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CABINET MANAGER

Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”

General Director,  
Dr. Bogdan Cosmin Tanase



# The Gender Equality Strategy and the Gender Equality Plan 2022-2025

for the Bucharest Institute of Oncology „Prof. Dr. Alexandru  
Trestioreanu”

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**Autori:** Dr. Tanase Bogdan Cosmin  
Conf. Dr. Gales Laurentia Nicoleta  
Conf. Dr. Simion Laurentiu  
Conf. Dr. Ginghina Octav  
Dr. Burlacu Alin

**Contact:**

Institutul Oncologic “Prof. Dr. Alexandru Trestioreanu” Bucuresti  
Sos. Fundeni 252, Bucuresti, ROMANIA

**Telefon:** +40 (212) 271 400

**Email:** manager@iob.ro

**Documentul a fost adaptat pentru Institutul Oncologic “Prof. Dr. Alexandru Trestioreanu” Bucuresti**

**Autor:** Conf. Dr. Simion Laurentiu

**Contact:**

Institutul Oncologic “Prof. Dr. Alexandru Trestioreanu” Bucuresti  
Sos. Fundeni 252, Bucharest, ROMANIA

**Telefon:** +40 (722) 350 308

**Email:** lasimion@yahoo.com

**Document produced by the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”**

**Authors:** Dr. Tanase Bogdan Cosmin  
Assoc. Prof. Gales Laurentia Nicoleta  
Assoc. Prof. Simion Laurentiu  
Assoc. Prof. Ginghina Octav  
Dr. Burlacu Alin

**Contact:**

Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”  
Fundeni St., No. 252, Bucharest, ROMANIA

**Telephone:** +40 (212) 271 400

**Email:** manager@iob.ro

**Document adapted for the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”**

**Author:** Assoc. Prof. Simion Laurentiu

**Contact:**

Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”  
Fundeni St., No. 252, Bucharest, ROMANIA

**Telephone:** +40 (722) 350 308

**Email:** lasimion@yahoo.com

## Contents

Introduction .....	5
I. Review of requirements, policies and case studies .....	5
II. Diagnosis (data collection and analysis).....	5
II.1. Data collection .....	5
II.2. Data analysis.....	9
1. Quantitative analysis of data.....	9
2. Qualitative analysis of data.....	10
III. GE strategy and GEP .....	11
III.1. GE Strategy 2022-2025 .....	11
III.2. GE Plan 2022-2025.....	12
IV. Monitoring and evaluation of the GEP .....	18
Annex 1. List of sources used for the literature review .....	19

## Abbreviations and definitions

GE	Gender equality
GEP	Gender equality plan
HoD	Head of Department
HR	Human Resources
GD	General Director (Manager)
MD	Medical Director
CD	Committee of Directors (Comitet Director)
CA	Board of Directors (Consiliul de Administrație)
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 ( <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 (GE) strategy for 2022-2025 was developed by the Institute of Oncology - Bucharest on the basis of input from almost the entire oncology institute and takes into account everyone who works at our research institute. The GE strategy was built on the provisions of the European Charter for researchers and employees and of the Code of Conduct in the process of the recruitment of researchers<sup>1</sup>, 2015-2019, the European Gender Equality Strategy 2020-2025<sup>2</sup> and the Horizon Europe guidance on gender equality plans<sup>3</sup>. It includes a number of informal discussions which took place during 2022 and was all inclusive for all health care workers, researchers and administration.

The motivation for developing the GE strategy is to ensure that our 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 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 Institute of Oncology - Bucharest 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 Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu” 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).

The resources used in this literature review study are presented in Annex 1.

### **II. Diagnosis (data collection and analysis)**

#### **II.1. Data collection**

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<sup>1</sup> [https://cdn2.euraxess.org/sites/default/files/policy\\_library/ttf\\_goal\\_2\\_results\\_v1.0.pdf](https://cdn2.euraxess.org/sites/default/files/policy_library/ttf_goal_2_results_v1.0.pdf)

<sup>2</sup> [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)

<sup>3</sup> <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1>

The following indicators were selected at the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu” as relevant for the discussion on gender equality issues:

- Staff numbers by sex/gender at all levels, by domains, function (including administrative support staff);
- Numbers of women and men in research and administrative decision-making positions (e.g., top management team, boards, committees, recruitment and promotion panels);
- Number of women in clinical management positions and leading teams (Heads of Department);

#### 1. Women and men in leadership positions

**Table 1. Institute of Oncology Management**

Position	Woman	Man
General Director (Manager)	-	1
Chief Financial Officer	1	-
Medical Director	1	-
Director of Medical Care	1	-
<b>TOTAL</b>	<b>3</b>	<b>1</b>

