



**NARODOWE
CENTRUM
BADAŃ
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ŚWIERK**

GENDER EQUALITY PLAN

**for the National Centre for Nuclear Research (NCBJ)
For the Years 2026 - 2029**

Otwock-Świerk, December 2025

Introduction

The NCBJ Gender Equality Plan for the years 2026–2029 sets out objectives arising from the applicable national legislation and European guidelines, particularly in the context of the increasing requirements and obligations imposed by the European Commission. The initiatives undertaken within the framework of the Plan align with the broader European Union strategy to promote equal opportunities and counter gender-based discrimination in the science and research sector.

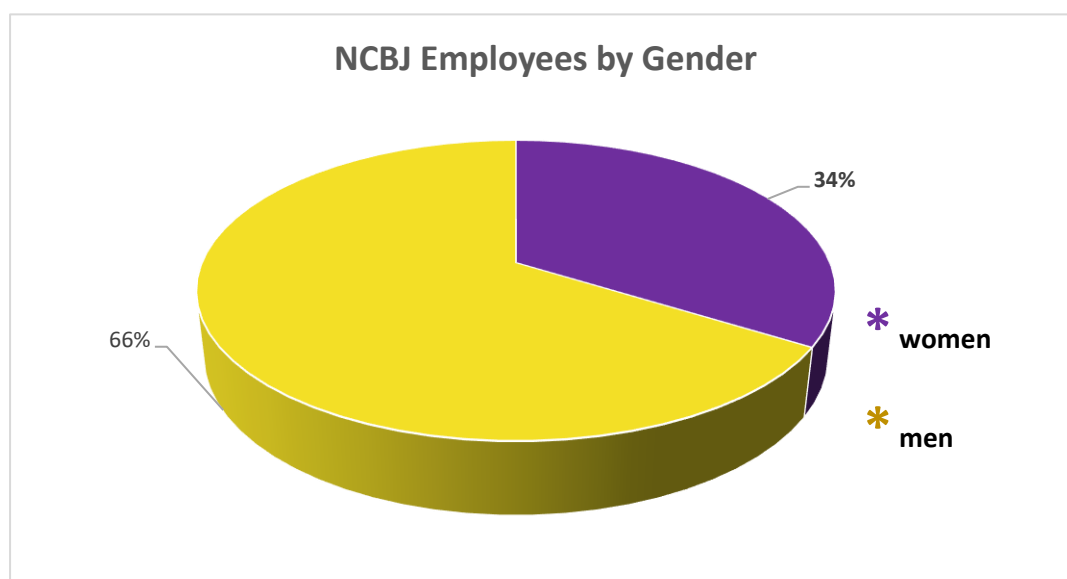
The actions implemented by NCBJ aim not only to ensure equal rights in access to employment, professional development, and promotion, but also to foster an organisational culture free from gender inequalities and stereotypes. Strengthening equality policies is essential for maintaining a high-quality working environment that supports innovation, efficiency, and inclusion.

Current work carried out by the European Commission in the area of Gender Equality Plans (GEPs) highlights the need for systematic evaluation, monitoring, and reporting of progress, as well as the integration of gender-equality considerations across all operational areas of research institutions. Accordingly, the NCBJ Plan provides for the introduction of audit mechanisms and process adjustment tools that will enable the effective identification and elimination of inequalities.

NCBJ is committed to further developing its equality practices, responding to regulatory changes and societal challenges in order to fully meet equality standards and support the growth of a diverse and engaged scientific and administrative community.

