

Gender Equality Plan 2026–2029 – Timișoara Municipal Health and Education Administration (ASEMT)

Introduction and general context

Since 2022, Horizon Europe has required public and research organizations to have a Gender Equality Plan (GEP) to access funding. This document presents the GEP for the Timișoara Municipal Health and Education Administration (ASEMT) for 2026–2029, aiming to ensure a fair, discrimination-free workplace and the integration of gender perspectives in all activities.

European context. At the EU level, gender equality is a fundamental value promoted through dedicated strategies and policies. The European Union's Strategy for Gender Equality 2020–2025 highlights key actions, including combating gender-based violence and harassment, eliminating stereotypes, ensuring **equal pay for equal work**, increasing women's participation in decision-making, and integrating a gender perspective into all policies and programs. At the same time, the European Commission requires public institutions to adopt Gender Equality Plans comprising at least four **mandatory procedural requirements** and addressing five **recommended thematic areas**:

- *Mandatory procedures for Horizon Europe:* (1) A **publicly available** plan approved by management and published online; (2) Dedicated human and financial resources for implementation; (3) Ongoing collection of gender-segregated data and annual reporting using specific indicators; (4) Gender equality training for all staff, including unconscious bias awareness for decision-makers.
- *Recommended thematic areas of action are:* (1) support **work-life balance** and build a family-friendly organizational culture; (2) achieve **gender balance in leadership and decision-making**; (3) **ensure gender equality in recruitment and career development**; (4) **integrate the gender perspective into programs and activities, tailored to the institution**; and (5) **prevent and address gender-based violence, including sexual harassment**. The ASEMT 2026–2029 plan addresses each area, complying with European recommendations and fitting the local context.

Romanian law ensures equal opportunities and treatment for women and men through Law No. 202/2002 (republished), which addresses gender equality, discrimination, and the prevention of harassment in both sectors. Public institutions with more than 50 employees may appoint or hire an expert in equal opportunities to analyze, monitor, and propose measures to advance gender equality, including the development of relevant action plans. This Plan aligns ASEMT's objectives

with these requirements. The National Strategy for Equal Opportunities and Prevention of Domestic Violence 2022–2027 (Government Decision 1547/2022) guides the public administration in achieving a balance between participation and combating stereotypes, as reflected in this plan.

ASEMT's commitment. The Timișoara Municipal Health and Education Administration is firmly committed to equal opportunities, diversity, and inclusion as a local public institution. The Gender Equality Plan 2026–2029 aligns **with** ASEMT's **regulations**, including the Regulation on the prevention and combating of harassment at work, in accordance with relevant legal provisions. Implementing PEG 2026–2029 will improve the work environment and enhance service quality by fostering **an inclusive, non-discriminatory organizational culture**. ASEMT's management fully supports this plan and is dedicated to communicating it transparently to all employees and partners, fulfilling its public mission with efficiency and respect for all community members.

Institutional description of ASEMT

Mission and role. The Timișoara Municipal Health and Education Administration (ASEMT) is a public institution of local interest, with legal personality, established by the Timișoara Local Council, with the aim of providing quality public services in the fields **of education and health** for the local community. ASEMT acts as a public authority, managing and coordinating, among other things, the school and preschool healthcare network and the implementation of local education policies. **The institution's mission** is to serve the citizens of Timișoara with efficiency, transparency, and honor, focusing on the needs of each resident, and to ensure high standards of quality of life through the proper functioning of public health and education services. By prioritizing education, health, and sustainable community development, ASEMT contributes to achieving the municipality's strategic objectives.

ASEMT is organized into specialized departments and divisions reflecting its activities:

- **The Medical Assistance in Educational Institutions Department** oversees medical and healthcare staff in kindergartens, schools, high schools, and other educational institutions, providing preventive and curative care for children and young people. In 2024, this department added about 254 medical staff from educational institutions, reflecting recent legislative changes and the size of the medical team at ASEMT.
- **The Health Department** creates and implements local health programs, monitors sanitary conditions in educational settings, and leads community health promotion.

- **Education Department** – manages relationships with local educational institutions, oversees smooth operations (school infrastructure, funding, educational programs), and launches projects to raise education quality at the municipal level.
- **Accounting and Operational Management Service** – manages ASEMТ's budget, financial and material resources, and provides operational support for current activities.
- **The Internal Audit Department** checks and evaluates institutional processes, ensuring legal compliance and effective use of resources.

