



NATIONAL INSTITUTE FOR RESEARCH AND DEVELOPMENT ON MARINE
GEOLOGY AND GEO-ECOLOGY - GeoEcoMar

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**THE GENDER EQUALITY STRATEGY
AND
THE GENDER EQUALITY PLAN
2022-2025**

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ABBREVIATIONS AND DEFINITIONS

GE	Gender equality
GEP	Gender equality plan
HR	Human Resources
GD	General Director
SD	Scientific Director
CD	Steering Committee (Comitet de direcție)
CA	Board of Directors (Consiliul de administrație)
QMS/HS Resp.	Quality Management System/Health&Safety Responsible
Sex	Either of the two major forms of individuals that occur in many species and that are distinguished respectively as female or male especially on the basis of their reproductive organs and structures (https://www.merriam-webster.com/dictionary/)
Gender	The behavioural, cultural, or psychological traits typically associated with one sex (https://www.merriam-webster.com/dictionary/)
Sex vs Gender	A clear delineation between sex and gender is typically prescribed, with sex as the preferred term for biological forms, and gender limited to its meanings involving 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) (https://www.merriam-webster.com/dictionary/)

INTRODUCTION

The Gender Equality (GE) strategy for 2022-2025 was developed by the National Institute for Research and Development on Marine Geology and Geo-ecology - **GeoEcoMar** on the basis of input from the entire research institute and takes into account everyone who works at our research institute.

The GE strategy was built on the provisions of the European Gender Equality Strategy 2020-2025¹ and the Horizon Europe guidance on gender equality plans².

The motivation for developing the GE strategy is to ensure that our research institute is a safe place for everyone, and all activities and processes that take place respect the principles of equality, diversity, inclusiveness and non-discrimination.

Based on the GE strategy, the research institute developed the GE Plan (GEP) for 2022-2025, with concrete actions and measures, as well as indicators for measuring progress of its implementation and revisions.

Enforcing its mission and values, the GE strategy and the GEP of the **GeoEcoMar** ensure and promote equality and diversity to knowledge and the acquisition of skills to all. The objectives of the GE strategy 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 GE strategy and the 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.

I. REVIEW OF REQUIREMENTS, POLICIES AND CASE STUDIES

Prior to developing the GE strategy and the GEP, the management of the **GeoEcoMar** appointed a working group to conduct a literature review of the existing requirements, policies, recommendations, examples and case studies pertinent to discrimination, inclusiveness and gender equality, with a special focus on research performing organisations (RPOs).

II. DIAGNOSIS (DATA COLLECTION AND ANALYSIS)

II.1. DATA COLLECTION

GeoEcoMar has selected the following indicators as relevant for gender equality:

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

¹ https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

² <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1>

- Number of gender distribution in research and administrative decision-making positions (eg management team, boards, committees, recruitment and promotion panels);
- Number of employees, by sex / sex, requesting / taking parental leave, for how long and how many returned after leave.

1. Gender distribution in leadership positions

Table 1. GeoEcoMar management

Top management	Female	Male	Other
President of the Board of Directors	-	1	-
General Director	-	1	-
Scientific Director	1	-	-
President of the Scientific Committee	1	-	-
Economic Director	1	-	-
Head of Constanța Branch, Director	-	1	-
Head of Department DANUBIUS-RI	-	1	-
Head of Department Operation and Maintenance of Research Vessels Department	-	1	-
President of GeoEcoMar Union	1	-	-
Middle management			
Head of Finance - Accounting Services	1	-	-
Head of Legal	1	-	-
Head of Public Procurement Office	1	-	-
Head of Project Management & Marketing Office	1	-	-
Head of Human Resources Office	1	-	-
Head of QMS	1	-	-
Head of Dissemination, Public Relations and Media	1	-	-
Head of QMS	1	-	-
Head of Audit	-	1	-
Head of Financial Control	-	-	-
Head of Classified Documents	-	1	-
Head of Archive	1	-	-
Head of EUXINUS Monitoring-Alarm Centre	-	1	-
Head of Marine Geology and Geo-ecology – Oceanography Team	1	-	-
Head of Interdisciplinary Research and Coastal Management Team	-	1	-
Head of Interdisciplinary Research on the River Environment Team	-	1	-
Head of Interdisciplinary Research of Deltaic and Lacustrine Environments Team	1	-	-
Head of Paleoecology, Paleogeography and Paleobiology Team	-	1	-
Head of Bathymetry and Acoustic Seismic Team	-	1	-
Head of Gravimetry – Magnetometry Team	-	1	-
Head of Environmental Geophysics and Geo-archaeology Team	-	1	-
Head of Geological Storage of CO ₂ Team	1	-	-
Head of GIS, Database, Cartography Team	-	1	-

