

Gender Equality Plan (GEP)
of
National Institute for Aerospace Research
"Elie Carafoli" (INCAS)

2nd version, January 2025



CONTENT

Summary	3
Part 1 Basics notions.....	4
1.1. Basic principles of gender equality.....	4
1.2. Basic terms of gender equality.....	5
Part 2 Gender equality in the European Union and Romania	6
2.1. Gender equality in the European Union.....	6
2.2. Gender equality in Romania.....	11
Part 3 Implementation of the Gender Equality Plan (GEP) in INCAS.....	12
3.1. INCAS departments and staff.....	12
3.2. Objectives regarding the GEP.....	14
3.3. Stages and phases of GEP implementation.....	15
3.4. GEP implementation tools.....	17
3.5. Action of the GEP consultations.....	18
3.6. Organizational resources and risks for GEP.....	20
3.7. INCAS gender equality strategy for 2025-2030	20
Part 4 National and European legislation in the field of gender equality.....	22
Final provisions.....	24
Signature.....	24

Summary

The present document will set the basis for improving gender equality in INCAS as a European research institute and will create a sustainable model that can be easily updated based on changing social and institutional needs. The main approach will consider the current state of gender balance present in the institute and plan accordingly to comply the EU recommendations presented in the Gender Equality Strategy for 2020-2025, which sets out the Commission's broader commitment to equality in all EU policies.

Gender criteria will be analyzed on department level to ensure a uniform gender balance throughout the entire organizational structure.

Part 1 Basics notions

The issue of promoting gender equality (equal opportunities) from a social aspect, for both genders, is an essential requirement for any modern society and an intrinsic component of fundamental human rights and freedoms.

Equality between men and women is a fundamental right, a common value of the European Union and a necessary condition for achieving the EU's objectives of growth, employment and social cohesion. These aspects concern access to employment, equal pay, maternity protection, parental leave, social and professional insurance, social security, the burden of proof in cases of discrimination and self-employment.

The National Agency for Equal Opportunities between Women and Men is the institutional guarantor of the elaboration and implementation of the necessary legislative framework at national level. Its role is to ensure the implementation and monitoring of the application of the provisions of Law no. 202/2002 on equal opportunities and equal treatment between women and men, republished, with subsequent amendments and completions.

Starting from the principle of equal opportunities between women and men, it is essential for Romania that women and men are truly guaranteed equal opportunities in terms of access to education, training and employment and participation in public and political decisions.

1.1. Basic principles of gender equality

- a) **the principle of legality**, according to which the provisions of the Constitution and national legislation in this field are respected, as well as the provisions of agreements and other international legal documents to which Romania is a party;
- b) **the principle of respect for human dignity**, according to which every person is guaranteed the free and full development of his or her personality;
- c) **the principle of cooperation and partnership**, according to which central and local public administration authorities collaborate with civil society and non-governmental organizations to develop, implement, evaluate and monitor public policies and programs regarding the elimination of all forms of discrimination based on sex and to achieve equal opportunities and treatment between women and men;

d) **the principle of transparency**, according to which the elaboration, development, implementation and evaluation of policies and programs in the field are brought to the attention to the general public;

e) **the principle of transversality**, according to which public policies and programs that defend and guarantee equal opportunities and treatment between women and men are achieved through the collaboration of institutions and authorities with responsibilities in the field at all levels of public life.

1.2. Basic terms of gender equality

Equal opportunities and gender equality – are the fundamental principles for the development of a fair society, which values diversity and inclusion and promotes partnerships and respect between individuals.

Equal opportunities – the concept that all human beings are free to develop their personal abilities and make choices without the limitations imposed by strict roles; the fact that the different behaviors, aspirations and needs of women and men are equally considered, evaluated and promoted, means that women and men enjoy the same freedom to achieve their aspirations. It also implies taking into account the differences between people, as well as the obstacles historically created for certain social groups as a result of various forms of hatred (sexism, racism, homophobia, anti-semitism, etc.). Equal opportunities for women and men also refer to the absence of barriers to economic, political and social participation and equal treatment for women and men.

