

**GENDER EQUALITY STRATEGY  
AND GENDER EQUALITY PLAN 2026-2029**

*National Research and Development Institute for Industrial  
Ecology – ECOIND*



NATIONAL RESEARCH AND DEVELOPMENT INSTITUTE  
FOR INDUSTRIAL ECOLOGY

**ECOIND**

EXCELLENCE IN RESEARCH AND ENVIRONMENTAL SERVICES

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## Abbreviations and definitions

ECOIND	National Research and Development Institute for Industrial Ecology – ECOIND / INCD-ECOIND
GE	Gender Equality
GEP	Gender Equality Plan
GES	Gender Equality Strategy
HoD	Head of Department, or other organizational structures
HR	Human Resources
GD	General Director
SD	Scientific Director
SC	Steering Committee
BoD	Board of Directors
CGE	Committee for Gender Equality
GEO	Gender Equality Officer
Sex	Either of the two major forms of individuals that occur in many species and that are distinguished respectively as female or male especially based on their reproductive organs and structures ( <a href="https://www.merriam-webster.com/dictionary/">https://www.merriam-webster.com/dictionary/</a> ).
Gender	The behavioural, cultural, or psychological traits typically associated with one sex ( <a href="https://www.merriam-webster.com/dictionary/">https://www.merriam-webster.com/dictionary/</a> ).
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 behavioural, 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) ( <a href="https://www.merriam-webster.com/dictionary/">https://www.merriam-webster.com/dictionary/</a> ).



## Introduction

The Gender Equality Strategy (GES) for the National Research Development Institute for Industrial Ecology (which will be referred as research institute INCD-ECOIND) for 2026-2029 was based on input from the entire research institute and considers everyone who works within INCD-ECOIND.

GES was built mainly on the lessons learned from GES 2022-2025, on the provisions of the Council Recommendation on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe (C/2023/1640)<sup>1</sup>, and on provisions of European Parliament Resolution of 13 November 2025 on the Gender Equality Strategy 2025<sup>2</sup>.

The European Union Gender Equality Strategy 2026-2030<sup>3</sup> (in consultation nowadays) and Sustainable Development Goals (SDG)<sup>4</sup> of Agenda 2030 were also considered.

***INCD-ECOIND seeks to have a balanced distribution between women and men's influence on research, study, and working conditions, as well as between the number of women and men in training and study programmes at all levels, in various professional groups, and in various departments. INCD-ECOIND is on the path to engage in goal-oriented work to actively promote the equal rights of all employees regardless of gender.***

Based on the GES, ***INCD-ECOIND developed the Gender Equality Plan (GEP) for 2026-2029, with concrete actions and measures, as well as indicators for measuring progress of its implementation and revisions.***

INCD-ECOIND GES and GEP ensure and promote equality and diversity to knowledge and the acquisition of skills to all. The objectives of the GES are implemented through specific actions that aim at safeguarding an equal and inclusive organizational culture and promoting gender-equality at all levels. As such, the GES and GEP will pro-actively enable gender equality awareness raising, skills and competences; gender balance in decision-making structures and processes, including recruitment; gender equality in research; and integrating the gender dimension in the entire research process.

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<sup>1</sup> <https://eur-lex.europa.eu/eli/C/2023/1640/oj/eng>

<sup>2</sup> [https://www.europarl.europa.eu/doceo/document/TA-10-2025-0278\\_EN.html](https://www.europarl.europa.eu/doceo/document/TA-10-2025-0278_EN.html)

<sup>3</sup> <https://equineteurope.org/wp-content/uploads/2025/10/EU-202-2030-Gender-Equality-Strategy-Consultation.pdf>

<sup>4</sup> <https://www.undp.org/sustainable-development-goals>



## Review of requirements, policies

### International relevant documents

- Council Recommendation on a European framework to attract and retain research, innovation and entrepreneurial talents in Europe (C/2023/1640)
- European Parliament Resolution of 13 November 2025 on the Gender Equality Strategy 2025
- The EU Gender Equality Strategy 2026-2030 (in public consultation)
- Sustainable Development Goals (SDG) of Agenda 2030 especially SDG 5 – Gender Equality:
- Council of Europe Gender Equality Commission<sup>5</sup>
- Treaty on European Union<sup>6</sup>
- Treaty on the Functioning of European Union <sup>7</sup>
- Horizon Europe Work Programme 2026-2027 General Annexes<sup>8</sup>

### National relevant documents

- Constitution of Romania<sup>9</sup>
- Law no 202/2002 on equal opportunities and treatment between women and men<sup>10</sup>
- Government Decision no 262/2019 for the approval of methodological norms for Law 202/2002<sup>11</sup>
- Government Decision no 1547/2022 for the approval of the National Strategy for Promotion of Equal Opportunities and Treatment between Women and Men and Prevention and Combating of Domestic Violence for the period 2022-2027<sup>12</sup>
- Ordinance no. 137/2000 regarding prevention and sanctioning of all discrimination forms, updated<sup>13</sup>;
- Law no. 167/2020 for modification and completion of Government Ordinance no. 137/2000 regarding prevention and sanctioning of all discrimination forms, as well as for completion of art 6 of Law no. 202/2002 on equal opportunities and treatment between women and men<sup>14</sup>;

<sup>5</sup> <https://www.coe.int/en/web/genderequality/gender-equality-commission>

<sup>6</sup> <https://eur-lex.europa.eu/EN/legal-content/summary/treaty-on-european-union.html>

<sup>7</sup> <https://eur-lex.europa.eu/EN/legal-content/summary/treaty-on-the-functioning-of-the-european-union.html>

<sup>8</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2026-2027/wp-15-general-annexes\\_horizon-2026-2027\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2026-2027/wp-15-general-annexes_horizon-2026-2027_en.pdf)

<sup>9</sup> <https://legislatie.just.ro/Public/DetaliuDocument/47355>

<sup>10</sup> <https://legislatie.just.ro/public/detaliudocument/35778>

<sup>11</sup> <https://legislatie.just.ro/Public/DetaliuDocument/213375>

<sup>12</sup> <https://legislatie.just.ro/Public/DetaliuDocumentAfis/262994>

<sup>13</sup> <https://legislatie.just.ro/public/detaliudocument/24129>

<sup>14</sup> <https://legislatie.just.ro/Public/DetaliuDocument/228723>



- Law 53/2003- Labour Code, republished, with all completions and updates<sup>15</sup>;
- Decision no 970/2023 on the approval of the Methodology for preventing and combating gender based harassment and moral harassment at the workplace<sup>16</sup>
- Methodological guide for standardizing the action plan regarding equal opportunities and treatment between women and men within public and private entities<sup>17</sup>

