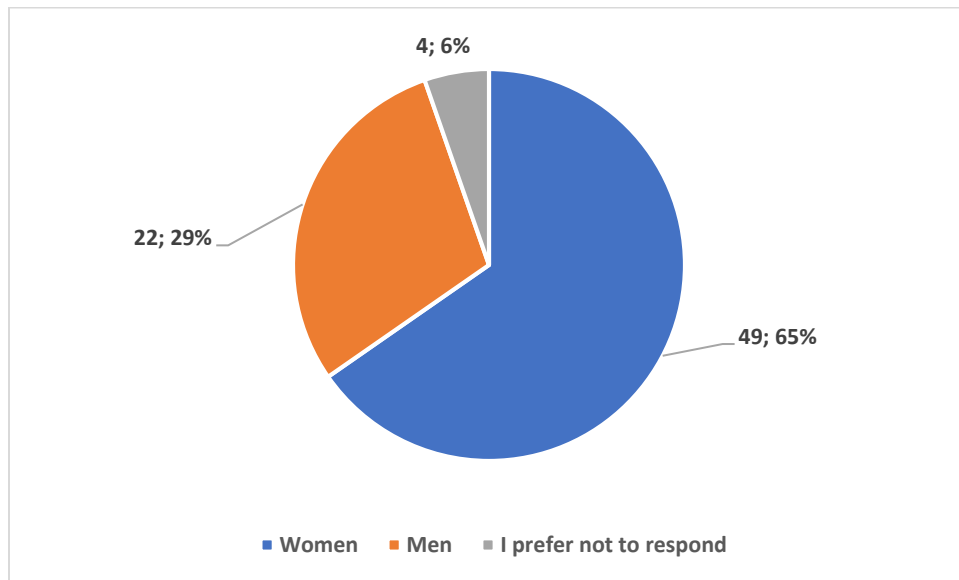
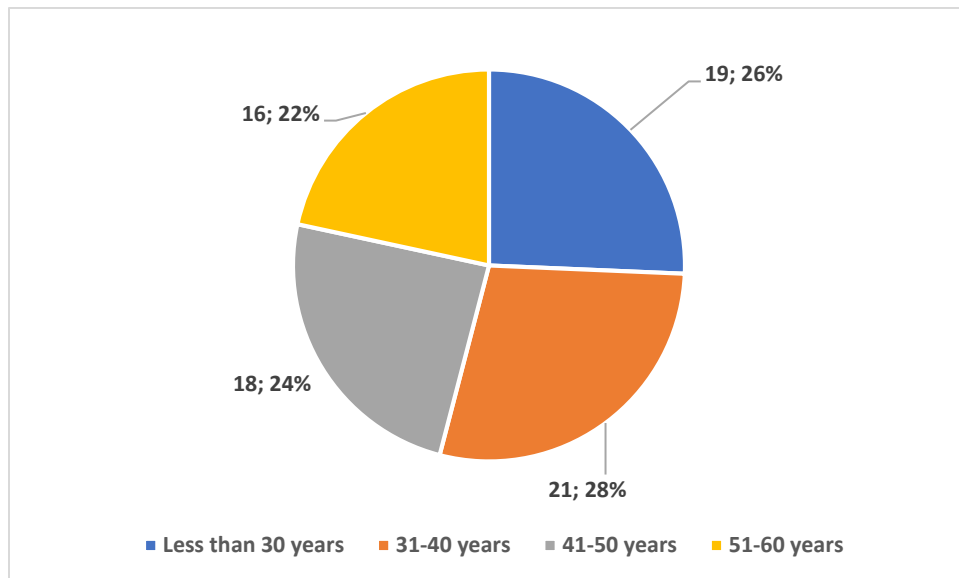


Question no. 1: You are?



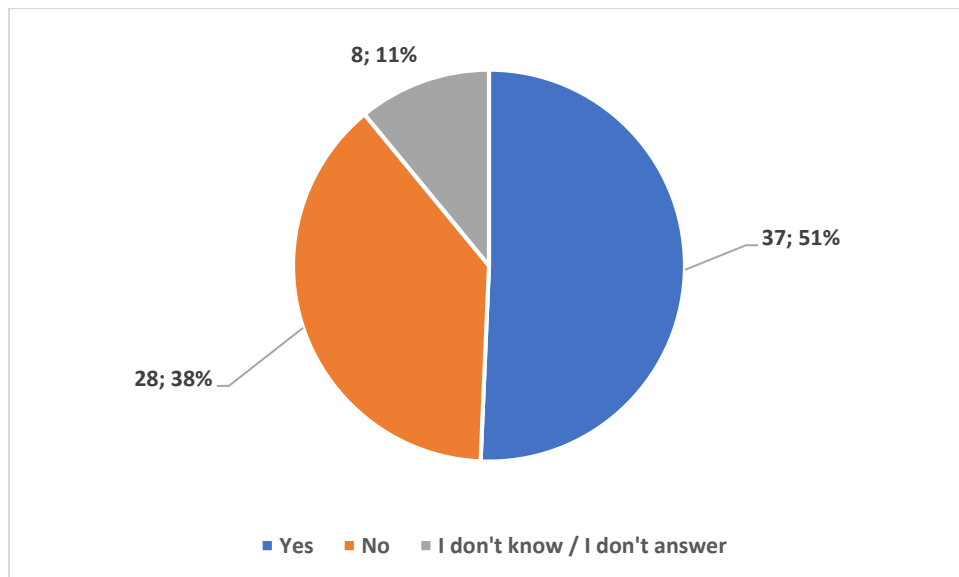
According to the chart, the largest share—65%—consists of women, representing 49 individuals in absolute terms. Men account for 29%, representing 22 individuals. Additionally, there are 4 individuals who preferred not to answer this question.

Question no. 2: Which of the following age groups do you fall into?



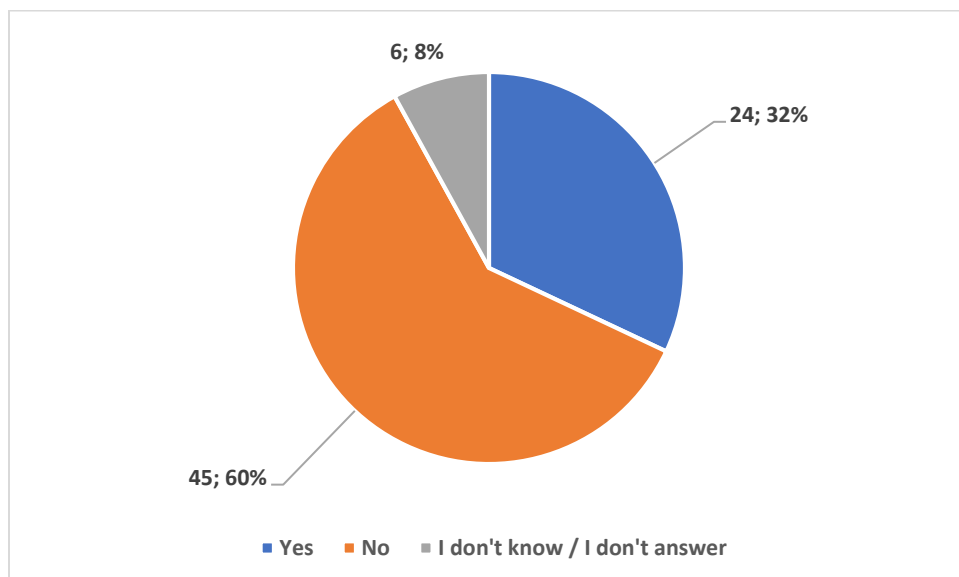
The largest group of respondents falls into the 31–40 age category, comprising 21 individuals. Those aged 30 and under represent 26% of the total respondents; the 41–50 age category accounts for 18 individuals, and the 51–60 age category for 16 individuals.

Question no. 3: Are you aware that INCD ECOIND obtained the "HR Excellence in Research" logo on August 30, 2024?



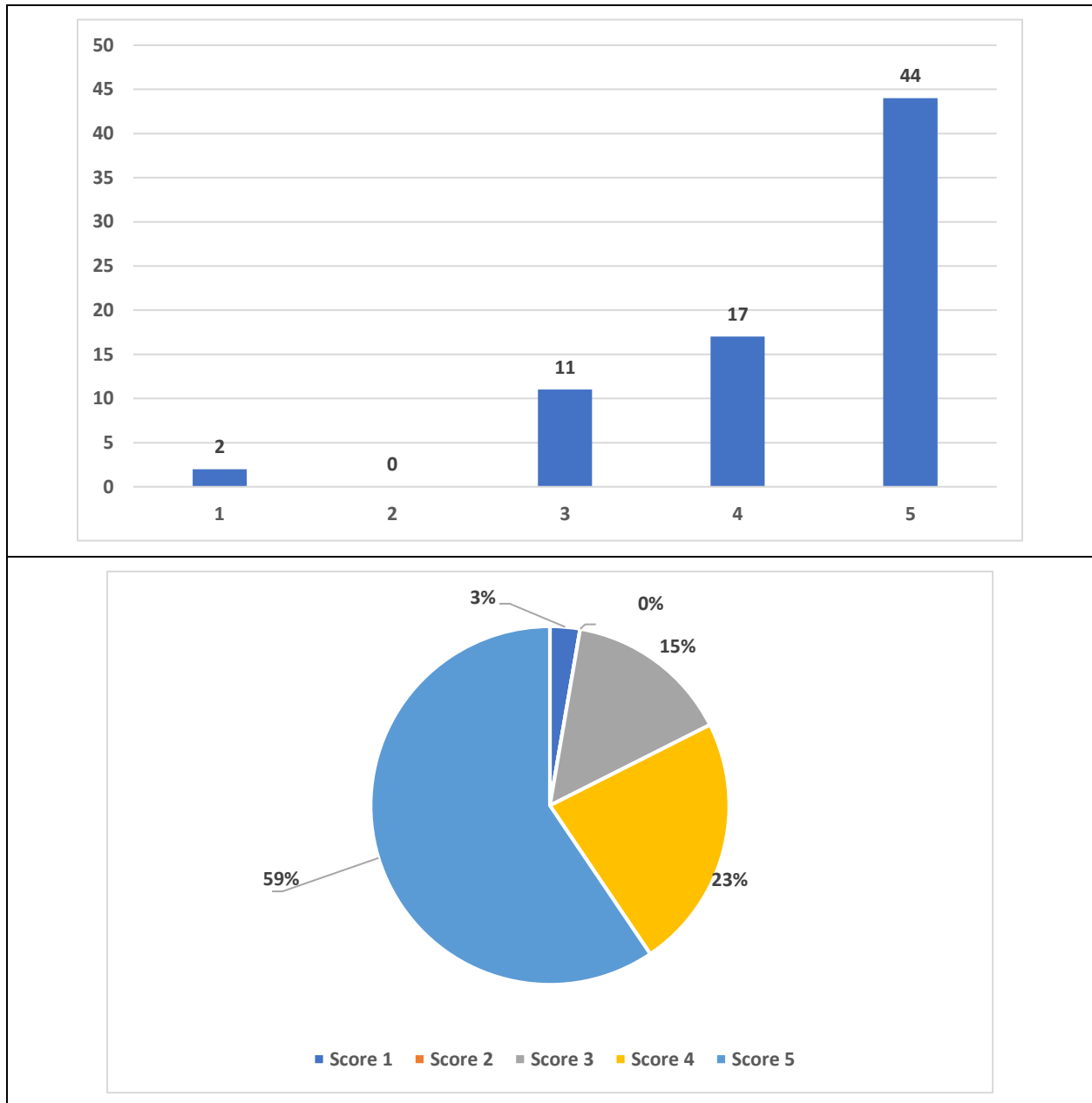
Just over half of the respondents are aware of this. However, 49% of respondents either do not know (38%) or do not wish to answer (11%). It is worth noting that, compared to the previous survey; the percentage of respondents aware of the "HR Excellence in Research" logo award has risen from 36% to 51%.