ASEMT is managed by a **general director**, who oversees the directors of specialist departments. At the end of 2025, the institution had 190 employees, mostly contract staff in the school medical network, in various professional categories: doctors, nurses, administrative staff, economists, lawyers, and education experts. This diversity requires human resources policies tailored to specific needs. For example, school medical staff—mainly **female**—may need support for work-life balance, while **equal access to training and promotion should reflect** the different career paths in health and education.

Gender representation and representation in management positions – ASEMТ (end of 2025)

TOTAL POSITIONS 323

TOTAL PUBLIC FUNCTIONS 61

- public management positions -7

- executive public positions -54

TOTAL CONTRACTUAL POSITIONS -262

- contractual management positions -1

- contractual executive positions -261

Calculation methodology

1. Definition of the population analyzed: (a) staff employed at the end of 2025 – 190 positions filled; (b) management positions filled – 7 positions (Director General, Executive Directors, Heads of Department).
2. Classification by gender: men and women, according to personnel records. For total personnel: 18 men and 172 women (190–18). For management: 1 man and 6 women, according to distribution by function.
3. Percentage calculation formula: Gender percentage = (Number of persons of that gender / Relevant total) × 100. Rounded to two decimal places.

4. Clarification regarding "planned positions" versus "occupied positions": internal documents indicate 323 planned positions in the structure, and the analysis below uses 190 occupied positions (actual staff). The occupancy rate (informative) is 58.82%.

Table 1. Gender representation in total occupied positions (end of 2025)

Indicator	Men (no.)	Women (no.)	Men (%)	Women (%)
Total positions filled (end of 2025)	18	172	9,47%	90,53%

Note (nominal breakdown – informative): of the 18 men, 10 are civil servants and 8 are contract staff (school medicine), according to the data provided.

Table 2. Gender representation in management positions (positions held)

Management positions (occupied)	Men (no.)	Women (no.)	Men (%)	Women (%)
Total management positions (occupied)	1	6	14,29%	85,71%
General manager (1 position)	0	1	0,00%	100,00%
Executive Director (3 positions)	0	3	0,00%	100,00%
Head of Department (3 positions)	1	2	33,33%	66,67%

Data source and observations

Data on positions filled at the end of 2025 (total and distribution by gender) and on the filling of management positions are taken from the records provided. Information on the positions provided for in the structure (323 positions) comes from the organizational chart and the list of positions.

Need for the plan. An analysis of the internal situation shows that ASEMT, as a local public institution, faces challenges similar to those of other public sector organizations in terms of

gender equality: balanced representation of women and men in management positions, development of an inclusive organizational culture (given the heterogeneous composition of the staff), combating all forms of harassment in the workplace and integrating the gender perspective into policies and programs (especially since ASEMT has a direct impact on the community through health and education services). This plan addresses these issues by setting **clear objectives** and **concrete measures** that will improve institutional performance and the working environment. The plan was developed in a participatory manner, involving representatives of all relevant departments and consulting **with the institution's management**, in line with good practices highlighted at the national level (UEFISCDI, for example, developed its first PEG through an internal working group, consultations with institutional partners and management, integrating the feedback collected prior to adoption). ASEMT thus aspires to become an example of good practice at the local level in implementing the principles of gender equality in public administration.

Strategic objectives and areas of action

The strategic objectives of the ASEMT Gender Equality Plan 2026–2029 align with both **the mandatory procedural requirements** and **the priority thematic areas** recommended by Horizon Europe. Each subsection below corresponds to one of the requirements/areas, including **the specific objective** targeted and **the detailed measures** proposed to achieve it. The measures are formulated to be **realistic, measurable**, and appropriate to the institution's context, while also indicating the resources and responsibilities involved. Their implementation will be staggered over the four years (2026–2029), as outlined in the final section.

Mandatory procedural requirements (process)

1. Public document and high-level commitment to the plan

Objective: To ensure transparency and public commitment to ASEMT's commitment to gender equality. A formal document, approved by management and communicated to all staff, will reinforce the importance of the issue and provide a framework for action.