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<sup>15</sup> <https://legislatie.just.ro/Public/DetaliuDocumentAfis/41625>

<sup>16</sup> <https://legislatie.just.ro/Public/DetaliuDocumentAfis/275395>

<sup>17</sup> <https://anes.gov.ro/wp-content/uploads/2024/08/GHID-STANDARDIZARE-Planuri-EG-8-MAI-2024.pdf>



## Fundamental principles of gender equality

In accordance to the methodological guide standardizing the action plan regarding equal opportunities and treatment between women and men within public and private entities (developed by National Agency for Equal Opportunities between Women and Men), the promotion of gender equality is based on the following principles:

- *The principle of legality*, according to which the provisions of the Constitution and national legislation on matter are respected, as well as the provisions of agreements and other international legal documents to which Romania is a party;
- *The principle of respect for human dignity*, according to which every person is guaranteed the free and full development of his or her personality;
- *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 gender, as well as for the facto achievement of equal opportunities and treatment between women and men;
- *The principle of transparency*, according to which development, implementation and evaluation of policies and programs in the field are made known to the general public;
- *The principle of transversality*, according to which public policies and programs that defend and guarantee equal opportunities and treatment between women and men are implemented through collaboration between institutions and authorities with responsibilities in the field, at all levels of public life.

These principles guide the development and implementation of GES and GEP at INCD-ECOIND level, ensuring a comprehensive and ethical approach of gender equality issues.



## Responsibilities, Rights and Complaint

- Responsibilities
- ❖ Employer obligations

INCD ECOIND, as employer and public research institution, is committed to ensuring full compliance with European and national legislation on equal opportunities and equal treatment between women and men. The Institute acknowledges its legal and institutional responsibility to prevent and eliminate discrimination, promote gender equality, and ensure a safe and inclusive working environment. The General Director (GD) is responsible for appointing a Committee for Gender Equality (CGE) with special responsibility on monitoring and collecting information about the work, promoting gender equality, collecting statistics, conducting surveys, etc. The committee comprises representatives of employees from all departments.

The employer shall ensure:

- Equal access to recruitment, selection and hiring procedures, based exclusively on merit, competence and professional criteria;
- Equal opportunities for career progression, promotion and access to decision-making positions;
- Equal access to vocational training, professional development and research opportunities;
- Objective and transparent performance evaluation procedures;
- Equal pay for equal work and work of equal value, in accordance with applicable European and national legislation.
- Appointing, once a year, a Gender Equality Committee (GEC) made up of representatives of the institute's structures

Any form of direct or indirect discrimination on the grounds of sex, gender, pregnancy, maternity, paternity, family status, gender identity or gender expression is strictly prohibited.

- ❖ The Gender Equality Committee (GEC) is the strategic and advisory body responsible for overseeing the implementation of Gender Equality Plan (GEP).

The GEC shall:

- Contribute to the development, revision and updating of the GEP;
- Monitor the implementation of gender equality measures;
- Analyse institutional data disaggregated by gender;
- Identify structural barriers and propose corrective measures;
- Provide recommendations to the Institute's management;



- Prepare annual internal reports on progress achieved

The GEC acts in an advisory and monitoring capacity. It does not replace disciplinary bodies or managerial authority but may issue recommendations following the analysis of cases or systemic issues.

The GEC works in close collaboration with the Gender Equality Officer/Responsible (GEO), ensuring coherence between strategic planning and operational implementation.

❖ The GEO shall:

- Coordinate the operational implementation of the GEP;
- Provide guidance and confidential counselling to employees;
- Analyses the context of the emergence and evolution of the phenomenon of gender discrimination, as well as non-compliance with the principle of equal opportunities between women and men, and recommends solutions in order to comply with this principle, according to the law
- Formulates recommendations/observations/proposals in order to prevent/manage/remediate the risk context that could lead to the violation of the principle of equal opportunities and treatment between women and men while respecting the principle of confidentiality;
- Proposes measures to ensure equal opportunities and treatment between women and men, evaluates their impact on women and men;
- Draw up action plans regarding the implementation of the principle of equal opportunities between women and men, which include at least: active measures to promote equal opportunities and treatment between women and men and the elimination of direct and indirect discrimination according to the gender criterion, measures regarding the prevention and combating of harassment in the workplace, measures regarding equal treatment in terms of remuneration policy, promotion in positions and the occupation of decision-making positions;
- Elaborates, substantiates, evaluates and implements programs and projects in the field of equal opportunities and treatment between women and men;
- Provides specialist consultancy for the application of the provisions of national and community legislation in the field of equal opportunities between women and men
- Receive complaints related to gender discrimination or harassment;
- Ensure proper registration and preliminary assessment of complaints;
- Support data collection and reporting activities;
- Promote awareness and training initiatives;
- Maintain confidentiality and impartiality in handling cases.

The GEO operates with functional autonomy in matters related to gender equality and ensures strict confidentiality of all sensitive information



- Rights of employees
- a) Right to Equal Treatment
  - Equal opportunities in recruitment, promotion and career development;
  - Equal remuneration for equal work or work of equal value;
  - Fair and objective performance evaluation;
  - A work environment free from discrimination and harassment.

b) Right to Information

Employees have the right to be informed about:

- The Gender Equality Plan and related policies;
  - Internal procedures for reporting discrimination;
  - Their rights under applicable European and national legislation.
- Right to Submit Complaints

Employees who consider that they have been subject to discrimination, harassment or unequal treatment have the right to:

- Submit an internal complaint through established reporting channels;
  - Request confidentiality;
  - Be protected against retaliation;
  - Seek redress through external competent authorities, in accordance with national law
- Complaint

Employees who consider that they have been subject to gender-based discrimination, unequal treatment, harassment or sexual harassment are entitled to report such situations through the internal institutional channels established by the Institute.

Reports may be addressed to the Gender Equality Officer (GEO), to the Gender Equality Committee (GEC), to the person responsible for handling harassment-related matters, to the ethics and integrity advisor or directly to the Institute's management.

