

Muotech Ltd.
Stanisława Moniuszki 11
35-015 Rzeszów

Date created: 1.01.2025



Gender Equality Plan (GPA)
Institutionalizing equity, innovation, and regulatory
compliance in the European Research Area (ERA)

Contents

CEO Statement on Gender Equality	3
Institutional foundations and the regulatory landscape in the Republic of Poland.....	4
Core processes at Muotech.....	4
Public document and management endorsement	4
Allocation of dedicated resources and expertise	5
Data collection, monitoring, and annual reporting	5
Awareness-raising and continuous training.....	5
Work-life balance and organizational culture.....	5
Flexible working arrangements and the right to disconnect	5
Parental support and the evolving legal framework.....	6
Cultivating an inclusive and supportive environment	6
Gender balance in leadership and decision-making.....	6
Transparency in governance and board appointments.....	6
Mentorship and professional development.....	6
Gender Equality in recruitment and career progression	7
Mitigating bias in selection and hiring.....	7
Performance evaluation and remuneration equity.....	7
Proactive outreach and talent attraction	7
Integration of the gender dimension in research and teaching content.....	8
The physiological imperative in engineering and product design.....	8
Sex-specific considerations in life sciences and imaging	8
Systematic methodological integration	9
Measures against gender-based violence and sexual harassment.....	9
Internal procedures and the anti-mobbing commission	9
Defining harassment and mobbing in the Polish context	10
Prevention and educational outreach.....	10
Intersectionality: broadening the inclusion horizon	10
Monitoring, evaluation, and sustainability	10
Data-driven accountability	10
Sustainability and ESG reporting.....	11

CEO Statement on Gender Equality

As Chief Executive Officer (CEO) of Muotech Sp. z o.o. (“Muotech”), I affirm our firm commitment to gender equality, diversity, and inclusion as core principles underpinning the company’s development, governance, and research excellence. Founded in 2024 as a research-driven enterprise operating at the intersection of physical, engineering, and life sciences, Muotech recognizes that scientific innovation and organizational performance are inseparable from the fair and inclusive treatment of people.

The establishment of this Gender Equality Plan (GEP) reflects our conviction that equal opportunities, freedom from discrimination, and respect for diversity are essential conditions for attracting, retaining, and empowering talent. As a young company, we view the GEP not as a corrective instrument applied retrospectively, but as a foundational framework embedded from the outset in our organisational culture, decision-making processes, and research practices.

Muotech aligns its approach with the principles set out by the European Commission within the European Research Area (ERA), acknowledging that structural gender inequalities—often intersecting with other factors such as ethnicity, disability, age, or sexual orientation—can limit individual potential and institutional effectiveness. Addressing these barriers is therefore both a social responsibility and a strategic imperative.

I take personal responsibility, on behalf of the company’s management, for the implementation, monitoring, and continuous improvement of this Gender Equality Plan. Its objectives and measures will be regularly reviewed to ensure relevance, transparency, and measurable progress. Through this commitment, Muotech aims to foster an inclusive working environment where all individuals can contribute fully to scientific advancement and organizational success.

DocuSigned by:

Noemi Zabari

46C38D475D33464...

dr Noemi Zabari

Chief Executive Officer
Muotech Sp. z o.o.

Institutional foundations and the regulatory landscape in the Republic of Poland

The Polish legal and labor environment is currently experiencing a transformative phase, driven by the transposition of European Union directives aimed at pay transparency and workplace dignity. For Muotech, navigating these shifts requires a proactive rather than reactive stance. The Polish Ministry of Family, Labour and Social Policy has signaled a robust commitment to the EU Pay Transparency Directive (2023/970), with primary provisions entering force by late 2025 and early 2026 [4]. These regulations will mandate that all employers, regardless of workforce size, establish salary structures based on objective, gender-neutral criteria such as skills, effort, level of responsibility, and working conditions [4].

The institutional framework for gender equality in Poland is anchored in the Labor Code, specifically Article 18.3c, which enshrines the right to equal remuneration for equal work or work of equal value [6]. Muotech’s GEP serves as the primary governance document for internal audits and external reporting to the State Labour Inspectorate (PIP) [7].