Diagnosis of the Current Situation Analysis of Statistical Data Concerning Employees, Students and Doctoral Candidates

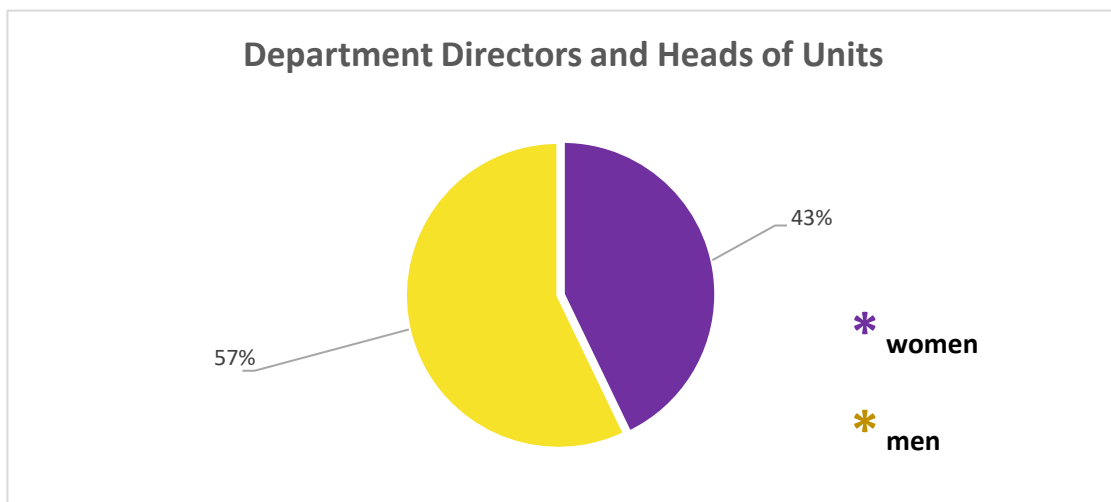
The Institute employs staff representing a wide range of professional specialisations. The gender distribution indicates a significant proportion of men (66%); however, the representation of women in managerial positions (34%) is proportional to their overall share of employment, a positive indicator.



Management

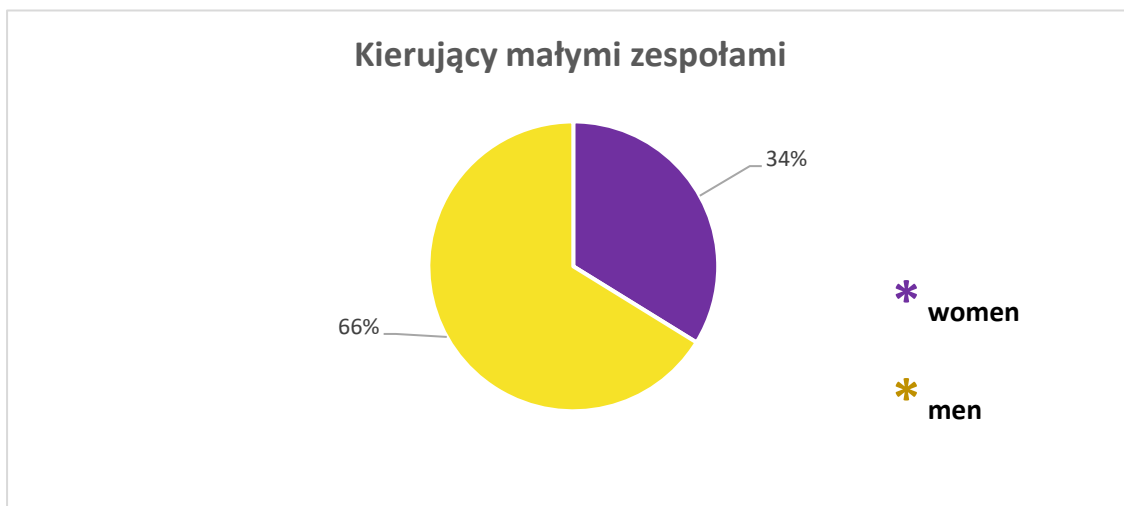
The representation of women in top management is slightly below the Institute's overall average; however, women still hold three positions at this level.

Department Directors and Heads of Divisions (including equivalent positions within OR POLATOM) constitute 5% of the NCBJ staff (63 individuals). Within this group, we observe the second-highest level of female representation in management - 43%.



