present to you the second, updated and extended edition of the Gender Equality Plan for the Building Research Institute (hereinafter referred to as “Plan” or “GEP”, short for Gender Equality Plan). As announced, the Plan has been evaluated and updated. This document has been developed with all Institute employees in mind. ITB (Instytut Techniki Budowlanej), as a public entity, is obliged to possess and implement such a document.

Through the goals and actions presented in the Plan, we wish to strengthen the organisational culture of ITB. The steps proposed under the Gender Equality Plan have been defined so as to ensure alignment with the objectives and areas of actions already implemented at the Building Research Institute owing to: the Anti-Mobbing Policy, the Code of Ethics, the Social Responsibility Policy and the Employee Development Policy.

The Gender Equality Plan for the Building Research Institute aligns with the provisions of the regulation establishing the Horizon Europe Framework Programme for 2021-2027. This programme supports efforts to promote gender equality and sets the principles for integrating the gender dimension into the content of scientific research and innovation. It also highlights the need to conduct a gender-oriented analysis in project applications.

The adoption of the Plan for the Building Research Institute is in line with the European Commission's Gender Equality Strategy for the period 2020-2025 and 2024-2029, wherein ensuring equal opportunities in the workplace is a priority (<https://ec.europa.eu/newsroom/just/items/682425/en>; <https://rm.coe.int/prems-073024-gbr-2573-gender-equality-strategy-2024-29-txt-web-a5-2756/1680afc66a>). It also aligns with UN Sustainable Development Goal 5 (SDG5) – *Gender Equality and Women Empowerment*.

Based on the results of the pilot audits, the European Commission updated and clarified the requirements for the Gender Equality Plans and recommended their review.

The second edition of the Gender Equality Plan for the Building Research Institute was developed by:

- The Gender Equality Team, appointed by Decision No. 4 of the Director of the Building Research Institute of November 29, 2022 (as amended by Decision No. 3/2025 of April 11, 2025), composed of:
 - Chairperson: Danuta Sobiecka, MA
 - Deputy Chair: Agnieszka Dąbrowska, MA
 - Board members: Anhelina Mokriak, BA; Maciej Murkowski, MSc Eng; Tomasz Rozbicki, MSc Eng; Zbigniew Szczurek, MSc Eng
- Equality and Development Specialist – Anhelina Mokriak, BA
- Head of Research Works Financing Department – Aldona Kalinowska, MA
- Independent Position in charge of Management Systems at ITB – Dorota Lewnau-Kober, MSc Eng.

THE GENDER EQUALITY PLAN COMPRISES:

PART I

Data diagnosis and monitoring

PART II

Overview of the achievement of goals and indicators

PART III

Determination of goals, including metrics, indicators, target groups and the order of actions for the years 2026 – 2027

Thematic areas addressed by GEP:

- organisational culture and work – life balance,
- gender balance at the managerial and decision-making level,
- gender equality in the recruitment and career development process,
- inclusion of the gender dimension into research and educational content,
- prevention of gender-based violence, including sexual harassment.

Objectives identified during the development of the Gender Equality Plan for the Building Research Institute:

- spreading the idea of equality and diversity and supporting the work-life balance of employees,
- sustainable equal gender representation in decision-making bodies,
- optimising recruitment processes and career development,
- broadening the social significance of research, greater understanding of the diverse human needs; strengthening scientific excellence and gender balance in research project teams,
- increasing awareness of gender equality, gender-based prejudices and creating anti-discrimination mechanisms.

The aforementioned objectives will be achieved through the actions specified in a further part of the Plan. Their implementation and effectiveness will be monitored using specific indicators.

The most important idea behind the Gender Equality Plan is that the Institute should be a friendly and safe workplace (also psychologically). A place free of prejudices, including unconscious ones. A place where everyone – regardless of gender, sexual orientation, age, origin, political views, religion – enjoys equal opportunities.

We aim to include the areas of equality and diversity into the process of continuous improvement. *Diversity Equality Inclusivity* (DEI) are one of the ways to achieve better results, more effective cooperation and interesting ideas that drive innovation.

AREA OBJECTIVE	Organisational culture and work-life balance	Gender balance at the managerial and decision-making levels	Gender balance in the recruitment and professional career development process	Inclusion of the gender dimension into the research and educational content	Prevention of gender-based violence, including sexual harassment
1. Propagating the idea of equality and diversity and supporting the work-life balance of employees	X	X	X		
2. Sustainable equal gender representation in decision-making bodies		X	X		
3. Optimisation of recruitment processes and career development	X	X			
4. Broadening the social significance of research, greater understanding of diverse human needs; enhancing scientific excellence and gender balance in research project teams				X	
5. Increasing awareness of gender equality, gender-based prejudices and creating anti-discrimination mechanisms			X		X

Table 1. Areas and objectives.

PART I

DATA DIAGNOSIS AND MONITORING

The starting point for the diagnosis was the collection of data regarding the employment structure. This data was then used to analyse gender ratios across various units of the Institute and the distribution of roles performed by employees. Gender ratios in project and research teams, publication teams and recruitment teams were also examined.

The promotion pathway of scientists and employees was also taken into account. The academic ranks obtained at the Building Research Institute were also analysed. The data initially referred to the years 2020–2021.

Now we also present data for the years 2022, 2023 and 2024.

EMPLOYMENT – GENDER RATIO ANALYSIS

Total employment					
	W*	M**	Σ	W%	M%
2020	165	188	353	46.74	53.26
2021	167	181	348	47.99	52.01
2022	160	182	342	46.78	53.22
2023	165	183	348	47.41	52.59
2024	164	171	335	48.96	51.04
Average	164	181	345	47.58	52.42

Table 2. Total employment as at 31 December of a given year***.

* in the whole document W=WOMEN

** in the whole document M= MEN

***Likewise, in the further parts of the Plan, the state as at 31 December of each year is listed in a respective table.

In 2020-2024, total employment remained relatively stable, ranging between 335 and 353 employees. The number of employed women (W) reached around 160–167, while the number of men (M) 171–188. The percentage share of women in the personnel ranged from approximately 46.7% to 49%, and for men it was 51% to 53.3%.

The overall gender ratio at the Institute can therefore be considered balanced.

TOTAL EMPLOYMENT BY DIVISION

2020	Division N	Division E	Division S	Division L	Division T	Division C	Division G	Division D	total/ average
W	52	33	0	1	26	7	19	27	165
M	106	12	1	6	43	5	0	15	188
Σ	158	45	1	7	69	12	19	42	353
W%	32.91	73.33	0.00	14.29	37.68	58.33	100.00	64.29	47.60
M%	67.09	26.67	100.00	85.71	62.32	41.67	0.00	35.71	52.40
2021	Division N	Division E	Division S	Division L	Division T	Division C	Division G	Division D	total/ average
W	54	32	0	2	28	7	19	25	167
M	108	11	1	6	44	4	0	7	181
Σ	162	43	1	8	72	11	19	32	348
W%	33.33	74.42	0.00	25.00	38.89	63.64	100.00	78.12	51.68
M%	66.67	25.58	100.00	75.00	61.11	36.36	0.00	21.87	48.32
2022	Division N	Division E	Division S	Division L	Division T	Division C	Division G	Division D	total/ average
W	49	32	0	2	26	7	17	27	160
M	107	10	1	6	40	4	0	14	182
Σ	156	42	1	8	66	11	17	41	342
W%	31.41	76.19	0.00	25.00	39.39	63.64	100	65.85	50.19
M%	68.59	23.81	100.00	75.00	60.61	36.36	0	34.15	49.81
2023	Division N	Division E	Division S	Division L	Division T	Division C	Division G	Division D	total/ average
W	48	31	2	4	27	7	18	28	165
M	108	10	1	5	42	4	0	13	183
Σ	156	41	3	9	69	11	18	41	348
W%	30.77	75.61	66.67	44.44	39.13	63.64	100.00	68.29	61.07
M%	69.23	24.39	33.33	55.56	60.87	36.36	0.00	31.71	38.93
2024	Division N	Division E	Division S	Division L	Division T	Division C	Division G	Division D	total/ average
W	48	32	3	4	29	4	18	26	164
M	103	9	1	4	38	5	0	11	171
Σ	151	41	4	8	67	9	18	37	335
W%	31.79	78.05	75.00	50.00	43.28	44.44	100.00	70.27	61.60
M%	68.21	21.95	25.00	50.00	56.72	55.56	0.00	29.73	38.40

Table 3. Total employment by division – state as at 31 December.

ANALYSIS OF GENDER RATIO IN SCIENTIFIC RESEARCH UNITS BROKEN DOWN BY DIVISION

2020	Division N	Division E	Division S	Division L	Division D	total/ average
W	52	33	0	1	27	87
M	106	12	1	6	15	125
Σ	158	45	1	7	42	212
W%	32.91	73.33	0.00	14.29	64.29	44.11
M%	67.09	26.67	100.00	85.71	35.71	55.89
2021	Division N	Division E	Division S	Division L	Division D	total/ average
W	54	32	0	2	25	89
M	108	11	1	6	7	126
Σ	162	43	1	8	32	215
W%	33.33	74.42	0.00	25.00	78.125	46.55
M%	66.67	25.58	100.00	75.00	21.875	53.45
2022	Division N	Division E	Division S	Division L	Division D	total/ average
W	49	32	0	2	27	88
M	107	10	1	6	14	120
Σ	156	42	1	8	41	208
W%	31.41	76.19	0.00	25.00	65.85	56.52
M%	68.59	23.81	100.00	75.00	34.15	43.48
2023	Division N	Division E	Division S	Division L	Division D	total/ average
W	48	31	2	4	28	86
M	108	10	1	5	13	124
Σ	156	41	3	9	41	210
W%	30.77	75.61	66.67	44.44	68.29	63.50
M%	69.23	24.39	33.33	55.56	31.71	36.50
2024	Division N	Division E	Division S	Division L	Division D	total/ average
W	48	32	3	4	26	88
M	103	9	1	4	11	117
Σ	151	41	4	8	37	205
W%	31.79	78.05	75.00	50.00	70.27	66.97
M%	68.21	21.95	25.00	50.00	29.73	33.03

Table 4. Gender ratio analysis in scientific research units by division – state as at 31 December.

Men clearly predominate in Division N (around 66–69%), while women predominate in Division E (73% to 78%). Division L shows a trend towards gender balance, achieving a 50/50 gender balance in 2024 after significant previous imbalances.

EMPLOYMENT STRUCTURE IN OTHER POSITIONS (NON-SCIENTIFIC ONES)

Gender	Position	Engineering and technical specialist	Senior engineering and technical	Chief engineering and technical specialist	Specialist in	Senior Specialist in	Chief Specialist in	Technician	Senior technician	total/average
2020	W	21	20	11	25	32	11	0	0	120
	M	36	30	10	5	9	10	5	5	110
	Σ	57	50	21	30	41	21	5	5	230
	W%	36.84	40.00	52.38	83.33	78.05	52.38	0	0	42.87
	M%	63.16	60.00	47.62	16.67	21.95	47.62	100	100	57.13
2021	W	18	18	17	15	43	22	0	0	133
	M	29	29	23	1	9	14	4	4	113
	Σ	47	47	40	16	52	36	4	4	246
	W%	38.30	38.30	42.50	93.75	82.69	61.11	0	0	44.58
	M%	61.70	61.70	57.50	6.25	17.31	38.89	100	100	55.42
2022	W	11	22	16	16	43	24	0	0	132
	M	27	30	24	2	12	15	5	3	118
	Σ	38	52	40	18	55	39	5	3	250
	W%	28.95	42.31	40.00	88.89	78.18	61.54	0	0	42.48
	M%	71.05	57.69	60.00	11.11	21.82	38.46	100	100	57.52
2023	W	16	24	17	15	44	24	0	0	140
	M	24	30	25	5	8	14	3	5	114
	Σ	40	54	42	20	52	38	3	5	254
	W%	40.00	44.44	40.48	75.00	84.62	63.16	0	0	43.46
	M%	60.00	55.56	59.52	25.00	15.38	36.84	100	100	56.54
2024	W	14	23	17	15	44	24	0	0	137
	M	19	32	25	5	8	14	3	6	112
	Σ	33	55	42	20	52	38	3	6	249
	W%	42.42	41.82	40.48	75.00	84.62	63.16	0	0	43.44
	M%	57.58	58.18	59.52	25.00	15.38	36.84	100	100	56.56

Table 5. Gender ratio analysis – other positions (non-scientific) – state as at 31 December.

In engineering and technical categories, the gender ratio is fairly even. The employment structure broken down by gender is stable.

The greatest imbalance is observed in specialist positions (Specialist, Senior specialist, Chief specialist), where women significantly predominate.

Technical positions remain the furthest from gender balance, with 100% of them being male.