Gender mainstreaming – the key element used in defining gender mainstreaming is the focus on policy-making processes. The integrative approach refers to the (re)organization of usual procedures and regulations, the (re)organization of responsibilities and capacities in order to integrate the gender perspective into all these procedures, regulations, responsibilities, capacities, the use of gender expertise in policy-making and planning, the use of gender impact analysis in this process, including consultations and participation of relevant groups and organizations.

Gender equality – refers to the equal acceptance and equalization of differences between women and men, equal participation and equal sharing of responsibilities in both public and private life, and equal access to and distribution of resources between women and men.

Relevance in gender issue – discussing the relevance of a policy or action regarding gender relations, equality between women and men.

Disability – the general term for significant loss or deviation of body functions or structures, individual difficulties in performing activities, and problems encountered in involvement in life situations, according to the International Classification of Functioning, Disability and Health.

Discrimination – to differentiate or treat two people or two situations differently, when there is no relevant distinction between them, or to treat situations that are in fact different (in Romania it is defined by OG 137/2000).

Since 2006, Law 202/2002 on equal opportunities between women and men has included multiple discrimination - any act of discrimination based on two or more discrimination criteria.

Part 2 Gender equality in the European Union and Romania

2.1. Gender equality in the European Union (EU)

Promoting equal opportunities is a core activity for the EU: equality between women and men is a core value of the EU, an EU objective and a engine of growth. The Union seeks to promote equality between men and women in all its activities.

The European Commission's strategy for equality between women and men is based on five key areas of action:

- equal economic independence for women and men;
- equal pay for work of equal value;
- equality in decision-making;
- dignity, integrity and the cessation of gender-based violence;
- promoting gender equality outside the EU.

In recent years, progress has been made, for example: the employment rate of women has increased (64% in 2014), and their participation in economic decision-making has increased significantly.

However, although this rate has increased sharply in recent years, inequality still exists in some areas, such as wages and earnings.

That is why, all five key areas identified remain valid today and the European Commission needs more time to address the necessary changes and support further action needed to address gender inequality issues. At the same time, recent socio-economic changes as a result of the

economic crisis, the rapid spread of digital technology and the impact of immigration and integration have also had consequences for gender equality.

The Commission reaffirmed its commitment to continue its work to promote equality between men and women, maintaining its focus on gender equality policy in the five existing thematic priority areas, namely:

- increasing women's participation in the labor market and equal economic independence of women and men;
- reducing gender pay, incomes and pensions and thus combating poverty among women;
- promoting equality between women and men in the decision-making process;
- combating gender-based violence and protecting and supporting victims;
- promoting gender equality and women's rights worldwide.

A) European Institute for Gender Equality (EIGE)

It is an autonomous body of the European Union (EU), established to contribute to and strengthen the promotion of gender equality, including the integration of the gender perspective into all resulting EU and national policies, as well as the fight against gender discrimination. To raise awareness of gender equality among EU citizens.

EIGE operates within the framework of EU policies and initiatives. The European Parliament and the Council of the European Union set the basis for the Institute's objectives and tasks in its founding regulation and gave it a central role in addressing the challenges and promoting equality between women and men in the EU.

The three most important strategic objectives of EIGE:

- Provides high quality research and data to support better informed and evidence-based decision-making by policy makers and other key stakeholders working to achieve gender equality;
- Manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders;
- In order to meet the highest administrative and financial standards, it supports the needs of EIGE's staff.

EIGE collects, analyses, processes and disseminates data and information on gender equality issues, while making them comparable, reliable and relevant to users.

To support better informed policy-making, EIGE contributes to the promotion of gender equality in Europe by providing high-level expertise to the European Commission, the European Parliament, the member states and developing countries.

B) Strategic Commitment for Gender Equality 2016 – 2019 (SEGE)

It was the Commission's policy framework for promoting gender equality in the European Union (EU) until 2019. This evaluation examined the relevance, effectiveness and added value of the SEGE and revealed its main strengths and weaknesses.