A high level of female representation in strategic management (43%) is a positive indicator of diversified leadership. However, the unequal functional allowances (a difference of 340 PLN) require adjustment to ensure fairness.

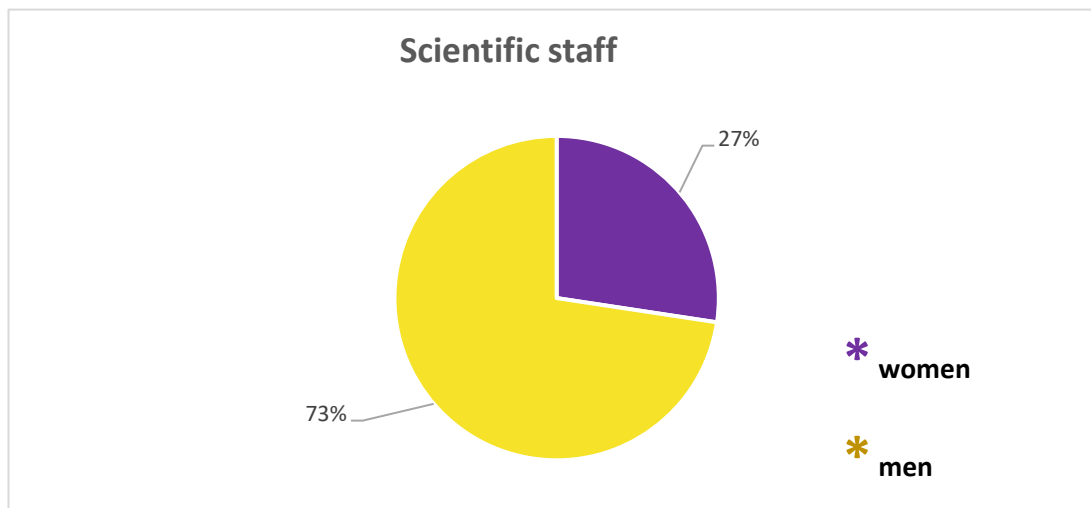
Women constitute 34% of small-team managers.



This group exemplifies best practices in pay equality at NCBJ. It is worth analysing which elements of the remuneration system function effectively in this area and could be transferred to other groups.

Scientific Staff

Scientific staff constitute approximately 19% of the entire NCBJ workforce (230 individuals), representing the professional group with the highest qualification requirements. Among researchers, women account for 27%, below the Institute's overall average (34%); however, this level of representation is consistent with typical figures observed in STEM fields.



An interesting phenomenon is that women are under-represented among scientific staff (27%), yet their representation in scientific management is high (42%). This indicates that effective career-progression pathways for women exist in this area.

Scientific staff earn an average of 8,724 PLN (full-time equivalent), with women earning 8,646 PLN and men 8,753 PLN.