Proposed measures:

- **Official adoption of the PEG and its publication on the ASEMT website.** The plan will be approved by decision of the ASEMT Director General (and, if applicable, endorsed by the Local Council), then published on the institution's website in a section dedicated to equal opportunities. It will also be emailed to all employees and presented at the annual general staff meeting. *Responsible:* ASEMT management & Legal/Communication Department.

Indicator: existence of the plan on the website and the number of internal communications made.

- **Regular communication of progress to employees and the public.** An annual reporting practice (a short progress report) on the implementation of the PEG will be established and published online. In this way, both staff and interested citizens can follow the measures taken and the results achieved, thereby increasing the institution's accountability. *Responsible:* Gender Equality Working Group (see Dedicated Resources section) & Communication Department.

Indicator: annual reports published, feedback received from staff or the public.

2. Human and financial resources dedicated to implementation

Objective: To ensure the effective capacity to implement the plan by allocating resources—people, time, and budget—and clarifying responsibilities. Gender equality must be integrated into ASEMT's governance structures to move from declaratory statements to concrete actions.

Proposed measures:

- **Creation of a Gender Equality Working Group (GLEG).** An interdepartmental team will be established to coordinate the implementation of the PEG. The GLEG will include representatives from management, the Human Resources department, the Education Department, the Health Department, the medical and administrative staff, and the designated equal opportunities advisor (if any). This group will meet quarterly to assess progress and plan future actions. *Responsible:* ASEMT Director General (appoints GLEG members). *Resources:* time allocated for meetings, possibly specific training for group members. *Indicator:* decision to establish GLEG, number of meetings per year, minutes of meetings.
- **Appointment of an Equal Opportunities Officer.** In line with legal provisions, ASEMT will formally appoint an employee (from the Human Resources department or from the management team) whose job description will include specific responsibilities in the field of gender equality. This person (equivalent to an *equal opportunities expert*) will oversee the implementation of the plan, advise colleagues on gender issues, and report regularly to management on the status of measures. *Resources:* if necessary, funds will be allocated for specialized training (course "Expert in Equal Opportunities").

Indicator: official appointment of the person in charge (by internal decision) and existence of semi-annual reports to management.

- **Annual budget dedicated to PEG actions.** When drawing up the ASEMT budget, a separate budget line or fund will be included for activities related to the implementation of the Gender Equality Plan: training costs, information campaigns, promotional materials, and any internal studies or surveys. The proposed allocation is a minimum of 0.5% of the institution's operating budget for equality actions (adjustable according to needs and possibilities). *Responsible:* Accounting Department together with GLEG.

Indicator: funds actually allocated in the annual budget, degree of utilization (budget execution by gender actions).

3. Data collection, analysis, and continuous monitoring

Objective: To develop a robust system for **recording and** monitoring gender indicators within the institution as a basis for informed policies. The aim is **to collect gender-disaggregated data** on staff and relevant activities and to use this data to measure progress and identify areas for intervention.

Proposed measures:

- **Initial (baseline) analysis of the situation based on gender criteria.** In the first year of implementation (2026), GLEG, together with the Human Resources Department, will conduct a detailed analysis of ASEMT staff from a gender equality perspective: distribution of women/men by position and grade, average pay differences by category, promotion rate by gender, participation in training, etc. Relevant results of ASEMT services will also be analyzed (e.g., coverage of health or education programs, whether there are differences in access for specific groups). The analysis report will serve as a reference point and will be presented to management. *Indicator:* diagnosis report completed by the end of 2026.
- **Systematic collection of gender-disaggregated data.** A procedure will be established whereby the Human Resources Department will collect statistical data on key aspects of the workforce on an annual basis: new hires (M/F), promotions (M/F), participation in training (M/F), parental leave taken (M/F), complaints of harassment or discrimination (number of cases, if any) This data will be analyzed by GLEG and included in an **annual PEG progress report**. *Responsible:* Human Resources & GLEG.

Indicator: set of indicators defined and updated annually (minimum 10 indicators monitored), existence of an up-to-date database.

- **Periodic monitoring and review.** Based on the data collected, **targets** will be set (e.g., increase the percentage of men among school nurses by X% or the percentage of women in management positions by Y% by 2029; reduce the average wage gap, if applicable, etc.). Progress towards these targets will be monitored annually. If certain measures do not produce the expected results, GLEG will recommend adjustments to the plan. An **interim evaluation** of the PEG implementation will be conducted halfway through the period (in 2028), and a **final evaluation will be conducted** in the last quarter of 2029, with lessons learned for the future.