Legislative Event	Implementation Date	Compliance Requirement for Muotech Sp. z o.o.
Parental Leave for Premature Births	March 19, 2025	Extension of leave for parents of children requiring hospitalization [8].
Mobbing Definition Harmonization	June 5, 2025 (Draft)	Clarification of "persistent harassment" and employer preventive duties [10].
Minimum Wage Adjustment	January 1, 2025	Increase to PLN 4,666 gross; impacts minimum harassment compensation [8].
Salary Transparency in Job Offers	December 24, 2025	Mandatory disclosure of salary ranges in all recruitment notices [4].
EU Pay Transparency Final Deadline	June 7, 2026	Full rights for employees to access average pay data by gender/category [6].

Core processes at Muotech

This GEP is not a static document but a dynamic, resourced, and monitored policy [12].

Public document and management endorsement

The GEP is a formal document, signed by the Management Board of Muotech Sp. z o.o. and published

on the company's official digital channels ([Muotech website](#)) [12]. This public declaration serves as a beacon of institutional commitment, signaling to research partners and prospective talent that gender equality is a non-negotiable priority. The 2025-2027 ERA Policy Agenda emphasizes that such public commitments are the first step in creating an equal work environment where the integration of a gender dimension in research content is the default expectation [2].

Allocation of dedicated resources and expertise

Muotech has designated a Gender Equality Officer being dedicated with her/his working time for policy development, implementation monitoring, and employee advocacy [14]. These resources are essential for overcoming the "structural dimension" of inequality, which often resides in unexamined procedures and the lack of personnel focused on gender mainstreaming [17].

Data collection, monitoring, and annual reporting

The transition from qualitative intent to quantitative reality is facilitated by the systematic collection of sex-disaggregated data. Muotech maintains an annual reporting cycle that tracks indicators such as staff numbers by gender at all levels, average years to career advancement, and the utilization of work-life balance measures [12]. As an R&D firm, this data is invaluable for identifying the "leaky pipeline" phenomenon, where women may be present in junior research roles but absent from senior engineering or management positions [13].

Awareness-raising and continuous training

Muotech's commits to regular training sessions on unconscious gender biases, particularly for those in decision-making roles such as hiring managers and project leads [12]. These activities are evidence-based, long-term processes designed to challenge stereotypes and foster a culture of inclusivity that extends to external stakeholders like reviewers and board members.

Work-life balance and organizational culture

For At Muotech, a company operating in high-tech research, the culture prioritizes psychological safety and flexibility to attract the most skilled scientists and engineers.

Flexible working arrangements and the right to disconnect

Muotech's GEP formalizes a Flexible Work Policy that includes core hours combined with the option for remote work and flexible start/end times [20]. Central to this is the "Right to Disconnect," which ensures that employees are not expected to engage with digital work communications outside of their designated hours. This measure is critical for caregivers who may need to manage domestic responsibilities during evening hours without the pressure of professional surveillance [21].

Parental support and the evolving legal framework

Muotech’s commitment to parental support is reinforced by the March 2025 introduction of additional leave for parents of premature or hospitalized newborns [8]. Muotech actively encourages the take-up of parental leave by both fathers and mothers, recognizing that the "gender care gap" can only be closed when both parents share domestic responsibilities equally [21]. By allowing part-time employment options after return from maternity or paternity leave, Muotech ensures that the transition back to research roles is sustainable and does not lead to career stagnation [21].

Cultivating an inclusive and supportive environment

A truly inclusive culture is one where micro-aggressions and subtle forms of exclusion are actively challenged. Muotech adopts the "Active Bystander" approach, training staff to recognize and intervene in situations of misconduct or bias [15]. This cultural shift is supported by regular employee feedback mechanisms, such as anonymous surveys, to gauge the effectiveness of equality initiatives and identify emerging areas for improvement [18].

Gender balance in leadership and decision-making

In the Polish STEM sector, women are frequently underrepresented in executive management and on scientific boards, despite high participation rates at the doctoral level [3]. Muotech aims to disrupt this trend by formalizing its leadership appointment processes.

Transparency in governance and board appointments

The company’s GEP establishes clear, merit-based, and gender-neutral criteria for all leadership positions [16]. By utilizing the "25 by '25" strategy model, Muotech sets aspirational targets for gender representation in senior R&D and management roles [15]. This includes ensuring that internal steering committees and project evaluation panels are gender-balanced, which has been shown to improve decision-making quality and innovation outcomes in highly technical fields [17].

Mentorship and professional development

To bridge the gap between junior research roles and senior leadership, Muotech implements a formal mentorship program. Senior researchers are tasked with guiding junior female and male colleagues through career progression milestones, helping them build the social and professional capital necessary for advancement in the engineering and physical sciences [21]. This is complemented by targeted leadership training aimed at underrepresented groups to ensure they are prepared for the complexities of managing high-stakes R&D projects.

