



Łukasiewicz
Instytut
Lotnictwa



GENDER EQUALITY PLAN

ŁUKASIEWICZ RESEARCH NETWORK – INSTITUTE OF AVIATION

2022-2026

ANNEX No. 3 – Rev. 2024

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Introduction

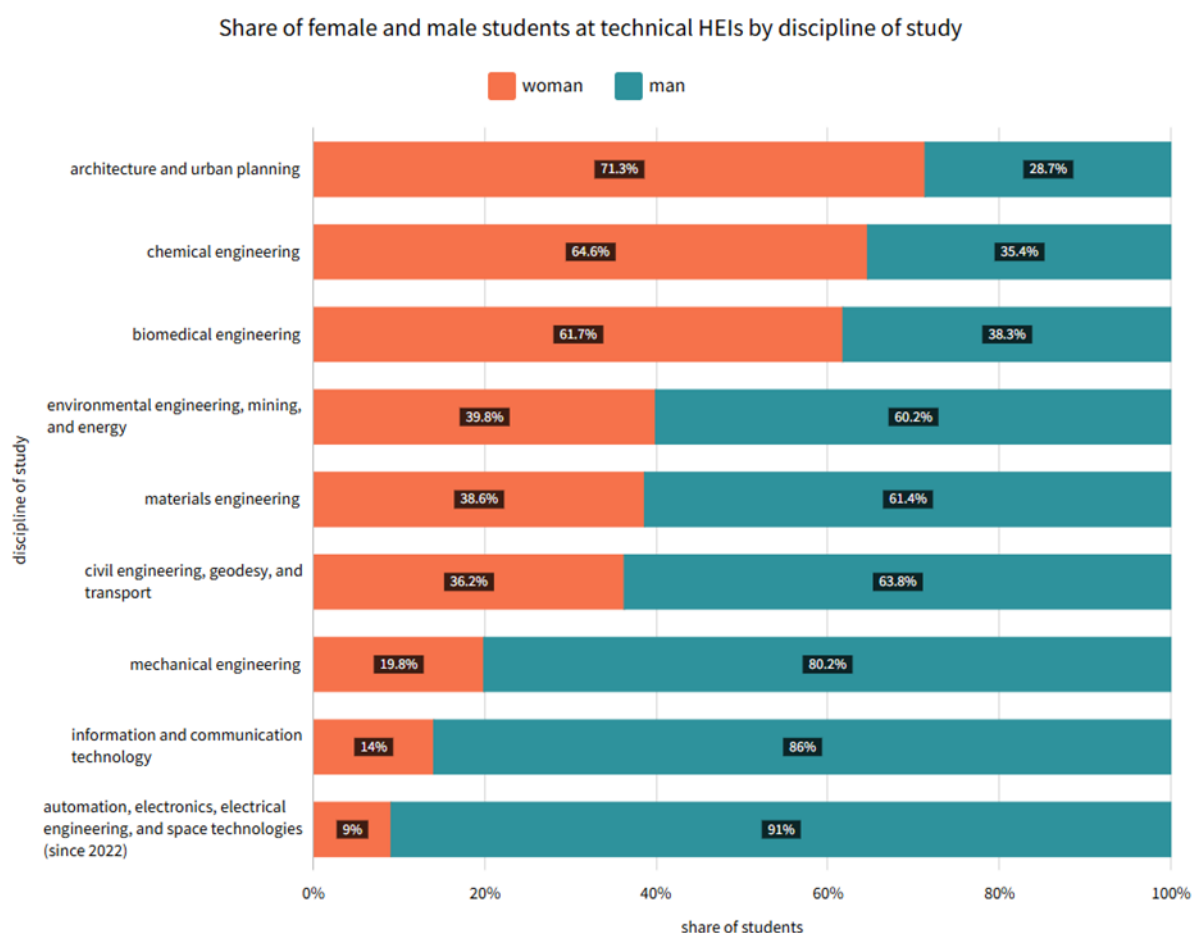
We are pleased to provide you with an addendum to the "Gender Equality Plan of the Łukasiewicz Research Network - Institute of Aviation for the years 2022-2026". The aim of the implementation of the "Gender Equality Plan" is to make the Łukasiewicz Research Network - Institute of Aviation (hereafter also: the Institute or Ł-ILOT) a safe space for all, which functions with respect for equality and diversity and is free of discrimination. The annex contains an update of data as of December 31st, 2024. The scope of the update includes: current statistics on the gender structure of Ł-ILOT's employees, the gender pay gap, and the presentation of the the implementation's status regarding planned activities or the addition of new ones.