ANALYSIS OF THE GENDER RATIO IN RESEARCH UNITS

a) division N – Deputy Director for Research and Innovation

	Division N	Building Elements Engineering Department – NZE	Thermal Physics, Acoustics, and Environment Department – NZF	Building Structures, Geotechnics and Concrete Department – NZK	Building Materials Engineering Department – NZM	Fire Research Department – NZP	total/average
2020	W	5	16	12	13	6	52
	M	16	14	36	9	30	105
	Σ	21	30	48	22	36	157
	W%	23.81	53.33	25.00	59.09	16.67	35.58
	M%	76.19	46.67	75.00	40.91	83.33	64.42
2021	W	5	17	13	13	6	54
	M	17	13	36	9	32	107
	Σ	22	30	49	22	38	161
	W%	22.73	56.67	26.53	59.09	15.79	36.16
	M%	77.27	43.33	73.47	40.91	84.21	63.84
2022	W	5	14	12	11	7	49
	M	18	12	35	9	32	106
	Σ	23	26	47	20	39	155
	W%	21.74	53.85	25.53	55.00	17.95	34.81
	M%	78.26	46.15	74.47	45.00	82.05	65.19
2023	W	5	14	12	11	6	48
	M	18	13	34	10	32	107
	Σ	23	27	46	21	38	155
	W%	21.74	51.85	26.09	52.38	15.79	33.57
	M%	78.26	48.15	73.91	47.62	84.21	66.43
2024	W	5	15	13	9	6	48
	M	17	13	33	7	32	102
	Σ	22	28	46	16	38	150
	W%	22.73	53.57	28.26	56.25	15.79	35.32
	M%	77.27	46.43	71.74	43.75	84.21	64.68

Table 6. Gender ratio analysis – Division N – state as at 31 December.

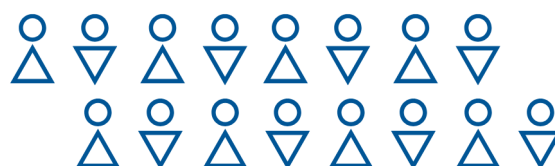
During the period under review, men dominated the NZE, NZK, and NZP units, with a share ranging from 71% to 84%. The NZF unit displayed relatively balanced proportions, with a slight predominance of women (approximately 51% to 57%). In the NZM unit, women slightly outnumbered or almost equalled men (approximately 52–59%). The most stable gender ratios were observed in the NZE and NZP units, while the NZF and NZM units showed minor fluctuations.

b) Division E – Deputy Director for Technical Assessment and European Harmonisation

	Division E	Certification Department – EC	Technical Assessment Department – EJ	Independent Position in charge of Management Systems in ITB – EQ	total/average
2020	W	14	17	1	32
	M	11	1	0	12
	Σ	25	18	1	44
	W%	56.00	94.44	100	83.48
	M%	44.00	5.56	0	16.52
2021	W	14	16	1	31
	M	10	1	0	11
	Σ	24	17	1	42
	W%	58.33	94.12	100	84.15
	M%	41.67	5.88	0	15.85
2022	W	14	16	1	31
	M	9	1	0	10
	Σ	23	17	1	41
	W%	60.87	94.12	100	85
	M%	39.13	5.88	0	15
2023	W	13	16	1	30
	M	9	1	0	10
	Σ	22	17	1	40
	W%	59.09	94.12	100	84.40
	M%	40.91	5.88	0	15.60
2024	W	14	16	1	31
	M	8	1	0	9
	Σ	22	17	1	40
	W%	63.64	94.12	100	85.92
	M%	36.36	5.88	0	14.08

Table 7. Gender ratio analysis – Division E – state as at 31 December.

The EC department was dominated by women, with their share increasing from 56% in 2020 to 63.6% in 2024. In the EJ department, women also significantly predominated (around 94%). The EQ department is a single-person department and is staffed by a female employee.

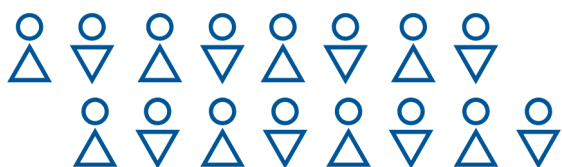


c) Division L – Head of the Laboratory Team

	Division L	LN	Calibration Laboratory – LPO	total/average
2020	W	0	0	0
	M	1	5	6
	Σ	1	5	6
	W%	0	0	0
	M%	100	100	100
2021	W	0	1	1
	M	1	5	6
	Σ	1	6	7
	W%	0	16.67	8.33
	M%	100	83.33	91.67
2022	W	0	1	1
	M	1	5	6
	Σ	0	16.67	8.33
	W%	0	16.67	8.33
	M%	100	83.33	91.67
2023	W	0	2	3
	M	1	4	5
	Σ	1	6	7
	W%	0	33.33	16.67
	M%	100	66.67	83.33
2024	W	1	2	3
	M	1	3	4
	Σ	2	5	7
	W%	50	40	45
	M%	50	60	55

Table 8. Gender ratio analysis – Division L – state as at 31 December.

In Division L, men significantly predominated (83–100%) in 2020–2022. The share of women gradually increased from 0% in 2020 to 33.33% in LPO in 2023 and to 45% in 2024, on average throughout Division L. The LPO and LN (LQ) units are numerically small, resulting in significant fluctuations in the percentage share of gender representation.



INSTITUTE MANAGEMENT

2020							
Organisational bodies and units		W	M	Σ	W%	M%	
Bodies	Director	0	1	1	0.00	100.00	
	Scientific Council	7	32	39	17.95	82.05	
Organisational units	Independent positions in the Institute's management	Deputy Directors	2	1	3	66.67	33.33
		Scientific Secretary	0	1	1	0.00	100.00
		Plenipotentiary	0	1	1	0.00	100.00
		Chief Accountant	1	0	1	100.00	0.00
		Head of the Laboratory Team	1	0	1	100.00	0.00
		11	36	47	40.60	59.40	

Table 9. – Gender ratio analysis – Institute Management 2020 – state as at 31 December.

2021							
Organisational bodies and units		W	M	Σ	W%	M%	
Bodies		Director	0	1	1	0.00	100.00
		Scientific Council	7	32	39	17.95	82.05
Organisational units	Independent positions in the Institute's management	Deputy Directors	2	1	3	66.67	33.33
		Scientific Secretary	0	1	1	0.00	100.00
		Plenipotentiary	0	1	1	0.00	100.00
		Chief Accountant	1	0	1	100.00	0.00
		Head of the Laboratory Team	1	0	1	100.00	0.00
		11	36	47	40.66	59.34	

Table 10. – Gender ratio analysis – Institute Management 2021 – state as at 31 December.

2022						
Organisational bodies and units		W	M	Σ	W%	M%
Bodies	Director	0	1	1	0.00	100.00
	Scientific Council	7	33	40	17.50	82.50
Organisational units	Deputy Directors	1	1	2	50.00	50.00
	Scientific Secretary	0	1	1	0.00	100.00
	Plenipotentiary	0	1	1	0.00	100.00
	Chief Accountant	1	0	1	100.00	0.00
	Head of the Laboratory Team	1	0	1	100.00	0.00
		10	37	47	38.21	61.79

Table 11. – Gender ratio analysis – Institute Management 2022 – state as at 31 December.

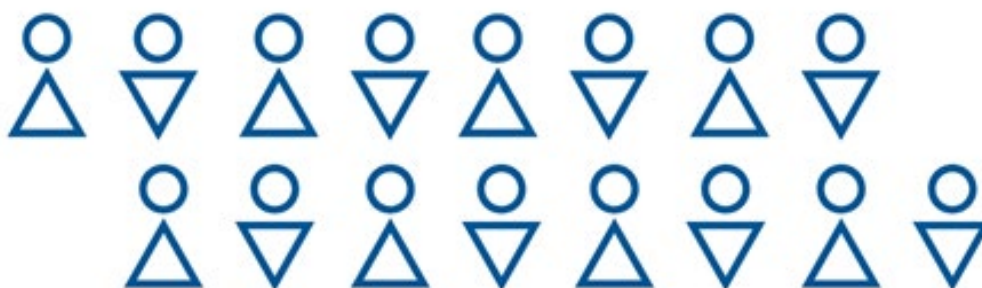
2023						
Organisational bodies and units		W	M	Σ	W%	M%
Bodies	Director	0	1	1	0.00	100.00
	Scientific Council	7	31	38	18.42	81.58
Organisational units	Deputy Directors	1	2	3	33.33	66.67
	Scientific Secretary	0	1	1	0.00	100.00
	Plenipotentiary	0	1	1	0.00	100.00
	Chief Accountant	1	0	1	100.00	0.00
	Head of the Laboratory Team	1	0	1	100.00	0.00
		10	36	46	35.96	64.04

Table 12. – Gender ratio analysis – Institute Management 2023 – state as at 31 December.

2024							
Organisational bodies and units		W	M	Σ	W%	M%	
Bodies		Director	0	1	1	0.00	100.00
		Scientific Council	7	32	39	17.95	82.05
Organisational units	Independent positions in the Institute's management	Deputy Directors	2	1	3	66.67	33.33
		Scientific Secretary	0	1	1	0.00	100.00
		Plenipotentiary	0	1	1	0.00	100.00
		Chief Accountant	1	0	1	100.00	0.00
		Head of the Laboratory Team	1	0	1	100.00	0.00
		11	36	47	40.66	59.34	

Table 13. – Gender ratio analysis – Institute Management 2024 – state as at 31 December.

Men predominated in organisational bodies and units, such as the Director and the Scientific Council. The position of Director was held by a man during the period under review; however, there was a relative gender balance among his deputies. The share of women on the Scientific Council was approximately 17–18%. It is worth recalling, however, that the Institute's Director and their deputies are appointed – in accordance with the Act on Research Institutes (Journal of Laws of 2010 No. 96, item 618 of 30.04.2010) – by the supervising minister. He also recommends some of the members of the Scientific Council of the Building Research Institute.



HEADS AND OTHER MANAGERIAL POSITIONS IN RESEARCH UNITS

A) HEADS OF SCIENTIFIC RESEARCH UNITS

	Heads	Division N	Division E	Division L	total/ average
2020	W	2	2	1	5
	M	2	0	0	2
	Σ	4	2	1	7
	W%	50	100	100	83.33
	M%	50	0	0	16.77
2021	W	3	2	1	6
	M	2	0	0	2
	Σ	5	2	1	8
	W%	60	100	100	86.67
	M%	40	0	0	13.33
2022	W	3	2	1	6
	M	2	0	0	2
	Σ	5	2	1	8
	W%	60	100	100	86.67
	M%	40	0	0	13.33
2023	W	3	2	1	6
	M	2	0	0	2
	Σ	5	2	1	8
	W%	60	100	100	86.67
	M%	40	0	0	13.33
2024	W	3	2	1	6
	M	2	0	0	2
	Σ	5	2	1	8
	W%	60	100	100	86.67
	M%	40	0	0	13.33

Table 14. – Gender ratio analysis – Heads of Research Units – state as at 31 December.

In division N, the gender ratio in Head positions was fairly balanced – from a 50:50 ratio in 2020 to a stable proportion of 60% women / 40% men in subsequent years.

In divisions E and L, there is no gender balance – 100% of Head of Research Unit positions throughout the entire period under review (2020–2024) are held by women.

OTHER MANAGERIAL POSITIONS

B) THE FOLLOWING POSITIONS ARE INCLUDED IN THE “OTHER MANAGERIAL POSITIONS” CATEGORY:

- Deputy Department Manager,
- Team Manager,
- Laboratory Manager,
- Section Manager,
- Calibration Laboratory Manager,
- Accreditation and Notification Manager / Quality Manager of the Laboratory Team (these positions existed until 2024),
- Acting Laboratory Manager,
- Laboratory Manager (other than Calibration lab).

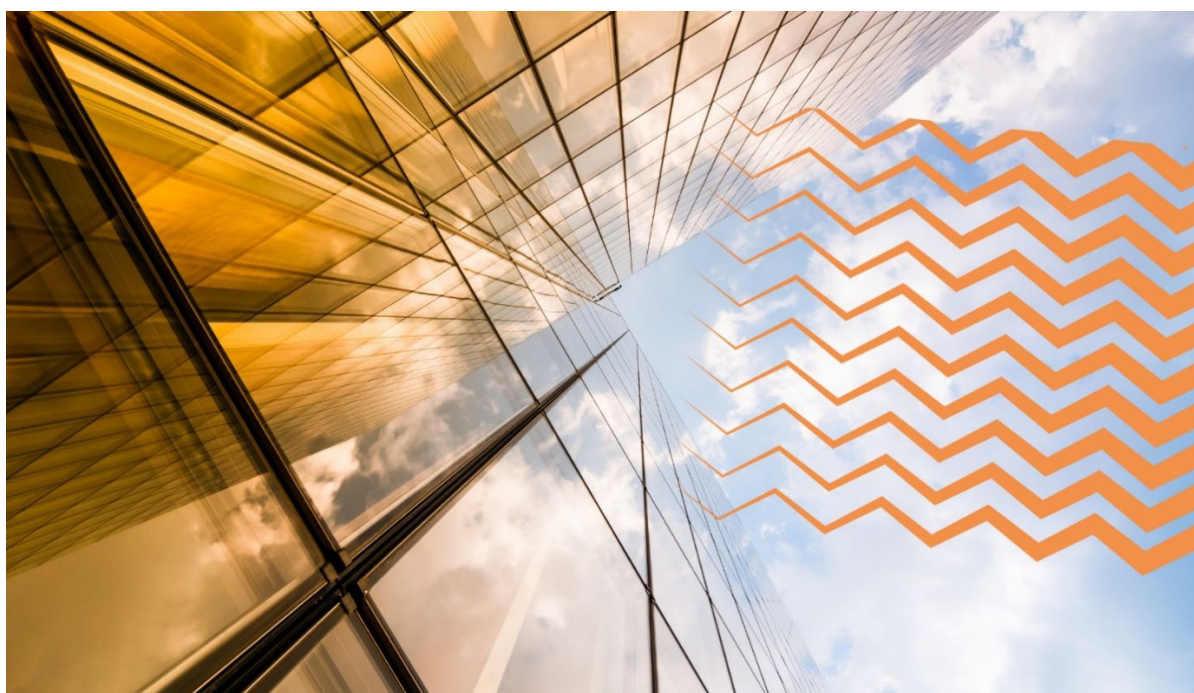
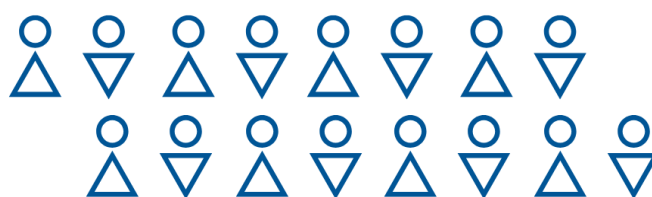
	Other managerial positions	Division N	Division E	Division L	total/ average
2020	W	6	4	1	11
	M	14	2	2	18
	Σ	20	6	3	29
	W%	30	66.67	33.33	43.33
	M%	70	33.33	66.67	56.67
2021	W	8	4	1	13
	M	15	2	2	19
	Σ	23	6	3	32
	W%	34.78	66.67	33.33	44.93
	M%	65.22	33.33	66.67	55.07
2022	W	7	6	1	14
	M	15	2	2	19
	Σ	22	8	3	33
	W%	31.82	75	33.33	46.72
	M%	68.16	25	66.67	53.28
2023	W	8	3	1	12
	M	17	2	2	21
	Σ	25	5	3	33
	W%	32	60	33.33	47.78
	M%	68	40	66.67	58.22
2024	W	8	3	0	11
	M	16	2	2	20
	Σ	24	5	2	31
	W%	33.33	60	0	31.11
	M%	66.67	40	100	68.89

Table 15. – Gender ratio analysis – other managerial positions – state as at 31 December.

