

26h / 18.06.2026

GENDER EQUALITY PLAN

2026–2029

Approved by: Executive President, Roma Education Fund Romania

Date of approval: 18.06.2026

Effective from: 19.06.2026

Review cycle: Annual

Period of validity: 2026–2029



1. INSTITUTIONAL COMMITMENT

Roma Education Fund Romania (REF Romania) is committed to equal opportunity, equal treatment and a working environment in which all employees can participate, develop and progress without discrimination based on gender.

Gender equality is embedded in REF Romania's institutional framework and employment practices. The organisation's internal regulations and human resources framework establish principles of non-discrimination, equity and inclusion, equal opportunities between women and men, protection of dignity at work and work-life balance.

REF Romania understands gender equality as equal access, equal opportunity and fair treatment, rather than numerical parity in every organisational structure or function. Employment, professional development, remuneration, career progression and participation in decision-making must be based on relevant professional criteria and must not be adversely affected by gender, maternity, parenthood or family and care responsibilities.

REF Romania also recognises that gender may influence access to and outcomes from its programmes. Gender equality therefore has two dimensions within the organisation:

- institutional, concerning REF Romania as an employer and workplace;
- programmatic, concerning the relevance of gender to the design, implementation, monitoring, research and evaluation of its interventions.

This Gender Equality Plan establishes the framework through which REF Romania consolidates its existing commitments, measures their implementation and identifies areas requiring further action.

The Plan is an institutional commitment endorsed by the Executive President and applies throughout REF Romania.

2. PURPOSE AND SCOPE

The purpose of the Gender Equality Plan is to establish a consistent and measurable framework for maintaining and advancing gender equality within REF Romania. The Plan applies to all employees, management roles and decision-making structures of Roma Education Fund

Romania, and it informs relevant organisational practices related to employment, governance, monitoring and programme implementation.

It covers:

- equal opportunities and non-discrimination;
- recruitment and selection;
- remuneration;
- performance and career progression;
- professional development;
- leadership and decision-making;
- work-life balance and organisational culture;
- maternity, parenthood and care responsibilities;
- prevention of discrimination and harassment, including sexual harassment;
- reporting and response mechanisms;
- gender-disaggregated organisational data and monitoring;
- gender considerations in programmes, research and impact measurement.

This Plan is implemented in accordance with applicable Romanian labour, equal treatment, anti-discrimination, harassment prevention and personal data protection legislation, as well as with the organisation's internal policies and procedures. Where legal requirements or internal instruments are amended during the validity period, REF Romania will review the Plan and align its implementation accordingly.

The Plan operates together with REF Romania's existing internal policies and procedures. Where a matter is already regulated through an existing policy, procedure or legal requirement, that instrument remains applicable. The Gender Equality Plan provides the overarching framework for monitoring implementation from a gender equality perspective, without replacing or limiting any rights, obligations or procedures established under applicable law or internal rules.

3. INSTITUTIONAL FRAMEWORK

REF Romania's Gender Equality Plan is grounded in three principal internal instruments:

1. Internal Regulation
2. Anti-Discrimination and Anti-Harassment Policy
3. Human Resources Management Procedure

Together, these documents establish the organisation's existing standards regarding equal treatment, non-discrimination, dignity at work, employment practices, maternity and family responsibilities, work-life balance and protection against harassment.

Equal treatment and non-discrimination

REF Romania prohibits direct and indirect discrimination, discrimination by association, harassment and victimisation. Sex is explicitly recognised among the protected criteria, alongside family situation and family responsibilities.

The Human Resources Management Procedure establishes non-discrimination, equity, inclusion and equal opportunities between women and men among the principles governing human resources management.

Prevention of discrimination and harassment

REF Romania maintains a dedicated Anti-Discrimination and Anti-Harassment Policy covering prevention, reporting and response to discrimination and harassment, including conduct related to sex and gender and sexual harassment. Employees have access to established internal reporting mechanisms, designated responsibilities and procedures for addressing complaints.

Work-life balance and family responsibilities

REF Romania's internal framework provides for maternity protection and applicable maternity, parental, childcare, paternity and caregiver rights. Flexible, hybrid and teleworking arrangements may be used where compatible with the nature of the position and organisational requirements.