Important: only the issues that have changed since December 31st, 2022 and December 31st, 2023 were included in the annex.

1. Diagnosis - Where we are in 2024

As of Dec 31st 2024, the number of female employees at Ł-ILOT amounted to 377, and the number of male employees was 1039. The share of women in the total number of employees is approximately 26,6% and has slightly increased as of the end of the year 2023.

The availability of resources is reflected in the structure of students of engineering and technical sciences, and thus affects the employment structure of the Ł-ILOT workforce. The structure of Ł-ILOT's workforce by gender is shown in the chart below:



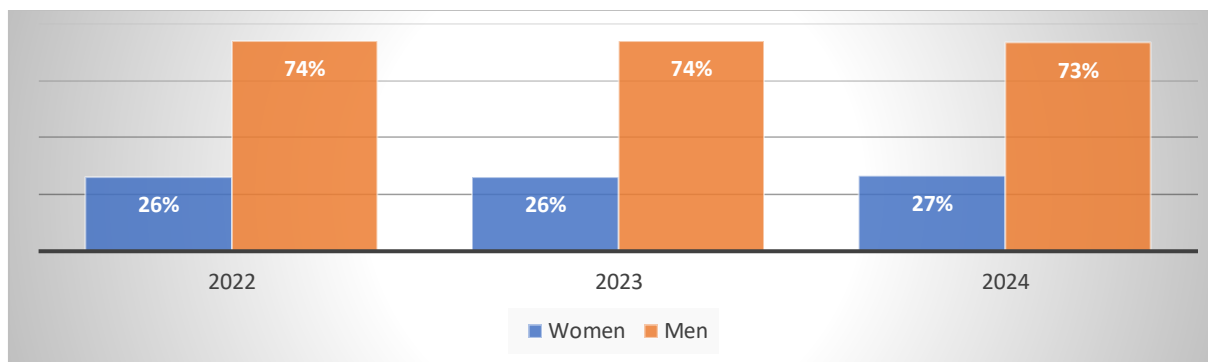


Chart 1. Gender structure in Ł-ILOT as at 31.12. years 2022-2024

At the Łukasiewicz Research Network Institutes employees work in two divisions. Within the Institutes there are: the Research Division, which brings together scientists who conduct research, and the Support Division, which includes both substantive personnel (mainly engineers), as well as administrative staff.

The gender structures within the Research Division and the Support Division in Ł-ILOT are as follows:

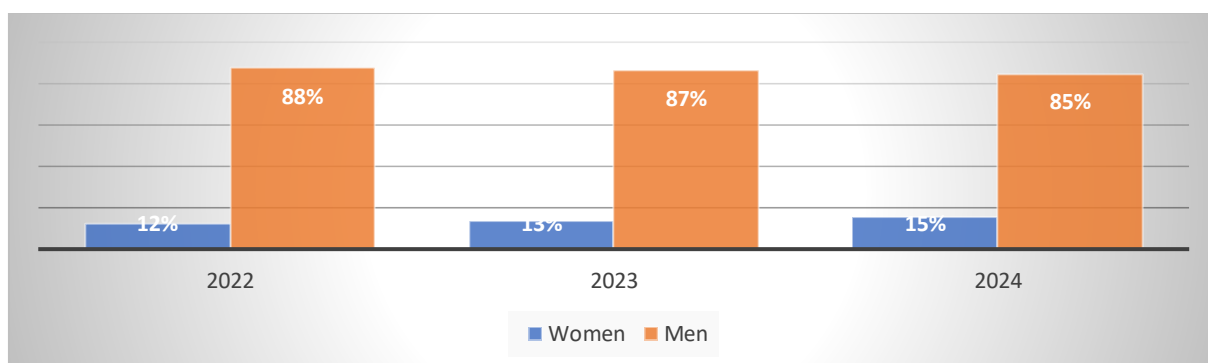


Chart 2. Gender structure in the Research Division in Ł-ILOT as of 31.12. in years 2022-2024.