During the period under review, the numerical advantage of men in Division N was significant (65%–70%), while the share of women hovered around just over 30% (30–35%).

During the same period, women predominated in other management positions in Division E (60–75%), with the number of men remaining constant.

Division L remained in reversed proportions – men accounted for approximately 67%, and in 2024 – 100%, while women in other managerial positions accounted for an average of 33% in Division L.



SCIENTIFIC POSITIONS, ACADEMIC RANKS AND CAREER DEVELOPMENT PATH AT ITB

1. ACADEMIC POSITIONS

Scientific positions available to the Institute's research staff:

- assistant,
- assistant professor,
- professor of the Institute,
- professor,
- post-doc (postdoctoral position).

	Position	assistant	assistant professor	professor of the institute	professor	Post-doc	total/ average
2020	W	3	8	2	1	0	14
	M	6	16	7	3	0	32
	Σ	9	24	9	4	0	46
	W%	33.33	33.33	22.22	25	0	28.47
	M%	66.67	66.67	77.78	75	0	71.53
2021	W	2	9	2	1	1	15
	M	4	16	8	3	0	31
	Σ	6	25	10	4	1	46
	W%	33.33	36.00	20.00	25.00	100.00	42.87
	M%	66.67	64.00	80.00	75.00	0.00	57.13
2022	W	2	8	2	0	1	13
	M	2	18	7	3	0	30
	Σ	4	26	9	3	1	43
	W%	50	30.77	22.22	0	100	40.60
	M%	50	69.23	77.78	100	0	59.40
2023	W	1	8	2	0	0	11
	M	2	19	6	2	0	29
	Σ	3	27	8	2	0	40
	W%	33.33	29.63	25.00	0	0	17.59
	M%	66.67	70.37	75.00	100	0	62.41
2024	W	1	9	2	0	0	12
	M	2	18	5	2	0	27
	Σ	3	27	7	2	0	39
	W%	33.33	33.33	28.57	0	0	23.81
	M%	66.67	66.67	71.43	100	0	76.19

Table 16. – Gender ratio analysis – scientific positions – state as at 31 December.

Men predominated in assistant and assistant professor positions – the share of women ranged from 30% to 50%. Women accounted for 20–28% of institute professor positions, while professor positions were mostly held by men (75% men and 25% women in 2020-2021). In general, a clear predominance of men in all scientific positions is noticeable, with a slightly higher representation of women in lower academic positions (assistant, assistant professor).

2. ACADEMIC RANKS

	Academic rank	doctor of economic sciences / technical sciences / engineering and technical sciences	Habilitated doctor	Total/ Average
2020	W	14	3	17
	M	33	10	43
	Σ	47	13	60
	W%	29.79	23.08	26.43
	M%	70.21	76.92	73.57
2021	W	15	3	18
	M	31	10	41
	Σ	46	13	59
	W%	32.61	23.08	27.84
	M%	67.39	76.92	72.16
2022	W	16	2	18
	M	31	9	40
	Σ	47	11	58
	W%	34.04	18.18	26.11
	M%	65.96	81.82	73.89
2023	W	15	2	17
	M	30	10	40
	Σ	45	12	57
	W%	33.33	16.67	25
	M%	67.77	83.33	75
2024	W	15	2	17
	M	27	8	35
	Σ	42	10	52
	W%	35.71	20	27.86
	M%	64.29	80	72.14

Table 17. – Gender ratio analysis – academic ranks – state as at 31 December.

In 2020, the ITB Scientific Council awarded the doctoral degree in engineering and technical sciences in the field of civil engineering and transport to one woman and one man.

In 2021, the doctoral degree was awarded to 6 employees of the Institute, all of whom were men.

In the period under review (2020–2024), approximately 30%–36% of women and 64%–70% of men held a doctoral degree in economics, technical and engineering and technical sciences. In the case of the habilitated doctor degree, the predominance of men was even clearer – women accounted for only 18–23% of all holders of this degree. Therefore, a persistent strong dominance of men at higher academic levels can be observed, with a slightly higher representation of women at the doctoral level.

CAREER DEVELOPMENT PATH AT ITB – PROMOTIONS

3. ACADEMIC POSITIONS

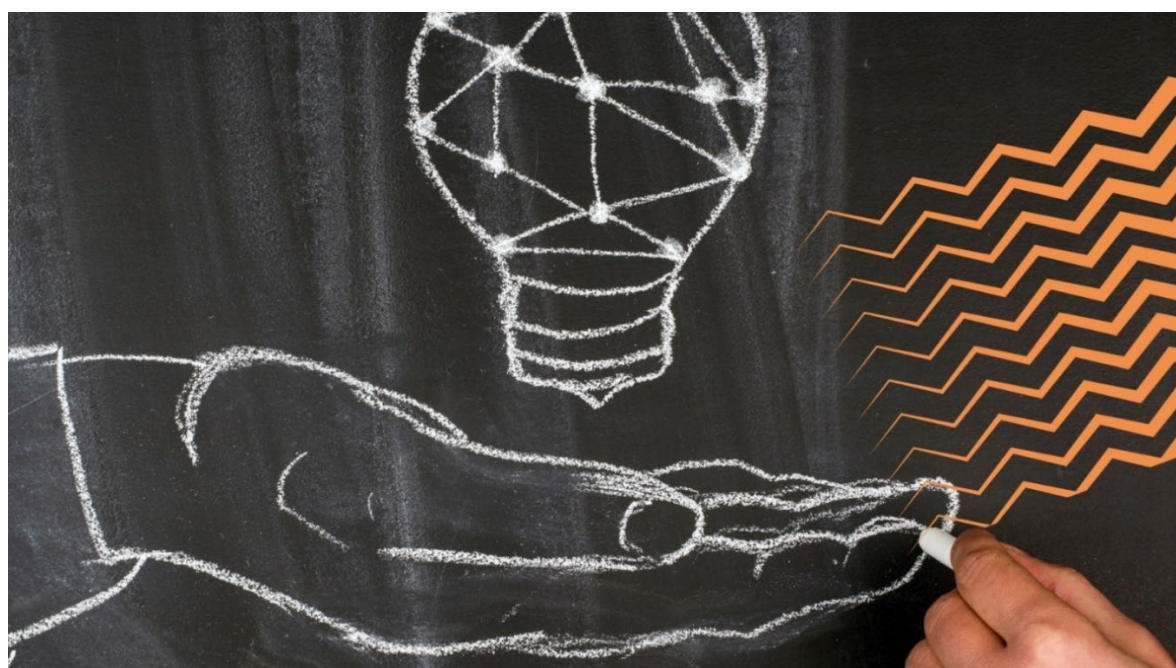
	2020		2021		2022		2023		2024	
Promotion from the position to the position	W	M	W	M	W	M	W	M	W	M
assistant professor → professor of the Institute	0	2	0	1	0	0	0	0	0	0
assistant → assistant professor	–	–	1	2	0	0	0	1	0	0
engineering and technical specialist → assistant	0	1	–	–	0	0	0	1	0	0
	0	3	1	3	0	0	0	2	0	0

Table 18. – Gender ratio analysis – promotions to academic positions, development – state as at 31 December.

In 2020-2021, the majority of promotions to academic positions (Table 18.) at the Institute were awarded to men.

There were few promotions from assistant to assistant professor and they concerned both women and men, with one woman and two men being promoted in 2021.

Promotions from engineering and technical specialist to assistant occurred twice in the period under review and concerned men (2020 and 2023). In 2022 and 2024, the number of promotions amounted to zero.



4. OTHER POSITIONS

	2020		2021		2022		2023		2024	
Promotion from the position to the position	W	M	W	M	W	M	W	M	W	M
engineering and technical specialist → senior engineering and technical specialist	2	2	4	12	7	2	1	3	2	7
specialist in → senior specialist in	2	1	9	2	1	0	3	0	5	1
senior engineering and technical specialist → chief engineering and technical specialist	2	0	6	12	1	1	0	0	2	1
senior specialist in → chief specialist in	6	0	3	2	2	1	2	1	1	1
technician → senior technician	0	1	–	–	0	0	0	0	0	3
senior technician → engineering and technical specialist	–	–	0	2	0	1	0	1	0	0
	12	4	22	30	11	5	6	5	10	13

Table 19. – Gender ratio analysis – other positions, development – state as at 31 December.

Analysing promotions in the category of other positions in 2020-2021 (Table 19.), we observe an equal proportion of 34 men and 34 women over these two years.

Most promotions concerned the transition from the position of “engineering and technical specialist” to “senior engineering and technical specialist”, with men predominating in most of the years covered by the current monitoring, although in 2020 and 2022 the share of women was comparable or higher. Promotion “specialist in” → “senior specialist in” was more balanced or women predominated, especially in 2023–2024. Women were mostly promoted to senior positions (“senior specialist” → “chief specialist”). A trend can be observed – men are more often promoted on technical career paths, while women have a stronger position in promotions to specialist roles.



PARTICIPATION IN NATIONAL AND INTERNATIONAL RESEARCH PROJECTS

YEAR	2020					2021					2022					2023					2024				
Project	W	M	Σ	W %	M %	W	M	Σ	W %	M %	W	M	Σ	W %	M %	W	M	Σ	W %	M %	W	M	Σ	W %	M %
CA V EPBD (2018–2022)	1	3	4	25	75	1	3	4	25	75	1	1	2	50	50										
POWER SRKB (2017–2023)	2	1	3	66.67	33.33	2	1	3	66.67	33.33	2	3	5	40	60	2	3	5	40	60					
LIFE Cepfib (2018–2021)	7	3	10	70	30	3	1	4	75	25															
OPUS 19 (2021–2024)						1	2	3	33.33	66.67	1	3	4	25	75	1	2	3	33.33	66.67	0	2	2	0	100
Metabuilding Labs (2021–2026)						2	6	8	25	75	1	1	2	50	50	2	2	4	50	50	2	1	3	66.67	33.33
OPUS LAP (2022–2026)											1	3	4	25	75	1	3	4	25	75	0	3	3	0	100
CA VI EPBD (2022–2027)											1	1	2	50	50	1	1	2	50	50	1	1	2	50	50
CirCon4Climate (2022–2025)											1	1	2	50	50	3	3	6	50	50	3	4	7	42.86	57.14
FoCA (2023–2025)																1	2	3	33.33	66.67	1	2	3	33.33	66.67
ATRIUM (2024–2027)																					1	1	2	50	50
Total/ Average	10	7	17	53.89	46.11	9	13	22	45.00	55.00	8	13	21	41.43	58.57	11	16	27	40.24	59.76	8	14	22	34.69	65.31

Table 20. – Gender ratio analysis – participation in national and international R&D projects.