Human resources management

Recruitment and selection, performance evaluation, professional development and other employment processes are governed by REF Romania's Human Resources Management Procedure and related internal rules. The Gender Equality Plan adds systematic gender monitoring to this existing institutional framework.

4. GENDER EQUALITY PRINCIPLES

Implementation of this Plan is guided by the following principles.

1. Equal opportunity. Women and men must have equitable access to employment, professional development, career progression and leadership opportunities.
2. Non-discrimination. Gender must not constitute grounds for direct or indirect discrimination in any employment-related decision or organisational practice.
3. Merit and professional criteria. Recruitment, remuneration, performance assessment, promotion and appointment to positions of responsibility are based on relevant professional criteria.
4. Equal pay. REF Romania supports equal remuneration for equal work and work of equal value and monitors remuneration data to identify potential unexplained gender-related disparities.
5. Work-life balance. Maternity, parenthood and family or care responsibilities must not create unjustified professional disadvantage.
6. Dignity and safety at work. Discrimination, gender-based harassment and sexual harassment are incompatible with REF Romania's organisational standards.
7. Evidence-based action. Organisational measures are based on data and identified needs. Gender inequality is not presumed solely from the existence of numerical differences; where disparities are identified, their causes are examined before action is determined.

8. Confidentiality. Personal information concerning complaints, family circumstances or other sensitive matters is protected. Gender equality monitoring uses aggregated or anonymised information where appropriate.
9. Accountability. Gender equality is an organisational responsibility shared by management and the functions responsible for people, programmes, research and organisational development.

5. INSTITUTIONAL PRIORITIES 2026–2029

REF Romania establishes five priorities for the period covered by this Plan.

5.1. Equal access to employment, development and leadership

REF Romania ensures that women and men have equitable opportunities throughout the employment cycle. The organisation will monitor gender representation across organisational levels, management and decision-making structures, recruitment, career progression and professional development.

REF Romania does not establish numerical parity as an objective where evidence does not demonstrate a gender-related barrier. Where significant disparities emerge, their causes will be examined and appropriate measures determined.

5.2. Fair remuneration and career progression

REF Romania will analyse remuneration by gender as part of its regular gender equality monitoring. Analysis will consider overall remuneration patterns and, where organisational structure and numbers permit meaningful comparison, remuneration within comparable levels or categories of responsibility.

Gender differences will not automatically be interpreted as unequal pay. Differences will be examined in relation to position, responsibility, seniority and other relevant professional factors.

Promotion, performance evaluation and access to professional development will also be monitored by gender.

5.3. Work-life balance and organisational culture

REF Romania supports an organisational culture in which professional responsibilities can be reconciled with family and care responsibilities. Employees exercising maternity, paternity, parental, childcare or caregiver rights must not be disadvantaged in performance assessment, professional development or career progression as a consequence of exercising those rights. Relevant work-life balance measures will be monitored to identify potential differences in access or impact.

5.4. Prevention of discrimination and harassment

REF Romania maintains mechanisms for preventing, reporting and addressing discrimination and harassment. Employees must be informed of applicable standards, their rights and responsibilities and available reporting mechanisms. Relevant complaints will be monitored in aggregated form for institutional purposes, while confidentiality and the rights of the individuals involved will be protected. The organisation will periodically reinforce awareness of non-discrimination, gender-based harassment and sexual harassment.

5.5. Gender-responsive programmes and evidence

REF Romania considers gender in its programmes, research and impact measurement where it is relevant to access, participation, experience or outcomes. Where methodologically appropriate, data will be disaggregated by gender. Significant differences will be analysed to determine whether women and men, girls and boys experience different barriers or outcomes. Gender-disaggregated data are not an objective in themselves. Findings should inform programme design, implementation, organisational learning and decision-making where they reveal meaningful differences.

6. GENDER EQUALITY BASELINE

2026 is REF Romania's gender equality baseline year. The baseline provides the reference point for monitoring implementation of this Plan and will be reviewed and updated annually, where data are available and relevant.

The assessment covers, where reliable data are available:

- workforce composition by gender;
- organisational levels;
- management and decision-making structures;
- recruitment and hiring;
- promotions and career progression;
- remuneration;
- professional development;
- relevant work-life balance measures;
- relevant discrimination and harassment cases in aggregated form.