The purpose of these analyses was to make recommendations for a future framework for gender equality at EU level. The assessment was based on various sources of information: a literature review, interviews with stakeholders and a survey of national experts for scientific advice and supported by the Gender Equality Group (SAAGE).

SEGE has achieved significant results in these two thematic areas, with huge potential for future impact, in particular the adoption of the Work-Life Balance Directive and the 2017-2019 Action Plan against the Pay Gap. In addition, several relevant actions have been identified at member state level for these areas.

However, as in other thematic areas, the actions carried out may take longer than three years to achieve the expected results.

However, progress towards the objectives set in these first two thematic areas has been limited. The gender employment gap was not reduced, and the gender pay gap between women and men decreased only slightly.

In addition, the existing structural imbalances in the labor market have not been corrected.

The evaluation team used various sources of information: a literature review, stakeholder interviews and SAAGE expert surveys. Sharing these different sources of information is at the heart of the methodological approach in this evaluation.

The five main objectives of the SEGE evaluation:

1. Identification and analysis of actions implemented during 2016-2019

- Were the planned actions implemented?
- Which of the five priorities were addressed to a greater or lesser extent?
- Were the actions implemented relevant?

- What were the most relevant actions implemented and according to which priorities?

2. Evaluation of the results of the implemented actions

- Were the SEGE objectives achieved according to the indicators?
- To what extent did SEGE's actions contribute to achieving the objectives?
- What factors influenced the observed achievements?
- What is the added value of SEGE, according to key stakeholders?
- To what extent it has met the expectations of key stakeholders?

3. Assessing the role of EU funding for gender equality

- Based on existing evaluations, how relevant and effective has EU funding been for gender equality interventions in the current multiannual financial framework (2014-2020)?
- Which fund or program is allocated to which objective and how can they (fund or program) perform during the implementation period established by SEGE?

4. Identify the main strengths and weaknesses

- What were SEGE's main strengths and weaknesses?
- What are the main lessons learned?

5. Identify trends and implications for women and develop recommendations for any future strategy

- What are the most likely gender equality implications of the main future trends: ageing, migration, labour market insecurity, climate change, digitalisation, responses and new development paradigms?
- What recommendations can be made for building a future strategy to identify strengths and weaknesses, as well as lessons learned from this commitment?
- Are the initial objectives still valid and relevant to the EU's needs or should these objectives be reshaped?
- What are the funding prospects for the period 2021–2027?

The evaluation did not aim to provide a comprehensive and detailed description of each of the actions carried out within SEGE, nor did it constitute an assessment of some of the classic evaluation questions, such as sustainability, efficiency or financial performance, as far as SEGE was concerned. It was not based on its own financial source.

C) European Union's strategy for gender equality for 2025 – 2030

The purpose strategy regarding gender equality for 2025-2030 is for Europe to become a space of gender equality, where violence gender-based, sex-based discrimination and inequality structure between women and men are aspects of the past. The latest EU reports on gender equality actions reflect the fact that these actions have increased substantially, reaching a substantial percentage of 70%.

Thus, the EU will continue to take concrete actions, such as:

a) Elimination gender disparities in the labour market:

- guaranteeing that women and men receive equal remuneration for the same work and for work of equal value;
- presentation of mandatory measures regarding salary transparency;
- trying to increase the participation of women in the labor market, growth that can have a strong positive impact on the economy, especially in the context of the reduction of the labor force and the lack of qualified personnel;
- maintaining the employment rate among women at as high a level as possible;
- through support programs for structural reforms to support member states to integrate the gender perspective in order to eliminate the gender gap in employment and to address the problem of higher numbers of women living in poverty, especially among older women;
- by developing guidelines for member states on how national tax system and social security systems can have an impact on the financial incentives or disincentives for the second person who contributing to the family income;
- ensuring equal participation of women and men in different sectors of the economy;
- the elimination of the difference in remuneration between women and men in terms of pensions, but also the possibility of granting pension points within the occupational pension systems for career interruptions for family reasons;
- a equal distribution of women and men, between different sectors of activity, jobs, occupations, management positions and fields of study;
- increase the number of women in decision-making positions.

