

Gender Equality Plan within HOLISUN

Gender Equality Plan v1.0

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1. Introduction

The Gender Equality Plan to be implemented by the HOLISUN in the period 2021-2022 is the first step in a broader approach that HOLISUN is undertaking to promote equality within the institution.

The Gender Equality Plan is an instrument that, on the one hand, reiterates some of the values that are central to the institution's governance (such as equality, inclusion, diversity, transparency), and on the other hand proactively responds to challenges to ensure that gender equality principles are upheld in all company processes and practices.

HOLISUN is highly interested in social responsibility, and this role is strongly based on equal opportunities between women and men. Increased attention to gender equality issues reinforces the fact that HOLISUN recognizes that men and women have equally important professional roles, in a context of equal opportunities, regardless of their area of activity or hierarchical level, and therefore have diverse experiences and perspectives, thus bringing a complex approach within the organization.

Gender equality is a result of equal rights and freedoms and guarantees equal opportunities. It also enhances the development of skills and the acquisition of new knowledge, by including everyone, regardless of gender, promoting a better and more motivating work environment and, consequently, higher levels of productivity and satisfaction among employees. HOLISUN is therefore committed to ensuring the promotion and incorporation of a culture of diversity and inclusion based on respect and equal opportunities.

Such a culture, integrated in the HOLISUN's identity, will serve as a reference for the organization's internal and external activities. HOLISUN is among the first companies in Romania to undertake the elaboration and implementation of a Gender Equality Plan.

2. Objectives, Principles and courses of action

Under the motto *"We bring you the future"* HOLISUN aims to promote more inclusive perspectives and organizational culture, both among employees, as well as in the interactions with national and international partners, initiating dialogue on the importance and benefits of respecting gender equality principles. The measures adopted within the present Gender Equality Plan aim to:

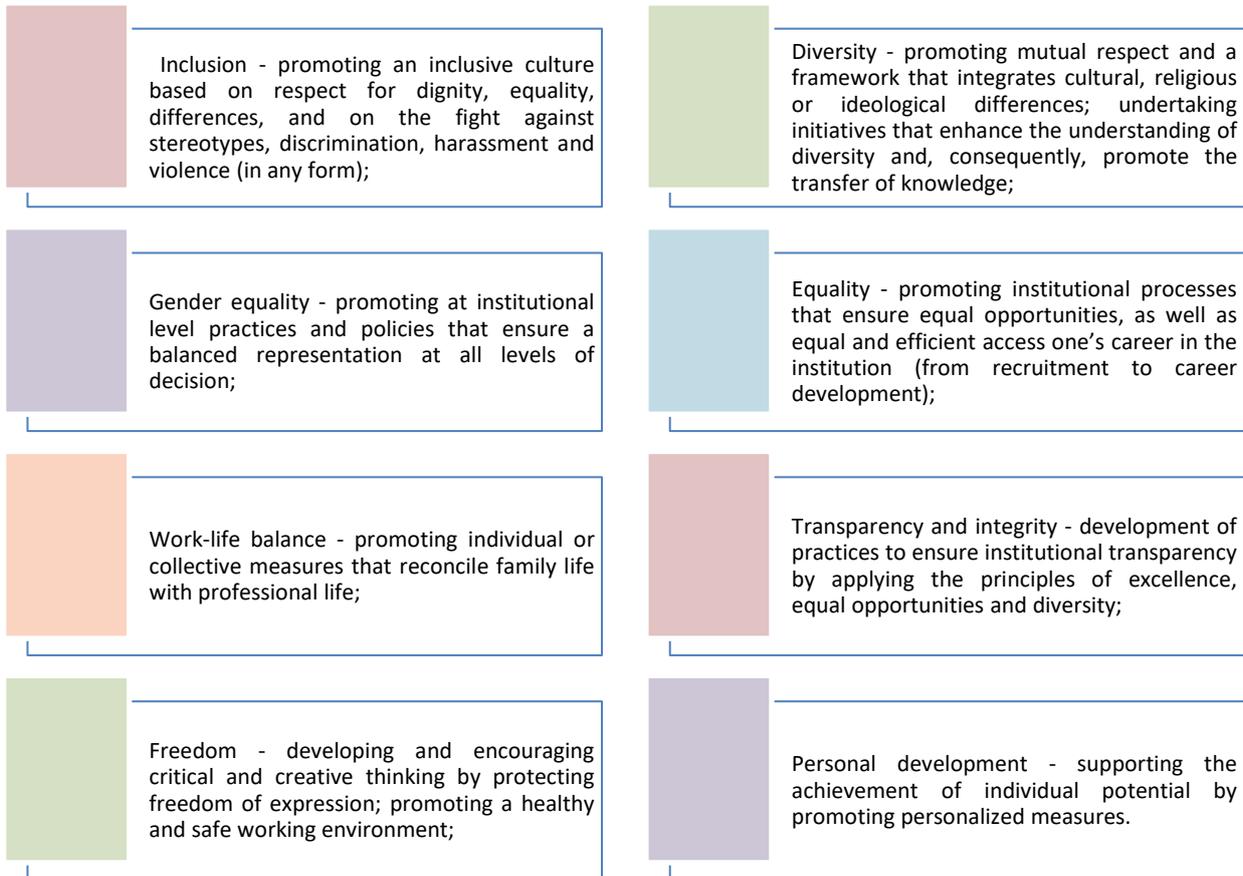


Promote mutual respect and ensure equal opportunities for HOLISUN employees;

Recognize differences as a potential source of development and growth, at both individual as well as organizational level, and to promote and enhance diversity;

Adopt positive measures meant to address and prevent inequalities, promoting both internally and externally values that ensure equal opportunities.

In the fight against inequalities and towards the elimination of imbalances and barriers, in order to ensure equal rights and opportunities, HOLISUN has assumed a set of principles to guide the entire process:



3. The main courses of action standing at the base of the Gender Equality Plan

- Human Resources
- Institutional Governance
- Institutional Communication
- Sexual/moral Harassment
- Research Funding



3.1. Human Resources

Recruitment and selection process

Proposed measure:

Developing an informative kit with specific instructions regarding ways to tackle gender discrimination and recognize and prevent stereotypes in the recruiting process.

Objective:

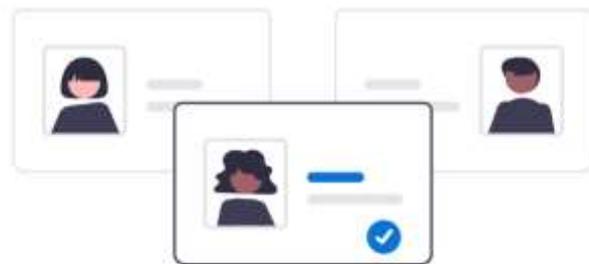
Provide support to recruiting experts so as to enhance their awareness with regard to the stereotypes that may intervene in the selection process.

Timeframe:

September 2021 – February 2022

Target audience:

- Recruitment experts;
- Human Resources department;
- HOLISUN employees.



Secondary objectives:

- To raise awareness in HOLISUN regarding any possible discrimination that could affect the recruitment process;
- To improve institutional commitment to gender equality;
- To better communicate the measures regarding gender sensitive recruitment protocols.

Activities:

- Research for best practices regarding gender sensitive recruitment protocols;
- Developing a first draft of the informative kit;
- Gathering feedback from stakeholders regarding the informative kit;
- Organizing a training with the recruitment experts and HR department in order to present the measures included in the informative kit;
- Informing all HOLISUN staff about the updates on the recruitment protocols;
- Evaluate the recruitment experts' knowledge on the means to ensure gender equality in the selection process.

Performance indicators:

- Short term: >90% of all staff should be aware of the existence of gender sensitive recruitment protocols;
- Medium term: when evaluated >80% of the recruitment experts should be able to tackle any kind of situation that can lead to discrimination.

Outcomes:

- One informative kit;
- One training session.

Working conditions and work-life balance

Proposed measures:

1. Back-to-work training

Objective:

To help employees returning from parental leave to get accustomed to the recent developments in the institution and the projects they were previously working on.

Timeframe:

September 2021 – June 2022

Target audience:

- Employees returning from parental leave.

Secondary objectives:

- To reduce by 50% the period needed by an employee recently returned from parental leave to readjust and have the same work efficiency as before leaving;
- To reduce the possible stress that an employee has to face due to the fact that when returning he/she is dealing with two simultaneous different situations: regaining their work competences and being a parent.