Question no. 4: Have you accessed/consulted the initial HR Excellence in Research action plan?



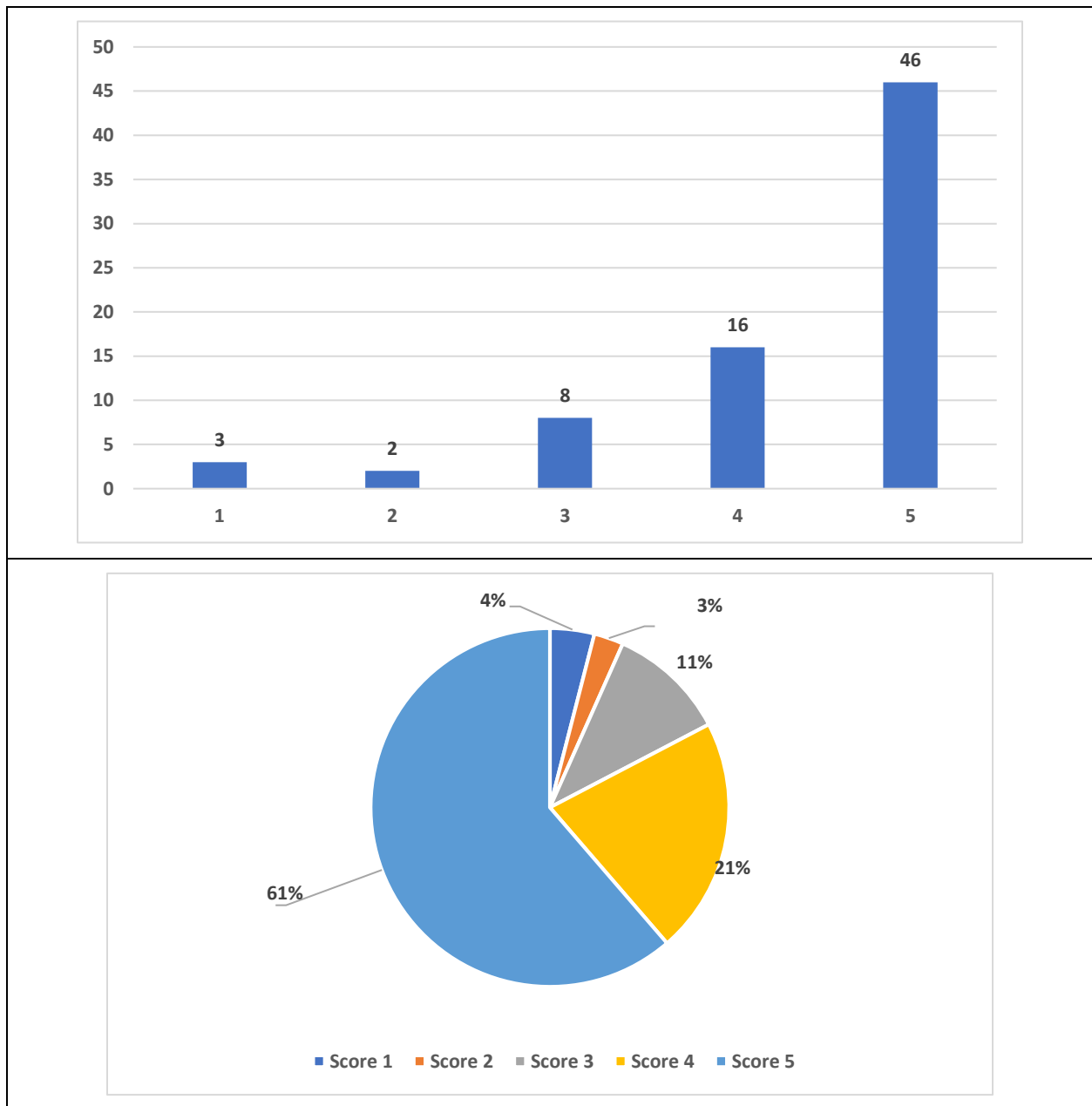
Of the total respondents, only 32% consulted the initial action plan (an increase of just 2% compared to the previous survey), suggesting limited respondent involvement in the implementation of the initial action plan.

Question no. 5: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the development of a section on the institute's website dedicated to providing information regarding freedoms, limitations, and opportunities in research.



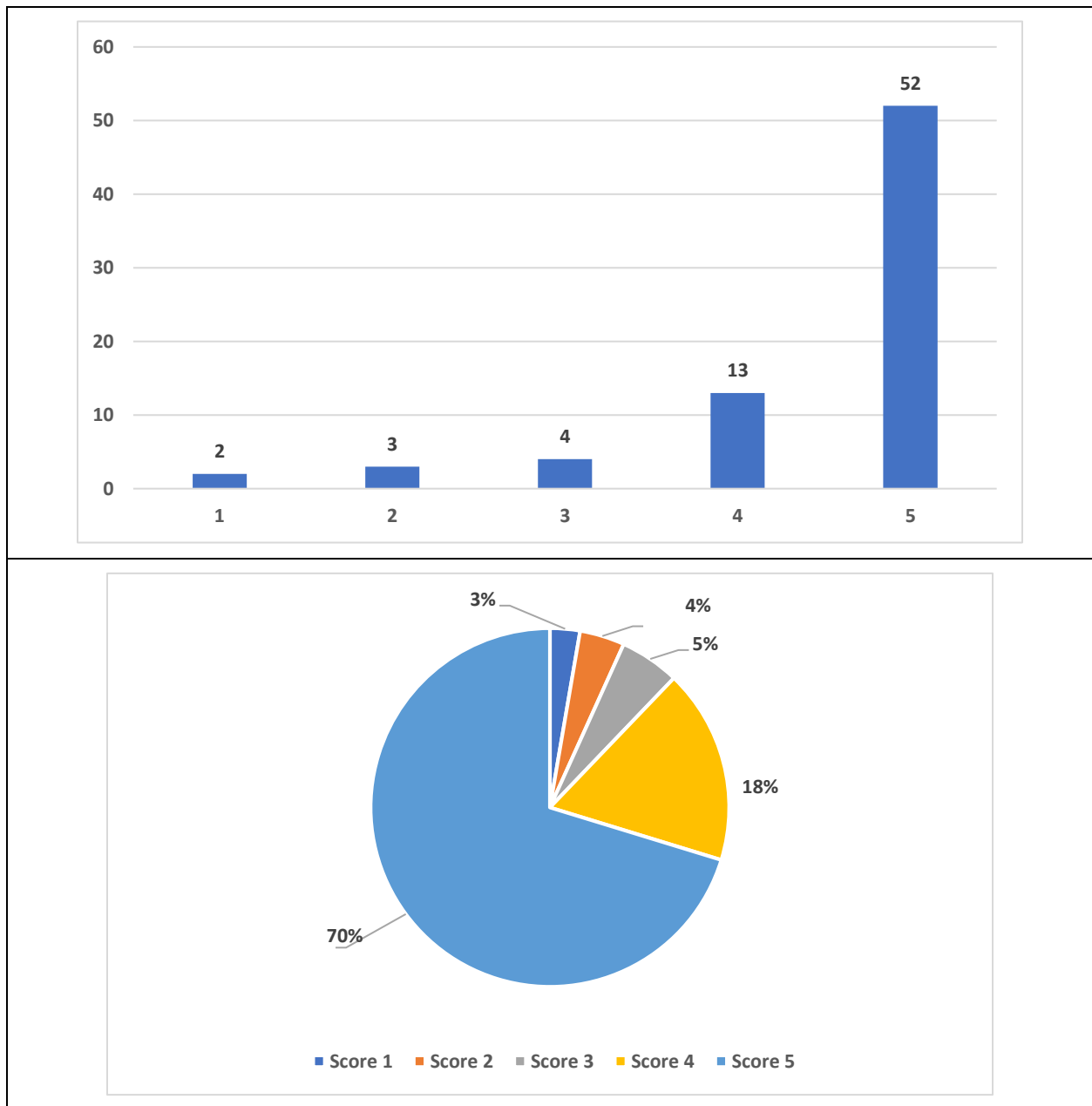
59% of the total respondents—specifically 44 individuals—fully agree with the statement above. A score of 4 was given by 17 people (23%), while a score of 3 was given by 11 people (15% of respondents). 3% of respondents (2 individuals) gave a score of 1.

Question no. 6: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the extent to which researchers are encouraged to conduct research activities in fields complementary to their specific department.



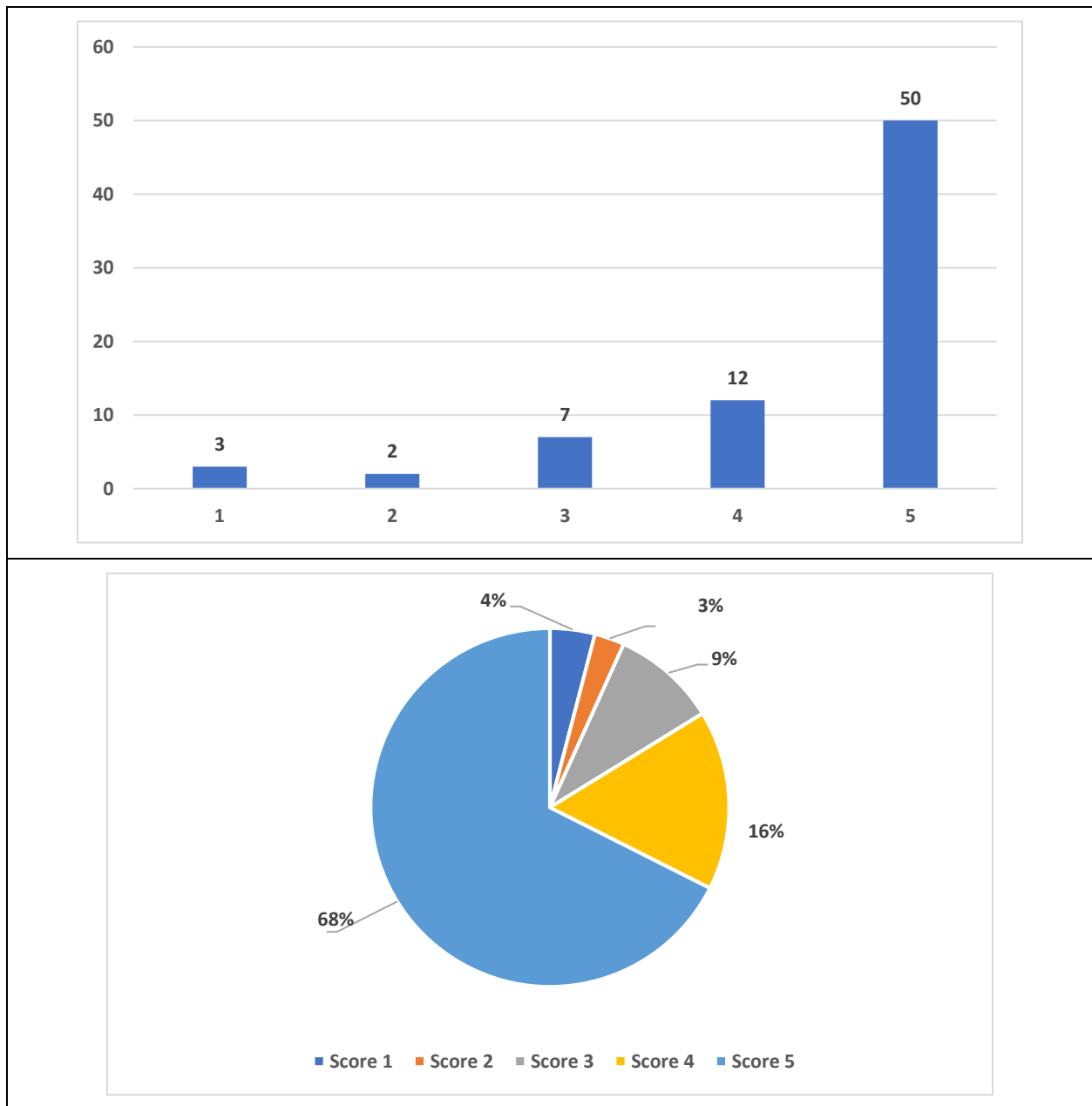
61% of the total respondents—specifically 46 individuals—fully agree with the statement above. A score of 4 was given by 16 people (21%), while a score of 3 was given by 8 people (11%). 3% of respondents (2 people) gave a score of 2, and 4% (3 people) gave a score of 1.