Head of The Impact Studies Team	-	1	-
Head of Biology – Ecology Team	1	-	-
Head of Geochemistry Team	-	1	-
Head of Mineralogy and Granulometry Team	-	1	-
TOTAL	17	18	-

2. Gender distribution – research staff

Table 2. Total number of research staff, per department

	Experienced researchers (CS I, CS II, CS III)	Early-stage researchers (CS and ACS, Technician)	Engineers (I,II,III, IDT, Asst. Eng.)	Total female	Total male	Total other
Department DANUBIUS-RI	-	-	-	-	-	-
	3/CS I, 1/CS II, 2/CSIII	-	-	-	6	-
EUXINUS Monitoring-Alarm Centre	-	-	1/Eng. I, 2/Eng. II, 1/Eng. III	4	-	-
	1/CS III	-	1/Eng. I, 2/Eng. II, 1/Eng. III	-	5	-
Marine Geology and Geoecology – Oceanography Team	1/CS I	2/CS	-	3	-	-
	1/CS I, 1/CS II,	1/Tech.	1/Eng. I	-	4	-
Interdisciplinary Research and Coastal Management Team	1/CS I, 1/CS III	1/CS	-	3	-	-
	1/CS I, 1/CS III	-	-	-	2	-
Interdisciplinary Research on the River Environment Team	1/CS II	-	1/Asst. Eng.	2	-	-
	1/CS II,	1/CS	-	-	2	-
Interdisciplinary Research of Deltaic and Lacustrine Environments Team	1/CS III	-	-	1	-	-
	1/CS I, 1/CS III	-	1/Eng. I	-	3	-
Paleoecology, Paleogeography and Paleobiology Team	-	1/ACS	-	1	-	-
	1/CS II, 1/CS III	1/ ACS	-	-	3	-
Bathimetry and Acoustic Seismic Team	-	-	-	-	-	-
	1/CS II, 2/CS III	1/ACS	-	-	4	-
Gravimetry – Magnetometry Team	1/CS III	-	-	1	-	-
	1/CS I, 1/CS II,	1/CS	-	-	3	-
Environmental Geophysics and Geo-archaeology Team	-	1/Tech.	-	1	-	-
	1/CS II, 1/CS III	1/ACS	-	-	3	-
Geological Storage of CO ₂ Team	1/CS I, 2/CS III	-	-	3	-	-
	-	1/Tech.	-	-	1	-
GIS, Database, Cartography Team	-	-	-	-	-	-
	1/CS III	1/Tech.	-	2	-	-
The Impact Studies Team	1/CS III	1/CS	-	2	-	-

	1/CS I, 1/CS III	-	-	2	-	-
Biology – Ecology Team	1/CS II, 1/CS III	-	1/Eng. I	3	-	-
	1/CS II	-	-	-	1	-
Geochemistry Team	-	1/ACS	1/Tech.	2	-	-
	1/CS II, 1/CS III	-	1/Eng. I	-	3	-
Mineralogy and Granulometry Team	-	-	-	-	-	-
	1/CS III	1/CS	1/Tech.	-	3	-
Total female				30	-	-
Total male				-	43	-
Total other				-	-	-

3. Gender distribution – administrative and support services

Table 4. Gender distribution in administrative and support services

	Female	Male	Other
Finance - Accounting Services	6	-	-
Bucharest Administrative Office	1	7	-
Constanta Administrative Office	1	2	-
Legal	1	-	-
Public Procurement Office	1	-	-
Project Management & Marketing Office	5	-	-
Human Resources Office	1	-	-
QMS	2	-	-
Dissemination, Public Relations and Media	1	-	-
Audit	-	1	-
Financial Control	-	-	-
Classified Documents	-	1	-
Archive	1	-	-
RESEARCH VESSEL DEPARTMENT			
Mare Nigrum	1	19	-
Istros	1	8	-
Halmyris	1	1	-
Equipment Workshop	-	1	-
TOTAL	23	40	-

As part of data collection and diagnosis, we conducted institute-wide surveys with the following indicators:

- Number of years needed for gender distribution to make career advancements
- Numbers of gender distribution candidates applying for distinct job positions
- Numbers of staff by sex/gender applying for/taking parental leave, for how long and how many returned after taking the leave
- Opinions on the work-life balance in the research institute
- Integration of the gender dimension into research content

- Perception of gender-based violence, including sexual harassment in **GeoEcoMar**
- Perception (opinion) regarding inclusiveness and discrimination at **GeoEcoMar**

II. 2. DATA ANALYSIS

We conducted internal analyses of the data collected, and reviews of existing policies addressing gender equality and inclusiveness. The analyses took place in workshops, meetings and working seminars at all levels, with the gender equality function assigned for developing the GEP and including the **GeoEcoMar** management, research staff and representatives of the institute administrative and support services. Each and all working groups included even numbers of male and female.