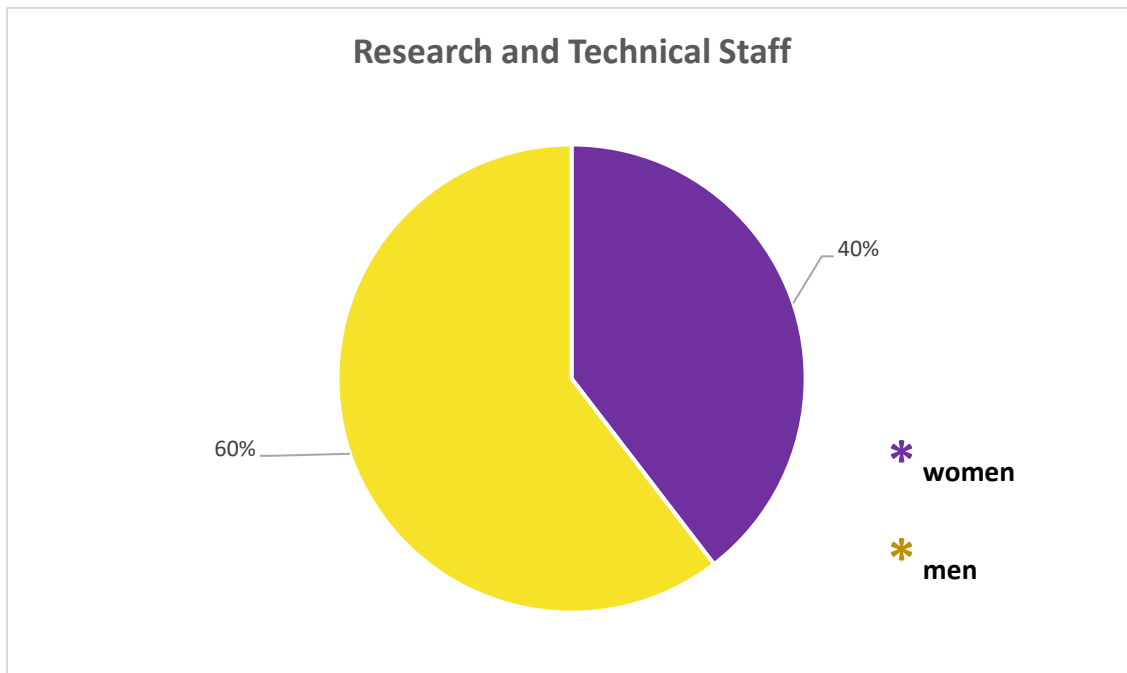
The structure of scientific careers shows the presence of women at various levels:

- Doctor (PhD): 32%
- Habilitated Doctor (DSc): 24%
- Professor: 16%

Unfortunately, this structure clearly demonstrates that the higher the academic position, the fewer women are represented.

Research and Technical Staff

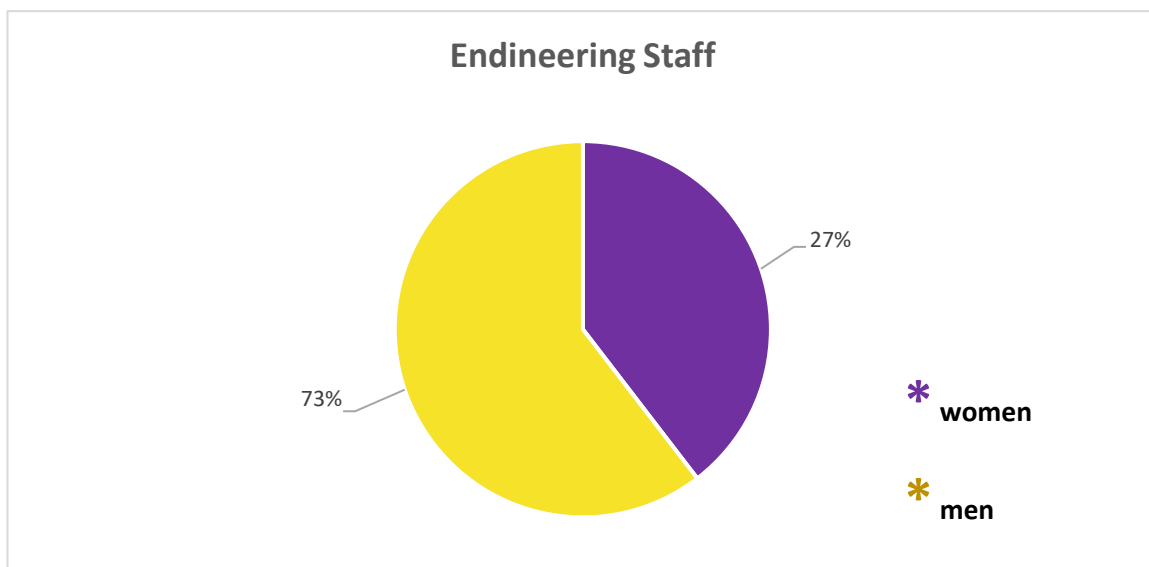
This group represents only 8% of all employees at NCBJ (96 individuals).