The Institute ensures that all notifications are treated with seriousness, impartiality and confidentiality, in compliance with applicable European and national legislation, including the principles established under Directive 2006/54/EC and Law no. 202/2002 and also in compliance with internal regulations.

Individuals who submit a report or participate in the examination of a case are protected against any form of retaliation.



## Diagnosis

### Data collection

The following datasets were collected and analysed, being considered relevant in relation to gender equality issues:

- staff numbers by sex/gender at all levels, by domains, function;
- numbers of women and men in research and administrative decision-making positions;
- numbers of staff by sex/gender applying for/taking parental leave and how many returned after taking the leave.

INCD ECOIND management positions (February 2026)	Women	Men
President of the Board of Administration / General Director	W	
President of the Scientific Council / Scientific Director	W	
Technical-Administrative Director / Head of Administrative Service		M
Economic Director / Head of Financial Accounting Compartment	W	
Head of Pollution Control Department	W	
Head of Department of Environmental Evaluation and Technologies		M
Head of INCD-ECOIND Râmnicu Vâlcea subsidiary		M
Head of INCD-ECOIND Timișoara subsidiary	W	
Director of Technology Transfer Centre	W	
<b>TOTAL</b>	<b>6 W</b>	<b>3 M</b>

As presented in the above table above, women are well integrated in the management system of INCD-ECOIND. The number of women occupying management position is double than the one of men. There are six woman with managerial roles: President of the Board of Administration/General Director, Scientific Director/President of the Scientific Council, Economic Director/Head of Financial Accounting Compartment, Head of Pollution Control Department, Head of INCD-ECOIND Timisoara subsidiary, Director of Technology Transfer Centre.

On the other hand, men are represented in three managerial roles: Technical-Administrative Director, Head of Department of Environmental Evaluation and Technologies and Head of INCD-ECOIND Ramnicu Valcea subsidiary.



Overall, it can be concluded that the gender distribution in managerial roles is in accordance with the gender structure within INCD-ECOIND (presented below).

<b>Total personnel (February 2026)</b>	<b>Women</b>	<b>Men</b>
Management	3	1
Technological transfer centre	1	
Research departments/subsidiaries	67	37
Research support and administrative	25	11
<b>TOTAL</b>	<b>86 W</b>	<b>49 M</b>

From the total number of 135 employees (as in February 2026) 63.7% are women and 36.3% are men.

### Total number of personnel, per research department

Departments	Recognised, established and leading researchers (R2, R3, R4)	First stage researchers (R1)	Other		Total women	Total men
			Superior studies	Medium studies		
Pollution Control Department	14 w	5 w	9 w	20 w	48	
	4 m	7 m	4 m	9 m		24
Department of Environmental Evaluation and Technologies	6 w	-	1 w	2 w	9	
	6 m	-	1 m	1 m		8
INCD-ECOIND Râmnicu Vâlcea Subsidiary	-	-	1 w	3 w	4	
	-	2 m	-	1 m		3
INCD-ECOIND Timisoara Subsidiary	1 w	1 w	4 w	-	6	
	1 m	-	-	1 m		2
<b>Total</b>	21 w; 11 m	6 w, 9 m	15 w, 5 m	25 w, 12 m	<b>67</b>	<b>37</b>

The data presented above shows the gender distribution of research staff, per department. As a general trend, we can see that there are more women than men in all research departments.

The gender distribution on experience levels shows a more diverse pattern within departments, however the number of women who are recognised and experienced researchers, and the number of women who had graduated superior and medium studies is significantly higher than the one of men. The only category by experience in which men outnumber women by three is the one of first stage researchers.



**Total number of personnel in management, administrative and support services**

	<b>Women</b>	<b>Men</b>
	<b>/Total number/</b>	<b>/Total number/</b>
<b>Management</b>	<b>3</b>	<b>1</b>
<b>Technological Transfer Centre</b>	<b>1</b>	<b>-</b>
<b>Research support and administrative</b>	<b>25</b>	<b>11</b>
Financial Accounting Compartment	5	-
Public acquisition / Procurement / material resources management	3	1
Technical Plan	8	4
Public Relations and Marketing	1	-
IT	-	1
Human Resources	1	-
Juridical Office	1	-
Internal Public Audit	1	-
Administrative	5	5

Within the management, administrative and support services department, the data presented above follows the general trend identified at the INCD-ECOIND level. The number of women is significantly higher than the one of men.

To sum up, there is no women representative only in the IT function, as it was identified in the previous table. On the same note, there is a gap of men representatives in the Financial Accounting field.

As part of data collection and diagnosis, an internal survey was conducted using the questionnaire presented within the annexes.

## Data analysis

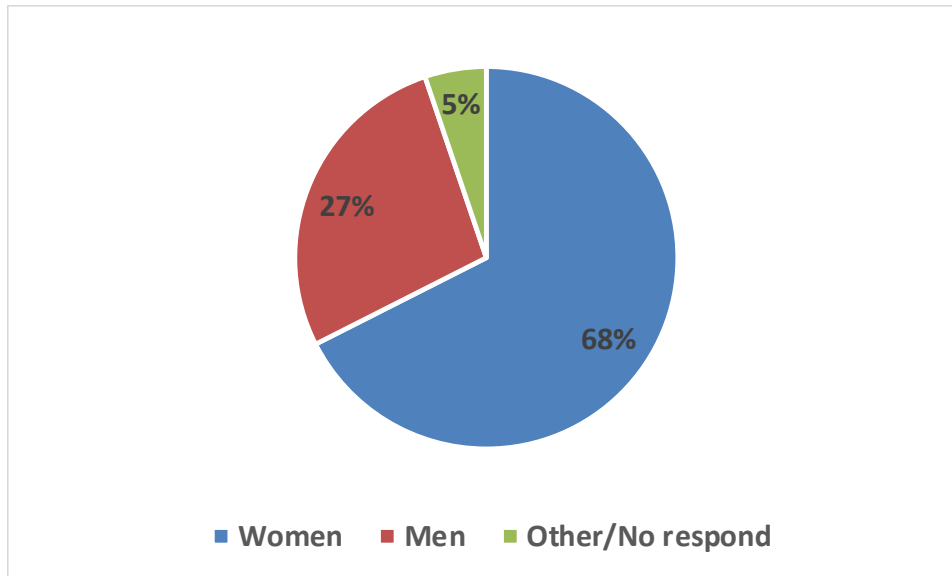
### Quantitative analysis of data

The quantitative analysis of above collected data showed that:

- *Women are well represented within the institution.*
- *There are more women than men employed within INCD-ECOIND.*
- *There are not any job positions that women cannot apply for.*
- *There are more women than men in leadership positions.*

The internal survey was conducted within the period February 9 – February 20, 2026 with a total number of respondents of 77 from which 52 women and 21 men and 4 declared as other / don't answer.





