

The Gender Equality Strategy and the Gender Equality Plan

2023-2027

For the CENTER FOR INDUSTRY AND SERVICES ECONOMICS

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Abbreviations and definitions

GE	Gender equality
GEP	Gender equality plan
HoD	Head of Department
HR	Human Resources
GD	Director General
SD	Scientific Director
CD	Steering Committee
CA	Board of Directors
Sex	Either of the two major forms of individuals that occur in many species and that are distinguished respectively as female or male especially on the basis of their reproductive organs and structures (https://www.merriam-webster.com/dictionary/)
Gender	The behavioral, cultural, or psychological traits typically associated with one sex (https://www.merriam-webster.com/dictionary/)
Sex vs Gender	A clear delineation between sex and gender is typically prescribed, with sex as the preferred term for biological forms, and gender limited to its meanings involving behavioral, cultural, and psychological traits. In this dichotomy, the terms male and female relate only to biological forms (sex), while the terms masculine/masculinity, feminine/femininity, woman/girl, and man/boy relate only to psychological and sociocultural traits (gender) (https://www.merriam-webster.com/dictionary/)

Introduction

The Gender Equality Strategy (GE) for 2023-2027 was developed by the CENTER FOR INDUSTRY AND SERVICES ECONOMICS (CEIS) within the ROMANIAN ACADEMY, based on the contributions of the entire research institute and takes into account all the institute's employees. The GE Strategy was built on the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, 2015-2019, the European Strategy for Gender Equality 2020-2025 and the Horizon Europe guidelines on gender equality plans.

The motivation behind the development of the GE strategy is to ensure that our research institute is a safe place for everyone, and all activities and processes that take place respect the principles of equality, diversity, inclusion and non-discrimination. Based on the GE strategy, the research institute developed the GE Plan (GEP) for 2023-2027, with concrete actions and measures, as well as indicators to measure the progress of its implementation and revisions. Through the implementation of the GE strategy and the GEP (CEIS) ensure and promote equality and diversity of knowledge and the acquisition of skills for all. The objectives of the GE strategy are implemented through specific actions aimed at protecting an equal and inclusive organizational culture and promoting gender equality at all levels. As such, the GE and GEP strategy will proactively enable the raising of awareness of gender equality, skills and competences; gender balance in decision-making structures and processes, including recruitment; gender equality in research; and mainstreaming the gender dimension into the entire research process.

I. Review of requirements, policies and case studies

Before drawing up the GE and GEP strategy, the CEIS management appointed a working group to carry out a review of the literature, requirements, policies, recommendations, examples and existing cases, relevant studies in the field of discrimination, inclusion and gender equality, with a special focus on research organizations (ORPs).

The resources used in this literature review study are presented in Appendix 3.

II. Diagnosis (data collection and analysis)

II.1. Data collection

(A comprehensive list of indicators that will be used for data collection is presented in

Appendix 2. Please select from that list those indicators that are relevant to your organization. Below we present an example case for a research institute; you can use the same or different as appropriate).

In the case of CEIS, the following relevant indicators were taken into account for the discussion on gender equality issues:

- Number of staff by sex/gender at all levels, by area, function (including administrative/support staff)

- Number of women and men in research and administrative decision-making positions (eg management team, boards, committees, recruitment and promotion panels);

(For convenience, we suggest that the following tables be completed by the institute. Please note that these tables are only for ease of data collection, only the relevant total numbers should be mentioned in the final strategy document.)

1. Women and men in leadership positions

Tables 1. The management of the research institute.

	Woman	Man
Director		X
Chief Accountant	X	
TOTAL	1	1

2. Women and men – research staff

Table 3. Total number of research staff, by department

	Experienced researchers (CSI, CSII, CSIII)	Early stage researchers (CS, ACS)	Total Women	Total men
Collective "Accounting"	/Total Number Women/ 0	/Total Number Women/ 2	2	0
	/Total Number Men/ 0	/Total Number Men/ 0		
Collective "Industrial economics"	/Total Number Women/ 3	/Total Number Women/ 0	3	0
	/Total Number Men/ 3	/Total Number Men/ 0		
Collective "Services economics"	/Total Number Women/ 3	/Total Number Women/ 2	5	0
	/Total Number Men/ 3	/Total Number Men/ 1		
Total women			10	0
Total men			0	7