Engineering Staff

Engineering staff constitute 38% of the entire NCBJ workforce, the largest professional group within the Institute (455 individuals). This group includes engineers, specialist technicians, and personnel supporting engineering processes. Women account for 27% of this group, below the Institute's overall average.

Women account for 27% of employed engineers, yet only 13% of managers. This indicates a clear "glass ceiling" - barriers hindering women's advancement in technical professions.



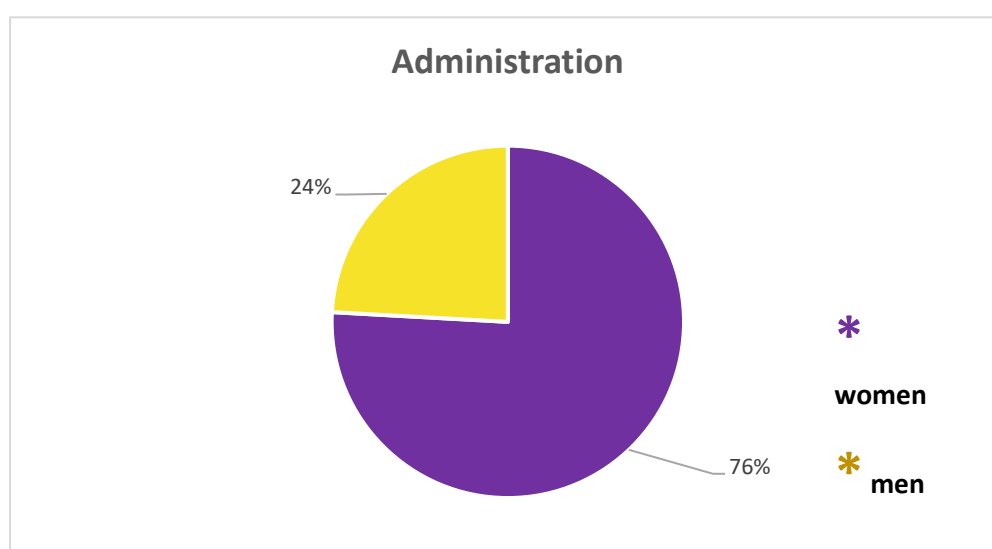
This is the largest professional group, and it shows clear barriers to women's advancement. Although the pay gap in basic salaries (5%) is comparable to the Institute's overall level, the real issue appears to be representation within management.

Administration

Administration accounts for 17% of the NCBJ workforce (199 individuals) and exhibits an opposite demographic pattern: 76% of employees are women, and 76% of managers are women. The group is feminised in both employment and leadership.

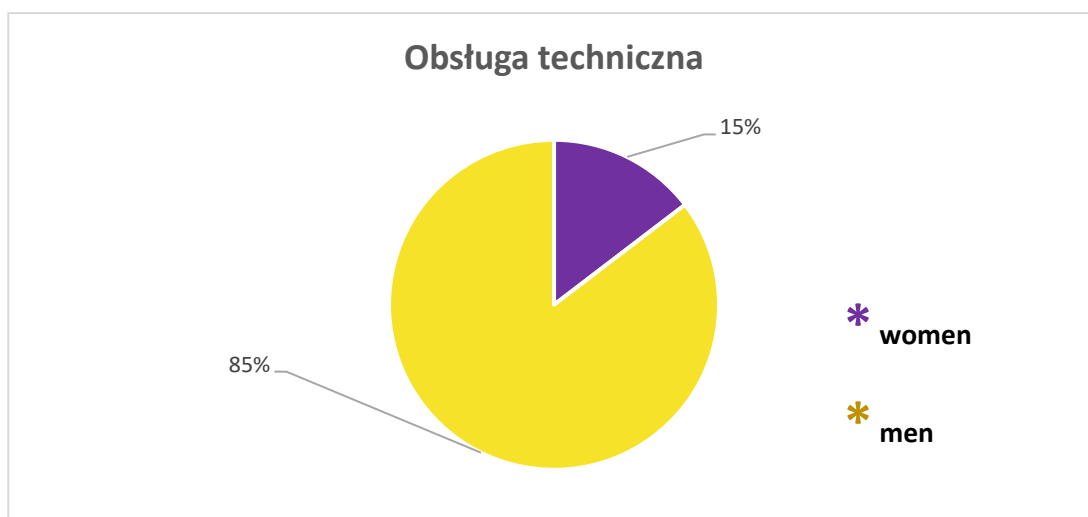
Men have, on average, 18% higher basic pay and receive higher functional allowances (307 PLN more). The median salary for men (7,275 PLN) is 675 PLN higher than that for women (6,600 PLN).