The baseline will use validated HR and organisational data.

REF Romania will not reconstruct historical gender data where reliable information is unavailable. Where an indicator has not previously been collected, 2026 will establish its first reference value.

Remuneration analysis will distinguish between overall gender differences and differences within comparable organisational levels or categories of responsibility, so that any interpretation takes account of role, responsibility, seniority and other relevant professional factors.

Personal employee data will not be published as part of the Gender Equality Plan. The published baseline will contain aggregated information sufficient to assess organisational trends while protecting individual confidentiality.

The validated Gender Equality Baseline 2026 forms Annex 1 to this Plan.

7. DATA, MONITORING AND ACCOUNTABILITY

REF Romania will maintain a core set of gender equality indicators and review them annually.

Monitoring will include, as appropriate:

Area	Core indicator
Workforce	Women and men as percentage of employees
Leadership	Gender distribution across management levels
Decision-making	Gender distribution in relevant decision-making structures
Recruitment	Applicants, interviewed candidates and hires by gender, where data are available
Career progression	Promotions/progression by gender
Professional development	Participation in professional development by gender
Remuneration	Overall and comparable-level gender pay analysis
Work-life balance	Uptake of relevant measures by gender, where appropriate
Discrimination and harassment	Relevant cases in aggregated form
Programmes	Gender-disaggregated participation and outcomes where relevant

An Annual Gender Equality Review will assess:

- changes against the 2026 baseline;
- significant gender disparities or trends;
- implementation of agreed actions;
- areas requiring further analysis;
- measures required for the following period.

Monitoring is intended to support management decisions. Where data indicate a significant disparity, REF Romania will assess its causes before determining whether corrective action is necessary.

8. TRAINING AND AWARENESS

All employees will be informed about the adoption, purpose and main commitments of the Gender Equality Plan, including how the Plan relates to REF Romania's existing internal policies, reporting mechanisms and organisational responsibilities.

Specific guidance and capacity-building will be provided, where necessary, to employees with responsibilities for implementing the Plan, particularly in relation to gender-disaggregated data collection and analysis, monitoring, reporting, and the integration of relevant gender considerations into programmes and research.

Additional training or awareness activities may be introduced where annual monitoring, organisational experience or changes in the institutional framework identify a specific need.

Activities undertaken to support the implementation of the Gender Equality Plan will be recorded and reviewed as part of the annual monitoring process.

9. GOVERNANCE AND RESPONSIBILITIES

Gender equality is an institutional responsibility and is integrated into REF Romania's existing management structure.

Executive President

- endorses the Gender Equality Plan;
- ensures institutional accountability for its implementation;
- considers significant findings requiring organisational action.

Management Committee

- reviews the Annual Gender Equality Review;
- considers significant trends, disparities and proposed measures;
- monitors institutional implementation of the Plan.

People & Culture / Human Resources maintains relevant workforce and employment data, monitors HR indicators included in the Plan, supports implementation in recruitment, remuneration, professional development, work-life balance and other employment-related areas, and maintains relevant records in accordance with confidentiality and data protection requirements.

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- monitors HR indicators included in the Plan;
- supports implementation in recruitment, remuneration, professional development, work-life balance and other employment-related areas;
- maintains relevant records in accordance with confidentiality and data protection requirements.

Research and Development / R&D supports the methodology for data analysis and monitoring, contributes to the Annual Gender Equality Review, and supports the integration of relevant gender dimensions into research and impact measurement.

- supports the methodology for data analysis and monitoring;
- contributes to the Annual Gender Equality Review;

- supports the integration of relevant gender dimensions into research and impact measurement.

Programme management

- considers gender dimensions in programme design, implementation and monitoring where relevant;
- ensures that relevant programme data are collected and analysed consistently with organisational monitoring requirements.

A Gender Equality Plan focal point will be designated to coordinate implementation, consolidate information and support the annual review process. Implementation will primarily use existing organisational structures and responsibilities. REF Romania will allocate the staff time and organisational resources necessary to implement, monitor and review the Plan.