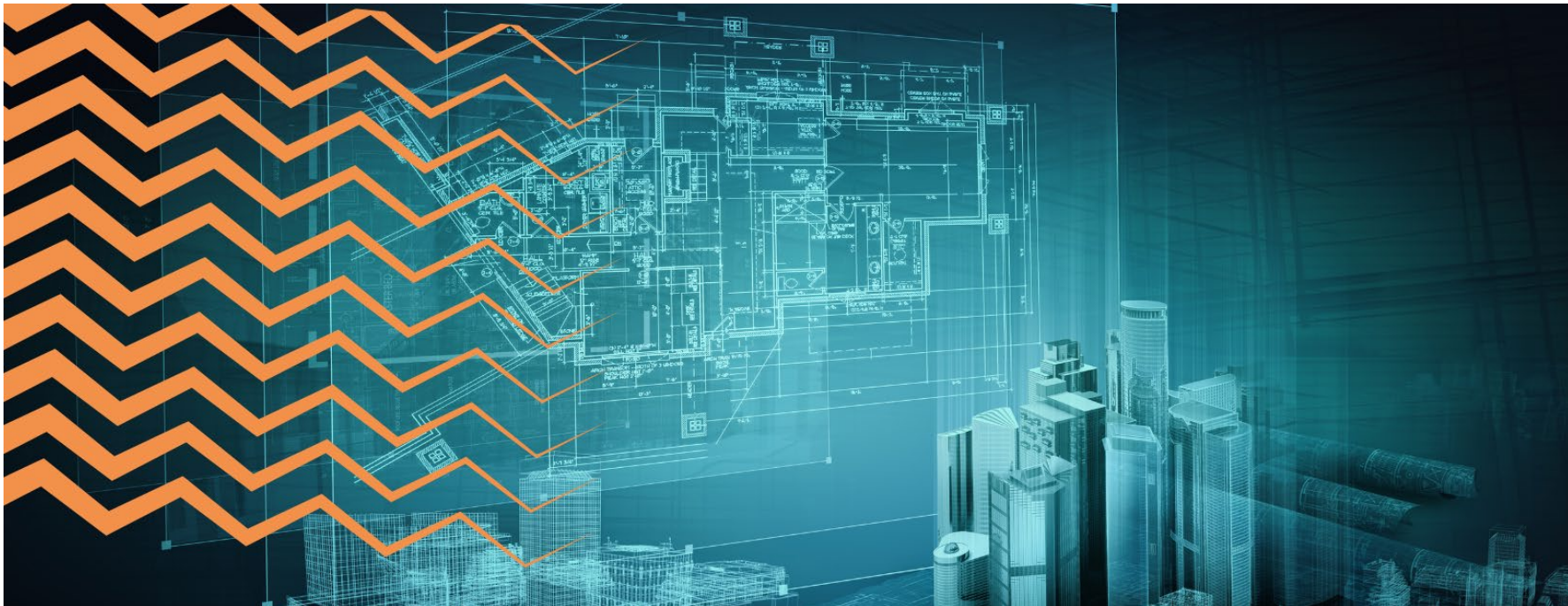
In 2020-2021, the participation of women and men in individual R&D projects ranged from 25% to 75%.

In 2020, more women participated in projects, while in 2021 – more men. In the following years, a greater participation of men occurred, but on average across all projects in each year, the proportions were close to the recommended ones: at least 40% of each gender (compare “Recommendations regarding the appointment of project manager and deputy project manager and determining the composition of project teams”).

In 2022–2024, the participation of women in projects remained at an average level of 39%, while that of men at an average level of 61%.

In newer projects (2023–2024), such as CirCon4Climate, CAVI EPBD or ATRIUM, we observe a balanced composition of project teams (50:50).

It is worth noting that since 2022, recommendations have been in force at ITB that promote the pursuit of gender balance in the management of project teams (across the entire ITB) and in the composition of individual project teams (“Recommendations regarding the appointment of project manager and deputy project manager and determining the composition of project teams” – issued on 25.11.2022).



MANAGING NATIONAL AND INTERNATIONAL RESEARCH PROJECTS

YEAR	2020			2021			2022			2023			2024		
PROJECT	W	M	Σ	W	M	Σ	W	M	Σ	W	M	Σ	W	M	Σ
CA V EPBD (2018–2022)	1	0		1	0		1	0		–	–		–	–	
LIFE Cepclafib (2018–2021)	1	0		1	0		–	–		–	–		–	–	
POWER SRKB (2017–2023)	1	0		1	0		1	0		1	0		–	–	
OPUS 19 (2021–2024)	–	–		0	1		0	1		0	1		0	1	
Metabuilding Labs (2021–2026)	–	–		0	1		0	1		0	1		0	1	
OPUS 20 LAP NEXT VIS (2022–2026)	–	–		–	–		0	1		0	1		0	1	
CA VI EPBD (2022–2027)	–	–		–	–		1	0		1	0		1	0	
CirCon4Climate (2022–2025)	–	–		–	–		0	1		0	1		0	1	
FoCA (2023–2025)	–	–		–	–		–	–		0	1		0	1	
ATRIUM (2024–2027)	–	–		–	–		–	–		–	–		0	1	
Total	3	0	3	3	2	5	3	4	7	2	5	7	1	6	7
On average per year	100%	0%	100%	60%	40%	100%	43%	57%	100%	29%	71%	100%	14%	86%	100%
On average in the period 2020–2024		W	41%												
		M	59%												

Table 21. – Gender ratio analysis – project managers in R&D projects – state as at 31 December.

In 2020–2021, women predominated among project managers. The CA V EPBD, LIFE Cepclafib and POWER SRKB projects were led by women, while the participation of men in the position of project manager was recorded only in the projects OPUS 19, OPUS 20 LAP NEXT VIS and Metabuilding Labs. The share of women managing projects was 100% in 2020 and decreased to 60% in 2021, indicating the beginning of a move towards gender balance in project management.

In 2022–2024, however, men predominated as project managers. The projects OPUS 19, OPUS 20 LAP, Metabuilding Labs, CirCon4Climate, FoCA and ATRIUM were/are headed by men. Overall, in 2020–2024, the share of women as project managers amounted to about 41%, and that of men 59%, which indicates the predominance of men in the management of R&D projects during this period. However, these proportions are in line with the recommendations requiring at least 40% representation of each gender (see: “Recommendations regarding the appointment of project manager and deputy project manager and determining the composition of project teams”).

PARTICIPATION IN SCIENTIFIC WORKS

In 2022–2024, the Institute carried out scientific works financed by subsidies and the internal research fund:

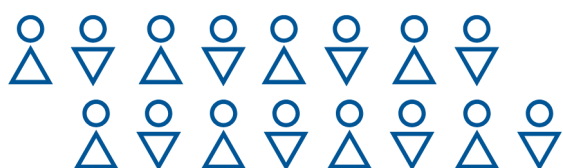
YEAR	Number of scientific papers
2022	62
2023	83
2024	78
TOTAL	223

Table 22. Number of scientific papers – state as at 31 December.

	2022	2023	2024	Total	Total in %
W	111	139	122	372	35%
M	187	250	242	679	65%
Total	298	389	364	1051	100%
	2022	2023	2024	Average	
W	37%	36%	34%	35%	
M	63%	64%	66%	65%	

Table 23. Participation of employees in scientific works – state as at 31 December.

On average, during these 3 years, 35% of women and 65% of men participated in scientific works financed under a subsidy or the Institute's internal research fund. In the case of scientific works carried out by teams, the numerically superior share of men is directly related to the number of N (scientific workers), where the proportions significantly favour men rather than women.



PARTICIPATION IN PUBLISHING TEAMS*

Publications, including papers, chapters, books, e-books					
Participation in publications of persons employed at ITB*	2022	2023	2024	Total	Total in %
W	68	35	34	137	25%
M	140	142	125	407	75%
Total	208	177	159	544	100%
Average					
W	33%	20%	21%	25%	
M	67%	80%	79%	75%	

Table 24. Participation of employees in publishing teams. Source: ITB Library.

*The data relates only to members of the publication teams employed at ITB – for each person, the participation in each publication (which usually has many authors) is counted. In total, ITB employees participated in publishing teams 544 times during the period under review (2022–2024).

YEAR	publications balanced in terms of the participation of women and men (50/50)	%	predominance of men in the publication team	%	predominance of women in the publication team	%	Total publications
2022	9	6.82	89	67.42	34	25.76	132
2023	7	6.48	87	80.56	14	12.96	108
2024	12	12.77	68	72.34	14	14.89	94
Total	28		244		62		334
Average		8.69		73.44		17.87	100%

Table 25. Number of publications involving teams with balanced and unbalanced gender proportions (among persons employed at ITB). Source: ITB Library

The data for the years 2022–2024 concerning members of the publication teams employed at ITB was analysed in this respect. Previously, no data was analysed in this respect. The data was obtained on 29 October 2025.

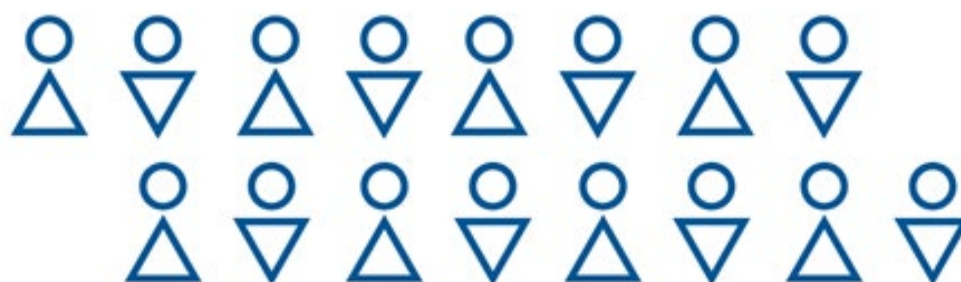
The analysis showed significant gender disparities in the group of authors of the publication. They result primarily from disproportions in the population of researchers (see Tables 16 and 26). On average, among researchers, the gender ratio was as follows:

YEAR	Women in %	Men in %
2020	28.47	71.53
2021	42.87	57.13
2022	40.60	59.40
2023	21.99	78.01
2024	23.81	76.19
Average ratio of women to men among researchers in 2020-2024	31.55	68.45

Table 26. Analysis of gender proportions among persons employed at ITB, participating in publishing teams. Source: ITB Library

The disproportionate participation of women and men in scientific works and publication teams results from gender disproportion among researchers (N). Publications by gender-balanced teams accounted for only 8.69%.

Compare: Men predominated in the position of assistant and assistant professor – the share of women ranged from 30% to 50%. Women accounted for 20–28% of the positions of professor of the institute, while the positions of professors were mostly occupied by men (25% of women in 2020-2021). In general, a clear predominance of men in all scientific positions is noticeable, with a slightly higher representation of women in lower academic positions (assistant, assistant professor).



RECRUITMENT TEAMS 2022

No.	ORGANISATIONAL UNIT	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	OWT	Technical and Administrative Specialist	1	1	2	50%	50%	mixed
2	OM	Investor supervision inspector	2	1	3	67%	33%	mixed
3	OWT	Technical Specialist (constructor)	2	1	3	67%	33%	mixed
4	TO	Senior Specialist in Public Procurement	3	0	3	100%	0%	unmixed
5	NZP	Engineering and technical specialist	2	2	4	50%	50%	mixed
			1	2	3	33%	67%	mixed
6	IT	IT systems and IT infrastructure administrator	2	1	3	67%	33%	mixed
7	EJ	Engineering and technical specialist	5	0	5	100%	0%	unmixed
8	NZP	Contracts and Settlements Specialist	2	1	3	67%	33%	mixed
9	NZM	Specialist for orders and settlements Department of Building Materials Engineering	3	0	3	100%	0%	unmixed
			3	0	3	100%	0%	unmixed
10	NZK	Engineering and technical specialist (geotechnical/construction engineer)	1	1	2	50%	50%	mixed
11	EJ	Engineering and technical specialist	5	0	5	100%	0%	unmixed
12	DZ	Information and reporting specialist	3	0	3	100%	0%	unmixed
13	OSA	Senior specialist in services and administration with the function of section manager	2	1	3	67%	33%	mixed
14	OSA	Maintenance worker	2	1	3	67%	33%	mixed
15	DZ	Management coordination specialist	3	0	3	100%	0%	unmixed
16	NZF	Senior engineering and technical specialist	3	0	3	100%	0%	unmixed
17	NZF	Engineering and technical specialist	3	0	3	100%	0%	unmixed
18	NZE	Engineering and technical specialist/Senior engineering and technical specialist	2	1	3	67%	33%	mixed

GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

19	NZE Poznań	Technician at the Building Elements Engineering Department (Poznań)	2	2	4	50%	50%	mixed
20	LPO	Engineering and technical specialist in the Calibration Laboratory	2	2	4	50%	50%	mixed
21	TA	Technical and investment procurement specialist	2	1	3	67%	33%	mixed
22	TA	Investment and construction renovation specialist	2	1	3	67%	33%	mixed
23	NZF	Chief engineering and technical specialist	3	0	3	100%	0%	unmixed
24	OWT	Maintenance worker	1	1	2	50%	50%	mixed
25	NZE	Engineering and technical specialist	3	0	3	100%	0%	unmixed
26	NZF	Engineering and technical specialist	2	0	2	100%	0%	unmixed
27	GB	Scientific works specialist	2	0	2	100%	0%	unmixed
28	GB	Scientific works specialist	2	0	2	100%	0%	unmixed
29	NZM	Worker	2	1	3	67%	33%	mixed
30	IT	IT systems and IT infrastructure administrator	1	1	2	50%	50%	mixed
31	SN	Administration specialist	2	1	3	67%	33%	mixed
32	DZ	Reporting and information specialist	3	0	3	100%	0%	unmixed
33	NZK-5	Chief engineering and technical specialist	1	2	3	33%	67%	mixed
34	DP	Equality and development specialist	3	0	3	100%	0%	unmixed
35	TA	Specialist in services and administration	1	1	2	50%	50%	mixed
36	NZM	Specialist for orders and settlements	2	1	3	67%	33%	mixed
Average						76%	24%	

Table 27. Recruitment teams 2022 – state as at 31 December.