The conclusions of the meetings were then analysed in the Steering Committee, approved in the Administration Board, and then communicated to the entire of the **GeoEcoMar** staff.

With mandate from the Administration Board, the General Director committed to the development and implementation of the GEP for **GeoEcoMar**, for 2022-2025.

1. Quantitative analysis of data

The analysis of numerical data illustrated that:

- In the management positions at department level there is apparently a balance between female and male, with the mention that, at the level of research teams, in the management positions there are more men than female.
- Number of female and male in research positions, that is, an experienced researcher and an incipient researcher, it is unequal, the number of male being slightly higher than the number of female. The reason needs to understand the historical evolution - as graduates of schools of geology were mainly men till mid 1990s, with an equilibrium between genders coming with the beginning of the years 2000. Due to the fact that in the communist period, when the positions for male and female were on a ratio of 4/1 (as included in the communist planning for geology and geophysics) - this is reflected also in the number of female in senior researchers and management positions. Due to the fact that more than 15 - 20 years are needed for an average researcher to grow in its hierarchy to the level of senior (CS I and II) researcher and top management - this is the explanation for the still remaining disbalanced number.
- The number of female in administrative positions and support services is significantly higher than the number of male. Calls for personnel were already open for personnel without discrimination of gender, but no male candidates were present (or were less prepared than the winning female staff).
- On the research vessels of the institute, the staff consists mainly of male. Calls for personnel were already open for personnel without discrimination of gender, but no female candidates were present.

2. Qualitative analysis of data

The qualitative research showed that:

- Combining work and family life – female more often declare that they are responsible for most of family duties
- The expectation of international mobility is more difficult for female to reconcile with taking care of children and other dependents
- Female do more housework; maternal responsibilities delay research work and discourage female from taking up administrative positions
- Female with children do not take longer trips abroad, they publish less, become less involved in the social life of the department
- The research institute is perceived as a safe place, without gender-violence. At present there are no official complaints about sexual harassment or other types of gender violence. Any such complaint is immediately discussed within the Ethics and Discipline commissions meetings.
- The research institute is overall perceived as inclusive.

To summarize the results of the studies, 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 the **GeoEcoMar** are:

- We need to revisit the existing policies and procedures, to make gender relevant, and develop new ones covering all identified areas of intervention
- We need to raise awareness about gender discrimination issues among GeoEcoMar's staff
- We need to train and educate our staff on gender-equality
- We need to communicate gender relevant actions and measures actively and efficiently
- We need to develop a gender strategy and a GEP for 2022-2025, with clear actions and targets, and responsible persons
- We need to open on the intranet GeoEcoMar site a form for complaints
- We should encourage victims of gender discrimination to make known the situation they encountered in order to take the appropriate measures

III. GE STRATEGY AND GEP

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 2022-2025, and the corresponding GEP.

GeoEcoMar decided to create the position of GE Responsible at the institute. The GE Officer has a proactive role and contributes to the creation, implementation, monitoring and evaluation of the GEP. It also has the following responsibilities:

- provides practical support and tools to the persons involved in the implementation of the GEP;
- cooperate and involve stakeholders at all levels to ensure the implementation of GEP actions;
- raising awareness of the benefits of gender equality in the institute;
- assesses progress towards gender equality in the institute.

The **GeoEcoMar** management mandated the GE function (Responsible) at the institute and a dedicated working group to develop the GE strategy and the GEP 2022-2025. The GE working group included men and female representatives of **GeoEcoMar** leadership and researchers, representatives of **GeoEcoMar** administration and support services.