Decision-making body	Current Gender Ratio (M/F)	2025 baseline	2027 target
----------------------	----------------------------	---------------	-------------

Management Board	0/2	100% Female	Minimum 33% Female
Scientific Steering Committee	1/2	66.7% Female	Minimum 40% Female
Project Lead Positions	0/4	100% Female	50/50 Balance
Recruitment Panels	0/4	100% Female	At least one female member

Table versions:

Update	Date updated
U0.1-created	1.01.2025
U0.2-updated	1.12.2025

Gender Equality in recruitment and career progression

Recruitment serves as the primary gateway for talent entry and is often the site of unexamined biases. Muotech’s recruitment strategy is redesigned to be inclusive, transparent, and strictly merit-based.

Mitigating bias in selection and hiring

The upcoming Polish transparency mandates will prohibit the inquiry into a candidate's salary history, a vital step in preventing the perpetuation of the gender pay gap [5]. Muotech adopts "gender-blind" CV screening for initial technical evaluations to ensure that engineering and scientific competence are the sole criteria for selection [23]. Furthermore, job vacancies will utilize gender-neutral language and emphasize the company’s commitment to diversity, thereby encouraging a broader range of applicants.

Performance evaluation and remuneration equity

The gender pay gap in Poland, while lower than the EU average, remains a hurdle in high-value sectors [6]. Muotech’s GEP mandates regular pay equity audits to ensure that employees performing the same work or work of equal value receive identical compensation. Performance evaluations are based on objective KPIs that are insulated from bias related to flexible working or parental absences [20]. This ensures that career progression is a function of contribution and performance rather than traditional "face-time" at the office.

Proactive outreach and talent attraction

Recognizing that female talent in the physical and engineering sciences can be scarce in certain regions, Muotech is partnering with local universities in Rzeszow, Krakow, Warsaw and national

"Women in Tech" networks (Perspektywy Women in Tech, VitalVoice Women Walks, Mamo Pracuj, etc) building a robust talent pipeline [1]. By participating in career fairs and hosting "Open Research Days," the company aims to position itself as an employer of choice for female STEM professionals in Poland.

Integration of the gender dimension in research and teaching content

A central focus of this Gender Equality Plan, especially in the R&D sector of Muotech, is the systematic integration of sex and gender analysis throughout the research cycle. This consideration goes beyond the composition of the research team and focuses on enhancing the rigour, relevance, and societal impact of the research itself. In fields such as engineering and life sciences, neglecting biological sex (sex analysis) and socio-cultural factors (gender analysis) can result in products, protocols, or interventions that are less effective, or even unsafe, for significant portions of the population. By embedding sex and gender perspectives from the outset, Muotech ensures that its research outcomes are both scientifically robust and socially responsible [12].

The physiological imperative in engineering and product design

Historically, "Reference Man" (the average 70kg, 1.75m male) has been the default standard for everything from automobile safety to the design of laboratory equipment.²⁷ Muotech, which operates in the manufacturing of navigational, measuring, and electromedical instruments, confronts this bias [1].

Research into surgical and endoscopic tools reveals that instruments designed for male hand sizes lead to significantly higher rates of musculoskeletal injuries and fatigue in female practitioners [28]. When Muotech is designing new measurement interfaces or diagnostic equipment, the research team systematically evaluate whether the ergonomics are suited to diverse anatomies [29].

- Ergonomics of equipment: designing tools that account for smaller hand sizes, lower muscle mass, and different reach envelopes to prevent workplace injury and improve precision.
- Safety standards: ensuring that any radiation-emitting devices or protective gear account for the increased biological sensitivity of female tissue, particularly in the breast and thyroid [27].

Sex-specific considerations in life sciences and imaging

Muotech's R&D activities ensure that all research methodologies consider sex as a fundamental biological variable.

1. Radiation sensitivity: peer-reviewed research since 2006 (BEIR VII report) has established that ionizing radiation causes disproportionately more cancer, heart disease, and stroke in women than in men, especially when exposure occurs in childhood [27]. Muotech's measuring and electromedical instruments must incorporate this knowledge into their safety algorithms and dosage protocols and including it in Muotech's HSE policy.
2. Diagnostic accuracy: in medical imaging, such as myocardial perfusion imaging (MPI),

differences in breast tissue attenuation can lead to false positives in women [35]. Muotech's software development accounts for these anatomical variances to ensure equal diagnostic performance across genders.