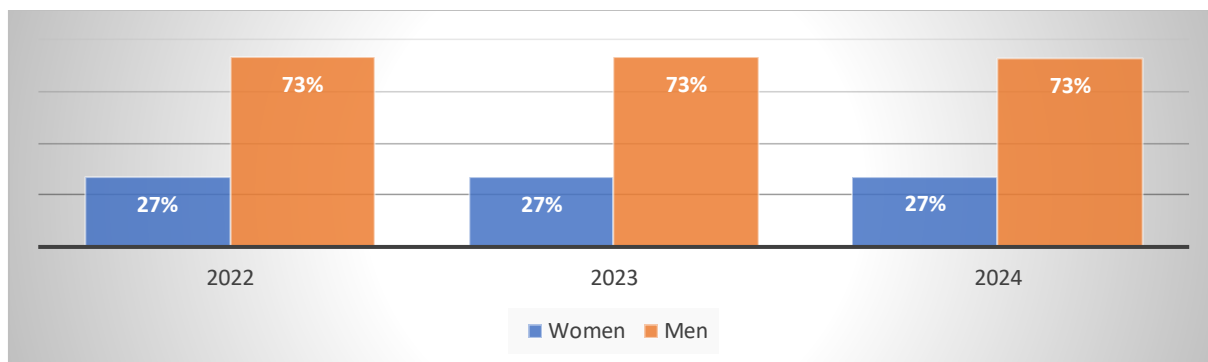


Chart 3. Gender structure in the Support Division in Ł-ILOT as at 31.12. in 2022-2024.

There are several career paths in the Support Division, the main ones being engineer and specialist. The gender structure on these paths is presented below:

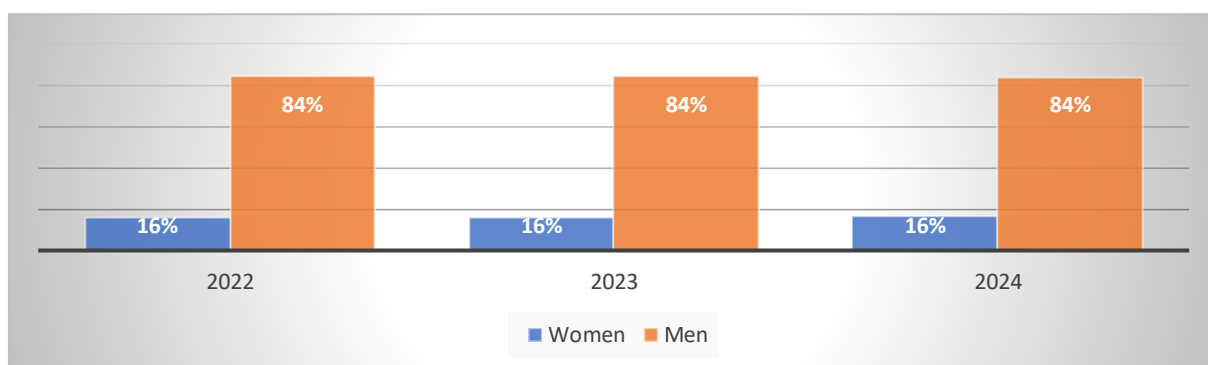


Chart 4. Gender structure on the engineering path in the Support Division in Ł-ILOT as at 31.12. in years 2022-2024.

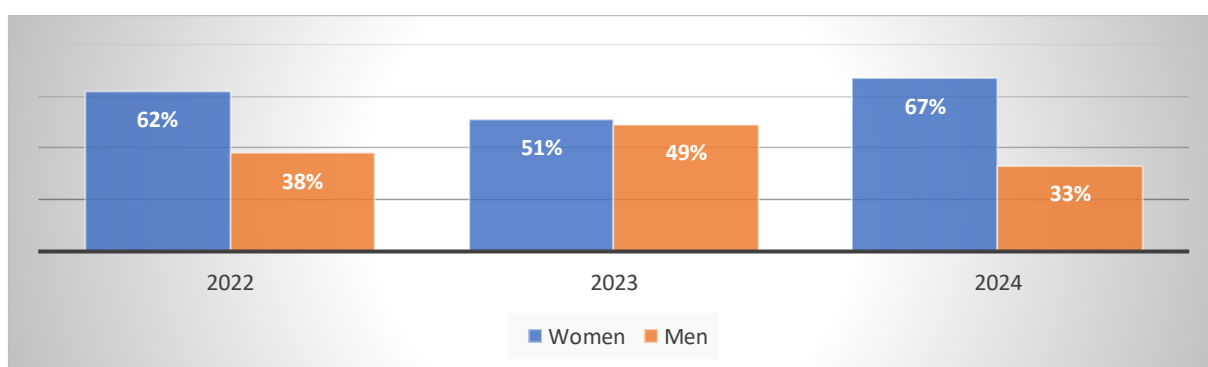


Chart 5. Gender structure on the specialist path in the Support Division in Ł-ILOT as at 31.12.2022 and 31.12.2023.

In 2024, 6 men and 1 woman defended their doctoral theses at the Lukasiewicz Institute of Aviation.

Table 1. Number of persons employed at ILOT with doctoral degrees and above, and the number of those in doctoral studies, by gender, as of Dec 31st 2022 and Dec 31st 2023.