Indicator: 2028 interim report and 2029 final report completed, number of indicators for which the proposed targets have been achieved.

4. Training, education, and awareness-raising on gender equality

Objective: To raise awareness among ASEMT staff of gender equality principles, the prevention of stereotypes and prejudices, and how to identify and combat harassment. Through dedicated training programs, the aim is to gradually shift the organizational culture towards greater inclusivity.

Proposed measures:

- **Training sessions for all staff (general module).** Each year of the plan, all ASEMT employees will participate in at least one training session on equal opportunities and treatment. The training sessions will address topics such as equality legislation (rights and obligations), awareness of gender stereotypes and unconscious biases, inclusive communication, and the importance of diversity. For efficiency, sessions can be organized online or in person, in groups, and delivered by ANES (National Agency for Equal Opportunities) experts or specialized local trainers.

Indicator: number of sessions organized (minimum 1/year), percentage of staff trained annually (target: 100%).

- **Specialized training for management and recruitment managers.** Given their influence on decision-making, specific workshops will be organized for managers, department heads, and those involved in hiring/promotions. These workshops will explore topics such as: **preventing gender bias in staff evaluation**, inclusive leadership, mentoring and sponsorship for women in leadership positions, and managing situations of sexual or moral harassment reported by subordinates.

Indicator: at least 2 specialized workshops by 2029, with >90% of the target audience participating.

- **Information and attitude change campaigns.** In addition to formal training, ASEMT will periodically run internal campaigns (e.g., sending newsletters/informative trifold, and displaying posters at headquarters and in subordinate units) to keep gender equality visible. Topics may include: promoting work-life balance; examples of role models for women and men in health and education; and anti-harassment messages ("Zero tolerance for harassment at ASEMT," etc.).

Indicator: at least one campaign/communication every semester; impact assessment through internal opinion polls (e.g., % of employees aware of the anti-harassment policy).

Priority thematic areas

5. Work-life balance and organizational culture

Objective: To promote a working environment that allows all employees to balance their work obligations with their family or personal life, thus contributing to an **inclusive and supportive organizational culture**. The aim is both to implement policies that support work-life balance and to encourage a general attitude of respect for individual needs (flexible working hours, leave, understanding of care responsibilities, etc.).

Proposed measures:

- **Introduction of flexible working hours and the possibility of teleworking.** ASEMT will develop an internal procedure to allow, where the specific nature of the job permits, **flexible working hours** (e.g., core hours + variable hours) and/or **working from home/partial teleworking**. This measure supports employees who have young children, elderly relatives in need of care, or other family responsibilities, but is available to anyone who needs it on an ad hoc basis. *Responsible:* Human Resources & Management Department.

Indicator: existence of an approved procedure; number of employees using the options (with monitoring of M/F balance).

- **Facilities for employees with care responsibilities.** The feasibility of offering facilities such as additional paid leave in special cases (birth of a child, care of a sick relative – in addition to the legal provisions), temporary reduced working hours for parents returning

from parental leave, and the possibility of working from home during school holidays (for parents). In addition, a **breastfeeding/baby changing area** will be set up within ASEMT for employees returning from maternity leave or visitors.

Indicator: number of facilities actually implemented by 2029; staff satisfaction level (measured through annual internal surveys).

- **Inclusive organizational culture and non-discriminatory communication.** Management and line managers will explicitly promote messages that discourage a culture of overworking or implicitly penalize those who take care leave. Criteria regarding **work-life balance** will be included in periodic manager evaluations (e.g., whether they offered flexibility to subordinates when necessary). At the same time, all official internal communications will use gender-neutral language and representative images (avoiding stereotypes—for example, in the institution's newsletter, both women and men will be presented in various roles, not according to clichés).

Indicator: references to promoting work-life balance in internal policies and management speeches; qualitative feedback from employees on the working atmosphere (annual climate assessments).

6. Balanced participation in decision-making and promotion of women to leadership roles

Objective: To ensure **gender balance in ASEMT's leadership positions and decision-making bodies** so that the experience and perspectives of both genders are represented at the managerial level. In the long term, no gender category should be under-represented (below 30%) in the positions of head of service, director, or other key positions.