Activities:

- Training sessions with the department managers on how to implement support measures;
- Information sessions among employees about the importance of the transition period and on the means to offer support;
- Developing specific trainings for each department;
- Evaluation.

Performance indicators:

- Short term: raising awareness about the importance of work life balance;
- Medium term: increase employees' work efficiency and professional satisfaction by 50% in the first 3 months after their return from parental leave;
- Long term: when evaluated, more than 70% of HOLISUN's employees see an improvement in their work life balance.

Outcomes:

- One training for department managers (4 people trained);
- One training for the 4 departments.



2. Soft skills training

Objective:

To increase work efficiency and improve work life balance for employees returning from parental leave.

Timeframe:

September 2021 – June 2022

Target audience:

- Employees returning from parental leave.

Secondary objectives:

- More than 80% of the employees returning to work improve their softskills needed in order to have a healthy work-life balance;
- Increase time management skills for more than 70% of the employees returning to work.

Activities:

- Research for best practices and similar trainings regarding soft skills and time management for the employees returning to work;
- Developing and organizing training sessions and an informative kit on the topic;
- Evaluating the result of the training session.

Performance indicators:

- Short term: raising awareness about the importance of developing soft skills among employees;
- Medium term: when evaluated more than 70% should be able to indicate precise soft skills improved or developed following the trainings;
- Long term: >70% of trained employees see improvements in their daily work routine and in their work life balance.

Outcomes:

- +50% employees trained;
- One training.



Career progression

Proposed measures:

1. Mentoring for leadership positions

Objective:

To increase the number of employees acceding to leadership positions.

Timeframe:

September 2021 – July 2022

Target audience:

All employees

Secondary objectives:

- To increase by 50% the number of employees that become aware of their skills following the mentorship programme;
- To increase by 50% the employees fit to accede to leadership positions.

Activities:

- Evaluation of leadership qualities and competences;
- Developing a “shadowing” program (each participant is partnered with a top/ middle management colleague and shadows his/her routine for a specific period of time);
- Selection of relevant candidates;
- Development of personalized coaching & mentoring program for the selected participants.

Performance indicators:

- Short term: raising awareness about the importance of mentoring programs;
- Medium term: when leadership positions are available, more 70% of the employees in the recruitment process should be mentees of the program;
- Long term: former mentees become mentors for future generations of employees.

Outcomes:

- 10-15 employees trained.



2. Internal personal development programmes

Objective:

On one hand, employees participating in the programme discover their latent potential and the abilities they do not fully use, and on the other hand department managers acknowledge their colleagues' abilities as well as their other interests.

Timeframe:

September 2021 – July 2022

Target audience:

- Employees in execution positions;
- Department managers.

Secondary objectives:

- Help employees match their skills with their task;
- Help middle manager better distribute the tasks according to employees' skills.

Activities:

- Evaluation of the skills and competences, both by the employees in execution positions, as well as by department managers;
- Developing a career plan for participants in the program (a collaborative action between employees and manager);
- Evaluation of the program.

Performance indicators:

- Short term: >25% of employees enrolled in the programme;
- Middle term: increase by 50% the number of participants that become aware of their abilities and acknowledge whether these abilities are put to best use;
- Long term: when evaluated, more than 60% of the participants agree that their skills are put to best.

Outcomes:

- Career plans developed for each participant.



3.2. Sexual and moral harassment

Proposed measure:

Developing an informative kit regarding sexual and moral harassment.

Objective:

Raising awareness on sexual and moral harassment, on how to recognize abuse and the means to identify and differentiate between the various types of abuse, defining limits and concepts.

Timeframe:

September 2021 – February 2022

Target audience:

- All employees.

Activities:

- Internal research for best practices and case studies regarding sexual or moral harassment informative kits;
- Developing the informative kit;
- Organizing a training on the content of the informative kit;
- Evaluate the knowledge gained by employees following the training session.

Performance indicators:

- Short term: >90% employees informed;
- Middle term: when evaluated more than 80% of the employees should be able to identify different types of harassment and indicate what further actions should be taken;
- Long Term: More than 80% of the employees are familiar with the concepts and types of sexual/moral harassment and know what action to take in case of any kind of sexual or moral harassment.

Outcomes:

- One informative kit;
- One training session.