	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Number of staff with a PhD degree or higher	18	78	18	75	21	72
Number of implementation PhDs in progress	7	15	4	15		

2. Methodology and detailed analysis - UPDATE

Payroll Analysis

In 2024, the gender pay gap (average annual basic salary including fixed salary components) was 13%, meaning that women's average salary was 13% lower than men's average salary. The data has not changed since 2023.

According to the World Economic Forum's latest Global Gender Gap Report 2023, the wage gap in Poland is 7.22 %, although in some industries and based on other methodologies it is more than twice as high.¹

The charts below illustrate the percentage difference between men's and women's salaries. The values above zero show how much lower the average salary of women is, compared to the average salary of men in corresponding positions.

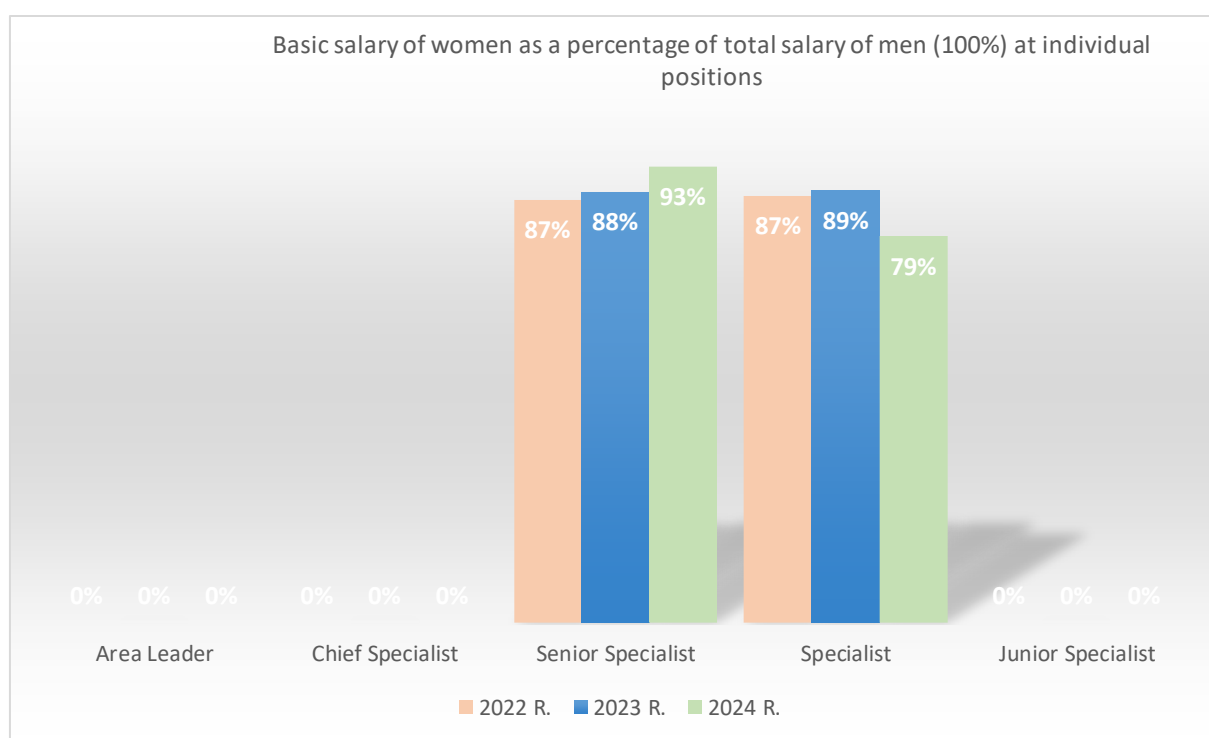


Chart 6. The difference in remuneration between women and men in the Research Division in t-ILOT as of Dec 31st in years 2022-24 (0% on the chart results from the lack of sufficient representation of one of the genders among those employed in a given position).

¹<https://www.weforum.org/reports/global-gender-gap-report-2015>.