3. Women and men – administrative services and support

Table 4. Total number of women and men in administrative services

	Women	Man
Office administration support (secretaries) Carmen	1	-
IT support services Vacant	-	-
Librarians	-	-
Building administration	-	-
Other	-	-
Etc.	-	-
TOTAL	1	0

As part of the data collection and diagnosis, we conducted surveys at the institution level with the following indicators:

- The number of years it takes women and men to advance in their careers
- Number of female and male candidates applying for separate posts
- The number of employees, by sex/gender, who apply for/take parental leave, for how long and how many returned after the leave
- Opinions on work-life balance in the research institute
- Integrating the gender dimension into the research content
- Perception of gender-based violence, including sexual harassment in the research institute
- Perception (opinion) regarding inclusion and discrimination at the research institute

II. 2. Data analysis

Following the centralization of the data collected and their analysis, it was decided to revise the existing policies that address gender equality and inclusion. The reviews were carried out in meetings and workshops at all levels, with the gender equality function allocated to the development of the PEG and including the management of the research institute, research staff and representatives of administrative and support services of the research institute. All working groups included an even number of men and women. The conclusions of the internal audit were then analyzed in the Scientific Council, approved by the Director, and then communicated to the entire staff of the research institute. The director of CEIS committed to the development and implementation of the PEG, for the period 2023-2027.

1. Quantitative data analysis

The numerical data analysis showed that:

- There is a balance between the number of women and the number of men in management positions at department level;
- On average, the number of women and men in research positions is equal, reflecting the existing good recruitment practices in the research institute
- etc.

2. Qualitative data analysis

Qualitative research has shown that:

- Combining work and family life – women more often state that they are responsible for most family duties
- Expectations of international mobility are more difficult for women to reconcile with caring for children and other dependents
- Women do more housework; maternal responsibilities delay research work and discourage women from holding administrative positions
- Women with children do not take longer trips abroad, publish less, get involved less in the social life of the department and less often decide to take up administrative positions
- The gender dimension is not yet well integrated in research
- The research institute is perceived as a safe place without gender violence
- The research institute is generally perceived as inclusive

The important conclusions of the internal analysis at CEIS are:

- The existing policies and procedures can be improved towards increasing gender relevance
- Staff training on gender equality can be further developed
- Communicating actions and measures relevant to gender actively and effectively can be developed

III. GE and GEP strategy

Based on internal analysis and national and European policies and requirements, the Director has committed to developing the gender equality strategy for the institute for 2023-2027 and the corresponding GEP. The Scientific Council of CEIS has decided to establish the position of a GE officer at the institute, along with a GE delegate in each department. The GE officer plays a

proactive role, while the GE delegates serve as consultants in the implementation and monitoring of the GE strategy. Specifically, the GE officer and delegates contribute to creating, implementing, monitoring, and evaluating the GEP; providing practical support and tools to those involved in GEP implementation; collaborating and engaging stakeholders at all levels to ensure GEP action implementation; raising awareness of the benefits of gender equality in the research institute; assessing progress toward gender equality in the institute. The institute's leadership has mandated the GE roles (officer and delegates) at the institute and a dedicated working group to develop the GE strategy and GEP for 2023-2027. The GE working group included male and female representatives from the institute's leadership and researchers, as well as an external advisor (e.g., from UEFISCDI, as the author of the first GEP for a public organization in Romania, or another relevant organization).

III.1. GE Strategy 2023-2027

The GE strategy includes the following areas of intervention and objectives for 2023-2027:

Intervention area	Objectives :
1. Work-life balance and organizational culture	Promoting the integration of work with family and personal life
2. Gender balance in leadership and decision-making	Promoting gender equality in institutional culture, processes and practices
3. Gender equality in recruitment and career progression	Promoting procedures that favor and support gender-equality recruitment and career development
4. Integrating the gender dimension into the research content	Promoting a gender and sex perspective in the research process
5. Measures against violence gender- based, inclusive bullying sexed	Raising awareness of the importance of equality issues and strengthening positive attitudes towards diversity

III.2. GE Plan 2023-2027

The GE plan within CEIS includes areas of intervention, objectives, key measures, target audience, timetable, responsible persons and indicators for measuring progress.