b) The balance from professional life and the private one:

- promoting equality in the use of family leave and flexible working arrangements;
- the elimination of gender discrepancies in the assumption of family responsibilities, responsibilities that must be shared equally, but also the provision of childcare services, social assistance services and domestic services, especially for single parents supporting single-parent families.

c) improve of the access to childcare services and to others high-quality care services at affordable prices

- making investments in care services and adopting a European guarantee for children.

d) A balanced representation of women and men in decision-making functions, including in company boards of directors and in the policy area

- the adoption of objectives at the EU level regarding gender balance in companies boards of directors;
- encouraging the participation of women as voters and candidates in the elections for the European Parliament.

e) Specific funding for a future of gender equality

- support and financing through several Union programs: from specific guarantees under the "Citizens, equality, rights and values" program, to the structural, social and cohesion funds of the EU;
- funding programs which can promote equal opportunities between women and men and the integration of the gender dimension in various fields;
- through European structural and investment funds, especially the European Social Fund and the European Regional Development Fund, which are the main financial levers for promoting gender equality;
- by using the mechanisms provided by the statutes, in order to verify the effectiveness and efficiency of gender equality funding.

2.2. Gender equality in Romania

The National Agency for Equal Opportunities between Women and Men (ANES), an institution that operates in two main directions, was established in Romania by law 202/2002, on equal opportunities and treatment between women and men. The agency focuses on gender equality and domestic violence.

Responsibilities regarding the equal opportunities between women and men:

- Ensures the implementation of the national strategy in the field of equal opportunities between women and men, as well as the policies created by the Government in this regard;
- Collects statistics relevant to equal opportunities for women and men;
- Coordinates and implements European programs in this field;

- Ensures the representation of the Romanian Government in the forum of international organizations that carry out various programs and activities regarding equal opportunities between women and men;
- Develop partnerships with civil society whose field of interest is the achievement of equal opportunities and treatment between women and men;
- Ensures the transmission of information to the European Commission regarding the status of implementation of the relevant European directives in the field of equal opportunities between women and men;
- Receive notifications, complaints, complaints regarding situations of discrimination on the basis of sex and forward them to the competent institutions.

Responsibilities in the field of domestic violence:

- Ensures the implementation of the national strategy and government policies in the field of combating domestic violence and gender-based violence;
- Collect statistics on domestic violence and violence against women;
- Coordinates and implements European Union programs in this field;
- Collaborates with social actors and non-governmental organizations which working in the field of domestic violence, respectively against women, but also with educational institutions;
- Co-financing projects that aimed the eliminating forms of domestic and gender violence;
- Ensures compliance with the provisions of the legal norm in the field of combating violence in the family, respectively Law no. 217/2003 for the prevention and combating of family violence, republished with subsequent changes and additions.

Part 3 Implementation of the Gender Equality Plan (GEP) in INCAS

3.1. INCAS departments and staff

A. Departments within the institute

- Research and Development Department;
- Technical Department;
- Economic Department;
- Business Development Department;
- Institutional Policies Department.

B. INCAS staff

INCAS staff by gender, functions and scientific degrees (2019 – 2021)

Notes	2019			2020			2021		
	TOTAL	Women	Men	TOTAL	Women	Men	TOTAL	Women	Men
Scientific researcher I	7	1	6	7	1	6	7	1	6
Scientific researcher II	7	1	6	7	1	6	7	1	6
Scientific researcher III	44	15	29	43	13	30	44	13	30
Scientific researcher	17	9	8	15	9	6	15	9	6
Technological development engineer I	1	0	1	1	0	1	1	0	1
Technological development engineer II	4	2	2	4	2	2	4	2	2
Technological development engineer III	26	5	21	26	5	21	26	5	21
Technological development engineer	15	3	12	14	3	12	14	3	12
Scientific research assistant	7	1	6	6	1	5	6	1	5
Engineers	38	13	25	42	14	28	42	14	28
Economists	21	11	10	22	12	10	23	12	11
Legal advisors	7	5	2	7	5	2	7	5	2
Others with higher education	18	8	10	18	6	12	18	6	12
Others with secondary education	36	8	28	34	8	26	34	8	26
PhD	40	9	31	41	8	33	41	8	33
PhD students	33	16	17	45	20	25	45	20	25
Technician I	2	1	1	0	0	0	0	0	0
Technician II	0	0	0	0	0	0	0	0	0
Technician III	1	0	1	1	0	1	1	0	1
Simple technician	19	5	14	16	4	12	16	4	12