The situation in terms of positions in the Support Division is similar, on two main career paths: specialist and engineer, as shown in the following charts:

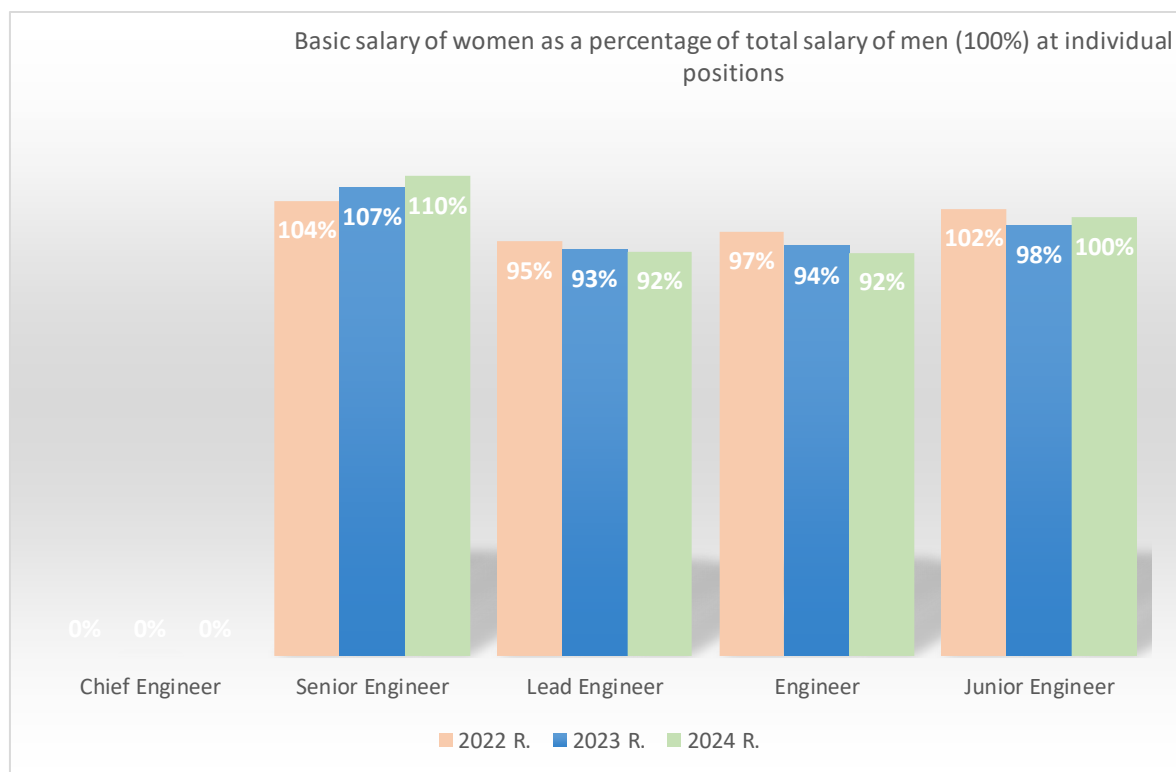


Chart 7. The difference in remuneration between women and men in the Support Division in Ł-ILOT on the specialist path as of Dec 31st 2022-24.