10. ACTION PLAN 2026–2029

Priority	Action	Indicator	Responsibility	Frequency
Organisational representation	Monitor workforce and management representation by gender	Gender distribution by organisational level	People & Culture	Annual
Recruitment	Monitor recruitment and hiring by gender where data are available	Recruitment data by gender	People & Culture	Annual
Career progression	Monitor promotions and progression	Progression by gender	People & Culture	Annual
Professional development	Monitor access to professional development	Participation by gender	People & Culture	Annual
Remuneration	Conduct gender pay analysis	Overall and comparable-level analysis	People & Culture / Finance	Annual
Work-life balance	Monitor relevant measures	Uptake by gender where appropriate	People & Culture	Annual
Prevention	Maintain reporting mechanisms and reinforce awareness	Awareness activities and aggregated case data	People & Culture / designated responsible persons	Annual
Organisational capacity	Provide relevant gender equality information and training	Participation and activities delivered	People & Culture / GEP focal point	2026–2029

Monitoring	Conduct Annual Gender Equality Review	Review completed and considered by management	GEP focal point / R&D	Annual
Programmes and research	Apply gender-disaggregated monitoring where relevant	Relevant indicators analysed by gender	Programme management / R&D	Annual

The 2026 baseline will determine whether additional actions or numerical targets are necessary.

Where evidence demonstrates equitable access or representation, REF Romania will seek to maintain these conditions rather than establish artificial numerical targets. Where evidence identifies significant gender-related disparities, specific measures, indicators and targets may be added to the Action Plan.

11. REVIEW, PUBLICATION AND VALIDITY

This Gender Equality Plan enters into force upon approval by the Executive President of Roma Education Fund Romania. The Plan is valid for the period 2026–2029 and will be publicly available through REF Romania’s institutional website.

Implementation will be reviewed annually. The Action Plan may be updated where monitoring identifies new priorities or demonstrates that existing measures require adjustment.

A comprehensive review will be conducted before the end of the validity period and will inform the subsequent Gender Equality Plan.

Annex 1 / Gender Equality Baseline 2026

The Annex contains REF Romania’s validated, aggregated gender equality baseline.

It will include:

- workforce composition;
- representation by organisational level;
- management and decision-making representation;
- recruitment;
- career progression;
- remuneration analysis;
- professional development;
- relevant work-life balance indicators;
- relevant aggregated discrimination and harassment data.

Annex 2 / Gender Equality Monitoring Framework

The Monitoring Framework defines for each indicator:

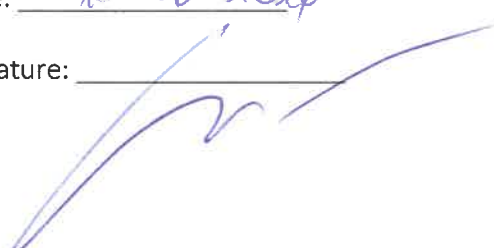
- indicator definition;
- calculation methodology;
- data source;
- responsible organisational function;
- reporting frequency;
- 2026 baseline value;
- subsequent annual values.

The same methodology will be applied throughout the validity period to ensure comparability of data over time.

Approved by:
Ciprian Cătălin Necula
Executive President
Roma Education Fund Romania

Date: 18.06.2026

Signature: _____



HR STATISTICS - ORGANISATIONAL PROFILE

1. GENERAL STRUCTURE

Indicator	Value	
Total employees	83	
Total active contracts	141	
Contracts per employee (average)	1.70	
Employees with more than one contract	39	
Average age (years)	37.3	
Median age (years)	38	
Minimum / maximum age (years)	20	71

2. BREAKDOWN BY GENDER

Gender	Count	% of total	Average age	Management positions
Female	61	73.5%	36.9	7
Male	22	26.5%	38.5	5
TOTAL	83	100.0%	37.3	12

3. ORGANISATIONAL LEVEL

Level	Count	% of total	Women	Men	Women (%)
Senior management	4	4.8%	3	1	75.0%
Management	8	9.6%	4	4	50.0%
Coordination	16	19.3%	12	4	75.0%
Specialist	20	24.1%	12	8	60.0%
Support	35	42.2%	30	5	85.7%
TOTAL	83	100.0%	61	22	73.5%

4. MANAGEMENT POSITIONS AND GOVERNANCE

Category	Count	% of total	Women	Men	Women (%)
Management positions	12	14.5%	7	5	58.3%
Management Committee	4	4.8%	3	1	75.0%