No.	ORGANISATIONAL UNIT	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	NZF	Assistant	2	2	4	50%	50%	mixed
2	NZP	Assistant Professor	1	3	4	25%	75%	mixed
3	NZK	Assistant Professor	1	3	4	25%	75%	mixed
4	NZM	Assistant Professor	3	1	4	75%	25%	mixed
Average						44%	56%	

Table 28. Recruitment teams 2022 – scientific competitions – state as at 31 December.

RECRUITMENT TEAMS 2023

No.	ORGANISATIONAL UNIT	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	NZM	Worker	3	1	4	75%	25%	mixed
2	NZM-2NZM-1NZM-1	1. Technician	3	1	4	75%	25%	mixed
3		2. Engineering and technical specialist	2	1	3	70%	30%	mixed
4		3. Engineering and technical specialist	3	1	4	75%	25%	mixed
5	IT	IT systems and IT infrastructure administrator	1	1	2	50%	50%	mixed
6	LPO	Engineering and technical specialist	1	2	3	30%	70%	mixed
7	TZ	Purchasing specialist	2	1	3	70%	30%	mixed
8	OMT	Order and transport worker	2	1	3	70%	30%	mixed
9	EJ	Engineering and technical specialist	3	0	3	100%	0%	unmixed
10	NZP-3	Engineering and technical specialist	1	2	3	30%	70%	mixed
11	NZF-3	Engineering and technical specialist	2	0	2	100%	0%	unmixed
12	CM	Specialist in services for training	x	x	x	x	x	x
13	DD	Advisor to the Director	1	2	3	30%	70%	mixed
14	TA	Investment and construction renovation specialist	1	1	2	50%	50%	mixed
15	TA	Energy and technical specialist	1	1	2	50%	50%	mixed
16	TA	Specialist in services and administration	1	1	2	50%	50%	mixed
17	CW	Editor-in-chief	1	2	3	30%	70%	mixed
18	BHP	Specialist in OHS	2	0	2	100%	0%	unmixed
19	BHP	Specialist in OHS (renewal)	2	0	2	100%	0%	unmixed
20	NZK-4	Senior engineering and technical specialist (geologist/geotechnician)	1	1	2	50%	50%	mixed
21	NZE	Technician, Wielkopolska Branch	2	1	3	70%	30%	mixed
22	NZE	Technician	2	1	3	70%	30%	mixed
23	NZE	Technician, Wielkopolska Branch	2	1	3	70%	30%	mixed
24	NZE	Engineering and technical specialist/Chief engineering and technical specialist	3	0	3	100%	0%	unmixed
25	GB	Scientific works specialist	2	0	2	100%	0%	unmixed

26	GB	Specialist in settlements of scientific works (renewal)	2	0	2	100%	0%	unmixed
27	GK	Accountant	3	0	3	100%	0%	unmixed
28	OMT	Specialist in engineering maintenance of technical facilities and assets	1	1	2	50%	50%	mixed
29	OMT	Specialist in maintenance and engineering services for technical facilities	1	1	2	50%	50%	mixed
30	TA	Fixed assets and administration specialist	1	1	2	50%	50%	mixed
31	NZK	Chief engineering and technical specialist	1	2	3	30%	70%	mixed
32	NZF	Engineering and technical specialist	x	x	x	x	x	x
33	NZK	Chief engineering and technical specialist	1	2	3	30%	70%	mixed
34	DN	Classified information protection officer	1	1	2	50%	50%	mixed
35	EC	Engineering and technical specialist	3	1	4	75%	25%	mixed
36	EC	Engineering and technical specialist	x	x	x	x	x	x
37	TA	Chief technical and administrative specialist with the function of department Deputy Head	1	1	2	50%	50%	mixed
38	TA	Attorney-at-law	2	2	4	50%	50%	mixed
39	NZM	Senior engineering and technical specialist	2	1	3	70%	30%	mixed
40	DZ	Administration specialist	3	0	3	100%	0%	unmixed
Average						65%	35%	

Table 29. Recruitment teams 2023 – state as at 31 December.

No.	ORGANISATIONAL AUTHORITY	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	NZP	Assistant	1	3	4	25%	75%	mixed
2	NZK	Assistant Professor	1	3	4	25%	75%	mixed
Average						25%	75%	

Table 30. Recruitment teams 2023 – scientific competitions – state as at 31 December.

RECRUITMENT TEAMS 2024

No.	ORGANISATIONAL UNIT	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	LQ	Engineering and technical specialist	2	1	3	70%	30%	mixed
2	DZ	Administration specialist	3	0	3	100%	0%	unmixed
3	GB	Specialist in settlements of scientific works	2	0	2	100%	0%	unmixed
4	EC	Engineering and technical specialist	2	1	3	70%	30%	mixed
5	DP	Specialist in servicing business travel	3	0	3	100%	0%	unmixed
6	DZ	Administration specialist	2	0	2	100%	0%	unmixed
7	NZP	Engineering and technical specialist	2	2	4	50%	50%	mixed
8	OMT	Specialist in engineering maintenance of technical facilities and assets	1	1	2	50%	50%	mixed
9	GB	Specialist in settlements of scientific works	3	0	3	100%	0%	unmixed
10	GF	Independent accountant - cashier / Independent accountant – cashier	4	0	4	100%	0%	unmixed
11	CW	Editor	1	2	3	30%	70%	mixed
12	NZF	Engineering and technical specialist	3	0	3	100%	0%	unmixed
13	NZK	Senior engineering and technical specialist (geologist/geotechnician)	2	1	3	70%	30%	mixed
14	NZK	Engineering and technical specialist (geotechnician/construction engineer)	2	1	3	70%	30%	mixed
15	TZ	Purchasing specialist	2	0	2	100%	0%	unmixed
16	NZM	Engineering and technical specialist	2	1	3	70%	30%	mixed
17	CW	Editor	1	2	3	30%	70%	mixed
18	NZF	Chief engineering and technical specialist	2	1	3	70%	30%	mixed
19	TA	Maintenance and technical procurement specialist	2	1	3	70%	30%	mixed
20	TA	Investment and construction renovation specialist	2	1	3	70%	30%	mixed
21	TA	Technical and Administrative Specialist	2	1	3	70%	30%	mixed
22	NZF	Chief engineering and technical specialist	2	0	2	100%	0%	unmixed
23	BHP	Specialist in OHS	2	0	2	100%	0%	unmixed

24	TA	Chief technical and administrative specialist with the function of Head of Branch	2	1	3	70%	30%	mixed
25	TA	Specialist in archiving;	2	1	3	70%	30%	mixed
26	DZ	Administration specialist	2	0	2	100%	0%	unmixed
Average						78%	22%	

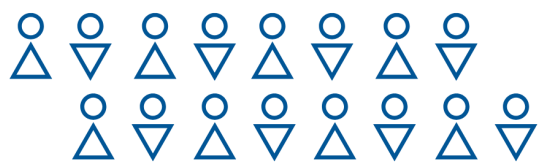
Table 31. Recruitment teams 2024 – state as at 31 December.

No.	ORGANISATIONAL UNIT	NAME OF THE POSITION	RECRUITMENT COMMITTEES					
			W	M	Σ	% W	% M	COMPOSITION
1	NZF	Assistant Professor NZF	2	2	4	50%	50%	mixed
2	NZK	Assistant Professor NZK	1	4	5	20%	80%	mixed
Average						35%	65%	

Table 32. Recruitment teams 2024 – scientific competitions – state as at 31 December.

	2021		2023		2024		AVERAGE	
	W %	M %	W %	M %	W %	M%	W %	M %
RECRUITMENT COMMITTEES	76%	24%	65%	35%	78%	22%	73%	27%
RECRUITMENT COMMITTEES	44%	56%	25%	75%	35%	65%	35%	65%

Table 33. Competition committees 2024 – scientific competitions – state as at 31 December.



RECRUITMENT COMMITTEES

- Most of the committees were dominated by women – on average 65–78%.
- Committees with uniform composition in terms of gender (unmixed ones) operated mainly in the case of technical or engineering-technical specialist positions, where often only women or only men participated in the committees.
- Most committees, however, were mixed, with a predominance of women, especially in the recruitment for administrative, technical and support positions.

Scientific recruitment committees

- Women accounted for an average of 35–50% of committee members, while men predominated in committees recruiting for academic positions (assistant professor, assistant).
- Scientific committees had more balanced proportions, but still with a predominance of men – compared to recruitment committees for administrative and technical positions.

In summary, recruitment committees were mostly dominated by women, whereas scientific committees were dominated by men.



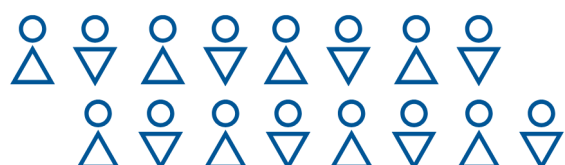
TEAMS PERFORMING ADVISORY, OPINION-FORMING AND COORDINATING FUNCTIONS

2021					
Body	W	M	Σ	W%	M%
Information Security Committee	4	3	7	57.14	42.86
Collegium	7	10	17	41.18	58.82
Disciplinary Committee	1	6	7	14.29	85.71
Impartiality Committee	4	4	8	50.00	50.00
	16	23	39	40.65	59.35

Table 34. Teams performing advisory, opinion-forming and coordinating functions 2021 – state as at 31 December.

2022					
Body	W	M	Σ	W%	M%
Information Security Committee	4	3	7	57.14	42.86
Collegium	7	10	17	41.18	58.82
Disciplinary Committee	1	6	7	14.29	85.71
Impartiality Committee	4	4	8	50.00	50.00
	16	23	39	40.65	59.35

Table 35. Teams performing advisory, opinion-forming and coordinating functions 2022 – state as at 31 December.



2023					
Body	W	M	Σ	W%	M%
Information Security Committee	4	3	7	57.14	42.86
Collegium	7	10	17	41.18	58.82
Disciplinary Committee	1	6	7	14.29	85.71
Impartiality Committee	4	3	7	57.14	42.86
	16	22	38	42.44	57.56

Table 36. Teams performing advisory, opinion-forming and coordinating functions 2023 – state as at 31 December.

2024					
Body	W	M	Σ	W%	M%
Information Security Committee	3	3	6	50.00	50.00
Collegium	8	10	18	44.44	55.56
Disciplinary Committee	1	6	7	14.29	85.71
Impartiality Committee	2	4	6	33.33	66.67
	14	23	37	35.52	64.48

Table 37. Teams performing advisory, opinion-forming and coordinating functions 2024 – state as at 31 December.

In 2021, in advisory, opinion-forming and coordinating teams, functions were entrusted to men in 59.35% of cases and to women in 40.65% (Table 34).

The Information Security Committee was relatively gender-balanced, with a slight predominance of women in 2021-2023, while in 2024 the composition became fully balanced (50% women, 50% men).

The Collegium was characterised by a slight predominance of men (approx. 55–59%), although the number of women increased in 2024.

The Disciplinary Committee was dominated by men – the share of women was only 14%, consistently across all years.

The Impartiality Committee had the most balanced composition in 2021–2022 (50% women, 50% men), but in 2024 the share of women decreased to 33%, while that of men increased to 67%.

PART II

Review of the implementation of objectives and indicators

AREAS OF ACTIVITY:

1. ORGANISATIONAL CULTURE AND WORK-LIFE BALANCE

Objective: Spreading the idea of equality and diversity and supporting the work-life balance of employees

Action 1.1: Regular survey-based studies on the perception of the work environment climate. Data collection and analysis.

In 2022, no surveys were conducted.

In 2023, two questionnaire surveys were conducted:

- Equality questionnaire (155 employees; 47%)
- Satisfaction questionnaire (102 employees; 33%)

In 2024, two questionnaire surveys were conducted:

- Equality survey (49 employees; 15%)
- Satisfaction questionnaire (96 employees; 29%)

Questionnaire results are communicated to employees by email and made available on the Internal Portal.

Anonymous questionnaires addressed to all employees were prepared, conducted and analysed by the Equality and Development Specialist (Human Resources Management Department).

Action 1.2: Communication activities: publishing information on the GEP and equality-related issues on the ITB Internal Portal, creating a repository on the portal containing training materials; describing and promoting good practices.

Communication channels addressed to all ITB employees with access to the intranet and ITB email:

1. Questionnaires, links included in mailings and on the Internal Portal.
2. The "Gender Equality Plan 2022–2027" folder (currently 112 users) on the Internal Portal, where the following folders are available:
 - Questionnaires (results and discussion of 3 equality questionnaires, a questionnaire on the awareness of the ITB GEP, and job satisfaction questionnaires),
 - "Gender Equality Plan for the Building Research Institute for 2022 –2027" – in Polish,
 - Articles (3 articles on equality-related topics),

- Annual reports on the activities of the Gender Equality Team (3 reports – for 2022, 2023 and 2024),
- Gender Equality News newsletter – monthly newsletters (from 2025),
- Training materials, including:
 - “Anti-Discrimination Guidebook – practical advice”,
 - Guidebook entitled “Personal boundaries”,
 - “Mobbing vs discrimination”,
 - “Anti-Discrimination Guidebook. Equality Inspires”,
 - “Mobbing vs discrimination – key differences”,
 - Equality and Balance in Research Projects,
 - “Gender perspective in technological solutions. How to design for everyone?”.

3. A folder “Gender Equality in Projects” (currently 71 users) was created on the Internal Portal, where informational and training materials are published on the subject of:

- European Commission guidelines related to participation in framework programmes for research and innovation,
- gender equality in projects,
- integrating the gender perspective into the content of scientific research.