Question no. 7: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the maintenance and development of the ECOLIB institutional repository for open-access research results and data.



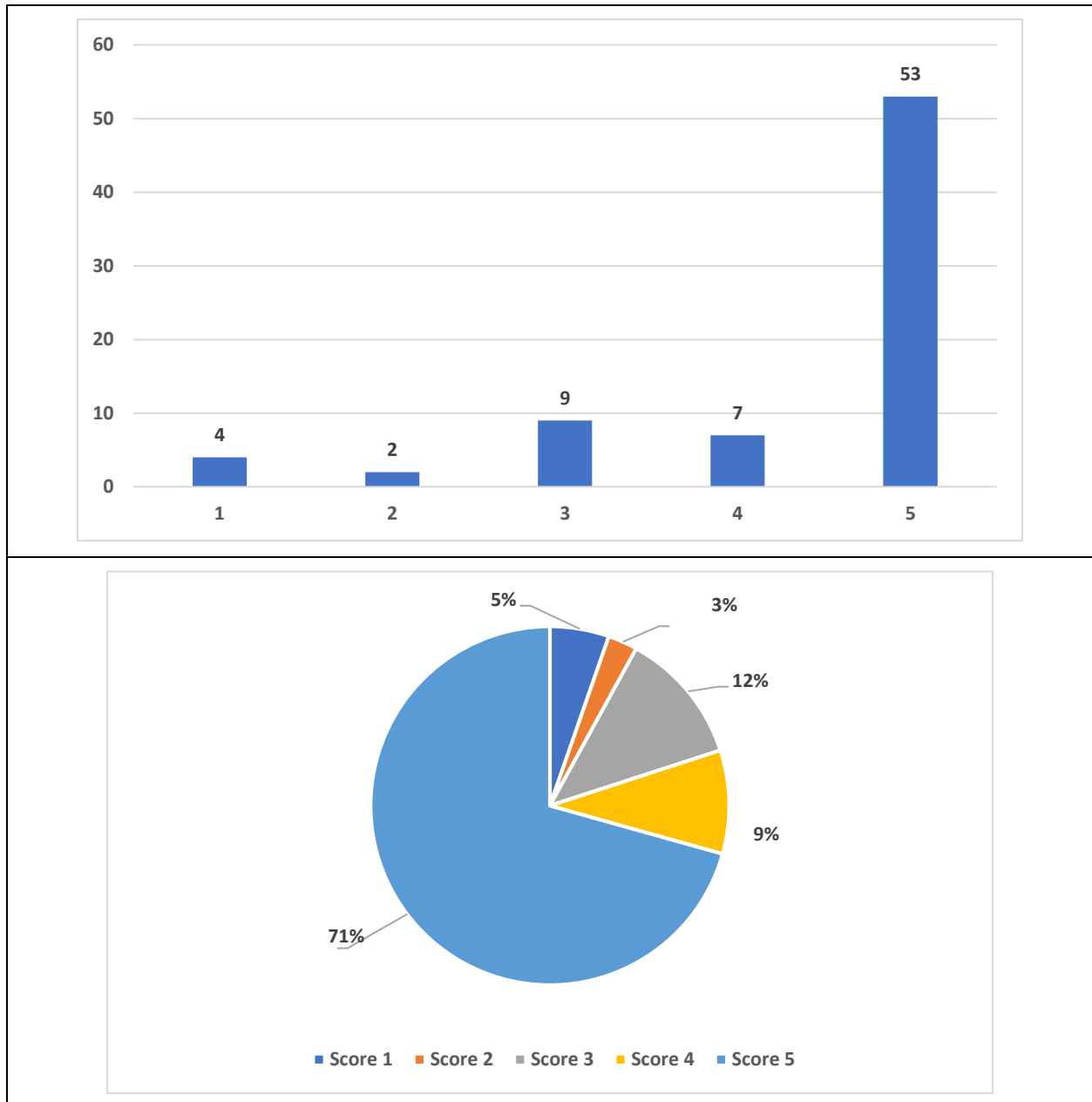
70% of the total respondents—representing 52 individuals—fully agree with the statement above. A score of 4 was given by 13 individuals (18%), while a score of 3 was given by 4 individuals (5%). 4% of respondents (3 individuals) gave a score of 2, and 3% (2 individuals) gave a score of 1.

Question no. 8: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—your participation in training courses and support for young researchers regarding applications for project competitions, particularly international ones.



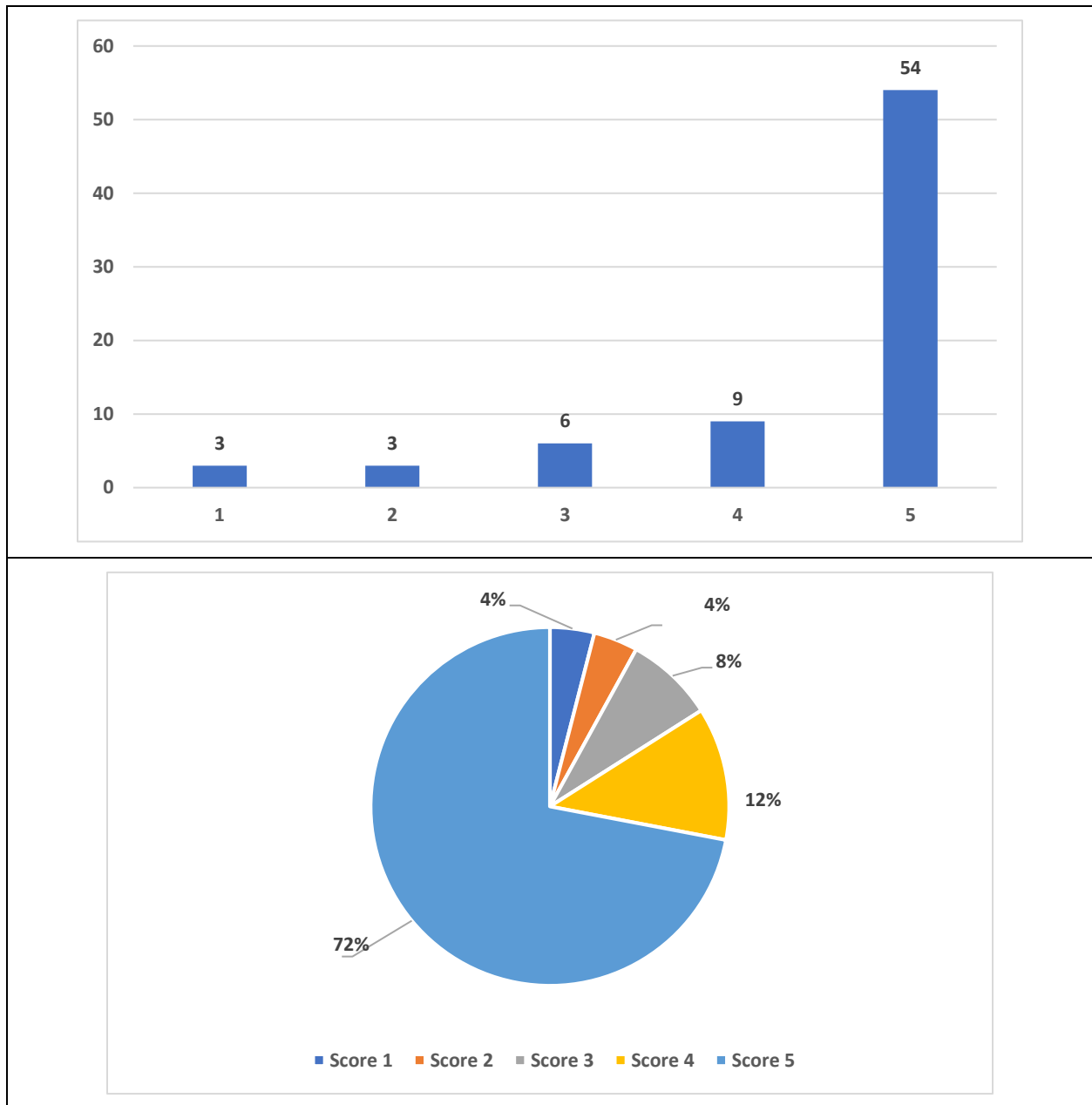
68% of the total respondents—representing 50 individuals—fully agree with the statement above. A score of 4 was given by 12 people (16%), while a score of 3 was given by 7 people (9%). 3% of respondents (2 people) gave a score of 2, and 4% (3 people) gave a score of 1.

Question no. 9: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the need to organize training sessions on social responsibility.