Despite the high share of women in both employment and management, there is a significant pay disparity. This indicates an unequal pay scale within administrative functions. The situation requires a review of remuneration procedures and criteria to eliminate these inequalities.



Technical Support and Manual Positions

This group represents 18% of NCBJ employees and shows the lowest share of women, only 15%. The group includes personnel supporting NCBJ's technical infrastructure.



Only one woman holds a managerial position among 22 managers. This reflects a clear lack of female representation in leadership.

Basic salaries in this group are the lowest within the Institute (an average of 5,808 PLN).

Summary

Despite the overall stabilisation in the number of women since 2022, a positive development is the increase in their representation in managerial positions, particularly at higher levels of management.

Progress in raising awareness and implementing anti-discrimination policies is evident, yet there remains a lack of comprehensive employee education and effective support in situations involving improper treatment.

NCBJ has undertaken actions to promote equality, with noticeable progress in management and organisational culture. The key challenge remains the effective elimination of pay inequalities and the continued support of structural career advancement for women at NCBJ.

Summary of Activities in 2022 - 2025

Successes

As part of implementing the NCBJ Gender Equality Plan for 2022–2025, numerous important initiatives and actions were undertaken, laying a solid foundation for the continued development of gender equality within the Institute.

The Head of the Human Resources Department (HR) served as the Gender Equality Officer, a key role in coordinating and promoting activities aimed at non-discrimination and equal treatment.

Work on developing a set of principles for teamwork was initiated and will be continued through the preparation of a comprehensive Code of Ethics for Institute Employees. This will contribute to the unification of values and ethical standards in the workplace.

Although the initiative to disseminate information on procedures for handling inappropriate behaviour, as well as to raise awareness through networking and experience-sharing, has not yet been successfully implemented, these actions remain an important need and continue to be pursued by the HR Department. The department remains responsible for handling reports of mobbing and discrimination and for providing appropriate support to whistleblowers.

Employee satisfaction surveys are conducted regularly and constitute an important element of monitoring the organisational climate, providing valuable insights. Only in 2024 was the survey not carried out.

It is worth highlighting the successes in promoting flexible forms of work that support work–life balance, including the consideration of caregiving responsibilities, implemented in accordance with applicable legal regulations and without major organisational difficulties.

As part of the plan's implementation, health-prevention programmes were organised in 2024 for employees of the Institute. Breast ultrasound examinations were offered to women, while PSA tests were provided for men. These activities form part of a broader strategy to support employee health and wellbeing, emphasising gender-specific health needs.

The HR team also systematically collects information on projects and good practices that support women's career development, both within NCBJ and in other research institutions, enabling knowledge exchange and improving the quality of equality-related initiatives.

A significant achievement was the dissemination of information about associations and organisations of scientific staff, including the signing of the Declaration on Equality and Support for Women in Nuclear Science and Nuclear Energy, and the publication of information about the activities of female association members on the intranet.

In 2025, NCBJ also celebrated the International Day of Women and Girls in Science alongside the Marshal of the Senate, Ms Małgorzata Kidawa-Błońska, marking an important step in community building and promoting gender equality in the scientific environment.

In 2025, NCBJ actively participated in the Women in Tech initiative, which played an important role in promoting gender equality in technical and research fields. Participation in this event facilitated integration and knowledge exchange with a broad community of female specialists and strengthened the Institute's image as an organisation that supports women's development in science and technology.