Proposed measures:

- **Analysis and correction of imbalances in the management structure.** GLEG and the Human Resources department will analyze the current structure, including the proportions of women and men in management positions (general director, department directors, heads of services/departments). If under-representation is found (e.g., fewer than one-third of women or men at a given level), the causes will be identified (e.g., a lack of candidates, barriers to promotion, etc.), and corrective actions will be proposed.

Indicator: analysis report available in 2026; target of achieving a minimum percentage of 40% for each gender in management by 2029 (or maintaining an already balanced percentage, if applicable).

- **Transparent and gender-sensitive recruitment and promotion procedures.** ASEMT will review internal competition/examination procedures for filling management positions to ensure that the language in advertisements is neutral, the evaluation criteria are objective and non-discriminatory, and the competition committees are **mixed** (including both women and men, to the extent possible). Recommendations for eliminating gender bias will be included in **the interview guide** (e.g., avoiding questions about the candidate's family plans, which are illegal).

Indicator: existence of updated clauses/procedures; candidate feedback on the fairness of the process (collected informally).

- **Mentoring and leadership skills development for female employees.** Given that ASEMT has a significant number of female employees in the medical and administrative fields, a **mentoring program** will be implemented within the institution to encourage and prepare women with the potential to move into leadership positions. Mentors (possibly experienced managers or heads from ASEMT or Timișoara City Hall) will guide participants in developing managerial skills, self-confidence, and career planning. **Transformational leadership, negotiation, and decision-making** workshops will also be offered to everyone, but with an emphasis on encouraging women's participation.

Indicator: launch of the mentoring program by 2027; number of mentor-mentee pairs formed; number of women subsequently promoted to leadership roles.

7. Equal opportunities in recruitment and career development

Objective: To guarantee **equal access to employment, training, and advancement opportunities** within ASEMT, regardless of gender. This objective covers both recruitment processes—which must be fair and non-discriminatory—and professional development and promotion policies, so that every employee can reach their potential in a fair manner.

Proposed measures:

- **Equal opportunity recruitment policy.** An internal document will be drafted (or a chapter added to the Internal Regulations) formalizing ASEMT's commitment to **zero tolerance for discrimination in hiring**. This will stipulate, for example, that any competition committee must be diverse, that job advertisements must encourage both genders to apply (e.g., the phrase "we encourage both women and men to apply"), and that selection criteria must be based exclusively on merit and skills. An anonymous CV format will be used in the first stage (without name or gender), where possible, to prevent bias.

Indicator: adoption of a fair recruitment policy in 2026; subsequent monitoring of the structure of candidates and new hires (proportion of women/men) to detect any anomalies.

- **Equal access to training and specialization.** ASEMT will ensure that all professional training programs, advanced training courses, or conference participation are equally accessible to male and female employees. The Human Resources Department will monitor training **participation rates** by gender and address any imbalances (e.g., if it is observed that predominantly men participate in certain IT courses, women will also be encouraged to enroll, or vice versa). The institution will also cover training costs fairly, without stereotypes about who "deserves" the investment.

Indicator: relatively equal M/F participation in training (target: variation $\leq \pm 10\%$ from the share in total staff); employee feedback on access to opportunities (through survey).

- **Transparency and objectivity in promotion and evaluation.** The annual performance evaluation process will be reviewed to ensure it is **objective and standardized**, thereby reducing bias. Managers will be trained to use clear and measurable evaluation criteria. Any vacant senior position will be made known to all employees (internal announcement) to provide equal opportunities for application. A system of **individual development plans** will be implemented – each employee will discuss their career plan with their supervisor annually, identifying steps for advancement.

Indicator: existence of updated evaluation guidelines; percentage of employees who have discussed their career plan; perception of fairness of the promotion process (measured by anonymous survey).

8. Integrating a gender perspective into ASEMT programs and services

Objective: To ensure that ASEMT's current activities—whether health education programs, school campaigns, or other services—take into account **gender dimensions** and the specific needs of different groups (women, men, girls, boys). In practice, the objective extends equal opportunities beyond the internal human resources plan to **local public policies** implemented by ASEMT, in order to avoid the reproduction of gender stereotypes or inequalities in the community.