Area 1. Work-life balance and organizational culture

Objective: Promoting the integration of work with family and personal life

Action / Measure	Targets	Chronology					Indicators	Responsible
		2023	2024	2025	2026	2027		
1. Availability of policies, procedures and structures at the research institute to promote the integration of work with family and personal life	Researchers, technical and administrative staff		X	X	X	X	Policies, procedures and services for integration into work and personal life	GD, HR, HoDs , GE officer
2. Feasibility plans for the creation of new welfare services, for example, contractual arrangements made by the research institute with service providers, from family care tasks and housework to childcare (elderly care) in case of conference or congress or international mobility	Researchers, technical and administrative staff		X	X	X	X	Policies, procedures and services for integration into work and personal life	GD, HR, HoDs , GE officer
3. Implementation of ICT-based systems to increase flexibility and improve better planning of work meetings according to work-life balance needs (e.g. management and communication of schedule/meeting time)	Researchers, technical and administrative staff	X	X	X	X	X	Standard procedure for systems based on ICT that promote integration into work and personal life	GD, HR, HoDs , GE officer, IT services
4. Availability of flexible working time arrangements, from part-time to telecommuting	Researchers, technical and administrative staff	X	X	X	X	X	Policies, procedures and services for integration into work and personal life	GD, HR, HoDs , GE officer

Area 2. Gender balance in leadership and decision-making

Objective: To promote gender equality in institutional culture, processes and practices

Action / Measure	Targets	Chronology					Indicators	Responsible
		2023	2024	2025	2026	2027		
1. Appointment of delegates in departments/centres, with a proactive and/or consultative role, to be responsible for monitoring and ensuring that workplace procedures and practices respect gender equality	Researchers, technical and administrative staff	X					Gender equality policy and structures	GD, HR, HoDs, GE officers, GE delegates
2. Routine review of any text, communication, images, from the point of view of gender equality and diversity	Researchers, technical and administrative staff	X	X	X	X	X	Policies, procedures and services for integration into work and personal life	GE officers, GE delegates
3. Promoting initiatives to facilitate widespread gender competence at all levels of the organization by providing training to staff and researchers	Researchers, technical and administrative staff	X	X	X	X	X	Training and awareness on gender equality issues	GE officers, GE delegates

Area 3. Gender equality in recruitment and career progression

Objective: To promote processes that facilitate and support gender-sensitive recruitment, careers and appointments

Actions / Measures	Targets	Chronology					Indicators	Responsible
		2023	2024	2025	2026	2027		
1. Carrying out gender awareness initiatives, briefings and creating gender-sensitive recruitment, career and appointment guidelines	Researchers, technical and administrative staff	X	X	X	X	X	Gender awareness initiatives and guidelines	GD, HR, HoDs , GE officer
2. Courses and training on gender equality	Researchers, technical and administrative staff	X	X	X	X	X	Courses and training for recruitment Courses and training for career progression Courses and leadership training	GD, HR, HoDs , GE officers, GE delegates
3. Dissemination and communication of good career practices - role models for women (scientists, researchers and academics)	Researchers, technical and administrative staff		X	X	X	X	Initiatives to raise awareness of female role models. Initiatives to raise awareness of gender diversity in research teams	GE officers, GE delegates, HoDs

Area 4. Integrating the gender dimension into research content

Objectives:

- Promoting a gender and sex perspective in the research process

- Promoting the integration of a sex and gender perspective in the research activity

Actions / Measures	Targets	Chronology					Indicators	Responsible
		2023	2024	2025	2026	2027		
1. Internal training seminars on the use of sex and the gender perspective in research, to stimulate the recognition of its economic, social and innovation value	Researchers, the scientific community	X	X	X	X	X	Participation in training seminars on the integration of sex/gender analysis methods, by gender and research field	SD, Researchers , GE officer
2. Elaboration, communication and implementation of standards for the incorporation of sex and gender variables in research	researcher		X	X	X	X	Participation in training seminars on the integration of sex/gender analysis methods, by gender and research field	SD, Researchers , GE officer
3. Institutional recognition within the research institute of those projects that took the gender dimension into account. (eg prizes)	Researchers , the community scientifically		X	X	X	X	Project awarded	GDs, HoDs , Researchers
4. Dissemination and communication of good career practices - role models for women (scientists, researchers and academics)	Researchers, technical and administrative staff		X	X	X	X	Initiatives to raise awareness of female role models Initiatives to raise awareness of	GE officer, GE delegates , HoDs

							gender diversity in research teams	
5. Workshops on the integration of gender equality and diversity issues in research activity, as support for research staff	researcher		X	X	X	X	Training seminars or guides on the integration of sex/gender in research activity	SD, HR, HoDs , GE officer
6. Courses and training tools in all departments and at all levels (experienced or first-time researchers) on sex and gender variables	researcher		X	X	X	X	Courses by gender-specific dimensions, by research activity (department)	SD, HR, HoDs , GE officer