INCAS staff by gender, functions and scientific degrees (December 2024)

Functions and Scientific degrees	TOTAL	Women	%	Men	%
Scientific researcher I	7	1	14	6	86

Scientific researcher II	10	3	30	7	70
Scientific researcher III	35	13	37	22	63
Scientific researcher	18	7	39	11	61
Scientific research assistant	77	18	23	59	77
Technological development engineer I	2	0	0	2	1
Technological development engineer II	4	1	25	3	75
Technological development engineer III	27	6	22	21	78
Technological development engineer	12	4	33	8	67
Auxiliary staff with higher education	51	27	53	24	47
Technician I	5	2	40	3	60
Technician II	7	0	0	7	1
Technician III	2	0	0	2	1
Simple technician	7	4	57	3	43
Directly productive workers	6	0	0	6	1
Engineers	5	4	80	1	20
Economists	5	5	1	0	0
Legal advisors	3	2	67	1	33
Others with higher education	8	3	38	5	63
Others with secondary education	3	2	67	1	33
TOTAL EMPLOYEES	294	102	35	192	65

Management positions, PhD and PhD students	TOTAL	Women	%	Men	%
PhD students	23	5	22	18	78
PhD	48	16	33	32	67
Management positions	57	22	39	35	61

3.2. Objectives regarding the GEP

This plan aims to improve equality of opportunity and treatment in INCAS as a European research institute and will create a sustainable model that can be easily updated based on ever-changing societal and institutional needs.

To ensure equal opportunities and treatment between women and men in the work environment, the following will be taken into account:

- Free choice or exercise of a profession or activity;

- Employment in all job vacancies and throughout the professional hierarchy;
- Equal payment between women and men;
- Access to introductory programs, qualification, advanced training, specialization and professional retraining, including apprenticeship;
- Equal advancements opportunities at any hierarchical and professional level;
- Fair employment and working conditions that comply with occupational health and safety norms, according to the provisions of the legislation in force, from the start to the end of the career;
- Transparent, non-discriminatory job advertisements published on the Organization's official website and in accordance with the Law in force;
- Equal benefits, outside of the monthly wager, such as social security benefits;
- Access to social services in accordance with the provisions of the legislation in force.

The main approach will take into account the current situation of gender equality in the institute and will be planned to respond to the European Union recommendations presented in the "Gender Equality Strategy 2021-2025", which sets out the Commission's broader commitment to equality in all EU policies.

Gender criteria will be analyzed at department level to ensure a uniform gender balance throughout the organizational structure.

3.3. Stages and phases of GEP implementation

A. Stages

- **Initial or first stage (analysis stage)** – data is collected on procedures, processes and practices are critically evaluated to detect gender inequalities and gender biases;
- **Planning stage** – is based on the first phase, in which objectives are defined, targets are set, actions and measures are decided to remedy the identified problems, resources and responsibilities are allocated, and a time frame is set;
- **Implementation stage** – starts by integrating or adapting existing strategies to EU standards on gender equality within the timeframe established in the planning phase;

- **Continuous monitoring stage** – although this is only necessary in the preliminary stages of the GEP assessment, this stage could become a regular activity to ensure up-to-date compliance with future societal trends.