It should be noticed that the respondents gender structure is corresponding to the gender structure at INCD-ECOIND level

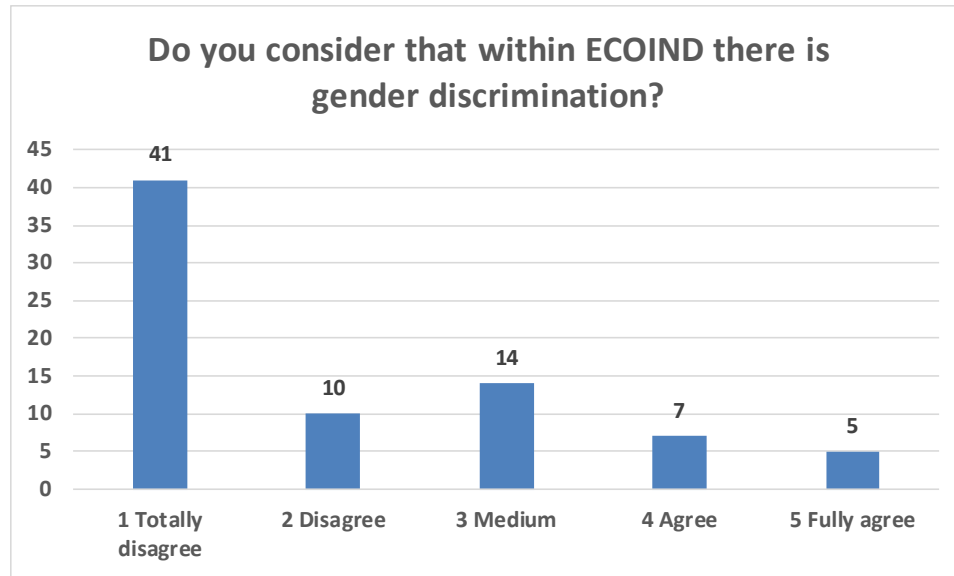
Data collected from the internal survey showed that:

- Most of the employees do not consider their gender an obstacle when it comes to work related tasks.
- Most of the employees declared that promotions are earned regardless of the gender, reflecting the fact that promotions are earned based on merit.
- Most of the employees declared that they have never felt discriminated at the workplace, indicating to the fact that the research institute offers a well-adapted working environment.

### Qualitative analysis of data

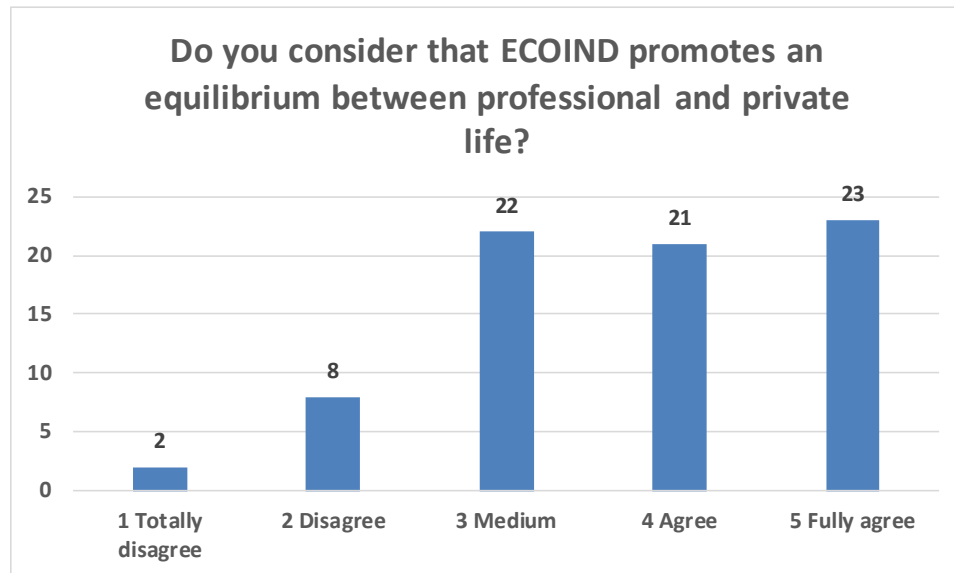
The qualitative research showed that in terms of:

- **Gender discrimination**  
More than half of respondents declared that there is totally no gender discrimination within INCD ECOIND. However, there are 5 respondents that are in complete discordance claiming that gender discrimination is present within the institute. It should be noticed that from these particular 5 respondents 3 are men and 2 are women



- **Equilibrium between professional and private life**

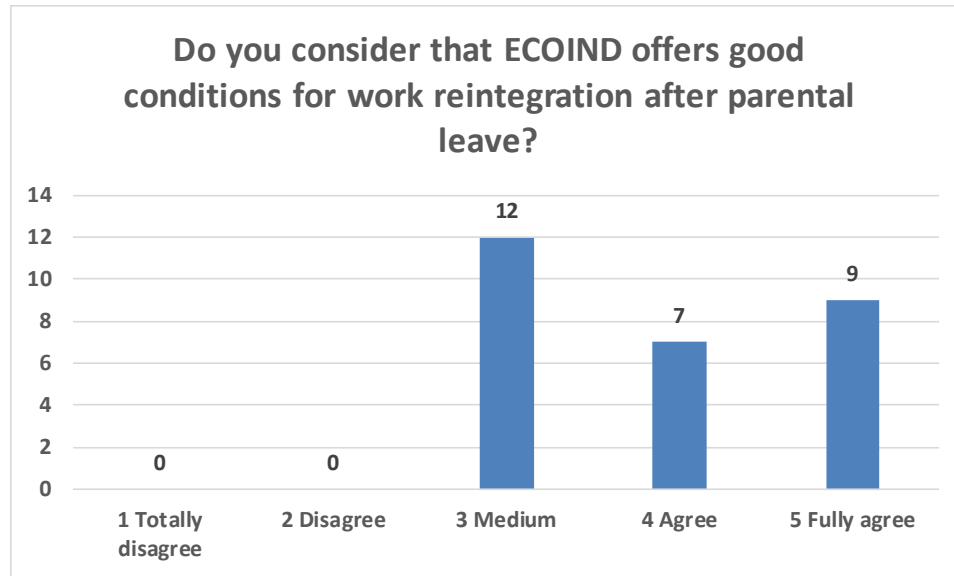
The majority of respondents of the survey, both men and women, most often declare that INCD-ECOIND promote and equilibrium between professional and private life. There are two respondents (1 man and 1 woman) who on the other hand are in total disagreement with this issue.