**Table 2. Other Heads of institute structures / units (Technical, Economic and Socio Administrative staff)**

Position	Woman	Man
Head of Service – <b>Financial &amp; Accounting</b>	1	-
Head of Service – <b>Human Resources</b>	1	-
Head of Service – <b>Administration</b>	-	1
Head of Service – <b>Public Procurement</b>	-	1
Head of Service – <b>Supply</b>	1	-
Head of Service – <b>Legal</b>	1	-
<b>TOTAL</b>	<b>4</b>	<b>2</b>

**Table 3. Other Heads of institute structures / units (Research)**

Research Department	Woman	Man
Cancer Biology Laboratory	1	-



<b>Chemical Carcinogenesis and Molecular Biology Laboratory</b>	1	-
<b>Cancer Biochemistry and Radiobiology Laboratory</b>	1	-
<b>TOTAL</b>	<b>3</b>	<b>0</b>

**Table 4. Other Heads of institute structures / units (Medical staff)**

<b>Department</b>		<b>Woman</b>	<b>Man</b>
<b>Medical Oncology I</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Medical Oncology II</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Medical Oncology</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Paediatric Oncology</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Surgical Oncology I</b>	Head of Department	-	1
	Head Nurse	1	-
<b>Surgical Oncology II</b>	Head of Department	-	1
	Head Nurse	1	-
<b>Surgical Oncology III</b>	Head of Department	-	1
	Head Nurse	1	-
<b>Thoracic Surgery</b>	Head of Department	-	1
	Head Nurse	1	-
<b>Anaesthesia &amp; Intensive Care</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Radiotherapy I</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Radiotherapy II</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Radiotherapy III</b>	Head of Department	-	1
	Head Nurse	1	-
<b>Pathological Anatomy</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Nuclear Medicine</b>	Head of Department	1	-
	Head Nurse	1	-
<b>Radiology &amp; Imagistics</b>	Head of Department	1	-
	Head Nurse	1	-
<b>High-Energy Radiotherapy</b>	Head of Department	1	-
	Head Nurse	-	1
<b>TOTAL</b>	Heads of Department	<b>11</b>	<b>5</b>
	Head Nurses	<b>15</b>	<b>1</b>

## 2. Women and men – research staff

**Table 3. Total number of research staff, per department**

Department	Experienced researchers (CS I, CS II, CS III)	Early -stage researchers (CS and ACS)	Total women	Total men
<b>Cancer Biology Laboratory</b>	/Total Number Women/ 3	/Total Number Women/ 1	4	-
	/Total Number Men/ -	/Total Number Men/ -		
<b>Chemical Carcinogenesis and Molecular Biology Laboratory</b>	/Total Number Women/ 2	/Total Number Women/ 3	5	-
	/Total Number Men/ -	/Total Number Men/ -		
<b>Cancer Biochemistry and Radiobiology Laboratory</b>	/Total Number Women/ 4	/Total Number Women/ -	4	-
	/Total Number Men/ -	/Total Number Men/ -		
<b>Other research staff</b>	/Total Number Women/ -	/Total Number Women/ -	-	3
	/Total Number Men/ 2	/Total Number Men/ 1		
<b>Total women</b>	11	5	13	
<b>Total men</b>	-	-		3

### 3. Women and men – administrative and support services

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

	Women	Men
<b>Statistics and Medical Data Office</b>	/Total number/ 13	/Total number/ 4
<b>Technical and Administrative Support</b>	/Total number/ -	/Total number/ 4
<b>Office Administration Support (secretaries)</b>	/Total number/ 1	/Total number/ 1
<b>Supply Office</b>	/Total number/ 3	/Total number/ -



<b>Financial &amp; Accounting Support</b>	/Total number/ 8	/Total number/ -
<b>Public Procurement Office</b>	/Total number/ 1	/Total number/ 2
<b>Human Resources Office</b>	/Total number/ 5	/Total number/ -
<b>Legal Support</b>	/Total number/ 1	/Total number/ -
<b>TOTAL</b>	<b>32</b>	<b>10</b>

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

- Number of years needed for women and men to make career advancements
- Numbers of women and men candidates applying for distinct job positions
- Opinions on the work-life balance in the research institute, integration of gender dimension into research
- Integration of the gender dimension into career content, advancement to head of unit
- Perception of gender-based violence, including sexual harassment in the institute
- Perception (opinion) regarding inclusiveness and discrimination at the institute

## II. 2. Data analysis

We have started internal discussion and analyses of the data collected, and reviews of existing policies addressing gender equality and inclusiveness. The analyses took place in organized meetings at an institutional level, involving the GEP development assigned and several members from within the institute itself, including but not limited to the management, research staff and representatives of the technical, economic and socio administrative staff. As per the provided data, each and all groups involved in these meeting included a significantly higher proportion of women in comparison with the number of men, especially at a leadership dimension.