Proposed measures:

- **Evaluation of programs from a gender perspective.** In 2027, ASEMT will evaluate its main programs and actions (e.g., health education campaigns in schools, medical prevention programs, local educational projects) to identify whether any "gender" angles have not been covered. The participation and impact of girls vs. boys, and of women vs. men, in the community will be analyzed. Example: In a high school hygiene campaign, do girls and boys participate equally? Are the materials used adapted to both? If imbalances are found, specific recommendations will be made. *Indicator:* evaluation report with gender perspectives, number of actions modified as a result of the conclusions.
- **Integrating gender aspects into the planning of new projects.** A requirement will be introduced that, when developing any **new project or program** (e.g., a European-funded project in the field of education or health coordinated by ASEMT), the documentation must include a brief gender impact analysis: how the project will affect women and men, whether it addresses specific needs (e.g., a STEM education initiative to include components that encourage girls to participate, combating the stereotype that science is "for boys"). *Responsible:* Specialized Directorates (Education/Health) in collaboration with the Equality Officer.

Indicator: percentage of new projects analyzed from a gender equality perspective (target: 100% after adoption of the requirement).

- **Promoting a gender-sensitive approach among partners and beneficiaries.** ASEMT will use its communication platforms with schools, hospitals, and local NGOs to promote messages of equality. For example, the guidelines sent to educational institutions for various programs will include sections on **gender inclusion** (e.g., the recommendation that girls and boys be equally encouraged in sports or scientific activities). In the field of health, it will be ensured that educational materials (brochures, sessions) also cover specific topics related to women's and men's health, avoiding prejudice.

Indicator: number of materials revised; feedback from partner institutions (whether they perceive a positive change in approach).

9. Preventing and combating gender-based violence, sexual harassment, and moral harassment

Objective: To guarantee a **safe and respectful** working environment, free from any form of gender-based harassment or violence. This involves both preventive measures (clear policies, information, awareness-raising) and reactive measures (procedures for prompt reporting and investigation of complaints, appropriate sanctions for inappropriate behavior). ASEMT also aims

to contribute at the community level to combating domestic violence and other forms of gender-based violence, in collaboration with the relevant institutions.

Proposed measures:

- **Updated internal anti-harassment policy and procedure.** ASEMT's internal regulations on preventing and combating sexual and moral harassment in the workplace will be reviewed and communicated to all employees annually. It will clearly specify the definitions of unacceptable behavior (according to the law), the reporting procedure (confidential channels, designated trusted persons), and the investigation steps. Each new employee will receive this policy upon hiring.

Indicator: existence of the revised procedure by 2026; percentage of employees informed (100%).

- **Confidential reporting and victim protection mechanism.** A **confidential reporting channel** will be established (e.g., a special email address to the Equality Officer or an anonymous online form) where employees can report incidents of harassment or discrimination without fear of retaliation. Management is committed to **zero tolerance** for retaliation: any attempt to intimidate a person who has filed a complaint will result in disciplinary action. At the same time, counseling/assistance (including psychological counseling, through referral to specialized services) will be provided to potential victims.

Indicator: existence of the reporting channel (implemented in 2026); number of complaints received and resolved (without disclosing details, only statistics, in annual reports).

- **Anti-harassment information and training campaign.** Complementary to the general training measures (see section 4), specific sessions on **the prevention of sexual harassment and workplace bullying** will be organized annually, open to all employees, and will include case studies, guidance on intervening as a witness, and an overview of victims' legal rights, etc. Key message: Any harassing behavior, whether verbal or physical, **will not be tolerated** at ASEMT. Where possible, we will collaborate with specialized organizations (e.g., the National Agency for Equal Opportunities or local NGOs) for resources and expertise.

Indicator: at least one dedicated session per year; increased level of knowledge of procedures (measured by survey: e.g., % of employees who know who to report a case to).

- **Community involvement in combating gender-based violence.** In partnership with DGASPC, the local police, and NGOs in Timișoara, ASEMT (through the Health and Education Department) will support local campaigns to raise awareness of domestic and

sexual violence. For example, distributing information materials in schools on healthy relationships and mutual respect, supporting the creation of an information corner in school medical offices where adolescents can learn how to report abuse.

Indicator: number of campaigns or actions supported (at least one per year, e.g., marking the International Day for the Elimination of Violence against Women on November 25).