- **Reintegration after parental leave**

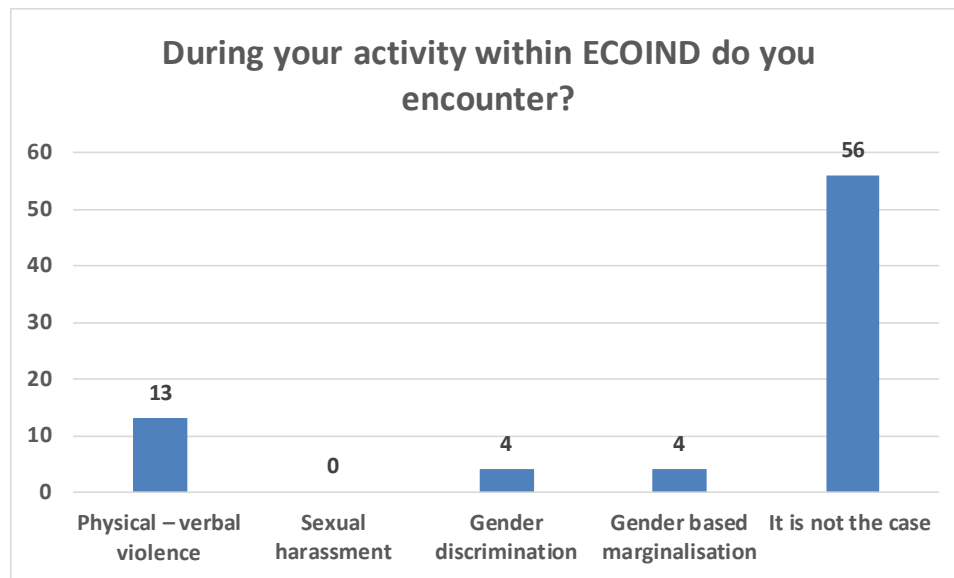
All respondents to the survey considered that INCD ECOIND offers medium to very good conditions for work reintegration after parental leave. The highest number of answers belongs to medium conditions proving that is place for improvement in regard to this particular issue.





- **Occurrence of gender balanced negative issues**

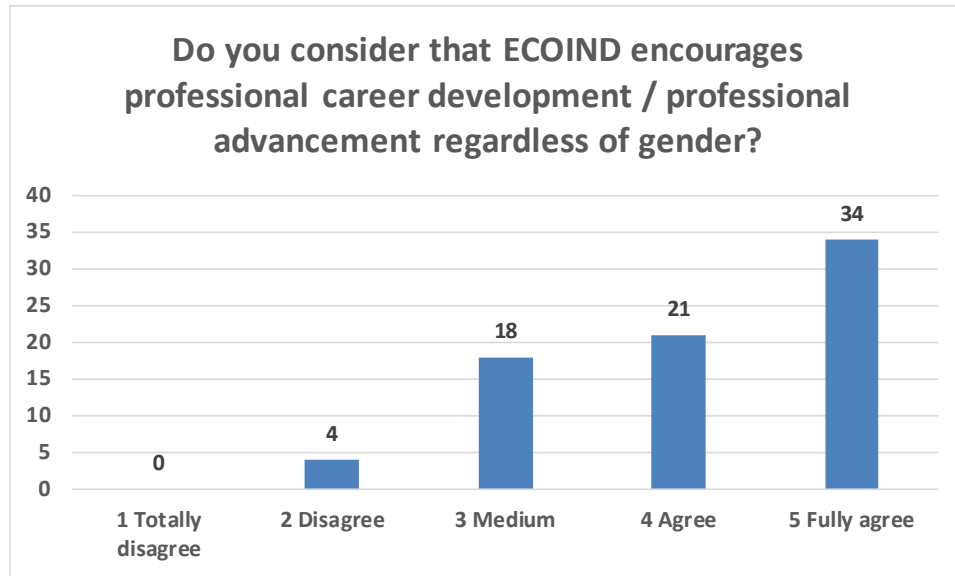
The vast majority of respondents declared that during their activity did not encounter any form of gender discrimination. However, there are reported 13 cases of physical – verbal violence, 4 cases of gender discrimination and 4 cases of gender based marginalisation. The responses proved that is a need for raising awareness about the gender issues within INCD-ECOIND.



- **Professional career development / advancement**

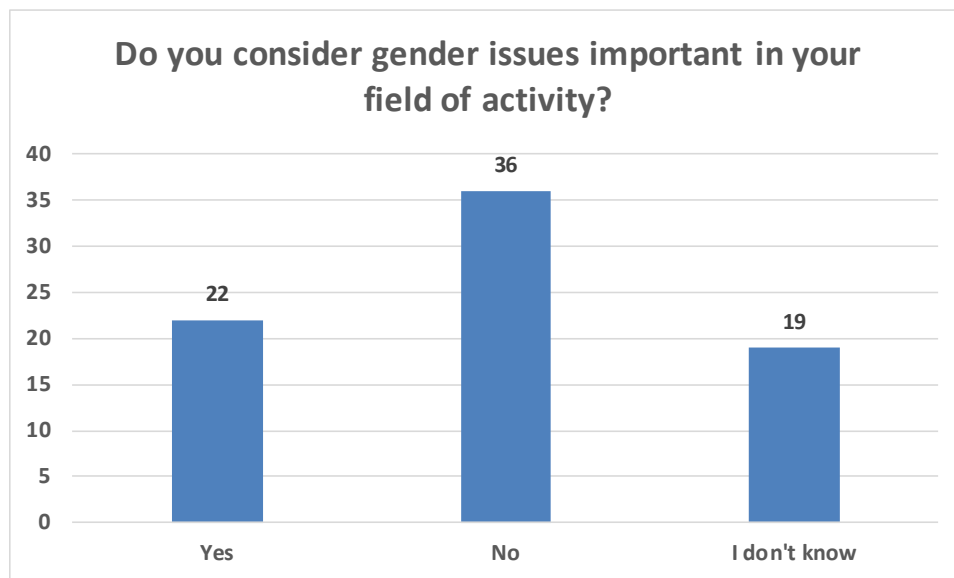
The vast majority of respondents declared that INCD-ECOIND encourages professional career development and professional advancement regardless of gender. There are 4 respondents that disagree with this affirmation (2 women and 2 men).