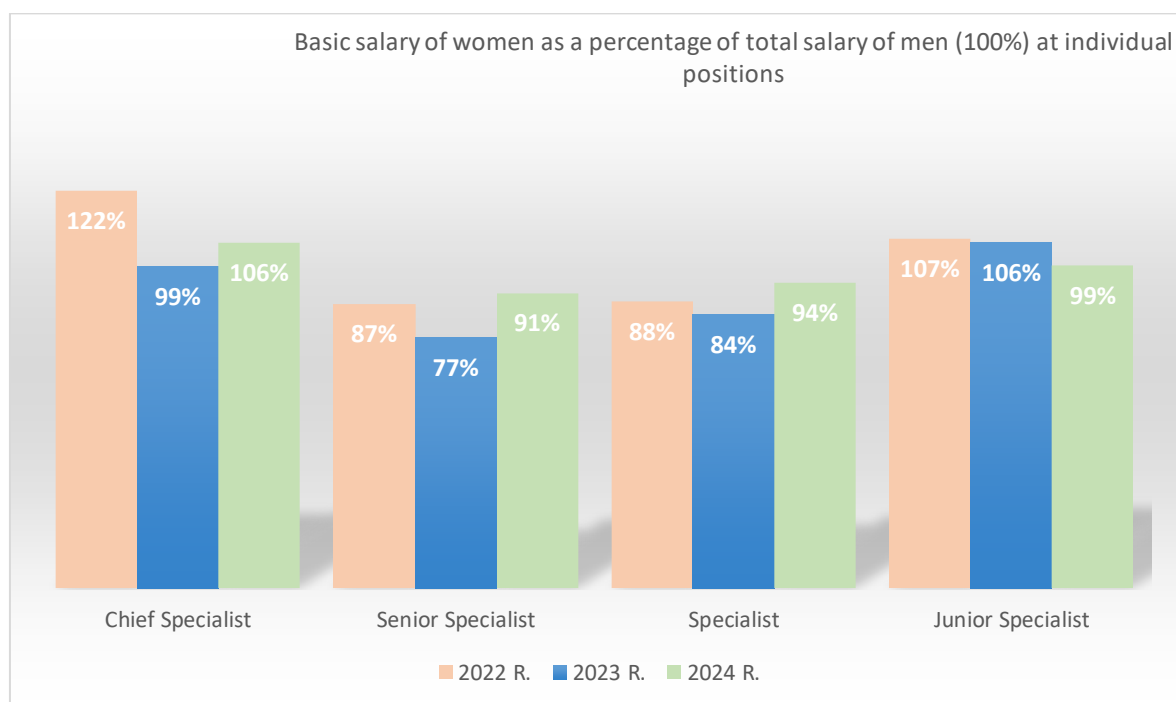


Chart 8. The difference in remuneration between women and men in the Support Division in Ł-ILOT on the Engineering path as of Dec 31st 2022-24 (0% on the chart results from the lack of sufficient representation of one of the genders among those employed in a given position).

3. Scope of Activities - UPDATE

1st Objective: prevention of discrimination and facilitating reporting cases of discrimination

Table 2. 1 st Objective: prevention of discrimination and facilitating reporting cases of discrimination.				
No.	ACTIONS	INDICATOR	DEADLINE	STATUS 2022
1	Appointment of the Proxy for Infringements and Equal Treatment, determining their areas of competences, tasks and modes of operation	Introducing and changing relevant internal regulations in Ł-ILot	Q2 2022	Completed
2	Functioning of the Proxy for Infringements and Equal Treatment	Submitting an annual activity report to the Director of Ł-ILot by the Proxy	Q4 2022/ Q1 2023	Completed
			Q1 2024	Completed
			Further deadlines: Q1 2025 Q1 2026	in progress
3	Introduction of an internal document in Ł-ILot which regulates reporting of infringements or violations and the handling of infringement or violation notifications, as well as the protection of the whistleblowers, including their confidentiality and identity	Introduction of "REGULATIONS OF REPORTING BREACHES OF THE LAW AND PROTECTION OF WHISTLE-BLOWERS."	Completed	Completed
4	Introduction of an electronic tool for reporting discrimination (also anonymously) and incorporation into the internal whistleblowing system	Launch of an electronic application for reporting and revision of relevant internal regulations at Ł-ILot	Q2 2022 New deadline Q3 2023	Completed
5	Distribution of information on how to report cases of discrimination and the principles of processing such reports	Displaying information in a visible place on the Ł-ILot Intranet and in a dedicated tab on the Ł-ILot's website	Q2 2022	Completed

2nd Objective: Increasing awareness pertaining to issues of equality and reinforcing positive attitudes towards diversity.

Table 3. 2nd Objective: Increasing awareness pertaining to issues of equality and reinforcing positive attitudes towards diversity.				
NO	ACTIONS	INDICATOR	DEADLINE	STATUS 2022
1	Anti-discrimination training for directing personnel (Directors, Managers)	A training course for 100% of the employees	Q4 2022	Completed
2	Anti-discrimination training courses for all employees: <ul style="list-style-type: none"> - increasing knowledge about discrimination (including discriminatory language) - recognising violence (resulting from gender bias, etc.) - raising awareness of acts of harassment (including sexual harassment) - learning response methods 	A training course for 100% of the employees	Q4 2023 New deadline: Q4 2024	Completed
		Retraining 100% of the employees	Q4 2026	to be implemented
3	The management staff will be trained first; thereafter, each newly promoted manager/director will undergo the same training	A training course for 100% of the employees	Q4 2026	Completed Q4 2024
4	Information campaign on hidden bias	Communication via email	Q2 2025	to be implemented
5	Information campaign on the operation of the GEP and Infringement reporting Team at the workplace (posters, notices, etc.).	Campaign at Ł-ILOT	Q4 2024	in progress

3rd Objective: Ensuring open and competitive recruitment for vacancies and equality in the process of selecting the best candidate.