Resources, responsibilities, and monitoring mechanisms

The effective implementation of the Gender Equality Plan 2026–2029 will only be possible through adequate resource mobilization and a clear system of **responsibilities**. In this regard, ASEMT operates on the following premises:

- **Managerial commitment:** The Director General of ASEMT and the management team publicly commit to implementing the plan. They will integrate the PEG objectives into the institution's strategy and request regular progress reports. Management will provide support for policies and allocate the necessary resources, demonstrating that equal opportunities are an administrative priority, not just a formal exercise.
- **Working Group and Dedicated Officer:** As detailed, the GLEG (Gender Equality Working Group) will be the driving force behind implementation, ensuring interdepartmental coordination. The designated equality officer (or expert, if one is hired) will act as a **focal point**—the person to whom employees can turn with questions or complaints related to discrimination and equality—and will ensure that the action plan is followed. These internal structures will work closely with the Human Resources Department (for data and personnel policies), the Legal Department (for updating regulations), and the Communications Department (for disseminating messages).
- **Financial and logistical resources:** Each year, the ASEMT budget will provide funds for: training sessions (cost of trainers, materials), possible certifications (e.g., equality expert course), communication actions (printing posters/brochures, organizing events), as well as unforeseen costs related to the implementation of measures (e.g., setting up the aforementioned breastfeeding room, or purchasing software for anonymizing CVs, etc.). It is estimated that implementing the PEG will not require substantial funds relative to the overall budget, as many measures are organizational in nature. However, **the dedicated allocation** demonstrates commitment (for example, UEFISCDI has allocated resources for its pilot plan through the European CALIPER project). ASEMT can also access external funding opportunities (e.g., EU funding lines dedicated to equality, Norwegian programs, etc.) for certain pilot initiatives.

- **Indicators and continuous monitoring:** Key indicators were established above. These will cover both **outcome indicators** (e.g., percentage of women in management positions, employee satisfaction index regarding organizational culture, number of reported and resolved harassment cases) and **action achievement indicators** (e.g., number of trainings conducted, existence of implemented policies, budget spent from the allocated budget). GLEG will prepare an **annual monitoring report** summarising the progress of each action, the values of the indicators compared to the previous year and recommendations. This report will be presented to management and published internally (and on the website, for transparency). Any difficulties encountered in implementation will be reported in advance so that remedial measures can be taken (e.g., if a certain activity cannot be organized in a given year, it will be made up for in the following year as a priority).
- **Review mechanism:** The plan is designed as a *dynamic* document. If major changes occur (e.g., legislative changes, institutional restructuring, conclusions from the 2028 interim evaluation that require adjustments), the plan can be updated by internal decision, with the changes communicated to all stakeholders. In this way, the ASEMT PEG remains relevant and effective through 2029. At the end of the period, the conclusions and data collected will form the basis for developing the next plan (post-2030), ensuring **the continuity of efforts** to promote gender equality.

Implementation schedule (GANTT chart 2026–2029)