- **Importance of gender issues**

It should be noted that the majority (almost half of respondents) are not considering gender issues being important in their field of activity. This asks for an urgent need to raise awareness on implementing gender mainstreaming in the INCD-ECOIND policies, programs and projects



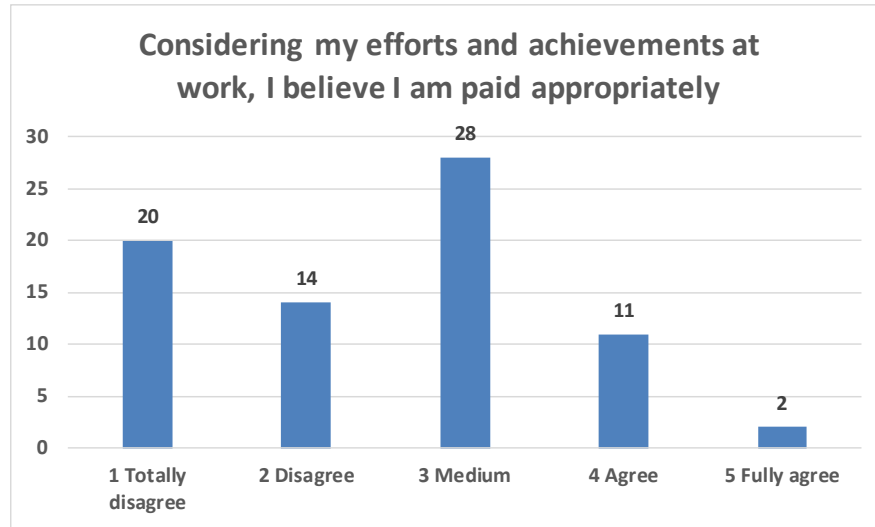
- **Diversity and problems based on gender, age, ethnicity, disabilities**

It should be noted that the vast majority of the respondents reported no issues in relation gender, age, ethnicity, disabilities. There are only 4 cases reported for gender discrimination (3 women and 1 man) and 1 case related to the work discrediting and minimisation of effort.



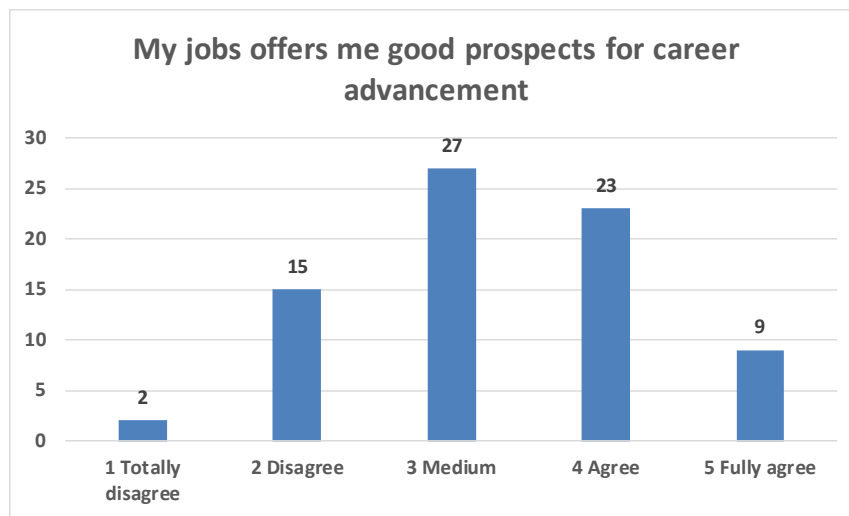
- **Remuneration in relation with efforts and achievements**

Only 2 respondents considered that are paid in full accordance with their efforts and achievements. The majority considered that are medium paid and an important number of respondents considered that are underpaid taking into consideration their efforts and achievements.



- **Opportunities for career advancement**

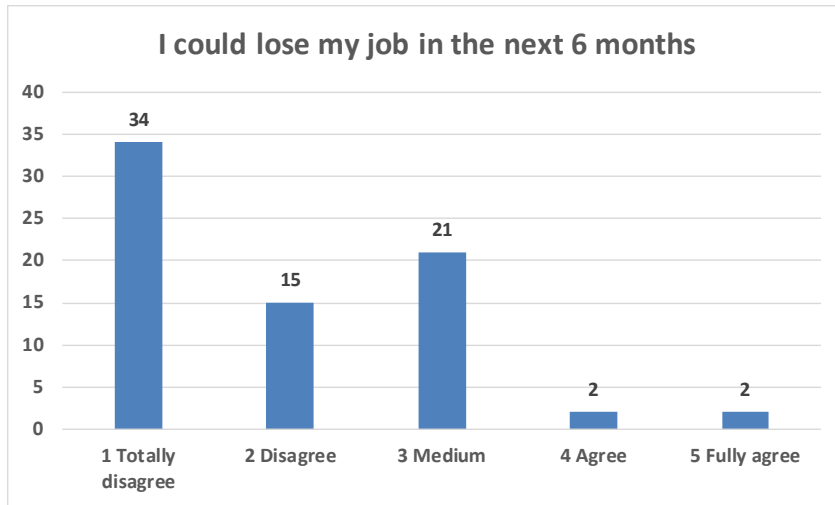
The majority of respondents, both men and women considered that their current jobs offers medium to good prospects for career development and advancement. There are 17 respondents that are in disagreement with the general trend and should be noticed that are representing about 22% of total respondents.