Systematic methodological integration

Muotech adopts the following checklist for all project proposals and R&D activities to ensure gender-responsive outcomes:

Research Stage	Key Analytical Questions
Concept & Theory	Does the research problem impact men and women differently? [19]
Literature Review	Does existing data account for sex-disaggregated outcomes? [24]
Methodology	Are the research samples or test subjects balanced by sex? [36]
Data Analysis	Is the data analyzed for sex-specific biological signals? [19]
Implementation	Is the final product ergonomic for diverse users? [19]
Reporting	Are findings reported with explicit mention of sex/gender implications? [19]

Measures against gender-based violence and sexual harassment

Muotech's GEP establishes a "Zero Tolerance" policy that protects the professional integrity and psychological well-being of every employee.

Internal procedures and the anti-mobbing commission

Muotech implements a formal internal procedure for reporting and investigating cases of mobbing or harassment. This includes:

- The right to claim: employees have the right to demand that the employer take action to end discrimination and alleviate its effects.
- The investigative commission: within 14 days of a report, a commission, excluding the accused and the reporter's direct supervisor, will be convened to investigate the facts with impartiality and confidentiality.
- Prohibition of retaliation: the GEP strictly prohibits any form of retaliation against employees who report misconduct or participate in an investigation.

Defining harassment and mobbing in the Polish context

Polish law distinguishes between various forms of undesirable behavior. Muotech's policy explicitly defines:

- Mobbing: persistent and long-term harassment or intimidation intended to isolate or humiliate an employee, leading to a reduced sense of professional value [10].
- Sexual harassment: Any unwanted conduct of a sexual nature that violates a person's dignity, particularly by creating an intimidating or hostile environment [38].
- Psychological violence: Verbal or non-verbal actions, such as isolating a staff member, ignoring their input, or assigning tasks beneath their competence levels [38].

Prevention and educational outreach

Prevention is the cornerstone of Muotech's strategy. All employees, from the Management Board to junior interns, are required to undergo training on recognizing and preventing workplace misconduct. By fostering an environment of "justified criticism" focused on scientific output rather than personal traits, the company ensures that high professional standards are maintained without compromising employee health.

Intersectionality: broadening the inclusion horizon

For Muotech, an intersectional approach means recognizing that a female researcher may also face challenges related to her age, nationality, or disability status.

- Age-related dynamics: ensuring that young researchers and those in the later stages of their careers have equal access to technological training and project leadership [18].
- Nationality and linguistic inclusion: given the international nature of R&D, Muotech ensures that its internal communications are inclusive of non-Polish speakers and that international staff have equal opportunities for advancement [15].
- Disability and universal design: aligning gender-sensitive ergonomics with accessibility standards to ensure that the laboratory and office environments are inclusive for all [8].

Monitoring, evaluation, and sustainability

This GEP is a living document, requiring constant refinement based on empirical evidence. Muotech commits to an annual review process to evaluate the progress of its initiatives.

Data-driven accountability

Muotech utilizes the Gender Equality Audit and Monitoring (GEAM) tool to conduct regular staff surveys and track qualitative transformations towards a more gender-sensitive culture. These surveys will measure dimensions such as the uptake of work-life balance measures, the diffusion of a gender-equal culture, and the effectiveness of anti-harassment protocols.

Sustainability and ESG reporting

As Muotech matures, the company will encounter the European Union's ESG (Environmental, Social, Governance) reporting obligations. By implementing a robust GEP now, Muotech is preparing for future regulatory compliance.

Indicator Category	Monitoring Metric	Target Review Period
Institutional	GEP updated and published on website	Annual (Q1)
Human Resources	Gender pay gap per career grade	Bi-annual
Work-Life Balance	% of fathers taking parental leave	Annual
R&D Excellence	% of project proposals with sex/gender analysis	Per call cycle
Safety & Safety	# of harassment/mobbing reports vs. resolution rate	Quarterly