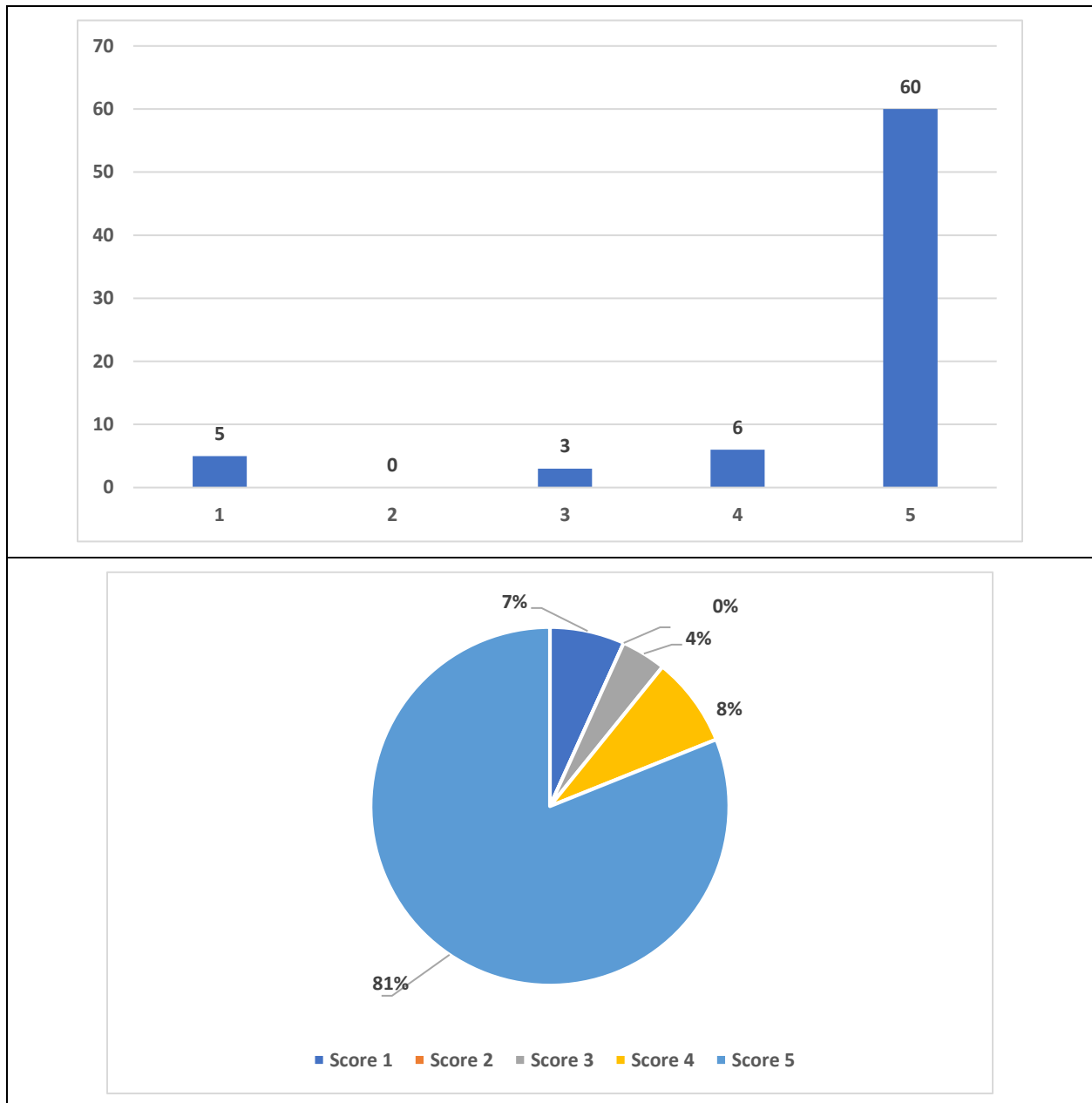
71% of the total respondents—representing 53 individuals—fully agree with the statement above. A score of 4 was given by 7 people (9%), while a score of 3 was given by 9 people (12% of respondents). 3% of respondents (2 people) gave a score of 2, and 5% (4 people) gave a score of 1.

Question no. 10: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the usefulness of a guide regarding the procurement process in research projects.



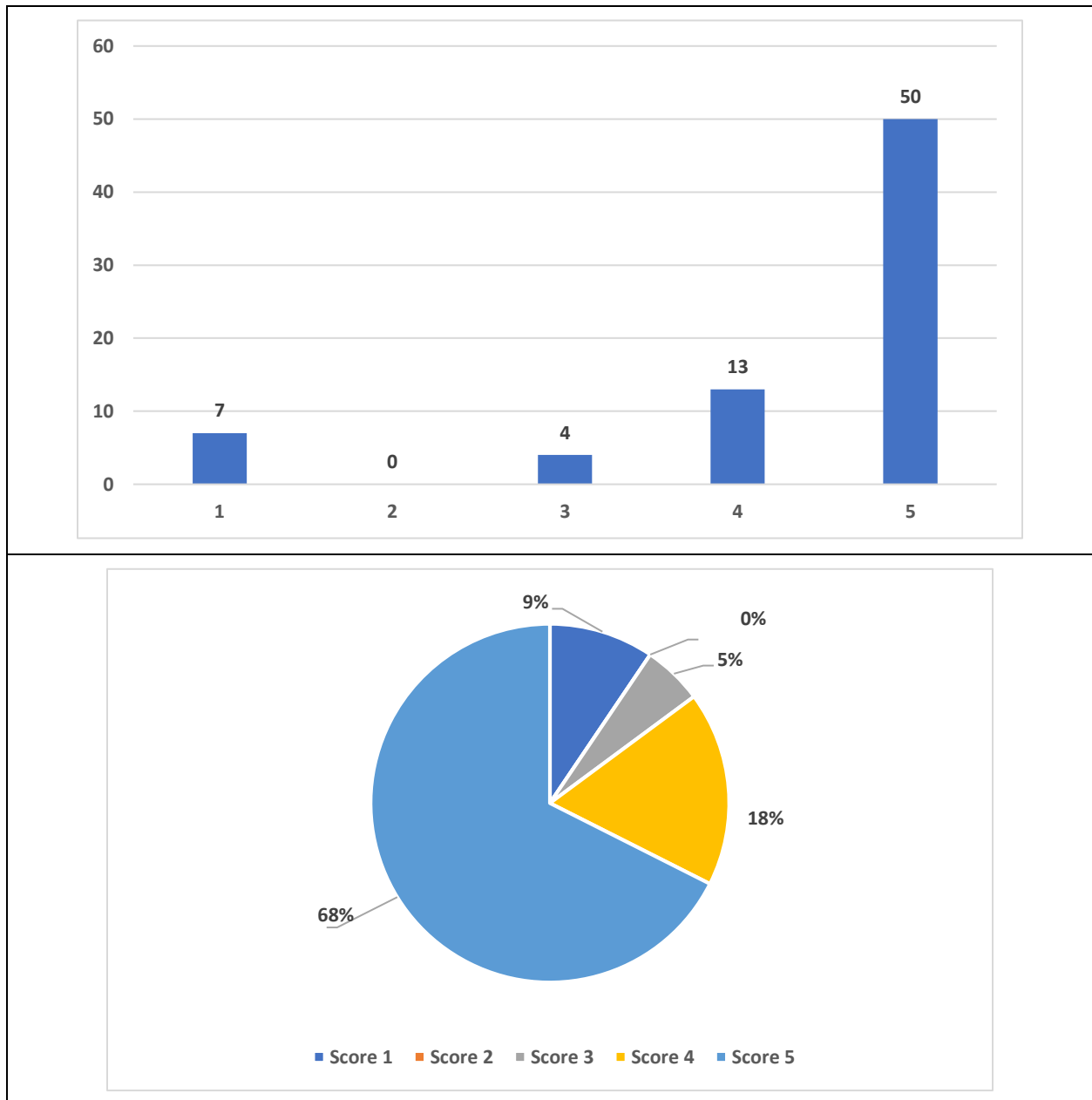
72% of the total respondents—representing 54 individuals—fully agree with the statement above. A score of 4 was given by 9 people (12%), while a score of 3 was given by 6 people (8% of respondents). 4% of respondents (3 people in each case) assigned a score of 2 or 1.

Question no. 11: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the usefulness of a guide on good practices in research activities.



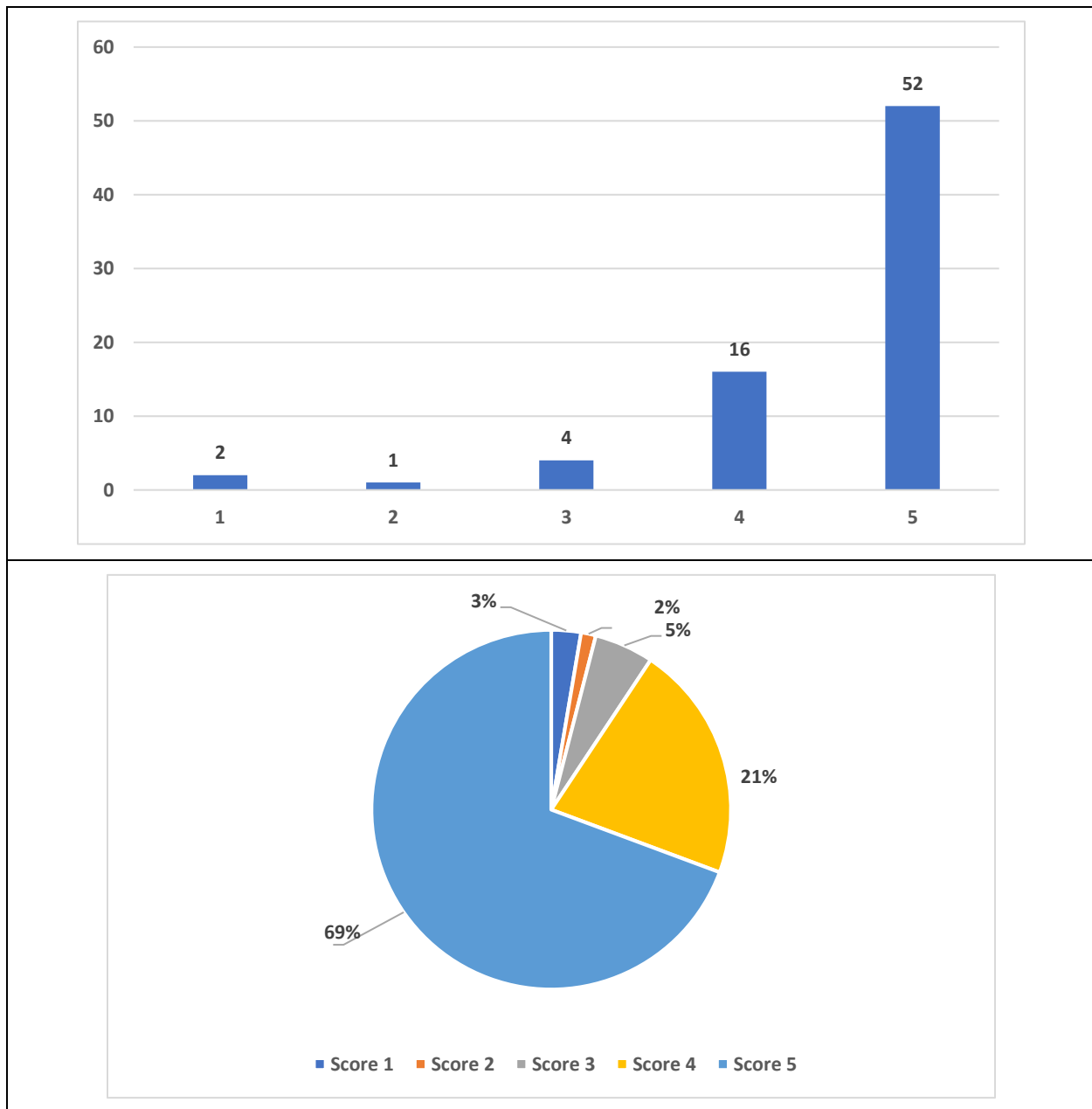
81% of the total respondents—representing 60 individuals—fully agree with the statement above. A score of 4 was given by 6 people (8%), while a score of 3 was given by 3 people (4% of respondents). 7% of respondents (5 people) gave a score of 1.

Question no. 12: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the creation of an online platform for completing self-assessment forms.