The conclusions of the internal audit were then analysed in the Committee of Directors which, together with the General Director, committed to the development and implementation of the GEP for the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”, for the period 2022-2025.

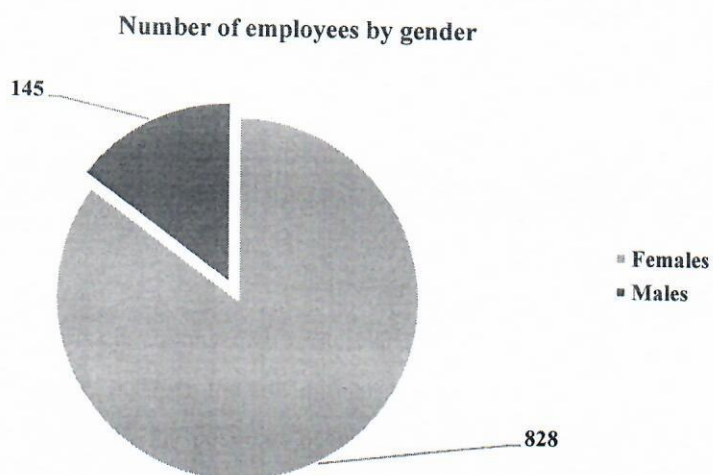
### 1. Quantitative analysis of data

The analysis of numerical data illustrated that:

- On average, within the institute there is a considerably higher proportion of women at both medical and administrative levels.
- The number of researchers from the three aforementioned departments is exclusively female, with

additional male counterparts conducting such activity at an institutional level.

- There is little to no disparity between the educational levels of the female employees and those of the male ones, a fact showcased by the positions occupied by each gender within the institute, positions which require vastly diverse studies.



*Fig. 1 The number of women and men in the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”*

## **2. Qualitative analysis of data**

The qualitative research showed that:

- The gender dimension is well integrated in research and medical care.
- The institute is perceived as a safe place, without gender-violence.
- The institute is overall perceived as inclusive.
- There is an open-door policy to the General Director and Medical Director for open discussion regarding gender, diversity, and inclusion as well as a clear career path for all employees.
- Given the fact that the institute is a public entity and abides by rules imposed by the Ministry of Health, there are no perceivable issues regarding the advancement of women/men in their respective careers.
- The strategies of the departments: departments do not communicate that they act on gender equality in any way but rather employ according to the merit.

The initial dialogue regarding gender equality, diversity, inclusion is still in incipient phase at Bucharest Institute



of Oncology „Prof. Dr. Alexandru Trestioreanu”, but it is on the list of priorities of the General Director and the Committee of Directors. Given the high proportion of women within the institute, there is a considerably safer environment which gives way to a safer and more secure environment.

The plan includes revisiting the existing policies and procedures, to make gender relevant, and develop new ones covering all identified areas of intervention

There is a need to:

- to train and educate the staff on gender-equality to communicate gender relevant actions and measures actively and efficiently
- to develop a gender strategy and a GEP for 2022-2025, with clear actions and targets, and responsible persons
- to promote accessibility of people with disability and gender diversity

### **III. GE strategy and GEP**

Based on the internal review and the national and European policies and requirements, the Committee of Directors and the General Director committed to developing the institute strategy for gender equality for 2022-2025, and the corresponding GEP.

#### **III.1. GE Strategy 2022-2025**

*For more information on a general GEP, please consult the European Institute for Gender Equality - EIGE<sup>4</sup>*

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

<b>Area of intervention</b> <i>(These areas are those 'recommended' by Horizon Europe for GEP. They should be used in the GEP, however other areas may be considered, as needed)</i>	<b>Objective(s)</b> <i>(Please write your own objectives, as relevant for your own organization. Below are some examples that you may use, or replace with your own)</i>
<b>1. Work-life balance and organisational culture</b>	Promoting integration of work with family and personal life
<b>2. Gender balance in leadership and decision-making</b>	Promoting gender equality in the institutional culture, processes, and practice
<b>3. Gender equality in recruitment and career progression</b>	Promoting processes to favour and support gender-sensitive recruitment, career, and appointments

<sup>4</sup> <https://eige.europa.eu/>



<b>4. Integration of the gender dimension into research content</b>	Promoting a gender and sex perspective in research process
	Promoting the integration of a sex and gender perspective in research activity
<b>5. Measures against gender-based violence, including sexual harassment</b>	Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity

### **III.2. GE Plan 2022-2025**

The GE Plan at the Institute of Oncology- Bucharest comprises areas of intervention, objectives, key measures, target audience, timeline, responsible persons, and indicators to measure progress.