Bibliography

1. Muotech Sp. z o.o. Company Profile - Poland | Contacts & Key Executives | EMIS, accessed December 29, 2025, https://www.emis.com/php/company-profile/PL/Muotech_Sp_z_oo_en_16828997.html
2. Gender equality in research and innovation - European Union, accessed December 29, 2025, https://research-and-innovation.ec.europa.eu/strategy/strategy-research-and-innovation/democracy-and-rights/gender-equality-research-and-innovation_en
3. Horizon Europe support for gender equality | European Research Area Platform, accessed December 29, 2025, <https://european-research-area.ec.europa.eu/horizon-europe-support-gender-equality>
4. Poland Takes Next Steps Towards Implementing Pay Transparency Directive, accessed December 29, 2025, <https://www.employmentlawworldview.com/poland-takes-next-steps-towards-implementing-pay-transparency-directive/>
5. Poland: Pay Transparency Measures Employers Must Implement by 24 December 2025, accessed December 29, 2025, <https://ogletree.com/insights-resources/blog-posts/poland-pay-transparency-measures-employers-must-implement-by-24-december-2025/>
6. Polish Draft: The full Pay Transparency implementation - PayGap, accessed December 29, 2025, <https://www.paygap.com/articles/polish-draft-the-full-pay-transparency-implementation>
7. Poland: Employment law amendment Q1 2025 - Bird & Bird, accessed December 29, 2025, <https://www.twobirds.com/-/media/poland/bird-a-bird-a-employment-law-amendment-2025-hr-checklist-for-poland.pdf>
8. Guide to changes in labour law in Poland in 2025 - Taylor Wessing, accessed

- December 29, 2025, <https://www.taylorwessing.com/en/insights-and-events/insights/2025/02/guide-to-changes-in-labour-law-in-poland-in-2025>
9. Poland: 2025, Looking Ahead - L&E Global, accessed December 29, 2025, <https://leglobal.law/countries/poland/looking-ahead-2025-poland/>
 10. articles: mobbing - Labour and employment law - HRLaw.pl, accessed December 29, 2025, <https://hrlaw.pl/en/articles.c:mobbing>
 11. Workplace bullying – what will the new regulations change and how to prepare your company | VON ZANTHIER & DACHOWSKI, accessed December 29, 2025, <https://www.vonzanthier.com/en/workplace-bullying-what-will-the-new-regulations-change-and-how-to-prepare-your-company>
 12. Horizon Europe Guidance on Gender Equality Plans - European ..., accessed December 29, 2025, [https://erc.europa.eu/sites/default/files/document/file/GEPs in HE guidelines.pdf](https://erc.europa.eu/sites/default/files/document/file/GEPs%20in%20HE%20guidelines.pdf)
 13. Horizon Europe gender equality plan eligibility criterion, accessed December 29, 2025, https://eige.europa.eu/gender-mainstreaming/toolkits/gear/horizon-europe-gep-criterion?language_content_entity=en
 14. Gender Equality Plan for [institution] - Equal4Europe, accessed December 29, 2025, https://equal4europe.eu/wp-content/uploads/2024/01/Template-GEP_EQUAL4EUROPE1.pdf
 15. GEP - CERN Gender Equality Plan, accessed December 29, 2025, <https://cerneu.web.cern.ch/gep>
 16. GENDER EQUALITY PLAN | CTLup, accessed December 29, 2025, <https://wwwctlup.com/wp-content/uploads/2024/01/CTLUP-Gender-Equality-Plan-2024-2027-i.pdf>
 17. Gender Equality Action Plans, accessed December 29, 2025, <https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-equality-action-plans>
 18. Step 5: Monitoring progress and evaluating a Gender Equality Plan, accessed December 29, 2025, https://eige.europa.eu/gender-mainstreaming/toolkits/gear/step-step-guide/step-5?language_content_entity=en
 19. Integration of the sex/gender dimension into research and teaching content, accessed December 29, 2025, https://eige.europa.eu/gender-mainstreaming/toolkits/gear/integration-gender-dimension-research-and-teaching-content?language_content_entity=en
 20. Gender Equality Plan - Aiseemo, accessed December 29, 2025, <https://aiseemo.com/gender-equality-plan>
 21. Gender Equality Plan | IEECP, accessed December 29, 2025, https://ieecp.org/wp-content/uploads/2023/09/IEECP-Gender-Equality-Plan_2023.pdf
 22. GENDER EQUALITY PLAN 2022 - 2025 - ALICE Logistics, accessed December 29, 2025, <https://www.etp-logistics.eu/wp-content/uploads/2022/12/GEP-ALICE.pdf>
 23. Promoting Gender Equity in Companies:, accessed December 29, 2025, <https://docs.gatesfoundation.org/documents/a-smart-strategy-gender-equity-in-companies-part-2-closer-look.pdf>
 24. Guidelines on Gender Dimension in Research - Horizon Europe Funds - Universidade de Coimbra, accessed December 29, 2025, https://www.uc.pt/site/assets/files/1540869/vf_en_gender_in_research_horizon_eu