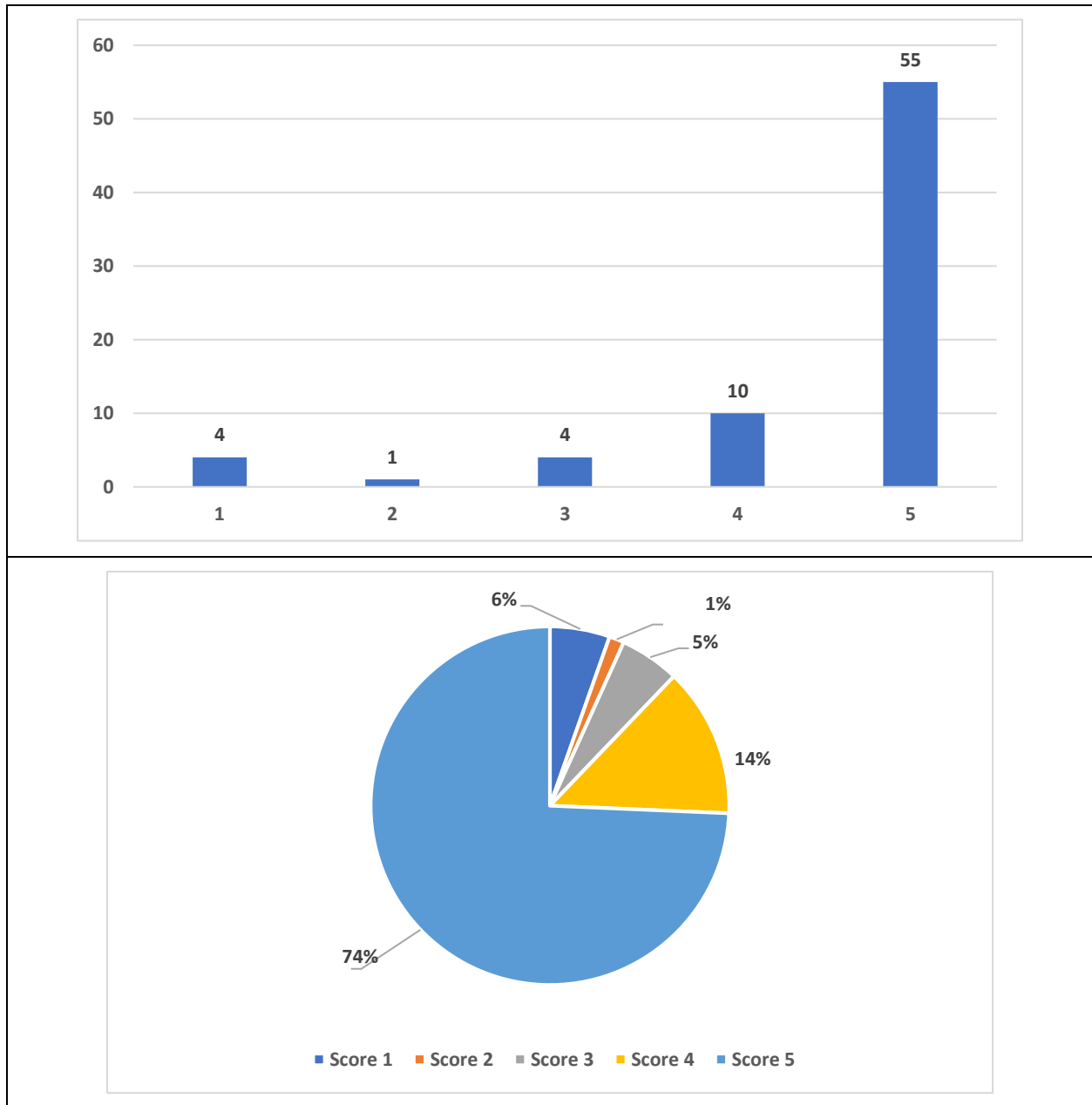
68% of the total respondents—representing 50 individuals—fully agree with the statement above. A score of 4 was given by 13 individuals (18%), while a score of 3 was given by 4 individuals (5%). 9% of the respondents gave a score of 1.

Question no. 13: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the importance of the open, transparent, and merit-based staff recruitment and selection policy (OTM-R Policy) available on the website www.incdecoind.ro.



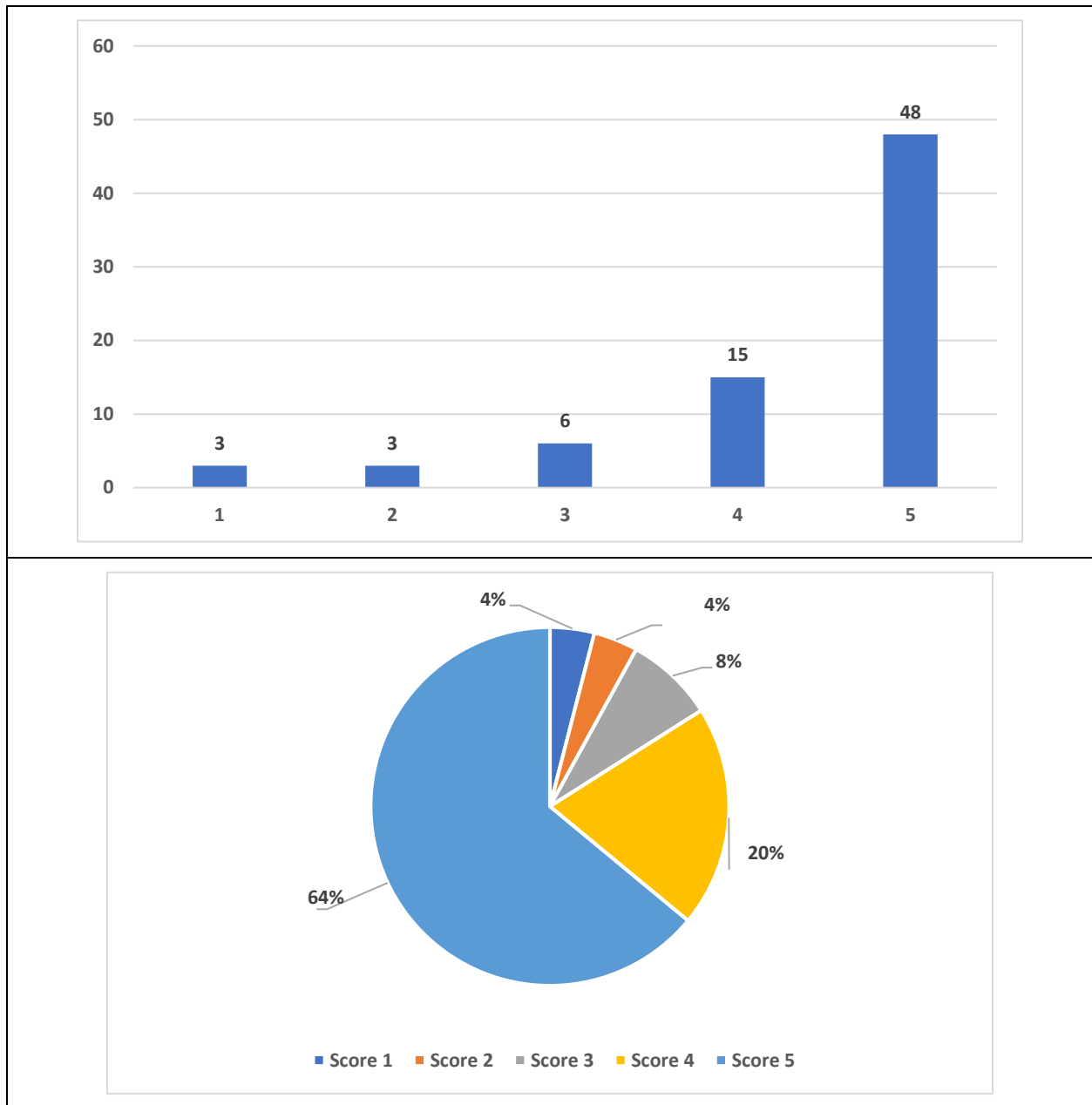
69% of the total respondents—representing 52 individuals—strongly agree with the statement above. A score of 4 was given by 16 people (21%), while a score of 3 was given by 4 people (5%). 2% of respondents (1 person) gave a score of 2, and a score of 1 was given by 3% of respondents (2 people).

Question no. 14: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the development of a section on the institute's webpage dedicated to mobility opportunities, including those available through the Talent Pass project (<https://incdecoind.ro/talentpass/>).



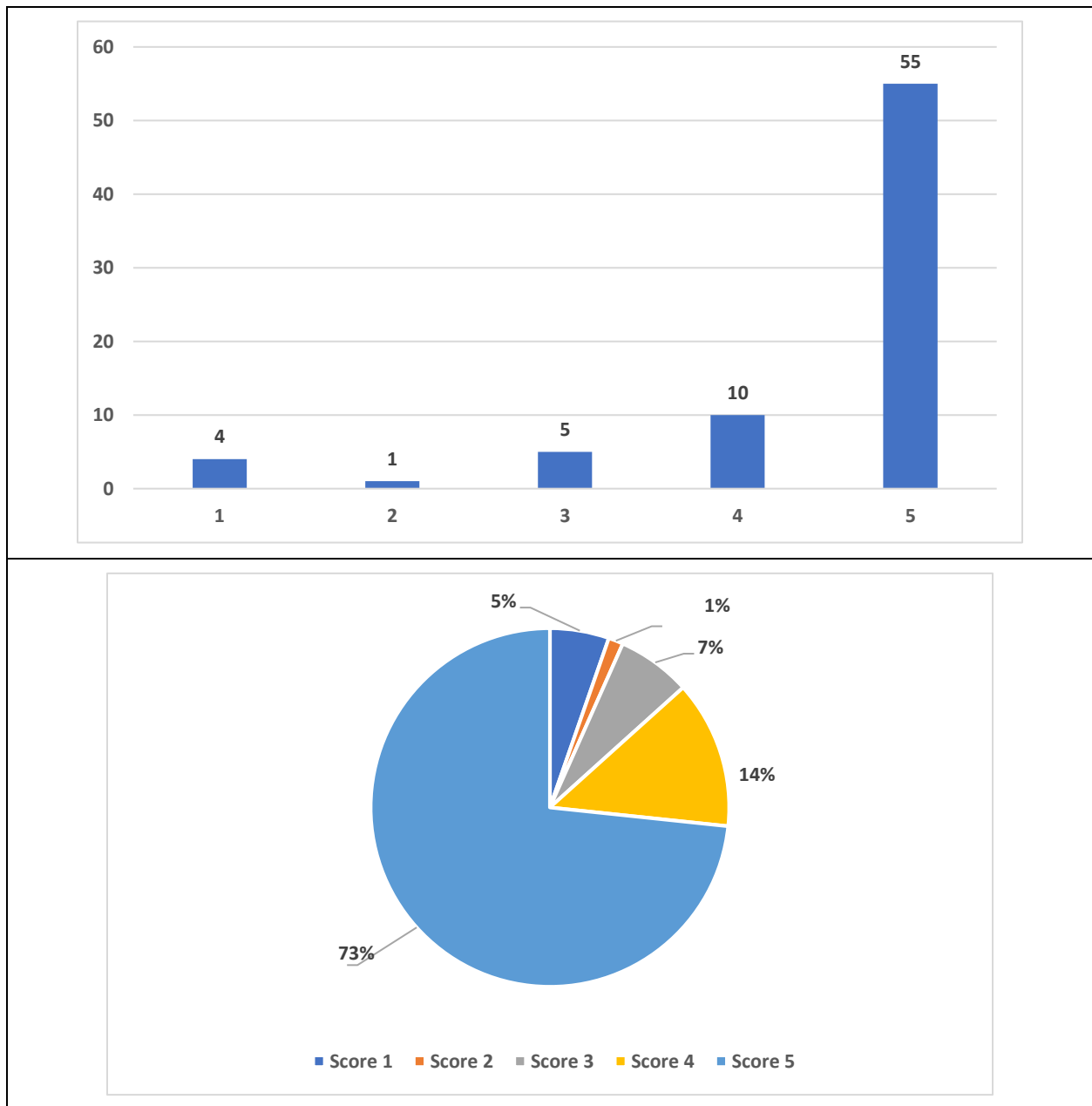
74% of the total respondents—representing 55 individuals—strongly agree with the statement above. A score of 4 was given by 10 people (14%), while a score of 3 was given by 4 people (5%). 1% of respondents (1 person) gave a score of 2, and 6% (4 people) gave a score of 1.

Question no. 15: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the need to increase the number of researchers.