Area 5. Measures against gender-based violence, including sexual harassment

Objective: Raise awareness of the importance of equality issues and strengthen positive attitudes towards diversity

Actions / Measures	Targets	Chronology					Indicators	Responsible
		2023	2024	2025	2026	2027		
1. Training on the phenomena of discrimination (including discriminatory language), violence (including that based on prejudice or gender), harassment and sexual harassment.	Researchers , technical staff and administrative		X	X	X	X	Participation in training, by category. Skills acquired in relation to the identification and response to the phenomena of discrimination and violence	GD, HR, HoDs , GE officer
2. Development internal support (website / platform) which support the information and education as well to facilitate reports on sexual harassment and discrimination.	Researchers , technical staff and administrative	X	X	X	X	X	Tracking Institute website/platform to see, number of visits, number of real case situations reported and resolved	GD, HoDs , HR, IT services, GE officer
3. Strengthening the institute's Code of Ethics with provisions against gender-based violence, including sexual harassment.	Researchers , technical staff and administrative	X	X	X	X	X	Initiatives to raise awareness of female role models Initiatives to raise awareness of	GD, HoDs , HR, GE officer

							gender diversity in research teams	
4. Awareness campaign highlighting diversity and inclusion in the scientific community and encouraging prevention of discrimination in various fields	Researchers , technical staff and administrative	X	X	X	X	X	Awareness campaign	GE officer

IV. GEP monitoring and evaluation

Implementation of GEP at the CENTER FOR INDUSTRY AND SERVICES ECONOMICS

Progress against the goals and objectives of the GE strategy is regularly evaluated through periodic meetings. The implementation of the GEP will be continuously monitored by the GE functions (officer and delegates) in the institute. The GE Officer together with GE delegates within each department are responsible for data and information collection. They will conduct a first review of GEP progress (against indicators), collect knowledge and feedback. The persons responsible for GE within the institute will conclude reports of findings (once a year), which are then presented to the research institute leadership (GDs, HoDs) and discussed. These meetings will provide valuable insights into the implementation of the GEP. These meetings will also provide feedback and recommendations that will allow adjustments and improvements to the GEP interventions for the following year. Regular reports enable ongoing review of the GEP's impact, as well as keeping the wider community informed and engaged in progress towards gender equality. The review of progress reports includes qualitative information as well as quantitative data, such as updates of sex-disaggregated HR data, monitoring data to track the implementation of key actions. After their conclusion and adoption by the management of the research institute (Board of Directors, GD, HoDs), the periodic (annual) progress report of the GE is published on the website of the research institute and communicated to the entire scientific community.

Annex 1. Horizon Europe recommended methodology and areas of intervention for the gender equality plan

Starting from 2022, for all proposals that are submitted in Horizon Europe - the gender equality plan (GEP - Gender Equality Plan) is an eligibility condition (!) for the following types of organizations¹:

Public bodies such as research funding bodies, national ministries or other public authorities, including public for-profit organizations

Higher education institutions, public and private

Research organizations, public and private

Individual organizations applying in any part of Horizon Europe and belonging to the categories of legal entities established in the EU member states or associated countries mentioned above, must have a GEP.

This eligibility criterion does not apply to other categories of legal entities, such as private for-profit organisations, including SMEs, non-governmental organizations or civil society organisations.

Higher education organizations will need to consider the entire academic community (teachers, researchers and students), alongside internal quality assurance and management arrangements for teaching and research.

Research funding organizations will need to examine their project proposal assessment procedures and consider wider programming and decision-making processes regarding the outcomes and impact of funding decisions and associated policy frameworks that have impact on gender equality in research and innovation.

Public bodies, such as ministries, will have a leading role in creating national policy and/or legal frameworks and support for effective implementation of gender equality plans, in particular with regard to the coordinated annual collection of disaggregated data by sex and/or gender about staff and students.

The Horizon Europe eligibility criterion requires that the GEP be an official document published on the institution's website and signed by the organization's management.