In summary, although not all planned objectives have yet been fully achieved, NCBJ has made significant progress towards building a work environment based on respect, equal treatment, and support for diversity. The commitment of the Gender Equality Officer and the HR Department provides a strong foundation for further development and implementation of the Gender Equality Plan in the coming years.

Areas Requiring Further Work and Challenges in Implementing the Gender Equality Plan

As a result of implementing the NCBJ Gender Equality Plan for 2022–2025, several key areas have been identified that require further intensification of efforts and development in the next planning period.

There is a clear lack of comprehensive educational activities related to preventing discrimination, mobbing, and sexual harassment. Implementing such training would raise team awareness not only of inappropriate behaviours but also of gender equality more broadly. Actions aimed at eliminating discriminatory behaviours are highly desirable.

During the implementation of the Plan, it was unfortunately not possible to establish an effective and active group of individuals who would enjoy sufficient trust among employees to serve as support in preventing discrimination and mobbing. The absence of such a group highlights the need for continued efforts to build a culture of trust, transparent communication, openness and psychological safety in the workplace.

There is also a need for broader dissemination and promotion of the Gender Equality Officer's role to ensure effective support and visibility for this function across the organisation. Our ambition is for this role to be held by a female scientist with significant academic achievements. Unfortunately, the responsibilities associated with this role are too demanding for individuals conducting their own research.

This is an important element that should be addressed in the plan for the coming years as an area for development, with support from the Gender Equality Officer and the HR Department, to more effectively achieve goals related to creating a positive work environment.

One element missing from the previous plan was the monitoring of objectives and progress through the regular publication of annual reports on the implementation of specific tasks and goals.

The Plan for 2026 - 2029 must continue the important initiatives already underway while introducing the necessary corrective actions that will enable NCBJ to consistently build an organisational culture based on inclusion, respect, and equal opportunities for all employees.

Goals and Actions for 2026 - 2029

1. Preventing Discriminatory Behaviour, Mobbing, and Harassment

Action 1 – Online Training and Workshops for All Employees

Conduct mandatory training for all Institute employees on preventing undesirable behaviours, including mobbing, harassment, and discrimination, as well as on methods of prevention and response. Managers, as a group with particular responsibility, will receive additional training on preventing inequalities within teams, non-discriminatory management, and conscious decision-making (promotions, task allocation, evaluations).

Indicator: % of employees and managers participating in online training (target: ≥90%).

Action 2 – Promoting the Role of the Gender Equality Officer and Persons of Trust

The role of the Gender Equality Officer must be widely communicated across the Institute. It is essential that all employees and managers are aware of this function and the possibility of seeking support.

Persons of Trust are individuals respected within the organisation who serve as the first point of contact for confidential support for employees experiencing difficulties, such as mobbing, discrimination, harassment, or other undesirable behaviours. Their role is to provide initial support through listening, maintaining confidentiality, and directing individuals to appropriate procedures and units within the Institute. They act neutrally and impartially, contributing to a safe, friendly, and inclusive work environment.

We will also aim to create a network of Persons of Trust to enable experience-sharing and mutual support. This network will be supported through regular meetings. These individuals will receive training in supportive communication, enabling them to provide effective assistance without assuming the role of a therapist (active listening, empathy, recognising crisis situations, directing individuals to appropriate procedures and institutions, maintaining confidentiality and role boundaries).

Indicator: number of reported cases of discrimination, mobbing, and harassment.

Action 3 – Monitoring Employees' Perception of Discrimination

Monitoring perceptions of workplace discrimination is based on questions in the employee satisfaction survey that assess the visibility of discriminatory or undesirable behaviours in the immediate work environment. The survey is anonymous and conducted at the team level, enabling the identification of areas requiring intervention while maintaining respondent confidentiality. Each signal identified in the survey is analysed by the HR Department in cooperation with management and, when necessary, with the Gender Equality Officer.