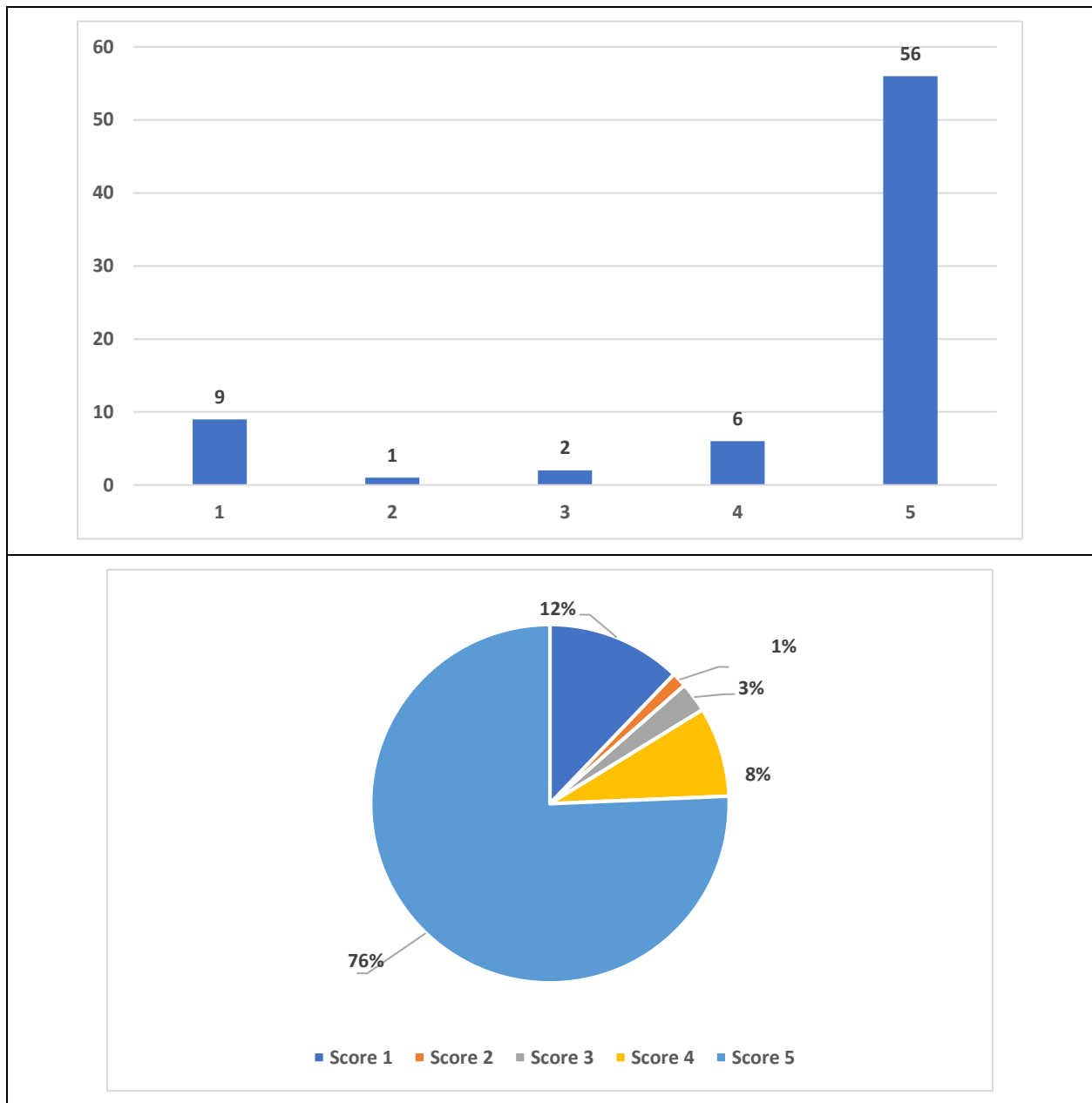
64% of the total respondents—representing 48 individuals—fully agree with the statement above. A score of 4 was given by 15 people (20%), while a score of 3 was given by 6 people (8%). 4% of respondents (3 people in each case) assigned a score of 2 or 1.

Question no. 16: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the development of a guide regarding career development opportunities for researchers at ECOIND.



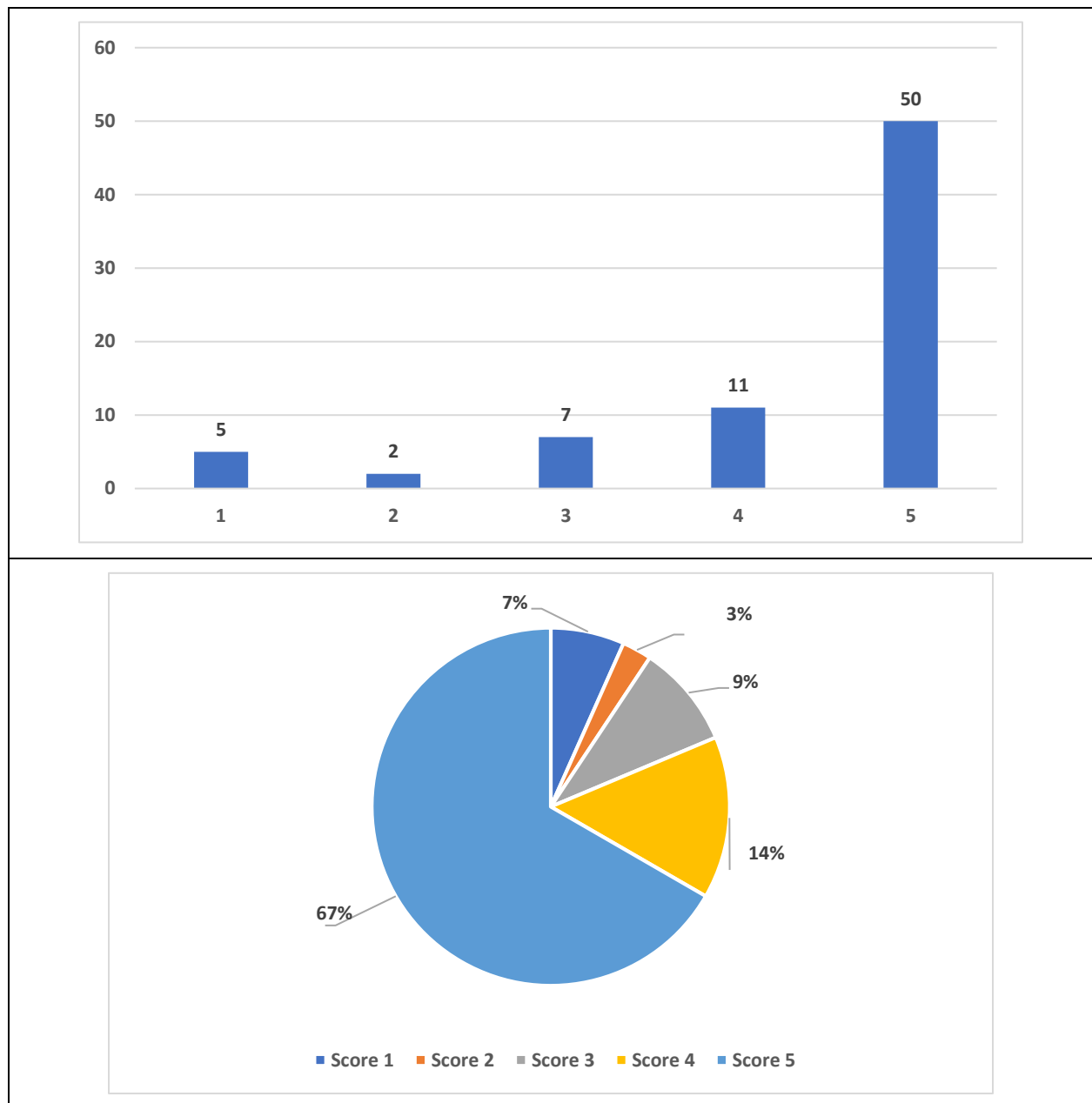
73% of the total respondents (55 individuals) fully agree with the statement above. A score of 4 was given by 10 individuals (14%), while a score of 3 was given by 5 individuals (7%). 1% of respondents expressed disagreement (1 individual), and 5% expressed strong disagreement (4 individuals).

Question no. 17: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the importance of periodically negotiating employment contracts to offset the negative effects of inflation and/or provide financial incentives for researchers.



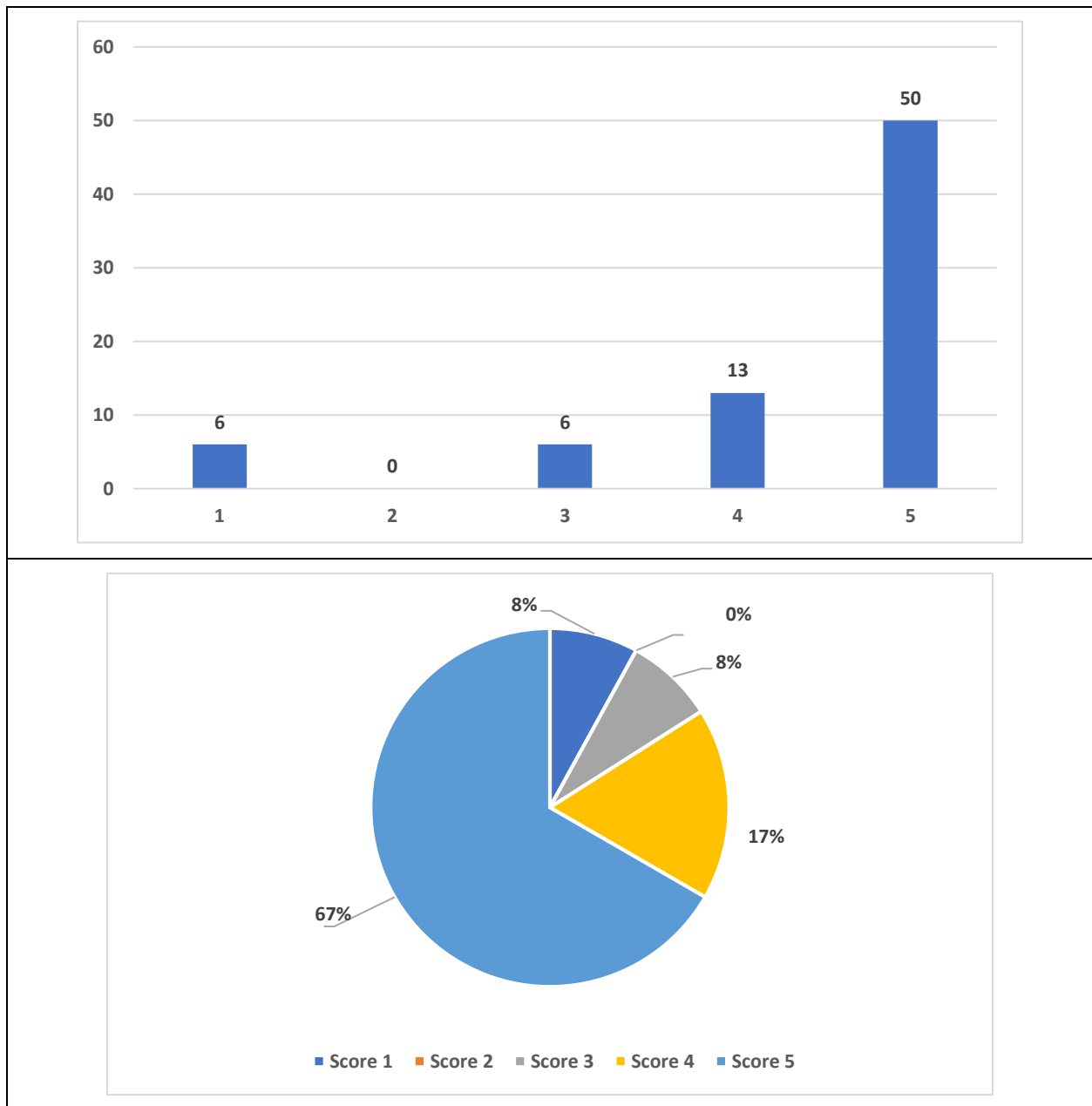
76% of the total respondents—representing 56 individuals—fully agree with the statement above. A score of 4 was given by 6 people (8%), while a score of 3 was given by 2 people (3%). 1% of respondents expressed disagreement (1 person), and 12% expressed strong disagreement (9 people).