B. Phases

Phase 1 – Initial Analysis:

Identifying gender bias in the organization:

- **The pay gap between women and men** – when considering the gender pay gap between women and men, you have to take into account that more women are separated into lower-level jobs in low-paying industries and cannot get higher-paying jobs, due to prejudice inequality of the salary cap. These differences in opportunity prevent women from excelling in their careers and inhibit their ability to earn the same salary as men;
- **Prejudice against employees in management positions** – this can be an imbalance between employees in management positions based on preconceived discriminatory biases against women. Gender discrimination is the tendency to prefer one employee over another. It is a form of unconscious prejudice, or implicit prejudice, that occurs when an individual unconsciously attributes certain attitudes and stereotypes to another person or group of people. These attributed behaviors affect how the individual understands them and gets involved with others;
- **Prejudices regarding institutional access** – gender segregated spaces;
- **Supportive biases** – performance biases occurs when employers, managers, and colleagues offer more resources and opportunities to one employee (usually male) than to another;
- **Performance appraisal biases** – occurs when employers, managers, and colleagues evaluate an employee of a different gender, even when the evaluations are based solely on merit;
- **Performance reward bias** – occurs when employers, managers and colleagues reward an employee of a different gender. Rewards may be in the form of promotions, promotions or other merit-based rewards;
- **The transparency ceiling** – the obvious but intangible hierarchical impediment that prevents minorities and women from achieving high professional success;

- **Job descriptions and recruitment biases** – common editing and rational mistakes are made when designing a job description, discouraging certain categories from applying to set a job.

Phase 2 – Planning Phase:

Objectives are defined, targets are set, actions and measures are taken to address identified issues, resources and responsibilities are allocated, and time frames are set.

Objectives:

- to raise awareness of gender bias in the workplace;
- to reduce as much as possible the perception of gender biases within a set time frame;
- to increase the general acceptance and well-being of all employees.

Targets and actions:

- have specific targets for each identified bias;
- assigning rights to each individual bias.

3.4. GEP implementation tools

- **Objectives** – to cover the main reasons and motivations for improving gender balance in the institute;
- **Measures** – the current state of gender balance, the institutional values that must be maintained at the same time as the improvement of gender markers, active steps towards achieving the objectives set within a certain time frame;
- **Indicators** – current institutional barometers that can be used to assess the effectiveness of the plan;
- **Targets** – identifying areas of action to be addressed in the Gender Equality Plan;
- **Timeline** – take into account a reasonable time frame for the implementation, adaptation and evolution of the plan;
- **Division of responsibilities** – a designated team tasked with the initial assessment of the organization's gender equality status.

3.5. The action of the GEP consultations

To have a successful adoption of GEP within the organization, decisions should be managed at the executive level. Management, communication and research staff should be consulted to a sufficient degree to define what gender equality might look like in the organization.

A) Defining SMART objectives, targets and measures for the GEP

The actions in question must be specific, measurable, assignable, relevant and time-bound:

- ***Specific*** – objectives and measures should answer basic questions: what, why, how, who, when and where;
- ***Measurable*** – setting quantitative and/or qualitative indicators and targets;
- ***Assignable*** – specify who will do it;
- ***Relevant*** – ensures that the objectives and measures are relevant to the institution and are feasible;
- ***Time-bound*** – indicates when the objectives and measures can be achieved.

B) Aspects to consider for a better GEP adoption

- 1) The balance between professional life, private life and organizational culture in the organization;
- 2) Gender balance in management positions as well as decision-making;
- 3) Gender equality in the process of recruitment and professional career development;
- 4) Measures against harassment within the institute.

1) Regarding the first aspect, the balance between professional life, private life and organizational culture in the organization, the following policies and practices are considered:

- Those regarding parental leave, including ensuring the extension of fixed-term contracts;
- Flexible working time arrangements for all, men and women, including how processes, procedures and practices impact part-time staff or remote work;
- Managing workload by establishing how different tasks are allocated and distributed;
- Supporting the reintegration of staff who have had career interruptions;

- Ensuring that all staff feel equally valued and welcome at work.