If potential irregularities are identified, appropriate corrective actions are taken, even when it is not possible to determine the individual concerned. Close cooperation between management and HR is essential for effective prevention and corrective action.

Indicator: percentage of responses in the satisfaction survey.

2. Internal Assessment (Audit) of Procedures and Practices for Gender Inequalities

Action 1 – Procedure Audit

Conduct an internal audit to identify potential biases and barriers related to gender inequality and discrimination. Such an assessment is essential for addressing hidden or unconscious biases and improving existing practices.

Based on the audit results, corrective actions will be developed and implemented, including educational activities to raise awareness of gender equality among employees and decision-makers, and to promote the elimination of bias.

Action 2 – Monitoring Progress

A key task is to establish measurable goals and regularly monitor progress in implementing the Plan using appropriate indicators. Annual reports on the implementation of the Plan must be published, based on gender-disaggregated data covering various employee categories, including decision-makers and students.

Indicator (Actions 1 and 2): number of corrective actions implemented following the audit.

3. Eliminating Potential Gender Pay Inequalities

Action 1 – Analysis of Pay Levels

In line with current labour law, including EU directives on gender equality and pay transparency, it is necessary to systematically collect salary data disaggregated by gender.

The aim of this analysis is to identify potential pay inequalities between women and men across different positions and management levels. A critical approach to these data helps detect structural barriers and unjustified differences that may result from unequal opportunities or hidden gender biases.

The analysis will include:

- comparison of basic salaries and additional pay components,
- distribution of salaries within similar positions and professional groups,
- consideration of factors such as length of service, qualifications, and professional responsibility.

Indicator: level of pay differences between women and men within the same job groups.

Action 2 – System Adjustments in Case of Identified Differences

Regular reporting of pay analysis results will form the basis for corrective actions and the development of remuneration policies grounded in equality and fairness.

4. Creating a Work Environment Open to All Talents Regardless of Gender

Action 1 – Ensuring Gender Equality in Recruitment Processes at NCBJ

Recruitment announcements use gender-neutral, stereotype-free language, and job postings are widely disseminated and accessible to all interested candidates.

In line with HR Excellence and OTM-(Open, Transparent and Merit-based Recruitment) guidelines, candidate selection is conducted without discrimination, and members of recruitment committees are regularly reminded of the importance of non-discriminatory treatment.

Action 2 – Shaping the Institute's Image as an Inclusive Workplace

NCBJ will actively participate in, and, where possible, expand its involvement in industry events promoting women in STEM fields (such as Women in Tech).

We have signed a cooperation declaration with Women in Nuclear Poland and will continue to develop activities in this area.

As part of our efforts to promote gender balance in employment, we will strive to admit as many women as possible to internships and placements, thereby supporting their professional development and integration into research teams.

Indicator: share of women in recruitment processes, internships, and placements.

Summary

The Plan continues the implementation of objectives set out in national legislation and European guidelines. NCBJ's activities focus on ensuring equal access to employment, professional development, and promotion, as well as on building an organisational culture free from gender inequalities and stereotypes. The Plan emphasises the need for systematic evaluation, monitoring, and reporting of progress, as well as the integration of gender-equality considerations across all areas of the Institute's operations.

Key elements of the Plan include the introduction of audit and corrective mechanisms to effectively identify and eliminate inequalities, as well as the further development of equality-oriented practices that respond to evolving regulations and societal challenges. NCBJ is committed to supporting the development of a diverse and engaged scientific and administrative workforce.

In addition, preventive measures will be implemented to address discriminatory behaviour, mobbing, and harassment through online training and workshops for employees and management, as well as by creating a network of Persons of Trust who will provide support in difficult situations.

The Plan aims to expand and continue existing initiatives that promote equality, eliminate discrimination, and foster diversity, while ensuring ongoing monitoring and reporting of progress. Through these efforts, NCBJ seeks to maintain a high-quality work environment that supports innovation, effectiveness, and inclusion, and to promote the development and advancement of women at all levels of the organisation.