Question no. 18: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the development of a research career development policy.



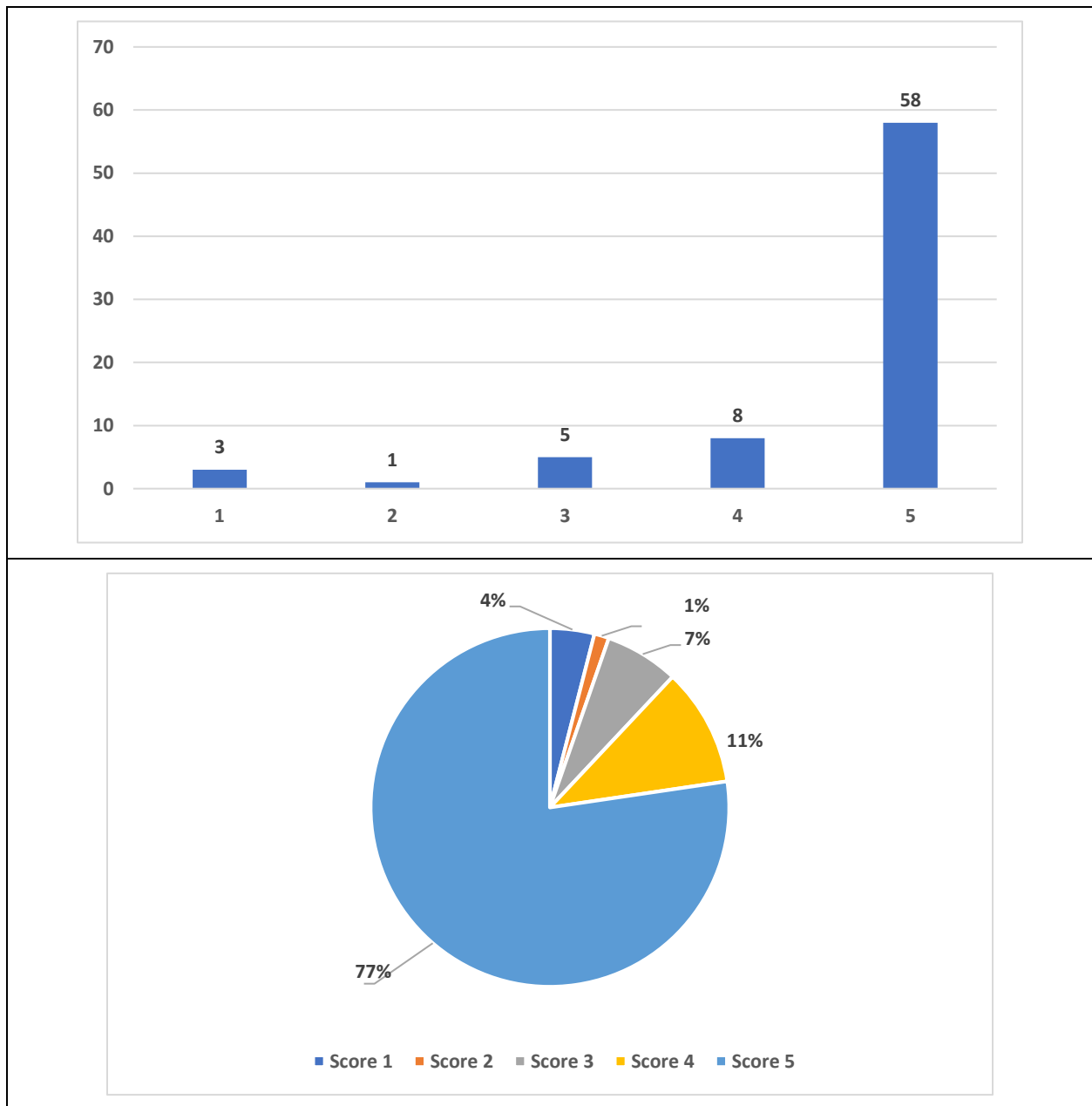
The 67% figure corresponds to the 50 respondents who gave a rating of 5, signifying total agreement with the statement above. A rating of 4 was given by 11 individuals (14% of the total), while a rating of 3—representing a 9% share—was chosen by 7 people. 3% of respondents expressed disagreement with the statement. Strong disagreement is represented by a rating of 1, which accounted for 7% of responses—equating to exactly 5 individuals.

Question no. 19: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the importance of developing an internal procedure or regulation focused on mentoring activities at each stage of a research career.



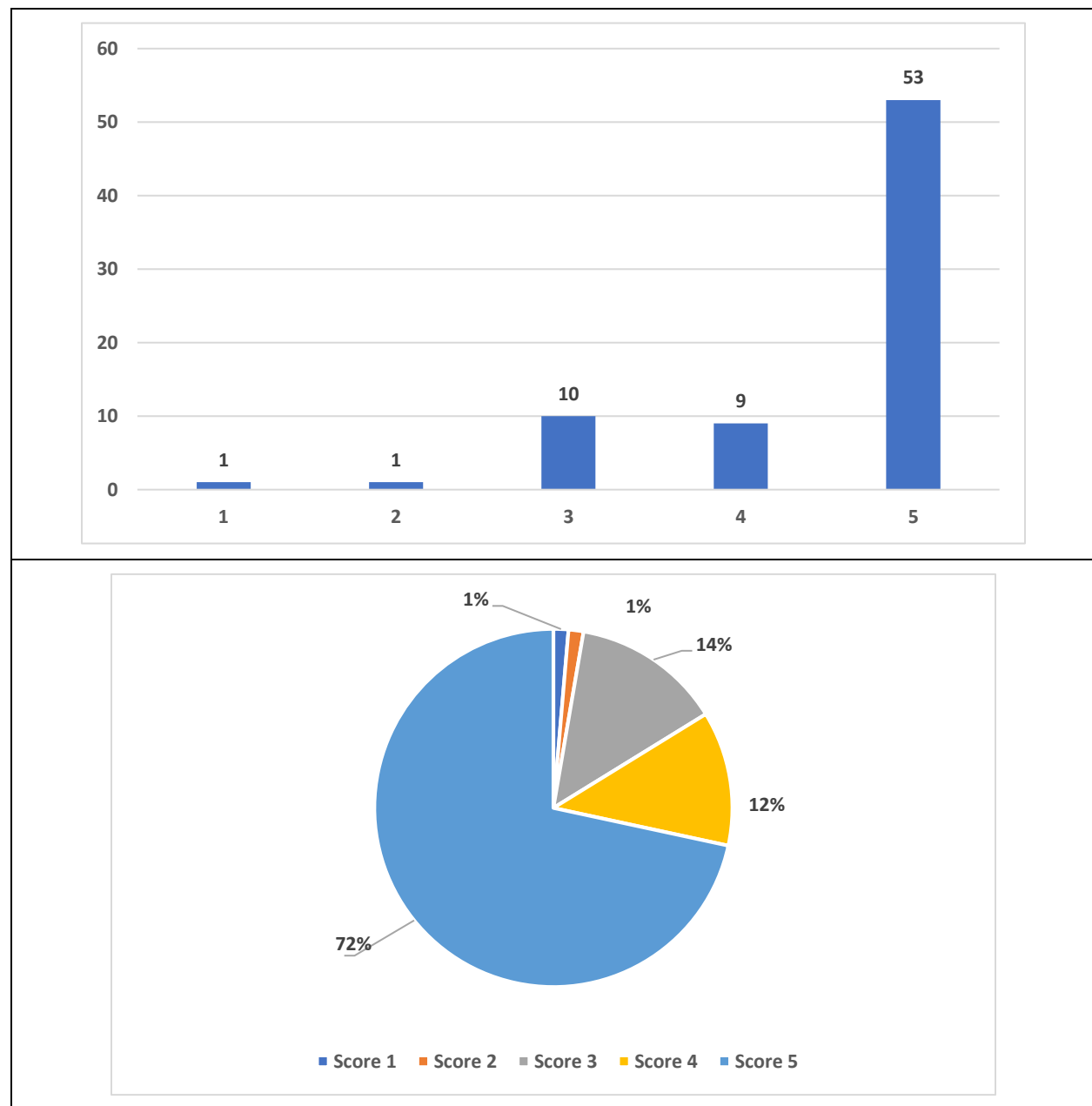
A score of 5 accounts for 67% of the responses—specifically, 50 individuals—while a score of 4 was chosen by 13 respondents, and a score of 3 was given by 6 people. Total disagreement with the statement was expressed by 8% of the respondents, or 6 individuals.

Question no. 20: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the development of professional training programs and course packages tailored to each career level.



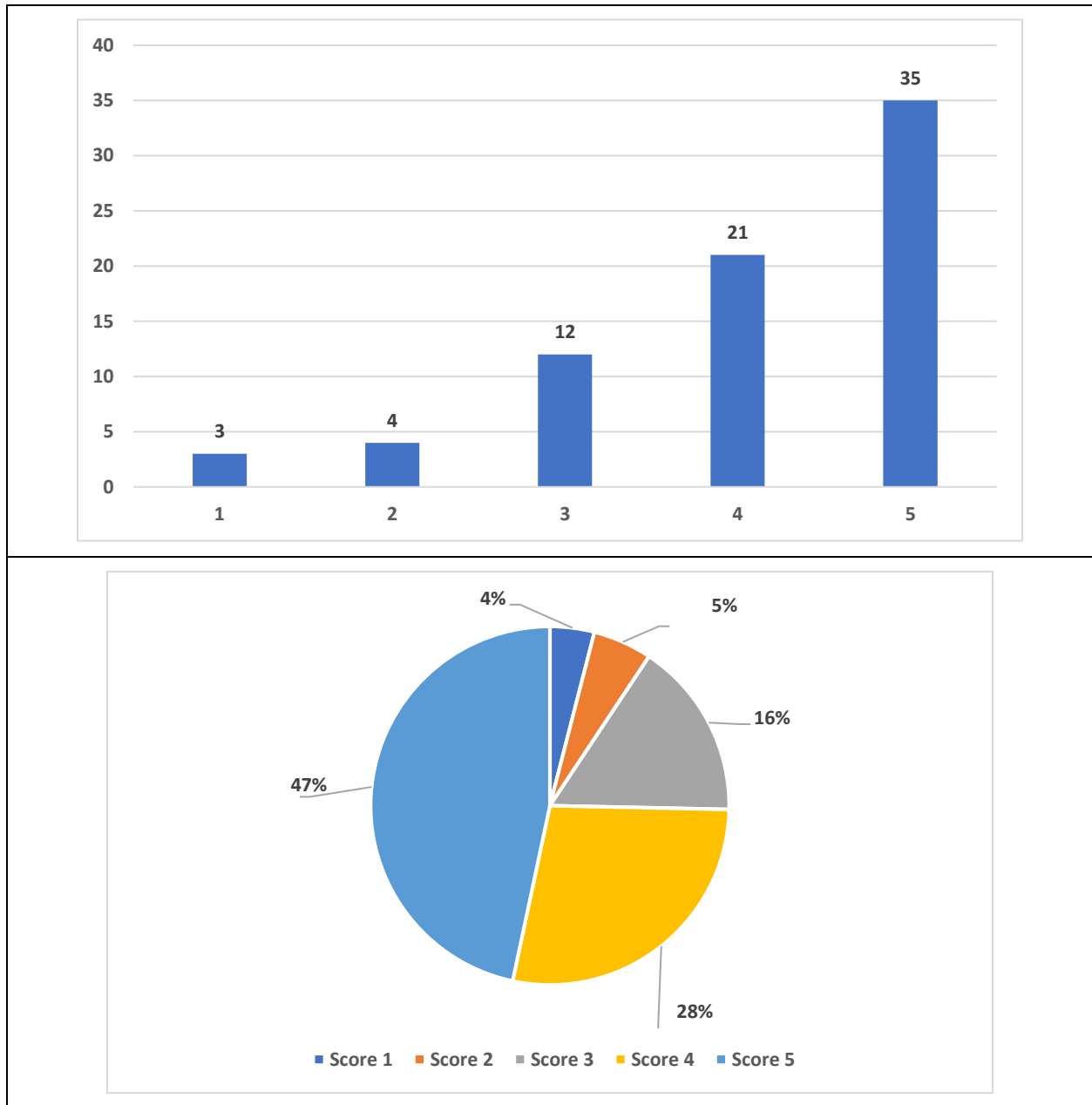
Of the total respondents, 77%—specifically 58 individuals—fully agree with the development of professional training programs and course packages tailored to each career level. A score of 4 indicates agreement with the statement and was selected by 8 respondents, while a score of 3 was chosen by 5 respondents. Only one person (1%) expressed disagreement with the statement. Strong disagreement was the choice of 4% of respondents, or 3 individuals.