3.3. Institutional governance

Proposed measure:

Establishing a Gender Equality Body (GEB).

Objective:

Establishing a body whose main activity will be to ensure gender equality in HOLISUN and the implementation and supervision of the Gender Equality Plan.

Timeframe:

September 2021 – December 2021

Target audience:

- All employees.

Secondary objectives:

- Identifying the employees most fit to be part of this body;
- Identifying potential external partners to be part of this body;
- Making the body operational;
- Investing the body with institutional authority.

Activities:

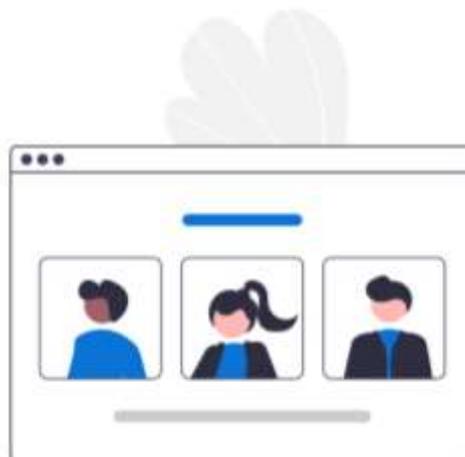
- Conducting discussions with top management in order to identify the most appropriate internal and external candidates;
- The actual selection of candidates;
- Developing mechanisms to ensure the operationalization of the body and its investment with institutional authority;
- Developing protocols for the supervision of the GEP's implementation.

Performance indicators:

- Medium term: more than 75% of the performance indicators in the GEP are attained;
- Long term: GEB remains operational even after the GEP's implementation.

Outcomes:

- 1 employee is responsible for Gender Equality.



3.4. Institutional communication

Proposed measure:

Developing an informative gender sensitive communication kit.

Objective:

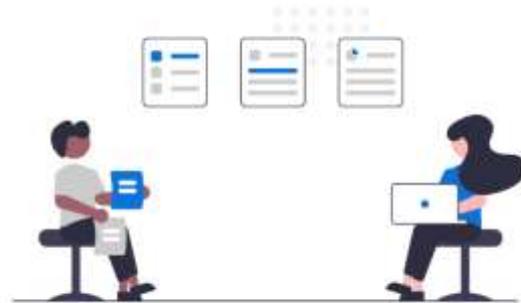
To ensure that all institutional communication, both internal and external, is gender sensitive.

Timeframe:

September 2021 – February 2022

Target audience:

- All employees in the communication department.



Secondary objectives:

- Adopt protocols regarding gender sensitive communication and the use of an inclusive and indiscriminatory language;
- Training addressed to employees on how to recognize language leading to discrimination and on indiscriminatory communication instruments;
- Improving internal and external institutional communication skills.

Activities:

- Research on gender sensitive communication kits and best practice examples;
- Developing the informative kit;
- Adopting protocols for internal and external communication;
- Organizing a training session;
- Evaluation of the knowledge gained by participants in the training session.

Performance indicators:

- Short term: More than 90% of the employees are informed on the communication protocols, >80% participate in the training sessions;
- Middle term: More than 70% of the informed employees understand the need and importance of using gender sensitive language both in internal and external communication;
- Long term: When evaluated, more than 80% of employees use a gender sensitive language and more than 60% follow the communication protocols on daily basis.

Outcomes:

- One informative kit regarding gender sensitive communication;
- One training session;
- One communication protocol developed by the communication department.

3.5. Research funding

Proposed measure:

Analysis of women participation in research.

Objective:

Understand the reasons why women participate in smaller numbers in research programs.

Timeframe:

September 2021 – July 2022

Target audience:

- Researchers applying for research projects from HOLISUN, Brainmap researchers.

Secondary objectives:

- Understand how women’s reduced participation in research programmes impacts research;
- Identify means for encouraging women researchers to join research areas typically dominated by men.

Activities:

- Identify the pool of projects to be analyzed;
- Conduct the analysis;
- Draw conclusions following the analysis;
- Promoting the results and recommendations.

Performance indicators:

- Short and medium term - more than 50% of projects funded via HOLISUN are analyzed;
- Long term: the proposed recommendations are considered when preparing the future calls for projects.

Outcomes:

- Policy recommendation drafted.