Table 4. 3rd Objective: Ensuring open and competitive recruitment for vacancies and equality in the process of selecting the best candidate.				
NO	ACTIONS	INDICATOR	DEADLINE	STATUS 2022
1.	Development and communication regarding career paths	Publication of information on career paths for individual groups of positions	Q3 2022	completed (engineering and specialist career path)
			Q2 2023	completed management career path
			New deadline Q2 2024 New deadline Q3 2025*	In progress (research career path)
2	Use of non-gender specific job title in job announcements (wherever justified)	50% of the announcements with adequate position name	Q4 2022	Completed
		100% of the announcements with adequate position name	Q4 2023	Completed
3	Applying the same position requirements to all candidates, e.g: - language proficiency, - skill and experience verification, - etc.	100% of the candidates recruited using competency-testing tools (in recruitments where these are introduced)	Q4 2022	Completed
4	Drafting a guidebook on equality and anti-discrimination issues aimed at recruiters and recruitment support staff, to be read and used during the recruitment process.	guidebook prepared	Q3 2022 New deadline Q2 2023	Completed
		Confirmation that 100% of the recruiting staff have read the material	Q4 2022 New deadline Q2 2023	Completed
5	A survey that explores new recruits' experiences of the recruitment and employment process	Introducing the survey	Q4 2022	Completed
6	A recruitment report and its quarterly analysis	Creating a report	Q2 2022	Suspended**

* The Lukaszewicz Center is preparing a policy for the implementation, recruitment and qualification of employees for the Research Department.

** due to formal and legal conditions

4th Objective: Ameliorating work-life balance.

Table 5. 4th Objective: Ameliorating work-life balance.				
NO	ACTIONS	INDICATOR	DEADLINE	STATUS 2022
1	Introduction of an attendant for every person returning to work after parental leave	Communicating with management about the recommendation of designating an attendant	Q3 2022 New deadline Q3 2023	Completed
2	Introduction of a survey for management staff and employees returning after parental leave	Drafting the survey	Q3 2022	Completed
		Distributing the survey among the directing personnel	Q4 2022 New deadline Q3 2023	Completed
3	Development of care facilities on the Institute's premises by introducing the so-called "parent's rooms"	Preparing a plan for adapting the rooms for the purpose of the so-called parent's rooms	Q4 2022 Q4 2026	Suspended*
		Opening of the "parent's rooms" on the Institute's premises	Q4 2023	Suspended*
4	Diagnosing the needs and possibilities of establishing cooperation with a care agency on preferential terms	Exploring needs and opportunities	Q1 2023	Completed
5	Diagnosing the needs and possibilities of using flexible modes of work, allowing to reconcile the professional duties and family life	Exploring needs and opportunities	Q1 2023	Completed
6	Providing access to personal hygiene products for women working at Ł-ILOT	Installation of boxes equipped with personal hygiene products in ladies' toilets	Q2 2023	Completed
7	Enabling employees to use psychological support and self-development tools	Pilot deployment of the online platform	Q2 2023	Suspended*
8	Analysis on the introduction of additional benefits for young parents	Performed analysis	Q4 2024 New deadline Q2 2025	to be implemented

* due to financial and organizational situation

5th Objective: ensuring equal treatment of men and women within the scope of promotion and remuneration.

Table 6. 5 th Objective: ensuring equal treatment of men and women within the scope of promotion and remuneration.				
N O	ACTIONS	INDICATOR	DEADLINE	STATUS 2022
1	A thorough analysis of data regarding the payroll of men and women, considering especially the differences in remuneration levels at respective positions	Performed analysis	Q2 2022	Completed
2	A thorough analysis of data regarding promotions of men and women	Performed analysis	Q4 2022 New deadline Q2 2023	Completed
3	Identification of the necessary actions and modes of ensuring equality in remuneration	Recommendation submitted to the Director of the Institute	Q1 2023	Completed*
4	Follow-up actions to the data analysis regarding promotions of men and women:	a. Internal Communication in the organisation	Q4 2024 Stage 1 for management staff	Completed
	a. familiarising employees with the pay rise process	a. Internal Communication in the organisation	Q4 2025 Stage 2 for all employees	In progress
	b. analysis of returns after parental absences and concerns related to it	b. Performed analysis	Q3 2025	to be implemented

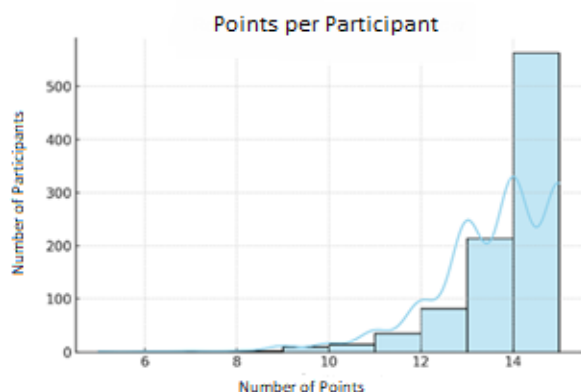
* One recommendation resulted in the introduction of pay raises for those on long-term parental leave.