In the folder “Gender Equality in Projects”, the following materials were made available:

- “Gender Equality in Horizon Europe Projects”,
- “Recommendations on appointing project managers and their deputies and on determining the composition of project teams”,
- Gender Equality: A Strengthened Commitment in Horizon Europe,
- Gender Equality News – updates on gender equality in research and innovation – monthly newsletters published since April 2023,
- “Diversity and innovation” – an information brochure by the National Centre for Research and Development on the positive impact of gender and age diversity on innovation.
- “Gender Equality Plan for the Building Research Institute for 2022–2027” – in Polish and English.

In the subfolder “Gender dimension in research and innovation content”, the following materials were made available:

- “Gendered Innovations – How Inclusive Analysis Contributes to Research and Innovation” – European Commission leaflet,
- “Gender Toolkit – Energy” – an example of gender perspective analysis in energy research,
- “Gender Wave Tool” – a list of questions for analysing the gender perspective in planned research,
- “Gender dimension analysis – the gender dimension in research and innovation content” – workshop,
- “Integrating the gender perspective into research”,
- “Incorporating the gender dimension into research and innovation content” – a workshop for Horizon Europe applicants,
- “How to include the gender dimension in HORIZON EUROPE projects” – a guide in Polish,
- “Checklist for Gender in Research” – a list of questions at the R&D planning stage,
- “Gendered Innovations 2 – How Inclusive Analysis Contributes to Research and Innovation”.

The “Gender Equality in Projects” catalogue also includes:

- Invitation to an e-learning course – Equality and balance in research projects – a free English-language course on including the gender perspective in the content of scientific research,
 - Equality principles in European Funds 2021–2027 – a presentation on horizontal principles in projects funded by the European Union.
4. The following numbers of employees were familiarised with equality and anti-discrimination content:
- in 2022 – 0 employees,
 - in 2023 – 155 employees,
 - in 2024 – 49 employees.
5. Equality-related announcements on the Internal Portal (regarding the implementation of the Gender Equality Plan)
- prepared by the Gender Equality Team: 433 views,
 - prepared by the Equality and Development Specialist: 116 views.
6. Mailing – to all employees of the Institute.

Action 1.3: Opportunity to set individual working time, remote work, task-based working time, etc.

The Institute has introduced systemic solutions that allow employees to effectively combine professional duties with family and private life, in accordance with the provisions of the Labour Code. Employees exercising rights related to childcare, care leave or individual working arrangements are protected against any discriminatory actions or attempts to terminate the employment contract for this reason.

In accordance with the law and the assumptions of the Gender Equality Plan, the Institute proposes the following forms of support:

1. Individual worktime arrangements
 - Employees raising children up to the age of 8 may submit applications for flexible worktime arrangements.
 - As part of the individual worktime arrangement, we provide:
 - occasional or hybrid remote work, both types of work are available to all employees. In the case of hybrid work, it is necessary to submit a written request to the Director, while requests for occasional remote work are submitted via the Internal Portal IT system. In 2023, 68 persons benefited from hybrid work, including 45 women and 23 men. In 2024, the number of employees using this working arrangement increased to 80 persons (54 women and 24 men).
 - individual working schedule (granted upon a written request),
 - part-time work (part-time employment)
 - Employee applications are processed in a way that takes into account both the needs of the employee and the organisational capabilities of the Institute.

Employees may request to return to the standard working time arrangements in the case of changes in their family situation.

Remote/hybrid work									
2023					2024				
W	M	Σ	W%	M%	W	M	Σ	W%	M%
45	23	68	66.67	33.33	54	26	80	66.67	33.33

Table 38. Hybrid remote work 2023, 2024 state as at 31 December.

2. Parental and maternity/paternity leave
 - The Institute allows employees to take full parental leave in accordance with the Labour Code, including the exclusive part of the leave for each parent.
 - Grants leaves flexibly, allowing them to be divided into parts and adapted to the working schedule of the organisation.
 - After the end of parental leave, the employee is guaranteed a return to their former position or an equivalent position on conditions no less favourable than those before the leave.
 - The employer allows combining part of parental leave with part-time work, which enables employees to gradually return to full professional activity.
3. Carer's leave
 - Employees may use 5 days of carer's leave per calendar year to provide personal care or support to family members.
 - The Institute enables flexible scheduling of days off to ensure they do not conflict with professional duties and at the same time provide meaningful assistance to the family.
4. Emergency leave
 - Employees are entitled to short-term leave in the event of an urgent, unforeseen family circumstances requiring one's immediate presence.
 - The employer ensures continued payment of remuneration during such a period and a flexible approach to the working schedule.

2. GENDER BALANCE AT MANAGERIAL AND DECISION-MAKING LEVEL

Objective: Equal gender representation in decision-making bodies

Action 2.1: Development of recommendations on gender equality in decision-making bodies and teams.

Not implemented during the period under review.

Action 2.2: Formulation and implementation of recommendations for assigning the position of project manager or deputy project manager.

The "Recommendations for assigning the position of project manager and deputy project manager and determining the composition of project teams", issue of 25.11.2022, was developed and implemented.

3. GENDER BALANCE IN THE PROCESS OF RECRUITMENT AND CAREER DEVELOPMENT

Objective: Optimisation of recruitment processes and career development

Action 3.1: Further optimisation of recruitment processes (internal and external recruitment) through clear and transparent criteria, onboarding and establishing development path.

1. The size of the gender employment gap

The analysis of HR data for the years 2022–2024 revealed a sustained overall gender balance among employees at the Institute. The share of women in employment fluctuated between 46-48%, which falls within the assumed balance range ($>40\div 50\%$). No significant gender differences in access to recruitment or promotions were observed. There is still a slightly lower representation of women in the engineering and technical areas.

2. Analysis of recruitment committees' composition in terms of gender equality

During the period under review (2022-2024), a mixed composition of recruitment panels and recruitment committees was maintained, although gender proportions fluctuated slightly depending on the type of position and the availability of personnel in a given area.

	Recruitment teams		Recruitment Committees	
	W	M	W	M
2022	76%	24%,	44%,	56%
2023	64%	36%,	25%	75%
2024	75%	25%,	35%	65%

Table 39. Recruitment teams, recruitment committees 2022–2024 state as at 31 December.

Action 3.2: Analysis of staff turnover in terms of gender.

1. Staff turnover in terms of gender and its causes

In the years 2022–2024, the average staff turnover rate at the Institute was 10.08%, and in individual years it was follows:

- 2022 – 11.03%,
- 2023 – 7.54%,
- 2024 – 11.67%.

This value is on the borderline of the alert threshold set in the Gender Equality Plan (10%).

The gender-disaggregated data analysis showed no significant differences in turnover rates – among the staff leaving, the ratio was 43.24% women to 56.76% men, confirming a relative gender balance in this area.

In 2023, an anonymous exit questionnaire was introduced to examine the experiences of the persons leaving the Institute. The objective of the questionnaire was to identify the reasons for the decision to terminate cooperation and to assess the quality of the work environment. Based on the results collected, the most common reasons for leaving employment were identified as follows:

- desire for professional development in other entities,
- personal factors – relocation, family responsibilities, childcare or providing care to dependents,
- expecting greater organisational flexibility, higher remuneration and broader career advancement opportunities.

The results of the questionnaire indicate that the turnover is primarily natural, related to the dynamics of the staff professional development. No cases of resignation resulting from a sense of unequal treatment based on gender or other forms of discrimination were recorded.

2. New employee turnover (already at the onboarding stage) and the reasons for this phenomenon

(onboarding refers to a series of activities aimed at the adaptation of a newly hired employee).

In the years 2022-2024, out of all people who ended their collaboration with the Institute, 43 people (38% of the total number of the staff leaving) were those who resigned during the first four years of employment. In this group, 44% were women and 56% were men, indicating a relatively balanced gender ratio in early turnover.

In order to better understand the reasons for this phenomenon, an anonymous questionnaire was implemented to assess the onboarding process for new employees. The questionnaire was developed in 2023 and includes an assessment of the quality of communication, availability of work tools, substantive support, and the overall experience in the first months of employment.

The survey results indicate that new employees mostly positively evaluate the onboarding process, highlighting friendly atmosphere, openness of teams, and effective internal communication. The process was assessed as well-organised and supportive, although several areas requiring improvement were identified:

1. Organising access to company equipment and technical resources – in some cases, newly hired employees had to wait for a computer or other assets to be assigned. Plans were made to expedite administrative procedures in this area.
2. Adjustment of onboarding training to the specific role – some participants indicated the need to better connect training content with day-to-day tasks and practical aspects of work.
3. Designating a person responsible for the onboarding process – a new employee onboarding program is planned for the near future. The goal of this program is to streamline the onboarding process and increase engagement and retention in the first months of employment. Within each team persons will be designated and tasked with inducting and supporting new employees through the onboarding process, providing information about the organisational structure, and assisting them in understanding applicable procedures and work standards. This person's role and responsibilities will be clearly and precisely defined to ensure a balance between providing support and fulfilling their own professional responsibilities.

Action 3.3: Diagnosis of the needs of people returning to scientific work after parental leave on the part of the Institute.

In the years 2022–2024, 7 persons returned to the Institute from maternity and parental leave. These returns proceeded smoothly, and those returning received support in terms of work organisation, flexible hours, and the opportunity to gradually integrate into their responsibilities.

4. INTEGRATING THE GENDER DIMENSION INTO RESEARCH AND EDUCATIONAL CONTENT

Objective: Expanding the social relevance of research, greater understanding of people's diverse needs; strengthening scientific excellence and gender balance in research project teams

Action 4.1: Promotion of gender-equal teams carrying out scientific works and publications.

During the introduction and implementation of the Gender Equality Plan for the Building Research Institute and based on experience gained, the development of recommendations for researchers was strengthened by the systematic and long-term promotion of content related to gender balance in teams. Greater care was observed among heads of teams in selecting team members. Team balance became one of the elements considered when preparing competition applications.

Action 4.2: Formulation and implementation of recommendations for determining the composition of research project teams.

- Recommendations PsG-01-02-A_R-01 were developed and published
- Recommendations regarding the appointment of project managers and their deputies and the composition of project teams were implemented.
- They were implemented into the PSG-01-02/A process.

5. PREVENTION OF GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT

Objective: Increasing awareness of gender equality, gender bias and creating anti-discrimination mechanisms

Action 5.1: Conducting an information campaign and trainings, workshops and meetings related to disseminating knowledge about the forms of discrimination and ways to counteract them.

- a) raising awareness of stereotypes and eliminating prejudices,
- b) transferring knowledge about the principle of gender equality, sensitivity to areas and forms of discrimination,
- c) transfer of good practices and examples of effective implementation of the principles of equal opportunities,
- d) promoting a culture of inclusion within the Institute.

For this purpose, a repository was created on the Internal Portal, where information about GEP and equality issues, as well as training materials and descriptions of good practices, are posted.

- A tab titled "Gender equality plan 2022–2027" was created on the Internal Portal, with a folder titled: "Training materials". Among them, the following can be found:
 - 1) "Anti-discrimination Guide. Equality Inspires." (December 2022),
 - 2) "Anti-discrimination Helper – Practical Advice" (November 2023),
 - 3) "Personal Boundaries and Sexual Harassment in the Workplace. Building Healthy Relationships." (July 2024),
 - 4) Presentation titled "What are the Differences Between Mobbing and Discrimination".
 - 5) "Equality and Balance in Research Projects" (AGH University course) (2025),
 - 6) "Gender perspective in Technological Solutions. How to Design for Everyone?" (invitation to a webinar) (2025),

- 7) "Diversity and Inclusion" training (2024), 314 people participated in the training, representing approximately 94% of all employees employed that year.

Action 5.2: Establishment of the Gender Equality Team at the Building Research Institute.

By Decision No. 4 of the ITB Director of 29 November 2022, the Gender Equality Team at the Building Research Institute was established. The Team operates and publishes an annual report on its activities on the Internal Portal.

Action 5.3: Establishment of a position tasked with counteracting discrimination and preparation of channels for reporting cases of sexual harassment and discriminatory practices.

As part of our efforts to promote equal treatment and counteract discrimination, the position of Equality and Development Specialist was created. The position was created within the Human Resources Management Department (HR).

The Equality and Development Specialist's scope of activities:

1. Information campaigns

- Preparing and implementing activities to raise employee awareness of equal treatment, counteracting discrimination, and building an inclusive work environment.
- Regular publishing of educational materials and informational announcements.

2. Promoting equality

- Supporting initiatives and programmes that strengthen a culture of equality, respect for diversity, and inclusion.
- Recommending solutions that promote equal treatment in HR processes and daily organisational practice.

3. Publication of surveys and results

- Developing and disseminating surveys on equality, work comfort, and perception of the organisational environment.
- Analysing and publishing survey results summaries.

4. Assistance in organising trainings

- Collaborating in planning and coordinating training on equality, anti-discrimination, communication, and organisational culture.
- Identifying training needs and coordinating employee development activities.

Action 5.4: Development of an "Anti-discrimination Guidebook" to mitigate the risks of conflicts in the workplace, together with a description of the procedure to be followed by victims of discrimination.

The "Anti-Discrimination Guidebook" was developed and posted on the Internal Portal.