III.1. GE STRATEGY 2022-2025

The GE Strategy comprises the following areas of intervention and objectives for 2022-2025:

Area of intervention	Objective(s)
1. Work-life balance and organisational culture	Promoting integration of work with family and personal life
2. Gender balance in leadership and decision-making	Promoting gender equality in the institutional culture, processes and practice
3. Gender equality in recruitment and career progression	Promoting processes to favour and support gender-sensitive recruitment, career and appointments
4. Integration of the gender dimension into research content	Promoting a gender and sex perspective in research process Promoting the integration of a sex and gender perspective in research activity
5. Measures against gender-based violence, including sexual harassment	Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity

III.2. GE PLAN 2022-2025

The GE Plan of the **GeoEcoMar** comprises areas of intervention, objectives, key measures, target audience, timeline, responsible persons, and indicators to measure progress.

GENDER EQUALITY PLAN OF THE GeoEcoMar

Area 1. Work-life balance and organisational culture

Objective: Promoting integration of work with family and personal life

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Availability of policies, procedures and structures of the institute for promoting integration of work with family and personal life	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures and services for work and personal life integration	GD, SD, HR, GE Resp., QMS/HS Resp.
2. Feasibility plans for the creation of new welfare services, e.g., contract arrangements made by the research institute with service suppliers from family care duties and house chores to child-care (elderly-care) in case of conference or congress, or international mobility	Researchers, technical and administrative staff		X	X	X	Policies, procedures, and services for work and personal life integration	GD, SD, HR, GE Resp.
3. Implementation of ICT-based systems for enhancing flexibility and improving a better planning of working meetings accordingly to work life balance needs (e.g., management and communications of the meeting schedule/timing)	Researchers, technical and administrative staff	X	X	X	X	Standard procedure for ICT-based systems promoting work and personal life integration	GD, HR, GE Resp., IT Resp.
4. Availability of flexible working times arrangements, from part-time to remote working	Researchers, technical and administrative staff	X	X	X	X	Policies, procedures and services for work and personal life integration	GD, HR, GE Resp.,

Area 2. Gender balance in leadership and decision-making

Objective: Promoting gender equality in the institutional culture, processes and practice

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
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	GE Resp

Area 3. Gender equality in recruitment and career progression

Objective: Promoting processes to facilitate and support gender-sensitive recruitment, career and appointments

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Carrying out gender awareness initiatives, briefings and creating guidelines for gender-sensitive recruitment, career and appointments	Research institute management	X	X	X	X	Gender awareness initiatives and guidelines	GD, HR, QMS, GE Resp
2. Courses and training on gender equality	Researchers, technical and administrative staff	X	X	X	X	Courses and training for recruitment Courses and training for career progression Courses and training for leadership	HR, GE Resp
3. Disseminate and communicate career good practices - role models for female (scientists, researchers, management and technical staff)	Researchers, technical and administrative staff	X	X	X	X	Initiatives for raising awareness on female role models Initiatives for raising awareness on gender diversity in research teams	GE Resp, PR

Area 4. Integration of the gender dimension into research content
Objectives:

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

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Internal training seminars on the use of sex and gender perspective in research, to foster the acknowledgment of its economic, social and innovation value	Researchers, scientific community	X	X	X	X	Participation in training seminars on integrating sex/gender analysis methods, by gender and field of research	SD, HR, Researchers, GE Resp
2. Development, communication and implementation of standards for the incorporation of the sex and gender variables into research	Researchers	X	X	X	X	Participation in training seminars on integrating sex/gender analysis methods, by gender and field of research Perception of the gender/sex variables in research contents	SD, HR, HS Resp., Researchers, GE Resp
3. Institutional recognition in GeoEcoMar of those projects that have taken the gender dimension into account. (e.g., prizes)	Researchers, scientific community		X	X	X	Awarded projects	SD, Researchers
4. Disseminate and communicate career good practices - role models for female (scientists, researchers, management and technical staff)	Researchers, technical and administrative staff		X	X	X	Initiatives for raising awareness on female role models Initiatives for raising awareness on	GE Resp

						gender diversity in research teams	
5. Workshops on the integration of gender equality and diversity issues in research activity, as support for research staff	Researchers	X	X	X	X	Training seminars or guidelines on integrating sex/gender in research activity	SD, HR, GE Resp

Area 5. Measures against gender-based violence, including sexual harassment
Objective: Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity

Action/Measure	Target	Timeline				Indicator(s)	Responsible
		2022	2023	2024	2025		
1. Training on discrimination phenomena (including discriminatory language), violence (including that based on prejudice or gender), harassment, and sexual harassment	Researchers, technical and administrative staff	X	X	X	X	Participation in training, per categories Skills acquired in relation to identifying and responding to discrimination and violence phenomena	GD,SD, HR, GE Resp
2. Develop internal (institute) electronic tool (website/platform) supporting information and education, as well as allowing the reporting of sexual harassment and discrimination	Researchers, technical and administrative staff	X	X	X	X	Dedicated research institute website/platform, number of visits, number of real-case situations reported and solved	GD, IT Resp., GE Resp
3. Reinforce de Code of Ethics of the institute with provisions against gender-based violence, including	Researchers, technical and	X	X	X	X	Initiatives for raising awareness on female	GD, Legal Adv., HR, GE



sexual harassment	administrative staff					role models Initiatives for raising awareness on gender diversity in research teams	Resp
4. 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	GE Resp

IV. MONITORING AND EVALUATION OF THE GEP

The implementation of the GEP at **GeoEcoMar**, the progress towards the GE strategy aims and objectives are regularly assessed, through periodic meetings. The implementation of the GEP will be permanently monitored by the GE Responsible at the institute. The GE Responsible will collect data and input. He/She will perform a first analysis of the progress of the GEP (against the indicators), gather knowledge and feedback.

The GE Responsible at the institute will conclude findings reports (once a year), which are then presented to the research institute management (GD, SD) 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 (Administration Board, GD, SD), the periodic (annual) GE progress report is published on the research institute website and communicated to the entire scientific community.

ANNEXES

ANNEX 1. HORIZON EUROPE RECOMMENDED INDICATORS FOR DATA COLLECTION AND ANALYSIS

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

DATA COLLECTION AND ANALYSIS FORMS

Relevant data on gender equality	Female	Male	Other	Total
Share of gender distribution among employed researchers				
Staff numbers by sex/gender at all levels, by disciplines, function (including administrative / support staff) and by contractual relation to the organisation				
Share of gender distribution among applicants to research positions, among persons recruited and success rate, including by scientific field, academic position, and contract status				
Share of gender distribution in recruitment or promotion boards, heads of recruitment or promotion boards and share of decision-making bodies, including by scientific field				
Average numbers of years needed for gender distribution to make career advancements (per grade and by discipline)				
Wage gaps by sex/gender and job				
Numbers of gender distribution in academic and administrative decision-making positions (e.g. top management team, boards, committees, recruitment and promotion panels)				
Numbers of gender distribution candidates applying for distinct job positions				
Numbers of gender distribution having left the organisation in past years, specifying the numbers of years spent in the organisation;				
Numbers of staff by sex/gender applying for/taking parental leave, for how long and how many returned after taking the leave				
Number of absence days taken by gender distribution and according to absence motive				
Number of training hours/credits attended by gender distribution				
Number of years needed for gender distribution to make career advancements				
Number of female and men students at all levels and for all disciplines, and academic and employment outcomes;				
Opinions on the work-life balance in the research institute				
Perception of gender-based violence, including sexual harassment in GeoEcoMar				
Perception (opinion) regarding inclusiveness and discrimination at GeoEcoMar				

ANNEX 2 LIST OF SOURCES USED FOR THE LITERATURE REVIEW

(in alphabetic order)

Council of Europe Gender Equality Commission,

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

EU FESTA - Gender Issues in Recruitment, Appointment and Promotion Processes – Recommendations for a Gender Sensitive Application of Excellence Criteria,

https://eige.europa.eu/sites/default/files/festa_gender_issues_recruitment_appointment_promotion.pdf

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

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

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

European charter & code of conduct for the recruitment of researchers,

https://cdn2.euraxess.org/sites/default/files/policy_library/ttf_goal_2_results_v1.0.pdf

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

GARCIA – Mapping organizational work-life policies and practices,

https://eige.europa.eu/sites/default/files/garcia_report_mapping_org_work-life_policies_practices.pdf

Guidelines for using gender-sensitive language in communication, research and administration,

https://eige.europa.eu/sites/default/files/reutlingen_university_guidelines_for_using_gender-sensitive_language.pdf

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

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

LERU - Equality, diversity and inclusion at universities: the power of a systemic approach,

<https://www.leru.org/publications/equality-diversity-and-inclusion-at-universities>

Science Europe - Practical Guide TO Improving Gender Equality in Research Organisations,

https://eige.europa.eu/sites/default/files/se_gender_practical-guide.pdf

Student evaluations of teaching (mostly) do not measure teaching effectiveness,

https://eige.europa.eu/sites/default/files/science_open_research_student_eval_teaching_effectiveness.pdf