5. CONTRACT TYPE AND WORKING TIME

Category	Count	% of total	Women	Men	Women (%)
Permanent contract	20	24.1%	14	6	70.0%
Fixed-term contract	63	75.9%	47	16	74.6%
Full time	34	41.0%	25	9	73.5%
Part time	49	59.0%	36	13	73.5%

6. PROFESSIONAL TRAINING

Category	Count	% of total	Women	Men	Women (%)
Attended training	8	9.6%	3	5	37.5%
Did not attend	75	90.4%	58	17	77.3%

7. AGE GROUPS

Age group	Count	% of total	Women	Men	Women (%)
Under 25	11	13.3%	10	1	90.9%
25-34	23	27.7%	15	8	65.2%
35-44	26	31.3%	20	6	76.9%
45-54	21	25.3%	14	7	66.7%
55+	2	2.4%	2	0	100.0%

8. SENIORITY AND HIRING DYNAMICS

Indicator	Value
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Earliest hire date	16.12.2015
Most recent hire date	12.08.2026
Average seniority (years)	2.2
Hired before 2025	19
Hired in 2025	12
Hired in 2026	52
Total hires 2025-2026	64
Share of 2025-2026 hires in headcount	77.1%

9. HIRES 2025-2026 - QUARTERLY DETAIL

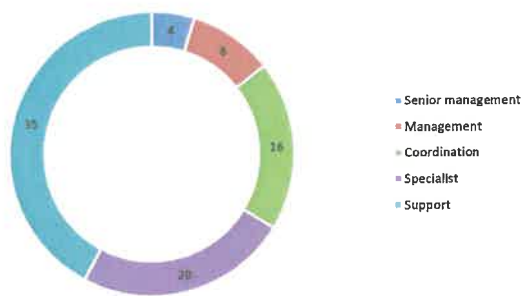
Period	Hires	% of 2025-2026 hires	Women	Men	Women (%)
2025 Q1	1	1.6%	0	1	0.0%
2025 Q2	3	4.7%	2	1	66.7%
2025 Q3	8	12.5%	5	3	62.5%
2025 Q4	0	0.0%	0	0	
2026 Q1	18	28.1%	14	4	77.8%
2026 Q2	13	20.3%	10	3	76.9%
2026 Q3	21	32.8%	16	5	76.2%
TOTAL 2025-2026	64	100.0%	47	17	73.4%

10. CONTRACTED WORKLOAD

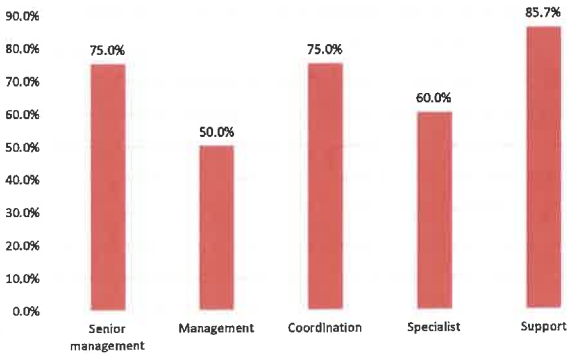
Indicator	Value
Employees on a monthly-hours schedule	68
Average hours / month (of those)	91.9
Employees on a daily-hours schedule	19
Average hours / day (of those)	5.9

HR STATISTICS - ORGANISATIONAL CHARTS

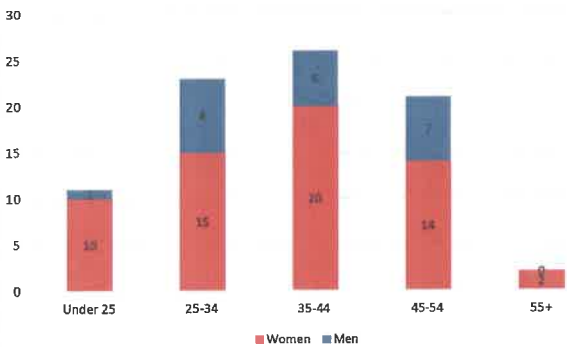
Headcount structure by organisational level