2) With regard to gender balance in management functions as well as decision-making, the following can be addressed:

- How are women represented in the decision-making process in top management;
- Types of barriers to ensuring women's representation in decision-making and leadership positions, including structural, institutional and individual barriers;
- Targets that could be set to promote gender balance in leadership and decision-making;
- Carrying out roles within the organization;
- What measures can be taken and by whom to achieve this objective;
- Increasing the number and share of women in leadership and decision-making positions;
- Ensuring gender balance by examining and adapting processes and procedures for selecting and appointing women and men to certain positions or management positions;
- Ensuring that the decision-making process is equally recognized for women and men;
- Ensuring recognition of professional skills, team integration skills, decision-making and organizational skills, both women and men, without prejudice.

3) For gender equality in the recruitment and professional career development process, the following are taken into account:

- Recruitment, selection and career advancement measures aim to ensure that women and men have equal opportunities to develop and advance in their careers;
- Setting objectives for recruiting and promoting women into leadership roles;
- Establishing a code of conduct for recruitment and promotion;
- Preferring open and publicly promoted recruitment and selection procedures over closed ones;
- Increasing the number of potential female candidates by expanding recruitment regulations in areas where women are underrepresented;
- Increasing accountability by requiring departments to justify recruitment and promotion lists that do not include women.

4) Measures against harassment within the institute

According to Law No. 167/2020, workplace harassment was defined as follows:

- "any conduct towards an employee by another employee who is his superior, of a subordinate and/or of a hierarchically comparable employee in relation to employment relations, who has the right to pursue or carry out a deterioration of working conditions by harming the rights, or dignity of the employee, by affecting his physical or mental health or by compromising his professional future, behavior manifested in any of the following forms: a) hostile or unwanted conduct; b) verbal comments; c) actions or gestures."

In this context, INCAS is considering applying disciplinary sanctions according to the legislation in force for employees who commit acts or acts of moral harassment at the workplace.

3.6. Organizational resources and risks for GEP

Organizational resources

In order to mitigate any rising cost by creating a GEP, identifying existing resources that can serve the current purpose and scope may be beneficial. One approach could be to analyze and build upon existing procedures and guidelines.

Risks

- Low interest from decision-makers regarding the need to include notions of gender equality in CV;
- The low interest of staff to participate in information sessions in this field;
- Lack of involvement of those responsible for implementation the GEP and failure to provide the requested data in a timely manner;
- Lack of cooperation from the employer;
- Lack of specialized trainers in the field.

3.7. Gender Equality Strategy for 2025–2030

The INCAS strategy for 2025-2030 on gender equality aims to pursue and achieve several objectives:

1. Collecting and analyzing data to assess the situation of gender equality;
2. Identifying wage differences between men and women;

3. Establishing equality between women and men both in the decision-making process, for occupying management positions and obtaining scientific degrees;
4. Collaboration between all departments and compartments to achieve the proposed objectives.

1. Collecting and analyzing data to assess the situation of gender equality

The data that will be centralized is on the total number of employees, the distribution of employees by gender in each category, the distribution by departments, by scientific degrees, by executive positions held, by management positions held, educational level, qualifications, but also all data related to salary, gender discrimination, as well as other relevant data.

This data is centralized in order to assess the situation of gender equality in the institute, but also to identify any existing problems for which improvements can be made.

2. Identifying wage differences between men and women

Data will be centralized about: salaries, salary levels, bonuses, benefits, scientific degrees, length of service, but also about how salaries increase depending on this, professional experience.

This data is collected and centralized in order to identify possible differences and the factors that lead to the emergence of these gender differences in pay, to evaluate how different levels of experience are compensated, but also to identify unjustified differences in the salaries of men and women with the same professional experience.

The centralized data will be analyzed, and if differences in pay are identified, measures will be taken to reduce these differences.

3. Establishing equality between women and men both in the decision-making process, for occupying management positions and obtaining scientific degrees

Data will be centralized regarding the number of women and men in the decision-making process, for occupying management positions, but also for obtaining scientific degrees.