PART III

DETERMINATION OF OBJECTIVES, INCLUDING METRICS, INDICATORS, TARGET GROUPS AND THE SEQUENCE OF ACTIONS FOR THE YEARS 2026 – 2027

AREAS OF ACTIVITY:

1. ORGANISATIONAL CULTURE AND WORK-LIFE BALANCE

Objective: Spreading the idea of equality and diversity and supporting the work-life balance of employees

Action 1.1: Continue periodic surveys on perception of the work environment climate. Collect and analyse data, taking into account gender.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of questionnaire surveys conducted	Preparing, conducting and processing the results of at least two questionnaire surveys per year	ITB Employees	Questionnaire preparation	Human Resources Management Department
Number of employees having the opportunity to comment on the work environment	100% of employees with access to surveys		Questionnaire distribution	
Number of employees who responded to the questionnaire questions	Completion of surveys by at least 60% of employees		Data analysis	Equality and Development Specialist
Number of published questionnaire survey results	Annual publication of survey results		Publication of conclusions resulting from the questionnaire survey	Gender Equality Team

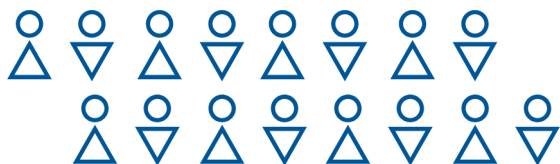
Table 40. Objectives, actions and indicators for 2026–2027: area 1, action 1.1.

GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 1.2: Further communication activities: posting information on GEP and equality issues on the internal ITB website, in the repository; training materials; descriptions and promotion of good practices.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of communication channels Number of employees familiar with equality and anti-discrimination issues Number of materials uploaded to the repository Number of publications on equality issues on the Internal Portal	Use of at least two communication channels, including an e-learning platform Verification of the validity of the information contained in the repository - once every six months Familiarisation of at least 50% of employees with equality issues Posting new or reminder information on equality issues – at least once a year Monitoring the number of views/publications via the Internal Portal once a year	ITB Employees	Preparation of a communication strategy associated with GEP Gathering and dissemination of materials on good practices Publishing of training and information materials from the EC, NCBR (National Centre for Research and Development) MNiSW (Ministry of Education and Science) on the internal website Development of materials promoting the principles of equality and diversity	Equality and Development Specialist Gender Equality Team

Table 41. Objectives, actions and indicators for 2026–2027: area 1, action 1.2.



GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 1.3: Opportunity to set individual working time, remote work, task-based working time, etc.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of people using employment forms which facilitate combining work and home responsibilities	Annual information on the number of requests submitted by employees for individual working time, remote work, task-based working time, etc.	ITB Employees	Ongoing processing of employees' applications for individual working time, remote work, task-based working time, etc.	Members of ITB management, Human Resource Management Department

Table 42. Objectives, actions and indicators for 2026–2027: area 1, action 1.3.



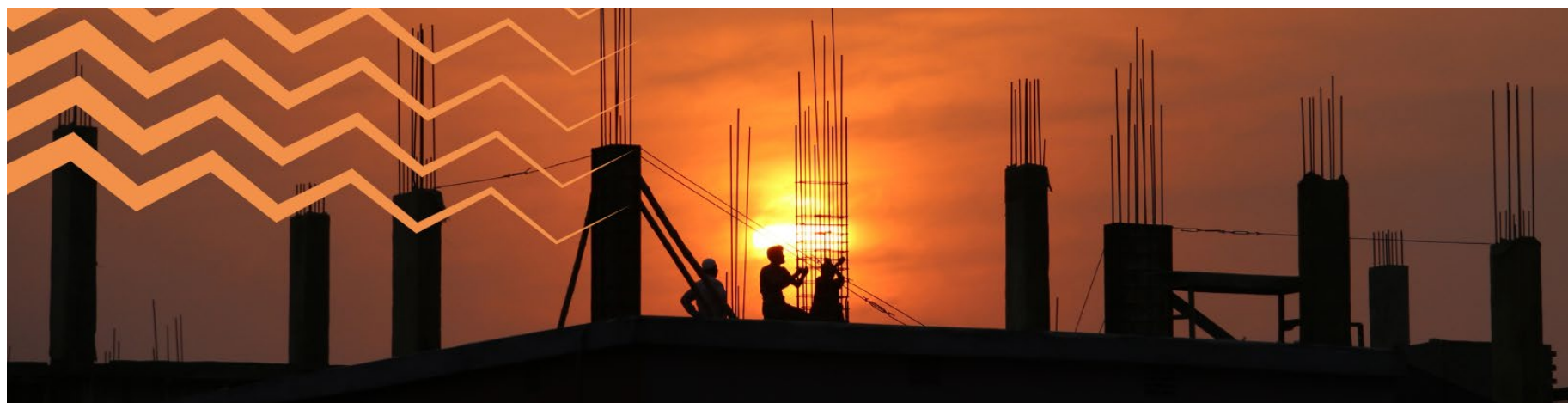
2. GENDER BALANCE AT MANAGERIAL AND DECISION-MAKING LEVEL

Objective: Sustainable equal gender representation in decision-making bodies

Action 2.1: Development of recommendations on gender equality in decision-making bodies and teams.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Development of recommendations on gender equality in decision-making bodies and teams.	Implementation of the recommendation by the end of 2026	ITB Employees	Development of recommendations by the Gender Equality Team	Gender Equality Team
Developing an anti-discrimination policy, including the use of job descriptions free from stereotypes, mixed recruitment panels, and blind CVs (gender-blind)	Publication of the anti-discrimination policy by the end of 2027		Development of the Anti-Discrimination Policy	Human Resources Management Department and Equality and Development Specialist

Table 43. Objectives, actions and indicators for 2026–2027: area 2, action 2.1.



GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 2.2: Monitoring the implementation of recommendations for entrusting the position of project manager or deputy project manager in teams implementing domestic and foreign research projects.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
number of women with the position of manager/deputy manager vs. the number of managers/deputy managers in projects	At least 40% of women	ITB researchers	Monitoring once a year	Gender Equality Team
number of men with the position of manager/deputy manager vs. the number of managers/deputy managers in projects	At least 40% of men			Research Works Financing Department

Table 44. Objectives, actions and indicators for 2026–2027: area 2, action 2.2.



3. GENDER EQUALITY IN RECRUITMENT AND PROFESSIONAL CAREER DEVELOPMENT

Objective: Optimisation of recruitment processes and career development

Action 3.1: Further optimisation of recruitment processes (internal and external recruitment) through clear and legible criteria, onboarding and development path.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Size of the gender employment gap	Maintaining a balance of >40÷50% employment for women and men	Applicants	Preparation of clear candidate profiles and announcements conveying a message – employer of equal opportunities	Human Resources Management Department
Analysis of recruitment committee composition in terms of gender equality	Selection of members of recruitment committees based on experience and qualifications, while ensuring as balanced a gender representation as possible in recruitment and selection procedures	Newly hired employees	At each stage (i.e. developing candidate evaluations and committee reports of all kinds of analyses, verifications and implementation), the method of non-discrimination, providing equal chances and opportunities is applied	
	This indicator focuses on the process, not the result. It illustrates the situation of the labour market in a given sector (industry)	ITB Employees	Inviting representatives of both genders to committees and further monitoring the participation of women and men in committees Training on equality and reducing unconscious bias for committee members	

Table 45. Objectives, actions and indicators for 2026–2027: area 3, action 3.1.

Action 3.2: Analysis of staff turnover in terms of gender.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Staff turnover in terms of gender and its causes	Staff turnover higher than 10% indicates low job satisfaction and a lack of employee engagement	ITB Employees	Ongoing analysis of employee movement inside or outside the organisation's structures	Human Resources Management Department
New employee turnover (already at the onboarding stage*) and the reasons for this phenomenon		Newly hired employees	Introduction of an in-depth analysis of the causes of staff turnover using anonymous "exit interviews"	
			Development of training and mentoring programmes to increase retention, especially among early-career researchers (where staff turnover is the highest)	

Table 46. Objectives, actions and indicators for 2026–2027: area 3, action 3.2. *onboarding – activities aimed at the adaptation of a newly hired employee.

As a result of the implemented actions, the Institute will strive to:

- increasing the efficiency of the adaptation process,
- shorten the time needed to fully commence work,
- reduce staff turnover in the first years of employment.

In 2026–2027, the effectiveness of the solutions implemented will be further monitored through questionnaire surveys and HR data analysis.

Action 3.3: Diagnosis of the needs of people returning to scientific work after parental leave in terms of support from the Institute.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of respondents	100% of the target group	ITB employees – people returning to work from parental leave	Development of questions related to the needs of people returning from parental leave Feedback analysis Development of conclusions and recommendations for further actions Incorporation of findings into the next version of GEP	Human Resources Management Department

Table 47. Objectives, actions and indicators for 2026–2027: area 3, action 3.3

Observations so far indicate that the following are crucial for effective reintegration:

adequate communication with the supervisor before returning,

planning tasks enabling gradual induction into performing duties,

flexibility access to up-to-date information on current projects and organisational changes at the Institute.

In order to better understand the needs and experiences of employees returning from parental leave, an anonymous questionnaire survey will be introduced starting from 2025 to collect information on expectations regarding organisational support, career development opportunities, and team integration.

In the planned research, the Institute does not envisage dividing employees into administrative and scientific categories in order to avoid any form of discrimination or unequal treatment. All employees returning from parental leave will be provided with equal support, regardless of their job type, which is in line with the objectives of the Gender Equality Plan.

The overarching objective of these actions is to create a friendly, transparent and supportive working environment that will facilitate the smooth return of employees to their duties, improve the adaptation process, and help maintain a high level of job satisfaction and engagement in research work.

4. INTEGRATING THE GENDER DIMENSION INTO RESEARCH AND EDUCATIONAL CONTENT

Objective: Expanding the social relevance of research, greater understanding of people's diverse needs; strengthening scientific excellence and gender balance in research project teams

Action 4.1: Promoting and disseminating the inclusion of the gender perspective in research content*.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of information channels where guidebooks, handbooks and guidelines on how to incorporate the gender dimension into research content will be published	Maintaining at least two communication channels to promote content related to the inclusion of the gender dimension Number of views: at least 100 per category Report once a year	ITB Employees	Collection of materials Publication of materials Monitoring through data analysis Reporting	Gender Equality Team Equality and Development Specialist Research Works Financing Department

Table 48. Objectives, actions and indicators for 2026–2027: area 4, action 4.1.

*In research planned within projects funded under FP Horizon Europe, such inclusion is mandatory (with few exceptions).

When defining the scope and objectives of research, making decisions regarding teaching content, selecting research team composition, target groups and research samples, the following remain the responsibility of research team leaders:

- issues related to incorporating the gender perspective,
- inclusion of the gender dimension into mainstream research (gender mainstreaming),
- formulating questions about who the research benefits and whether it will benefit women and men equally.

GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 4.2: Promoting gender-equal teams carrying out research work and scientific publications.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of research works and scientific publications carried out by gender-balanced teams (including both women and men) / total number of ITB publications	≥40% of scientific publications carried out by gender-balanced staff teams ≥40% of research works carried out by gender-balanced staff teams	ITB Employees	Monitoring once a year	Gender Equality Team
Number of publishing women and number of publishing men / total number of publishing persons	≥40% women ≥40% men			Scientific Excellence Team
				ITB Library

Table 49. Objectives, actions and indicators for 2026–2027: area 4, action 4.2.



GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 4.3: Monitoring the implementation of recommendations regarding gender balance in project teams and team leadership.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Total number of team members / women in the team	At least 40% of women	ITB Employees	Monitoring once a year	Gender Equality Team
Total number of team members / men in the team	At least 40% of men			Research Works Financing Department

Table 50. Objectives, actions and indicators for 2026–2027: area 4, action 4.3.



5. PREVENTION OF GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT

Objective: Increasing awareness of gender equality, gender bias and creating anti-discrimination mechanisms

Action 5.1: Conducting an information campaign and trainings, workshops and meetings related to disseminating knowledge about the forms of discrimination and ways to counteract them.

- a) raising awareness of stereotypes and eliminating prejudices,
- b) transferring knowledge about the principle of gender equality, sensitivity to areas and forms of discrimination,
- c) transfer of good practices and examples of effective implementation of the principles of equal opportunities,
- d) promoting a culture of inclusion at the Institute.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Number of employees using information materials / total number of employees	>50–60% of employees	ITB Employees	Information campaigns	Equality and Development Specialist
Number of employees participating in training sessions, workshops and meetings / total number of employees	Information campaign - twice a year At least one training session / workshop / meeting per year on anti-discrimination topics for employees		Conducting training sessions, workshops and meetings	Human Resources Management Department

Table 51. Objectives, actions and indicators for 2026–2027: area 5, action 5.1.

GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 5.2: Implementation of actions assigned to the Gender Equality Team at the Building Research Institute.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Implementation of activities assigned to the Gender Equality Team	Annual report on the implementation of actions	ITB Employees	Annual publication of the Team's report on activity on the Internal Portal	Chairperson of the Gender Equality Team

Table 52. Objectives, actions and indicators for 2026–2027: area 5, action 5.2.

Action 5.3: Appointment of a person responsible for preventing discrimination and preparation of channels for reporting cases of sexual harassment and discriminatory practices.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Appointment of a person and preparation of channels for reporting cases of sexual harassment and discriminatory practices	Informing employees how and to whom they can report cases of sexual harassment and discriminatory practices Appointment of one person, establishment of one reporting channel	ITB Employees	Establishment of a secure reporting channel Maintaining a register of reports Taking improvement measures Reminding employees annually about reporting procedures for cases of harassment	Director of ITB Human Resources Management Department Equality and Development Specialist

Table 53. Objectives, actions and indicators for 2026–2027: area 5, action 5.3.