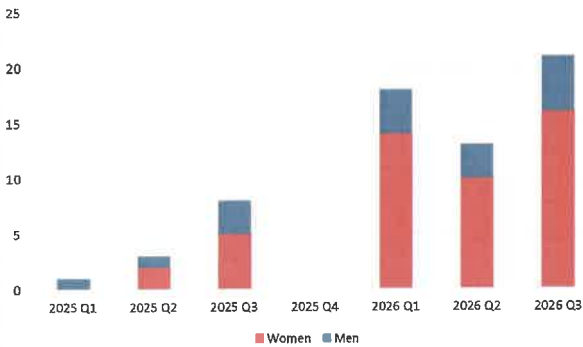
Share of women by organisational level (%)



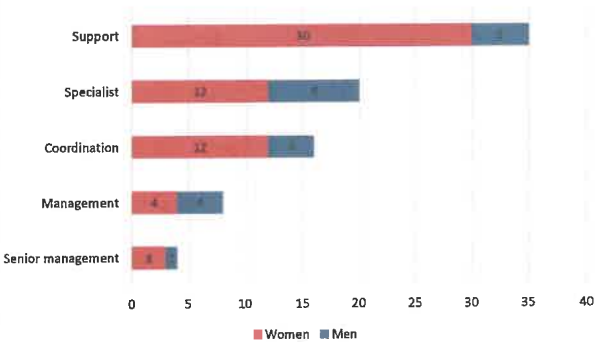
Women / men by age group



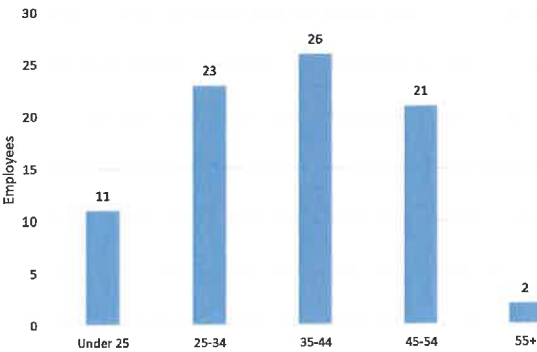
Women / men hires by quarter 2025-2026



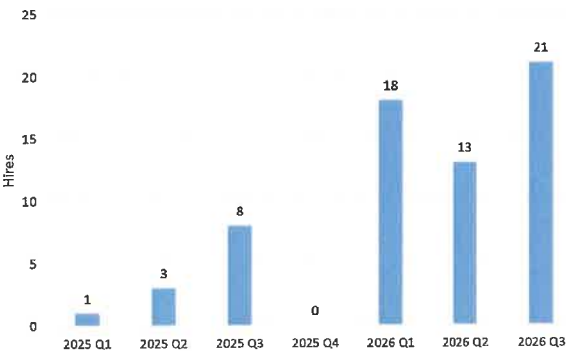
Women / men by organisational level



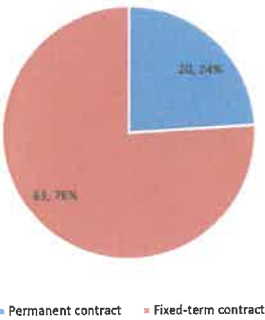
Employee distribution by age group



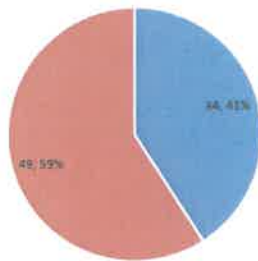
Hires by quarter 2025-2026



Contract type: permanent vs fixed-term

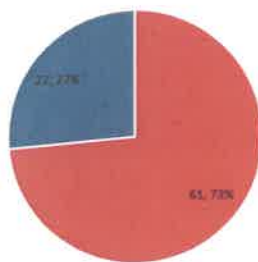


Working time: full time vs part time



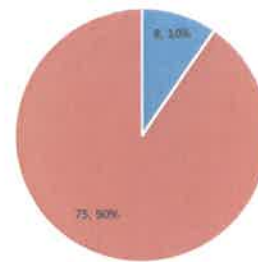
■ Full time ■ Part time

Overall gender split



■ Female ■ Male

Participation in professional training



■ Attended training ■ Did not attend

Hiring dynamics by year