If, following the analysis of this data, it is determined that there is a large difference between women and men, measures will be taken to reduce this difference, by:

- Creating an institutional framework that supports the equal participation of women and men in the decision-making process;
- Supporting women to participate in professional development programs to advance in their careers and to be promoted further into management positions;
- Supporting women in order to participate in the exams for obtaining scientific degrees;
- Ensuring open communication between all employees.

4. Collaboration between all departments and compartments to achieve the proposed objectives

It will be done through:

- Direct communication of the importance of gender equality, which will be done by organizing regular meetings with all departments and compartments;
- Involving heads of departments and compartments in supporting gender equality;
- Collaboration between departments and compartments, collaboration that is achieved through meetings that promote the exchange of ideas;
- Ensuring the necessary resources, by allocating financial, human and logistical resources for the implementation of gender equality.

Part 4 National and European legislation in the field of gender equality

National legislation:

- The Constitution of Romania;
- Law No. 202/2002 on equal opportunities and treatment between women and men, republished, with subsequent amendments and completions;
- National Strategy for Equal Opportunities between women and men for the period 2014–2017;
- GEO No. 137/2000 for the prevention and sanctioning of all forms of discrimination, republished, with subsequent amendments and supplements;
- GEO No. 61/2008 on the implementation of the principle of equal treatment between women and men in terms of access to goods and services and the supply of goods and services;
- Law No. 125/2016 on Romania's accession to the European Center for Interdependence and World Solidarity;
- Government Decision No. 933/2013 approving the Regulation on the organization and functioning of the National Commission for Equal Opportunities between women and men (CONES);
- Government Decision No. 933/2013 approving the Regulation on the organization and functioning of the National Commission for Equal Opportunities between women and men (CONES);
- Government Emergency Ordinance Law No. 62/2009 approving Government Emergency Ordinance No. 61/2008 on the implementation of the principle of equal treatment between

women and men in terms of access to goods and services and the supply of goods and services;

- Law 53/2003 - Labor Code, with subsequent amendments.

European Union legislation:

- Treaty on the Functioning of the European Union (TFEU), Articles 19, 79, 83, 153, 157 and 168;
- Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime;
- Directive 2011/99/EU on the European protection order aimed to protect a person "from a criminal act committed by another person which could endanger his or her life, physical or mental integrity, dignity, personal freedom or sexual integrity" and which allows a competent authority in another member state to continue to provide protection to that person in the territory of the other member state;
- Regulation (EU) No 606/2013 of 12 June 2013 on the mutual recognition of civil protection measures, which ensures that civil protection measures are recognised throughout the EU. It consolidates Directive 2011/99/EU;
- Directive 2010/41/EC on the application of the principle of equal treatment between self-employed men and women, including in agriculture, and the protection of self-employed women during pregnancy and maternity;
- Directive 2010/18/EU implementing the revised Framework Agreement on parental leave;
- Directive 2006/54/EC of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast);
- Directive 2004/113/EC implementing the principle of equal treatment between women and men in the access to and supply of goods and services;
- Directive 92/85/EEC on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding;
- Directive 79/7/EEC requiring member states to progressively apply the principle of equal treatment between men and women in field of social security;
- Istanbul Convention;
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);
- UN Agenda for Sustainable Development 2030 (Agenda 2030);
- Strategic Commitment for Gender Equality 2016-2019 (COM);
- Convention No. 183/2000 on the revision of the 1952 Convention on Maternity Protection;
- Convention No. 122/1964 on employment policy;
- Convention No. 117/1962 on the objectives and basic norms of social policy;

- Convention No. 111/1958 on discrimination in the field of employment and occupation;
- Convention No. 100/1951 on equal pay for male and female labor for work of equal value;
- Convention No. 4/1919 on night work for women.

Final provisions

By signing the INCAS Gender Equality Plan, the INCAS management team has made a commitment to giving gender equality a prominent place in INCAS's processes, culture and vision for the future.

GENERAL MANAGER,

PhD. Phys. Adriana ȘTEFAN

Bucharest, January 2025