- **Workplace stability**

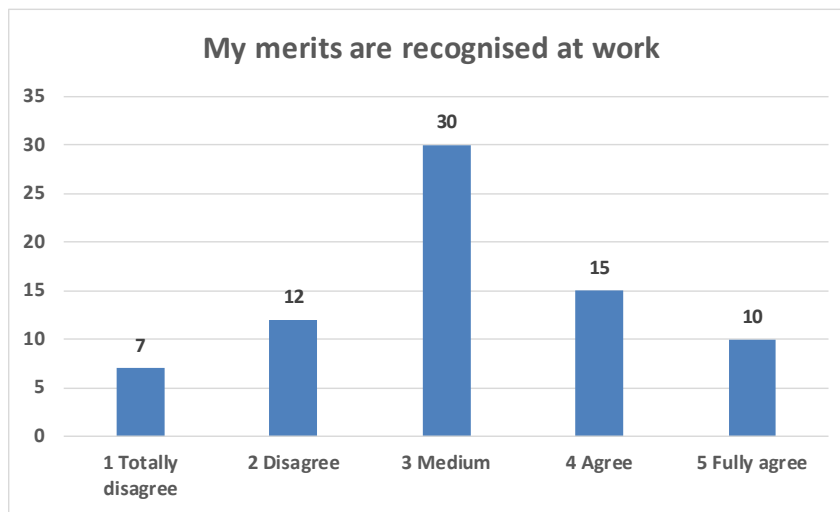
The vast majority of respondents confirmed the stability of their job. Only 4 respondents considered that are on risk to lose their jobs in the near future.





- **Recognition of merits**

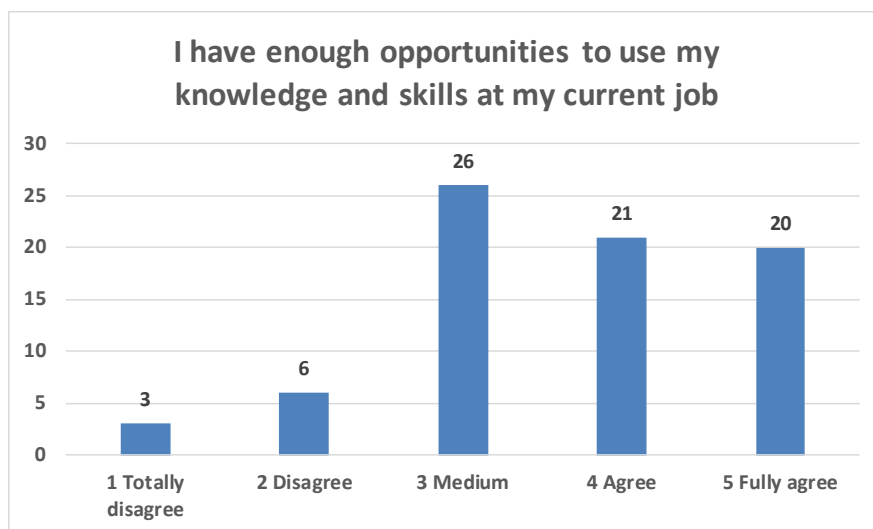
The vast majority of respondents, both women and men, feel that their merits are recognised to some extent. It should be noticed that there are 19 respondents (about 25% of respondents) that are feeling that their merits are not recognised appropriately.



- **Job opportunities**

The vast majority of respondents, both women and men, feel that they are having medium to very good opportunities to use their personal knowledge and skills at their current job. Only 9 respondents (4 men and 5 women) declared that they have no or little opportunities to use their knowledge and skills in their activity.





To summarize the results of the survey, it can be noted that all the situations mentioned by the respondents and situations analysed at the institute are, to some extent, factors of discrimination or manifestations based on gender.

The important conclusions of the internal analysis at INCD-ECOIND are:

- ✓ **We need to update existing policies and procedures, to make gender relevant, and develop new ones covering all identified areas of intervention;**
- ✓ **We need to train and educate our staff on gender-equality, with accent on gender mainstreaming;**
- ✓ **We need to communicate gender relevant actions and measures actively and efficiently;**
- ✓ **We need to implement a GES and a GEP for 2026-2029, with clear actions and targets, and responsible persons.**



## Gender Equality Strategy and Gender Equality Plan

Based on the internal review and the national and European policies and requirements, the Board of Directors and the General Director committed to developing the institute strategy for gender equality for 2026-2029, and the corresponding GEP.

The top management of INCD-ECOIND decided on maintain the Committee for Gender Equality (CGE) at the institute level (Decision 10 / 29.01.2026). The Committee for Gender Equality (CGE) contribute to setting up, implement, monitor, and evaluate the GEP; provide practical support and tools to the actors involved in the GEP implementation; cooperate with and engage stakeholders at all levels to ensure the implementation of the GEP's actions; raise awareness about the benefits of gender equality in the research institute; assess the progress towards gender equality in the institute.

The institute management mandated the Committed for Gender Equality (CGE) to develop the GE strategy and the GE plan for 2026-2029. The Committee for Gender Equality include men and women representatives of research departments, administration and support services.

### Gender Equality Strategy 2026-2029

*The main objective of GES and GEP is to serve as a framework and tool for consolidation of gender equality at workplace and for inclusion of gender issues within INCD-ECOIND policies and practices.*

The main intervention domains and associated specific objectives are presented below:

<i>Intervention domain</i>	<i>Specific objective</i>
Organisational policy and culture	Strengthening positive attitudes towards diversity and inclusion in all INCD-ECOIND activity areas
Recruitment, promotion, remuneration and career management	Ensuring equitable human resources policies that support the professional development of all INCD-ECOIND employees, regardless of gender
Balance between personal life, family and career	Support INCD-ECOIND employees in combining professional responsibilities with family and personal ones
Leadership and access to decision-making	Support INCD-ECOIND employees for access in leadership and decision making positions regardless of gender



<p>Combating violence, discrimination, multiple discrimination and sexual harassment</p>	<p>Proactive attitude with clear reporting procedures and continuous training on raising awareness about the importance of equality issues</p>
<p>Gender mainstreaming in the institution's policies, programs and projects</p>	<p>Improving the quality and relevance of INCD-ECOIND policies, programs and projects by integrating gender analysis,</p>

### **Gender Equality Plan 2026-2029**

The GE Plan at the research institute INCD-ECOIND comprises domains of intervention, objectives, key measures, target audience, timeline, responsible persons, and indicators to measure progress.