As part of the document "Introduction of regulations on counteracting discrimination corresponding to the models in force in the Łukasiewicz Research Network" (objective 1, point 6), the "Regulations for reporting violations of the law and protection of persons reporting violations (whistleblowers)" was amended and the "Regulations for counteracting mobbing and discrimination" was introduced. As a result of these actions, reports of discrimination are under consideration by the Violations Team on the basis of a separate dedicated set of regulations, whilst maintaining the previous standards. This is a uniform solution for all units of the Łukasiewicz Research Network.

As part of the implementation of the point "Introduction of anti-discrimination training for all employees" (objective 2, point 2), training was conducted inside the company with all necessary materials distributed in the form of a presentation and a completion of a short test. Almost 1,000 employees participated in the implementation of this task and all of them completed the test with a positive result, giving correct answers to over 91% of the presented issues.

There were 15 questions regarding issues in the area of discrimination, mobbing and harassment and this was the maximum number of points that participants could earn.

More detailed survey results below:



General statistics:

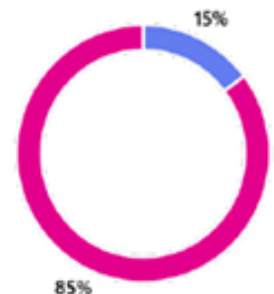
- **Number of participants:** 925 + people outside the Ł-ILOT domain (who were unable to register the result due to technical reasons)
- **Average result:** 13.62 points
- **Average completion time:** 14.83 minutes

The issues that caused the most difficulty are presented below, along with an explanation of the correct answers:

- 2 As a result of periodic employee assessments, the employer has determined that among the people employed by him there is a group of employees whose qualifications are sufficient, and in some cases even exceed the requirements for the positions they hold. The knowledge and skills of the remaining group require supplementation. Therefore, the employer has decided to organize appropriate training only for the second group of employees. (1 point).

85% of the respondents answered correctly

- In the analyzed case, the employer can be accused of unequal treatment 136
- In the analyzed case, the employer cannot be accused of unequal treatment 789 ✓



The situation described above is not considered discrimination because the employer's decision was based on objective criteria related to qualifications and training needs, and not on the personal characteristics of the employees (such as gender, age, origin, religion, etc.).

Why is this not discrimination?

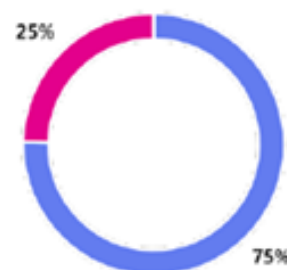
1. Purposeful and justified criteria – the employer conducted an objective assessment of employee qualifications and found that only some of them required additional training.
2. Proportionate action – organising training for everyone, including those who already have the required competences, would be inefficient and economically unjustified.
3. Lack of prejudice and unequal treatment – the decision is based on a substantive assessment of competences, not on subjective beliefs or stereotypes.
4. Purpose consistent with the company's interests – training is aimed at improving work efficiency and equalising the level of qualifications, which is in the interest of both the employer and the employees.

Differentiating employees based on their level of competence and the need to supplement them is not discrimination, but a justified action by the employer as part of its professional development policy.

5 On one of the job seeking portals there was an advertisement for a job as a cleaner in a clothing store chain. The candidate must be a fluent Polish speaker. (1 point)

75% of the respondents answered correctly

- the employer discriminated against the candidate in the job advertisement 698
- the employer did not discriminate against the candidate in the job advertisement 229



In the described case, the employer discriminated in the content of the job advertisement. This is due to the fact that performing work as a cleaner does not require fluent knowledge of the Polish language. The scope of duties for such a position should not include, in particular, using Polish at a fluent level, and a basic level should be considered sufficient for performing work in such a position. Including such a requirement in the content of the advertisement constitutes discrimination, as it groundlessly excludes from the group of job candidates people with knowledge of Polish at a level lower than fluent.

14. Which of the following situations could be considered an example of workplace harassment? (1 point)

58% of the respondents answered correctly

- Spreading harmful gossip against a pregnant employee 557
- Comments on the physical appearance of the ZTM bus driver that I use to commute to work 358
- All of the above 29
- Other 29



In question no. 14, the answer "Comments on the physical appearance of the ZTM bus driver that I use to commute to work" is not correct. The question concerned potential examples of workplace harassment. The commute to work is not the same as the workplace. The behaviors mentioned in the answer are obviously inappropriate and contrary to accepted social norms.

Therefore, the answer "All of the above" is also incorrect.

In the opinion of the GEP team, the training results are edifying and demonstrate the high level of competence of our employees. In the future, we plan to repeat the test in 2026 to assess the durability of the knowledge acquired.

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