I. Key elements

➤ The gender equality plan (GEP) must be **published on the organization's public website**. Publishing the gender equality plan on an organization's website publicly signals its

¹ The approach is linked to the European Commission's European Strategy for Gender Equality 2020-2025, which announced the ambition for a GEP requirement for participating organisations. The Council of the European Union, in its conclusions on the New European Research Area (ERA) of December 2020, also called on the Commission and Member States to pay renewed attention to gender equality and gender mainstreaming, including through GEPs and gender mainstreaming. in R&I (Source: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)

commitment to gender equality and enables appropriate accountability for the plan's goals and objectives by the organization's staff, partners, stakeholders and the wider community.

The gender equality plan can be published in the working language of the organization, using clear, unambiguous and accessible language.

The basic information and commitments presented in the gender equality plan that are published should comply with the General Data Protection Regulation (GDPR).

➤ The Gender Equality Plan (GEP) must **be signed by the organization's senior management**. The GEP should be a strategic document assumed by the top management of the organization. This should be signed off by the chief executive of the organisation, with a clearly designated leader from the management team to take the plan forward (Chancellor, Senate, Council, CEO, etc.).

The senior management of the organization has full responsibility for the implementation of the commitments established in the GEP. She will be responsible for the success of GEP within the organization.

➤ The Gender Equality Plan (GEP) must **be actively communicated within the institution**. In addition to publishing the GEP in the public domain, it should also be actively disseminated and communicated throughout the organization to signal management support for the plan. It is very important to consider the key messages to be communicated and how they should be adapted to different target groups.

➤ The Gender Equality Plan (GEP) must **be accompanied by regular progress reports**. After publishing the GEP on the organization's public website, the organization should also publish regular progress reports. Progress reports can include qualitative information alongside quantitative data, such as updates on sex-disaggregated HR data or monitoring data to track the implementation of key actions.

The GEP should clearly state:

The organization's commitment to gender equality

GEP objectives and desired outcomes

Relevant benchmarks and targets

Details of the actions that are or will be taken by the organisation, including the allocation of dedicated resources

In order to meet the Horizon Europe eligibility criterion, it is essential that the GEP includes specific commitments, objectives, actions and resources dedicated to improving gender equality within the organization and its activities.

II. Methodology for establishing a GEP in the university/research organization

1. Dedicated resources²

² The volume and structure of resources dedicated to the development and implementation of the GEP should be appropriate to the size and needs of the organization and its GEP. Resources will be required throughout the GEP, including audit, planning, implementation, monitoring and review.

The university/research organization should consider allocating resources (human and financial) relevant to the size and volume of its activities.

For example, the organization may have a GE officer (as a distinct function) in each department plus GE delegates (eg one such delegate per department) in a proactive or consultative role, responsible for monitoring and ensuring that workplace procedures and practices respect gender equality.

Examples of human resources that can be dedicated to gender activities are:

Creation of an Office/Unit for Gender Equality

Gender Equality Officer (organisation-wide)

Responsible for gender equality within each department (focal person), with responsibilities for gender equality activities

Other

The role of the gender equality function/structure includes the following processes:

establishment, implementation, monitoring and evaluation of the GEP

to provide practical support and tools to actors involved in GEP implementation

cooperate and involve stakeholders at all levels to ensure implementation of GEP measures

raising awareness of the benefits of gender equality in research organizations

to assess progress towards gender equality in the organisation

2. Involvement of the entire organization

An effective GEP is a strategic document that **involves the entire organization** . Gender equality plans require the support and formal commitment of senior management, and work best when developed with the active involvement of the whole organisation, including staff, students and stakeholders – and involving both women and men.

The following structures should be involved:

Senior management and leadership team

Governing bodies

Administrative services, including Human Resources (HR) and legal departments

Academic departments, schools, research centers or scientific directorates and research policy departments

Research evaluation committees

Scholars and experts on gender equality in research organizations

Research Managers

Facilities Managers

Staff and academics, including trade unions or representative bodies

Students and student unions (or other representative bodies)

3. Processes involved in the creation of GEP

The following processes are mandatory under Horizon Europe:

1. Analysis (audit)

1.1. Data collection

- Definition of indicators for data collection (see Annex 2)
- Collection of data disaggregated by sex and/or gender

1.2. Data analysis

- Identifying gender inequalities and their causes
- Carrying out an internal review of existing plans or actions to ensure that GEP mandatory requirements and recommended areas are addressed
- Addressing any gaps that can be identified in existing plans and policies

2. Planning

- Definition of intervention areas in the gender equality plan (Box 1)
- Establishing objectives and targets for the GEP
- Establishing a plan of actions and measures
- Allocation of resources and responsibilities for GEP implementation
- Definition of implementation terms