## Intervention domain 1 - Organisational policy and culture

**Objective: Strengthening positive attitudes towards diversity and inclusion in all INCD-ECOIND activity areas**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Availability of policies, procedures, and structures at the research institute for promoting diversity and inclusion in all INCD-ECOIND activity areas	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures for promoting diversity and inclusion	GD, HR, HoDs, CGE
2. Appointing members of the Committee for Gender Equality on a yearly basis, with a proactive and/or consultant role to be responsible for monitoring and ensuring that workplace procedures and practices respect gender equality	Researchers, technical and administrative staff	X	X	X	X	Gender Equality Strategy and structures	GD, HR, HoDs, CGE
3. Promotion of initiatives to facilitate a widespread gender competence at all levels of the organization with provision of training to staff and researchers	Researchers, technical and administrative staff	X	X	X	X	Awareness training on gender equality issues	CGE
4. Revision of any text, communication, images, from a gender equality and diversity standing point	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures	CGE



## Intervention domain 2 - Recruitment, promotion, remuneration and career management

**Objective: Ensuring equitable human resources policies that support the professional development of all INCD-ECOIND employees, regardless of gender**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Maintaining HR Excellence in Research award	Researchers, technical and administrative staff	X	X	X	X	Implementation of initial action plan, internal review	HRS4R Responsible HRS4R team
2. Carrying out performance reviews where issues relating to the work environment in general, and sexual harassment, should be raised	Research institute management	X	X	X	X	Performance reviews carried out (every year)	GD, HR, HoDs
3. Disseminate and communicate career good practices - role models for women (scientists, researchers, and academics)	Researchers, technical and administrative staff		X	X	X	Initiatives for raising awareness on gender diversity in research teams	CGE, HoDs
4. Courses and training on gender equality	Researchers, technical and administrative staff	X	X	X	X	Courses and training for recruitment / career progression	CGE



### Intervention domain 3 - Balance between personal life, family and career

**Objective: Support INCD-ECOIND employees in combining professional responsibilities with family and personal ones**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Availability of policies, procedures, and structures at the research institute for promoting integration of work with family and personal life	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures for promoting integration of work with family and personal life	GD, HR, HoDs, CGE
2. Assistance in enabling employees to combine employment and parenthood by creating working conditions that enable women and men –employees at all levels – to share responsibility for children and the home	Researchers, technical and administrative staff	X	X	X	X	Follow up, by means of a new questionnaire, the opportunity to combine parenthood and work, workplace satisfaction, as well as support and opportunities for promotion	GD, HR, HoDs, CGE
3. Availability of flexible working times arrangements, from part-time to remote working, if applicable	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and services for work and personal life integration	GD, HR, HoDs, CGE



### Intervention domain 4 - Leadership and access to decision-making

**Objective: Support INCD-ECOIND employees for access in leadership and decision making positions regardless of gender**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Availability of policies, procedures, and structures for promotion to leadership and decision-making positions	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures for promotion to leadership and decision-making positions	GD, HR, HoDs, CGE
2. Development and implementation of policies, procedures and structures for promotion to leadership and decision-making positions, regardless of gender	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures for promotion to leadership and decision-making positions	GD, HR, HoDs, CGE
3. Dissemination of policies, procedures and structures for promotion to leadership and decision-making positions	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures, and structures for promotion to leadership and decision-making positions	GD, HR, HoDs, CGE



**Intervention domain 5 - Combating violence, discrimination, multiple discrimination and sexual harassment**

**Objective: Proactive attitude with clear reporting procedures and continuous training on raising awareness about the importance of equality issues**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Training on discrimination phenomena, violence, harassment, and sexual harassment, with a special focus on hidden discrimination and marginalising behaviour	Researchers, technical and administrative staff	X	X	X	X	Participation in training, per professional categories  Skills acquired in relation to identifying and responding to discrimination and violence phenomena	GD, HR, HoDs, CGE
2. Reinforce the Code of Ethics of the institute with provisions against gender-based violence, including sexual harassment	Researchers, technical and administrative staff	X	X	X	X	Initiatives for raising awareness on gender diversity in research teams	GD, HoDs, HR, CGE
3. Awareness campaign highlighting diversity and inclusiveness in the scientific community and encouraging prevention of discrimination in various areas	Researchers, technical and administrative staff	X	X	X	X	Awareness campaign	CGE



### Intervention domain 6 - Gender mainstreaming in the institution’s policies, programs and projects

**Objective: Improving the quality and relevance of INCD-ECOIND policies, programs and projects by integrating gender analysis**

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2026	2027	2028	2029		
1. Trainings on the use of gender perspective in research	Researchers, scientific community	X	X	X	X	Participation in trainings by gender and field of research	SD, Researchers, CGE
2. Workshops on the integration of gender equality and diversity issues in research activity, as support for research staff	Researchers	X	X	X	X	Workshops on integrating sex/gender in research activity	SD, HR, HoDs, CGE
3. Gender distribution among researchers and how the gender perspective is integrated in research projects	Researchers	X	X	X	X	Reports on how the gender perspective is integrated in research projects	SD, CGE
4. Institutional recognition of those projects that have taken the gender dimension into account.	Researchers, scientific community	X	X	X	X	Awarded projects	GD, HoDs, Researchers



## Monitoring and evaluation of the Gender Equality Plan

The implementation of the GEP at the research institute INCD-ECOIND, the progress against the GE strategy aims and objectives are regularly assessed, through periodic meetings. The implementation of the GEP will be permanently monitored by the GE function (Committee for Gender Equality) at the institute level.

The GE functions at the institute will conclude findings reports (once a year), which are then presented to the research institute management (GD, HoDs) and discussed. These meetings will provide valuable conclusions on the implementation of the GEP. These meetings will also provide comments and recommendations that will enable adjustments and improvements to interventions on the GEP for the following year.

The periodic reports allow the continuous review of the impact of the GEP as well as keeping the wider community informed and engaged in the progress towards gender equality. The review of progress reports includes qualitative information as well as quantitative data, such as updates on human resource data disaggregated by sex, monitoring data to keep track of the implementation of key actions.

After their conclusion and adoption by the research institute management (Board of Directors, GD, HoDs), the periodic (annual) GE progress report is published on the research institute website and communicated to the entire scientific community.