Question no. 21: Please rate on a scale of 1 to 5—where 1 = strongly disagree and 5 = strongly agree—the organization of periodic information sessions regarding the results of the activities of information, consultation, and decision-making bodies.



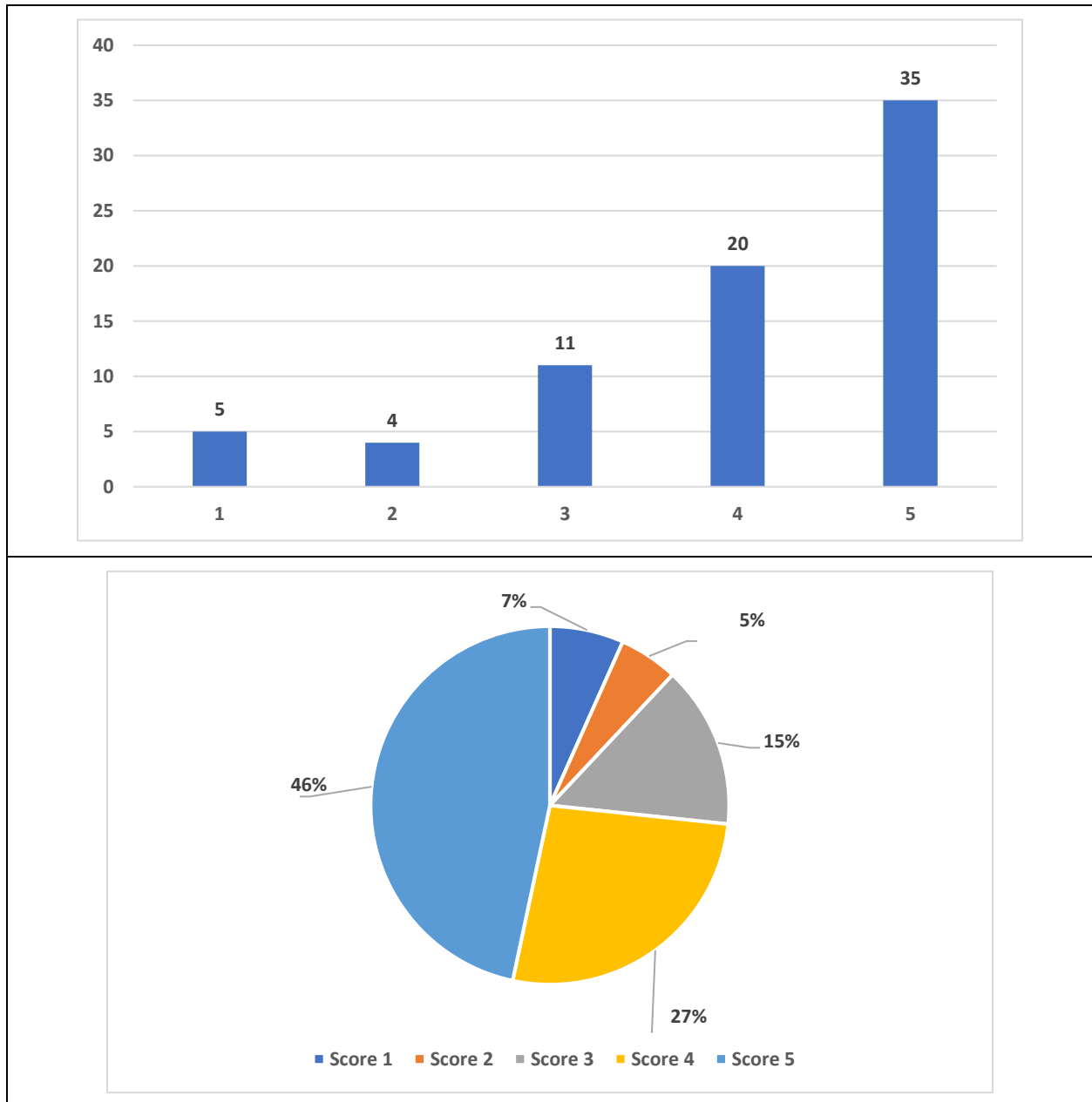
The highest recorded figure is 72%—representing 53 individuals—who express total agreement regarding the need to organize periodic information sessions on the outcomes of the activities carried out by information, consultation, and decision-making bodies. Regarding disagreement or total disagreement with the statement, only one person assigned a score of 1 and one person assigned a score of 2, respectively.

Question no. 22: Please rate the following statement on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree: INCD ECOIND provides a stimulating research environment by offering equipment, facilities, and opportunities, including for remote collaboration within research networks.



47% of the total respondents—representing 35 individuals—fully agree with the statement above. A score of 4 was given by 21 individuals (28%), while a score of 3 was given by 12 individuals (16%). Disagreement with the statement was expressed by 5% of respondents, and strong disagreement by 4%.

Question no. 23: Please rate the following statement on a scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree: INCD ECOIND ensures appropriate working conditions for researchers and offers flexibility for high-performance research, in accordance with existing legislation and the provisions of the collective labour agreement.



46% of the total respondents—representing 35 individuals—fully agree with the statement above. A score of 4 was given by 20 individuals (27%), while a score of 3 was given by 11 individuals (15%). Four respondents (5%) and five respondents (7%) expressed disagreement and strong disagreement, respectively, regarding this statement.

Question no. 24: If you had the opportunity to change something at INCD ECOIND, what would it be?

The responses received are presented below:

- I would improve internal communication and inter-departmental collaboration to streamline processes and increase the impact of the results achieved.
- Recreation areas or rooms, not just smoking areas. Promoting alternative transport (bicycles, electric scooters, etc.) over personal cars. Salary increases aligned with inflation.
- ECOIND
- Mind-set. I would like to see a real shift in the "Me" versus "We" perspective. I actively support the vision of protecting the environment and making a positive impact on society through a team-oriented attitude and by recognizing every member's contribution, regardless of his or her role—if the team wins, every individual wins. The attitude should be "let's find a solution together" rather than "I don't know," "it's not my job," or "it can't be done." In addition, salaries should be renegotiated annually, at least in line with inflation.
- There is nothing for you to change. Directives and procedures originate from the minister.
- Management
- Focus on societal needs
- I would invest more in digitalization and the automation of reporting and analysis processes to reduce administrative time and allow researchers to focus more on scientific work.
- Disorganization.
- Implementing—at a behavioural or conduct level—all the procedures, regulations, and policies, which are truly useful only if they are actually followed.
- If I work an eight-hour day, God only knows how I am supposed to get the research done! You simply do not have the time—not even if I exhaust myself by staying hours past my shift. I do not know how things could be improved in this regard. There needs to be support for the researcher who genuinely wants to make progress.
- Current salary levels are very low. Inflation is very high, and we are barely managing to cover expenses from one month to the next. It is not just the materials required for our work that have become more expensive, but also electricity, gas, VAT, taxes, food, and water. For operations to run smoothly, everyone must work within the Nav system, and the system itself must be fully functional. Tasks assigned by a supervisor that fall outside the scope of the job description should be compensated with additional pay. Supervisors should support employees in their work and remain objective with all subordinates.
- The evasive nature of inter-laboratory communication.
- Periodic negotiation of employment contracts is important for all INCD ECOIND employees—not just researchers—in order to offset the negative effects of inflation and provide financial incentives.

- Employment contract negotiations should be conducted for all INCD ECOIND employees—not just researchers—at least once a year, considering inflation.
- Structural overhaul of INCD ECOIND is needed, splitting it into two distinct departments: RESEARCH and MARKET SERVICES. These must be clearly and unambiguously focused—one on research and development, the other on engaging with the business sector—and led by separate heads. We do not need ten bosses clashing over every issue, weighing in on everything, and issuing contradictory orders to subordinates—meddling in science, economics, philosophy, or anything else. We want responsible, efficient, and professional leaders—each within their own area of expertise. We see no real development—only government-funded research projects that end up gathering dust on a ministry shelf. We see no project outcomes resulting in products for the open market. Even if ECOIND is not a commercial company (SRL), it could still create a genuine mechanism for technology transfer to business operators or to spin-offs and start-ups originating from within the institute. We see no ideas regarding our market positioning. Supposedly, we are number one in the field. If so, who is number two? I doubt anyone knows, because we have no interest in analysing the market. Our market orientation is zero. We simply fulfil whatever orders happen to come through the door! We do not proactively reach out to clients. There is no department dedicated to commercial activities or sales. The laboratory itself decides what is sold and at what price—a price that may not even cover production costs. It is completely uneconomical. If the State cuts funding, we will go bankrupt—with all our senior PhDs and professors still at the helm. The risk is immense.
- Flexible schedules for researchers; salary negotiations adjusted for inflation for all staff; adherence to the collective labour agreement regarding incentives and bonuses (for loyalty, mentoring, and maintaining quality systems); investment in robotic laboratory equipment and genuine training programs; a controlled chemical management system; a controlled and efficient procurement process; digital systems for managing sampling and specimens; and digital systems for handling requests, quotes, orders, and complaints to boost customer satisfaction and streamline processes.
- The salary scale for employees involved solely in service activities—without involvement in research—should be revised, as should the policies regarding their job classification and promotion.
- Periodic salary negotiations.
- Annual renegotiation of employment contracts.
- It would be beneficial to expand and diversify the research areas at INCD ECOIND so that the institute can more effectively address the challenges posed by the dynamic and unpredictable nature of the environment.
- I believe it is crucial to organize specialized training for new employees, as this contributes to improved performance, fewer errors, and alignment with internal procedures.
- Increasing employee salaries.

- I would place greater value on individuals who are eager to advance their careers. I would grant salary increases to those who demonstrate they deserve them.