3. Implementation

- Creating working groups to develop and implement new policies and procedures
- Implementation of the GEP action plan

4. Monitoring and evaluation

- Defining indicators to measure the progress of GEP implementation
- Continuous review of progress
- Tweaks and improvements

Box 1. Areas of intervention recommended by the Horizon Europe program for the gender equality plan

The following gender equality areas are recommended ("mandatory") within Horizon Europe:

Work-life balance and organizational culture

Gender balance in leadership and decision-making

Gender equality in recruitment and career progression

Integration of the gender dimension in research and teaching content

Measures against gender-based violence, including sexual harassment

(Source: Horizon Europe guidance on gender equality plans, <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1>)

Note: See Disclaimer 2.

Annex 2. Horizon Europe recommended indicators for data collection and analysis

(Source : Horizon Europe guidance on gender equality plan , <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1>)

Relevant data on gender equality for all organizations can include:

- Staff numbers by sex/ gender at all levels , by disciplines , function (including administrative / support staff) and by contractual relationship to the organization _
- Average numbers of years needed for women and man to make career advancements (per grade and by discipline);
- Wage gaps by sex/ gender and job;
- Numbers of women and men in academic and administrative decision-making positions (eg top management team, boards , committees , recruitment and promotion panels) ;
- Numbers of females and pliable candidates applying for distinct job positions ;
- Numbers of women and man having left the organization in the past years , specifying the numbers of years spent in the organization _
- Numbers of staff by sex/ gender applying for/ taking parental leave , for how Longa and how many returned after taking the leaves _
- Number of absences days taken by women and man and According to lack of reasons;
- Number of training hours / credits attended by women and menu _

Specific data on gender equality relevant to research perform organizations (RPOs) may include:

- Number of females and pliable students at all levels and for all disciplines , and academic and employment outcomes ;
- Share of women and man among employed researchers ;
- Share of women and man among applicants to research positions , among persons recruited and success rate, including by scientific field , academic position , and contract status;
- Share of women and men in recruitment or promotion boards , heads of recruitment or promotion boards and share of decision-making bodies , including by scientific field .

Annex 3. List of sources used for the literature review

(in alphabetical order)

Council of Europe Gender Equality Commission, <https://www.coe.int/en/web/genderequality/gender-equality-commission>

EU FESTA - Gender Issues in Recruitment, Appointment and Promotion Processes – Recommendations for a Gender Sensitive Application of Excellence Criteria, https://eige.europa.eu/sites/default/files/festa_gender_issues_recruitment_appointment_promotion.pdf

EU Strategy for Gender Equality 2020-2025, https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

EUA - Universities' Strategies and Approaches towards Diversity, Equity and Inclusion, <https://eua.eu/downloads/publications/universities-39-strategies-and-approaches-towards-diversity-equity-and-inclusion.pdf>

EUCEN - Diversity, Equity and Inclusion in European Higher Education Institutions, https://eua.eu/downloads/publications/web_diversity%20equity%20and%20inclusion%20in%20european%20higher%20education%20institutions.pdf

European charter & code of conduct for the recruitment of researchers, https://cdn2.euraxess.org/sites/default/files/policy_library/ttf_goal_2_results_v1.0.pdf

European Institute for Gender Equality, <https://eige.europa.eu>

GARCIA – Mapping organizational work-life policies and practices, https://eige.europa.eu/sites/default/files/garcia_report_mapping_org_work-life_policies_practices.pdf

Guidelines for using gender-sensitive language in communication, research and administration, https://eige.europa.eu/sites/default/files/reutlingen_university_guidelines_for_using_gender-sensitive_language.pdf

Horizon Europe General Annexes, https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf

Horizon Europe guidance on gender equality plans, <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1>

LERU - Equality, diversity and inclusion at universities: the power of a systemic approach, <https://www.leru.org/publications/equality-diversity-and-inclusion-at-universities>

Science Europe - Practical Guide TO Improving Gender Equality in Research Organizations, https://eige.europa.eu/sites/default/files/se_gender_practical-guide.pdf

Student evaluations of teaching (mostly) do not measure teaching effectiveness, https://eige.europa.eu/sites/default/files/science_open_research_student_eval_teaching_effectiveness.pdf

MODEL ELABORATED BY THE NCP @ UEFISCDI UNIT