GENDER EQUALITY PLAN FOR THE BUILDING RESEARCH INSTITUTE FOR 2022-2027

Action 5.4: Dissemination of the “Anti-discrimination Guidebook” in order to reduce the risk associated with workplace conflicts, including a description of the procedure available to persons who are victims of discrimination.

Metrics	Indicators	Target groups	Order of action	Division of responsibilities
Dissemination of the “Anti-discrimination Guidebook”	Reminding of the content of the Anti-Discrimination Guidebook at least once a year	ITB Employees	Review of the Guidebook's content for relevance Providing the Guidebook to newly employed staff	Gender Equality Team Equality and Development Specialist

Table 54. Objectives, actions and indicators for 2026–2027: area 5, action 5.4.



SUMMARY

The Gender Equality Plan for the Building Research Institute was developed in accordance with four mandatory requirements, namely:

1. dissemination among the employees and publication – on the Institute's website at www.itb.pl – of the Gender Equality Plan for the Building Research Institute, approved and signed by the Director (public document),
2. establishment of a Gender Equality Team and a position responsible for counteracting discrimination (dedicated human resources – Equality and Development Specialist),
3. implementation of mechanisms for collecting and analysing information by the established structures, as well as preparation of internal regulations; promotion and dissemination of equality and anti-discrimination issues and development of strategies,
4. planning training cycles – equality events that will contribute to building the Institute's potential. Awareness-raising activities will include training on promoting equality, as well as raising awareness of sexual harassment and other forms of gender-based discrimination.

In the current updated edition of the Plan, we have presented activities and data for 2022–2024 in order to demonstrate the implementation of the GEP at the mid-point of its implementation. The next summary and evaluation will cover the

years 2025–2027 and will be carried out after this period has elapsed.

Equality and diversity are values that contribute to the quantitative and qualitative improvement of scientific research, strengthen the condition of research institutions and support scientific excellence. They foster respect for the individual beliefs, rights and aspirations of all Institute employees. They constitute an indispensable element of a safe and friendly working environment.

In the second edition of GEP, we also wish to emphasise the broader context of Diversity Equality Inclusion* – DEI.

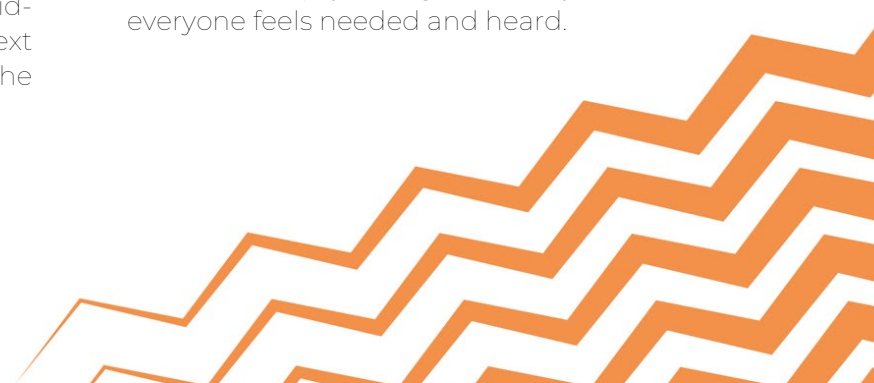
DEI-related actions assist in achieving the status of a responsible employer. They also support sustainable development goals (in the areas of environment, social responsibility, and corporate governance – ESG).

The core value which we are guided by at the Institute is respect. Respect for another human being – regardless of gender, age, sexual orientation, origin, social status, religion, worldview, neurodivergence (neurodiversity) or race.

*Diversity – variety of talents and perspectives – authenticity

Equality – equal opportunities. Treating people equally regardless of racial or ethnic origin; gender, age, sexual orientation, religion, beliefs, social and family status or disability.

Inclusion – psychological safety, where everyone feels needed and heard.



REFERENCES

EUROPEAN COMMISSION DOCUMENTS:

- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions of 5 March 2020: [Equality Strategy: Striving for a Union of Equality 2020–2025](#) (Union of Equality: Gender Equality Strategy 2020–2025);
- Gender Equality Strategy 2020–2025: [Gender equality strategy – European Commission](#);
- Gender Equality Strategy (2024-2029) <https://rm.coe.int/prems-073024-gbr-2573-gender-equality-strategy-2024-29-txt-web-a5-2756/1680afc66a>
- ERA policy Agenda 2025–2027: [ERA Policy Agenda 2025–2027 | European Research Area Platform](#);
- [Regulation \(EU\) 2021/695 of European Parliament and the Council of 28. 04.2021 establishing Horizon Europe – the Framework Programme for Research and Innovation](#);
- [Gender Equality, A Strengthened Commitment in Horizon Europe, June 2021](#); December 2025
- [Annotated Model Grant Agreement Horizon Europe – July 2021](#);
- <https://projects.research-and-innovation.ec.europa.eu/en/knowledge-publications-tools-and-data/interactive-reports/she-figures-2024> - Kobiety w nauce i innowacjach. Report She Figures 2024
- [Factsheet – Championing Gender Equality](#);
- [2024 Report on Gender Equality in the EU](#);
- [Gender Equality Strategy Monitoring Portal](#);
- [Gender Equality Plans \(Geps\) How to be ready for ex-post checks – January 2026](#);
- [Promoting gender equality](#);
- [Equality between women and men in decision-making](#);
- [EIGE Gender Statistics Database](#);
- [Horizon Europe Guidance on Gender Equality Plans, 2025](#);
- Horizon Europe Work Programme 2026–2027: [15. General Annexes General Annexes](#) (European Commission Decision C(2025) 8493 of 11 December 2025) <https://www.kpk.gov.pl/aktualizacje-dotyczace-wymagan-dla-planow-rownosci-plci-w-programie-horyzont-europa>.

We encourage you to acquaint yourself with the actions aimed at strengthening the principles of equality and diversity:

- EU project [GENDER ACTION](#)
- The Central and Eastern European Network for Gender Issues – [CEE Gender Network](#)
- Gender Equality Network in the European Research Area – [GENERA](#)
- Gender Equality in Central and Eastern Europe – [GEinCEE](#)
- EU project [MINDtheGEPs](#)
- Systemic Action for Gender Equality – [SAGE](#)
- Project [ACTonGender](#)
- Database of female scientists and experts across all disciplines [AcademiaNet](#)
- [Mothers in science](#) initiative
- KU Leuven [Gender Initiatives](#)

DOCUMENTS FROM THE MINISTRY OF SCIENCE AND HIGHER EDUCATION AND NATIONAL INSTITUTIONS:

- [Gender equality plans in Horizon Europe – a guide for Polish scientific institutions, the Ministry of Education and Science, and the Information Processing Centre of the National Research Institute;](#)
- How to incorporate the gender dimension into Horizon Europe projects - a Guide for project teams, National Centre for Research and Development | Warsaw 2025 <https://www.kpk.gov.pl/nowy-przewodnik-kpk-jak-uwzglednic-wymiar-plci-w-projektach-horyzontu-europa;>
- A collection of good practices in the field of equality and diversity – a guide, Katowice, University of Silesia, September 2025, https://issuu.com/universytetslaski/docs/zbi_r_dobrych_praktyk_w_obszarze_r_wno_ci_i_r_nor

OTHER NATIONAL ACTIONS:

- Adam Mickiewicz University project: [Gdy nauka jest kobietą \(When science is a woman\);](#)
- [The Foundation for Polish Science](#), POMOST return [grants](#), [POWROTY](#);
- [L'Oréal Poland For Women and Science](#).

DOCUMENTS OF THE BUILDING RESEARCH INSTITUTE:



- Anti-Mobbing Policy of the Building Research Institute:
 - Order No. 44 of the Director of ITB dated 17.11.2015 on the implementation of the Anti-Mobbing Policy at ITB;
 - Circular No. 1/2020 of the Building Research Institute Director dated 27.01.2020 on counteracting mobbing in the workplace;
- Code of Ethics of the Building Research Institute – Order No. 29 of the Director of the Building Research Institute dated 5.09.2017;
- Social Responsibility Policy of the Building Research Institute – ed. II dated 20.06.2024;
- Staff Development Policy of the Building Research Institute, ed. II dated 30.04.2025;
- Staff development programme at the Building Research Institute, introduced by the Order of the Director of the Building Research Institute - No. 38 of 29 October 2024.
- Guidelines setting out the scope of implementation of the Building Research Institute Staff Development Policy, PsP-02 Attachment No. 1;
- Decision No. 3 of the Building Research Institute Director dated 11 April 2025 amending Decision No. 4 of the Building Research Institute Director dated 29 November 2022 on the appointment of the Gender Equality Team at the Building Research Institute;
- Recommendations on the appointment of project manager and deputy project manager, and on the composition of project teams (PsG-01-02-A/ R-01.)

LIST OF TABLES

TABLE	TITLE	PAGE
1.	Areas and objectives.	5
2.	Total employment at Building Research Institute – state as at 31 December of a given year.	6
3.	Total employment by division – state as at 31 December.	7
4.	Gender ratio analysis in scientific research units by division – state as at 31 December.	8
5.	Gender ratio analysis – other positions (non-scientific) – state as at 31 December.	9
6.	Gender ratio analysis – Division N – state as at 31 December.	10
7.	Gender ratio analysis – Division E – state as at 31 December.	11
8.	Gender ratio analysis – Division L – state as at 31 December.	12
9.	Gender ratio analysis – the Institute's Management 2020 – state as at 31 December.	13
10.	Gender ratio analysis – the Institute's Management 2021 – state as at 31 December.	13
11.	Gender ratio analysis – the Institute's Management 2022 – state as at 31 December.	14
12.	Gender ratio analysis – the Institute's Management 2023 – state as at 31 December.	14
13.	Gender ratio analysis – the Institute's Management 2024 – state as at 31 December.	15
14.	Gender ratio analysis – Heads of Scientific Research Units – state as at 31 December.	16
15.	Gender ratio analysis – other management positions – state as at 31 December.	17
16.	Gender ratio analysis – scientific positions – state as at 31 December.	19
17.	Gender ratio analysis – academic ranks – state as at 31 December.	20
18.	Gender ratio analysis – promotions to scientific positions, development – state as at 31 December.	21
19.	Gender ratio analysis – other positions, development – state as at 31 December.	22
20.	Gender ratio analysis – Participation in national and international R&D projects.	23
21.	Gender ratio analysis – projects managers in R&D projects – state as at 31 December.	25

22.	Number of scientific papers – state as at 31 December.	26
23.	Participation of employees in scientific works – state as at 31 December.	26
24.	Participation of employees in publishing teams.	27
25.	The number of publications involving teams with balanced and unbalanced gender ratios (among the staff employed at the Building Research Institute.)	27
26.	Analysis of gender proportions among persons employed at ITB, participating in publishing teams.	28
27.	Recruitment teams 2022 – state as at 31 December.	29
28.	Recruitment teams 2022 – scientific competitions – state as at 31 December.	30
29.	Recruitment teams 2023 – state as at 31 December.	31
30.	Recruitment teams 2023 – scientific competitions – state as at 31 December.	32
31.	Recruitment teams 2024 – state as at 31 December.	33
32.	Recruitment teams 2024 – scientific competitions – state as at 31 December.	34
33.	Competition committees 2024 – scientific competitions – state as at 31 December	34
34.	Teams performing advisory, opinion-forming and coordinating functions 2021 – state as at 31 December.	36
35.	Teams performing advisory, opinion-forming and coordinating functions 2022 – state as at 31 December.	36
36.	Teams performing advisory, opinion-forming and coordinating functions 2023 – state as at 31 December.	37
37.	Teams performing advisory, opinion-forming and coordinating functions 2024 – state as at 31 December.	37
38.	Hybrid remote work 2023, 2024 state as at 31 December.	41
39.	Recruitment teams, recruitment committees 2022–2024 – state as at 31 December.	42
40.	Objectives, actions and indicators for 2026–2027: area 1, action 1.1.	46
41.	Objectives, actions and indicators for 2026–2027: area 1, action 1.2.	47
42.	Objectives, actions and indicators for 2026–2027: area 1, action 1.3.	48
43.	Objectives, actions and indicators for 2026–2027: area 2, action 2.1.	49
44.	Objectives, actions and indicators for 2026–2027: area 2, action 2.2.	50
45.	Objectives, actions and indicators for 2026–2027: area 3, action 3.1.	51

46.	Objectives, actions and indicators for 2026–2027: area 3, action 3.2.	52
47.	Objectives, actions and indicators for 2026–2027: area 3, action 3.3.	53
48.	Objectives, actions and indicators for 2026–2027: area 4, action 4.1.	54
49.	Objectives, actions and indicators for 2026–2027: area 4, action 4.2.	55
50.	Objectives, actions and indicators for 2026–2027: area 4, action 4.3.	56
51.	Objectives, actions and indicators for 2026–2027: area 5, action 5.1.	57
52.	Objectives, actions and indicators for 2026–2027: area 5, action 5.2.	58
53.	Objectives, actions and indicators for 2026–2027: area 5, action 5.3.	58
54.	Objectives, actions and indicators for 2026–2027: area 5, action 5.4.	59