[rope funding cirenias cover.pdf](#)

25. Should you implement a gender equality plan in your company? - Letslaw, accessed December 29, 2025, <https://letslaw.es/en/should-you-have-implemented-a-gender-equality-plan-in-your-company/>
26. The Appropriateness of Medical Devices Is Strongly Influenced by Sex and Gender - PMC, accessed December 29, 2025, <https://pmc.ncbi.nlm.nih.gov/articles/PMC10890141/>
27. DATA VISUALIZATION AND GENDERED QUESTIONS IN RADIATION PROTECTION - ICRP, accessed December 29, 2025, https://www.icrp.org/admin/On-Demand/OD16_TheFutureOfRP_Olson.pdf
28. Endoscopy ergonomics: a survey-based study exploring gender differences - PubMed, accessed December 29, 2025, <https://pubmed.ncbi.nlm.nih.gov/38185181/>
29. When the Scalpel Fits Him, Not Her: Gender Disparities in Surgical Tools, accessed December 29, 2025, <https://amwa-doc.org/when-the-scalpel-fits-him-not-her-gender-disparities-in-surgical-tools/>
30. Ergonomics contribute to gender differences in muscle activity and physical workload during kidney stone surgery - Cleveland Clinic Lerner Research Institute, accessed December 29, 2025, <https://www.lerner.ccf.org/news/article/?title=Ergonomics+contribute+to+gender+differences+in+muscle+activity+and+physical+workload+during+kidney+stone+surgery&id=803559dbf73a0b01891a1c960f59dc5613701809>
31. The Ergo Corner: Gender Differences - Assembly Magazine, accessed December 29, 2025, <https://www.assemblymag.com/blogs/14-assembly-blog/post/88755-the-ergo-corner-gender-differences>
32. Does radiation risk depend on gender? - Radiologyinfo.org, accessed December 29, 2025, https://www.radiologyinfo.org/en/info/safety-hiw_06
33. Gender and Ionizing Radiation | UNIDIR, accessed December 29, 2025, https://unidir.org/wp-content/uploads/2024/11/Gender_and_ionizing_radiation_web.pdf
34. Gender Differences in the Impact of Recommendations on Diagnostic Imaging Tests: A Retrospective Study 2007–2021 - MDPI, accessed December 29, 2025, <https://www.mdpi.com/2075-1729/13/2/289>
35. Gender Differences in Radiation Dose from Nuclear Cardiology Studies Across the World - PubMed Central, accessed December 29, 2025, <https://pmc.ncbi.nlm.nih.gov/articles/PMC4826718/>
36. How to integrate the gender dimension into your Horizon Europe project proposal, accessed December 29, 2025, <https://microfluidics-innovation-center.com/horizon-europe/gender-dimension-horizon-europe/>
37. WEWNĘTRZNA PROCEDURA ANTYMOBBINGOWA i ANTYDYSKRYMINACYJNA W ZESPOLE SZKÓŁ EKONOMICZNYCH NR 1 IM. MIKOŁAJA KOPERNIKA W KRA, accessed December 29, 2025, <https://www.bip.krakow.pl/plik.php?zid=524689&wer=0&new=t&mode=shw>
38. zarządzenie wewnętrzną polityka antymobbingowa+ - Babiogórski Park Narodowy, accessed December 29, 2025, <https://bgpn.gov.pl/uploads/files/6879e74dbb804787875666.pdf>
39. PROCEDURA ANTYMOBBINGOWA ROZDZIAŁ I Postanowienia ogólne § 1 Celem

ustalenia Procedury Antymobbingowej w Wojewódzkim Inspekt - Gov.pl, accessed December 29, 2025, <https://www.gov.pl/attachment/7063cba3-a50e-459a-beec-891ec0448c6b>

40. WEWNĘTRZNA POLITYKA ANTYMOBBINGOWA I ANTYDYSKRYMINACYJNA w Związku Stowarzyszeń Polska Zielona Sieć I. Postanowienia ogólne, accessed December 29, 2025, https://zielonasiec.pl/wp-content/uploads/2023/07/PZS_polityka-antymobbingowa_2023a.pdf

DocuSigned by:

Noemi Babari

46C38D475D33464...