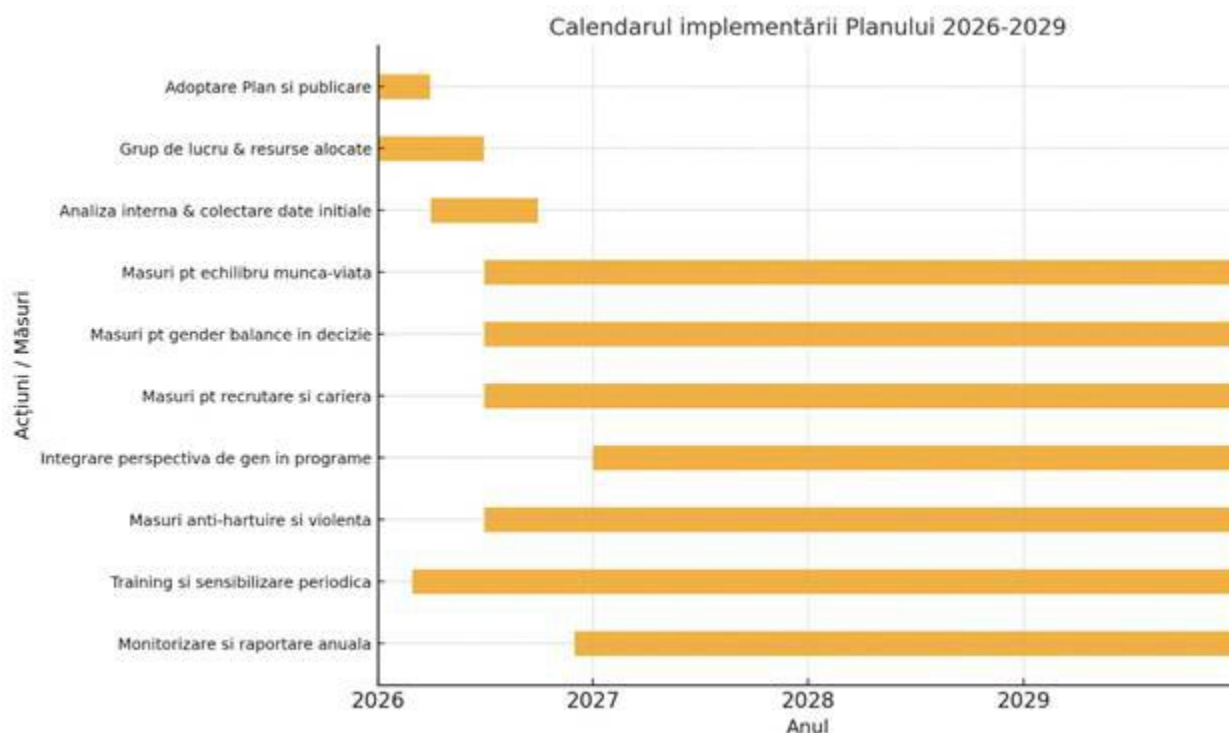


Figure 1: Implementation schedule for the main measures in the ASEM Gender Equality Plan 2026–2029.

The chart above illustrates, in a GANTT format, the annual planning of the major actions included in the plan. The horizontal axis shows the years 2026–2029, and the vertical axis groups the main action categories. Each horizontal bar indicates the period of implementation of the respective measure:

- **Adoption and publication of the plan (Q1 2026)** – marking the start of implementation with formal approval and dissemination of the document.
- **Establishment of the working group and allocation of resources (2026)** – setting up governance mechanisms (GLEG, equality officer) and securing initial resources, a process that began at the start of the period and was consolidated in the first six months.
- **Initial analysis and data collection (2026)** – intensive activity in the first three quarters of 2026 to establish the baseline for gender indicators.
- **Implementation of thematic measures (2026–2029)** – blocks spread over almost the entire duration of the plan, including: measures for work-life balance, for equity in decision-making, recruitment and career, gender mainstreaming, and anti-harassment actions. These appear as bars spanning several years, indicating that the respective

activities (e.g., promoting women in leadership or preventing harassment) are **ongoing** and will be monitored throughout the period, with different stages and sub-actions.

- **Training and regular awareness-raising (2026–2029)** – indicates that training sessions and awareness campaigns will take place regularly each year (marked as a continuous bar throughout the period).
- **Annual monitoring and reporting (2026–2029)** – highlights the recurring activity of data collection and progress reporting at the end of each year (bars overlapping annually, emphasizing the end of each calendar year).

The chart serves as a visual implementation management tool, allowing responsible parties to track deadlines and coordinate actions. Through this calendar, ASEMТ ensures the plan's measures are properly staggered, avoiding excessive overlap and enabling adaptation based on the resources available in each period.

Conclusion

ASEMТ's 2026–2029 Gender Equality Plan is both a strategic and an operational document that articulates the institution's vision of becoming a fair working environment and a provider of public services sensitive to the needs of all citizens, regardless of gender. Through concrete measures—from improved internal policies to employee training and community-impact initiatives—ASEMТ demonstrates a real commitment to promoting equal opportunities. The successful implementation of this plan will require perseverance, interdepartmental collaboration, and ongoing support from management. The expected benefits are manifold: a more motivating organizational climate, equally valued staff, more inclusive decision-making processes, and, ultimately, **better health and education services** for the Timișoara community, built on the principle of non-discrimination.

The plan is aligned with Horizon Europe requirements, complies with current national legislation, and incorporates best practices from other institutions (UEFISCDI, UVT, CEU, etc.). By adopting and implementing it, ASEMТ is positioning itself as a **proactive actor** in promoting gender equality at the local level, while also contributing to the national and European effort to achieve a more equitable and prosperous society for all.