### 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 at the institute for promoting integration of work with family and personal life	Researchers; Medical specialists; Technical and administrative staff;		X	X	X	Policies, procedures and services for work and personal life integration	GD CD HR HoDs
2. 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)	All employees; Specialists; Health care providers; Researchers; Technical and administrative staff;	X	X	X	X	Standard procedure for ICT-based systems promoting work and personal life integration	GD HR HoDs IT services

### 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		
1. Appointing delegates in departments/centres, with proactive and/or consultant role to be responsible for monitoring and ensuring that workplace procedures and practices respect gender equality	All health care workers; Researchers; Technical and administrative staff;		X			Gender equality policy and structures	GD CD HR HoDs,
2. Routine revision of any text, communication, images, from a gender equality and diversity standing point	All employees; Technical and administrative staff		X	X	X	Policies, procedures and services for work and personal life integration	Medical Director

3. Promotion of initiatives to facilitate a widespread gender competence at all levels of the organization with provision of training to staff, health care providers and researchers	Health care providers; Researchers; Technical and administrative staff		X	X	X	Awareness training on gender equality issues	Medical Director
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### 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	Institute management	X	X	X	X	Gender awareness initiatives and guidelines	GD CD HR HoDs
2. Courses and training on gender equality	All health workers; Researchers; Technical and administrative staff;		X	X	X	Courses and training for recruitment	GD CD HR HoDs
						Courses and training for career progression	
						Courses and training for leadership	
3. Disseminate and communicate career good practices - role models for women (heads of departments, scientists, researchers, and academics)	Health care providers; Researchers; Technical and administrative staff;		X	X	X	Initiatives for raising awareness on female role models	HoDs Medical Director



							Initiatives for raising awareness on gender diversity in research teams	
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#### 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	GD CD Researchers
2. Development, communication and implementation of standards for the incorporation of the sex and gender variables into research	Researchers		X	X	X	Participation in training seminars on integrating sex/gender analysis methods,	Researchers,
3. Institutional recognition within the research institute of those projects that have taken the gender dimension into account. (e.g., prizes)	Researchers; Scientific community;		X	X	X	Awarded projects	GD HoDs Researchers
4. 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 female role models	HoDs Medical Director
						Initiatives for raising awareness on	

						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	Training seminars or guidelines on integrating sex/gender in research activity	HR HoDs
6. Courses and training tools in all departments and at all levels (experienced or early researchers) on sex and gender variables	Researchers			X	X	Courses on specific gender dimensions, per research activity (department)	GD CD HR HoDs

#### 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	All employees; Researchers; Technical and administrative staff;		X	X	X	Participation in training, per categories  Skills acquired in relation to identifying and responding to discrimination and violence phenomena	GD HR HoDs
2. Develop internal (institute) electronic tool (website/platform) supporting information and education, as well as allowing the reporting of sexual harassment and discrimination	All health care workers; Researchers; Technical and administrative staff;		X	X	X	Dedicated medical and research institute website/platform, number of visits, number of real- case situations reported	GD HoDs HR IT services





#### **IV. Monitoring and evaluation of the GEP**

The implementation of the GEP at the Bucharest Institute of Oncology „Prof. Dr. Alexandru Trestioreanu”, 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 Medical Director and supervised by the General Director of the institute. The MD together with the Heads of Department delegate within each department are responsible with collecting data and input. They will perform a first analysis of the progress of the GEP (against the indicators), gather knowledge and feedback.

The findings will be reported (once a year), and then presented to the institute management (GD, CD) 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 institute management (Committee of Directors, General Director), the periodic (annual) GE progress report is published on the research institute website and communicated to the entire scientific community.

## **Annex 1. 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](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](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](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](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](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](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-](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf)

[tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes\\_horizon-2021-2022\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf)

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

[/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1](https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1)

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

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

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

[https://eige.europa.eu/sites/default/files/se\\_gender\\_practical-guide.pdf](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](https://eige.europa.eu/sites/default/files/science_open_research_student_eval_teaching_effectiveness.pdf)