



European Commission  
DG Research & Innovation  
Open Innovation and Open Science  
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BELGIUM

Mancora Ocean S.R.L.  
Bucharest, Str. Vasile Lascăr, No. 216-218,  
Ap. C104, Sector 2  
020499  
ROMANIA

Date: July 17, 2025

## Process Description

**Mancora Ocean S.R.L.**  
**HRS4R Case Number: 2025RO338096**

### 1. Case Information

<b>Organisation</b>	Mancora Ocean S.R.L.
<b>Case Number</b>	2025RO338096
<b>Case Phase</b>	Initial
<b>Current Task</b>	Gap Analysis OTM-R & Action Plan: Design
<b>Current Task Deadline</b>	18 June 2026
<b>Contact Person / HR Award Administrator</b>	Oana Roxana Negruta – Legal Representative
<b>Management mandated to engage the organisation</b>	Oana Roxana Negruta – Legal Representative
<b>Letter of Endorsement and Commitment submitted</b>	12 June 2025
<b>Confirmation of Endorsement Letter and Commitment accepted</b>	18 June 2025

**The first producer of essential oils and various extracts with Supercritical CO<sub>2</sub> from Romania.**

Mancora Ocean S.R.L.  
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No. 216-218, Ap. C104, Sector 2

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## 2. Institutional Context

Mancora Ocean S.R.L. is a small private Romanian deep-tech company active in research, development, applied innovation and commercial valorisation of research results. The company operates in a highly specialised field focused on natural premium extracts obtained through supercritical CO2 technologies, supported by a research-based infrastructure and by project-driven scientific and technological development.

The HRS4R process was initiated in the context of the organisation's intention to align its research-related practices with the European Charter for Researchers (2023), in a manner proportionate to its size, organisational reality and research profile. The company is currently in the initial HRS4R phase and is preparing its GAP Analysis and Action Plan design.

Given the small size of the organisation, Mancora Ocean does not operate through separate Human Resources departments or multiple specialised administrative units. Instead, organisational responsibilities are concentrated within a compact management and operational structure. The HRS4R governance model was therefore designed in a proportionate and transparent manner, directly reflecting the actual internal structure of the company.

## 3. Governance Structure of the HRS4R Process

### 3.1 Steering Committee

**Oana Roxana Negruta** – Legal Representative / Administrator

The Steering Committee function is ensured at management level by the Legal Representative of the company. In the case of Mancora Ocean, this structure is intentionally compact and proportionate to the organisational size of the company. The Steering Committee is responsible for institutional ownership of the HRS4R process, overall strategic validation, approval of the main deliverables and confirmation of the future implementation direction.

### 3.2 Working Group

- Mircea Negruta – Working Group Lead / HRS4R operational coordination
- Oana Roxana Negruta – Working Group member / institutional coordination and implementation support

The Working Group coordinated the practical development of the HRS4R process, including the review of relevant internal documents, internal consultation, interpretation of findings, preparation of the internal analysis of the 20 Charter principles, GAP analysis drafting and support for the design of the future Action Plan.

Due to the reduced size of the company, certain roles partially overlap. This overlap does not affect the credibility of the process; on the contrary, it reflects a proportionate governance model adapted to a small private research-performing company, ensuring direct accountability, short decision lines and practical feasibility.

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## 4. Internal Consultation and Analytical Process

The internal HRS4R process was supported by a structured consultation of research-related staff and by a subsequent internal analysis of the results through the lens of the 20 principles of the European Charter for Researchers (2023). The consultation covered both direct and indirect contributors to research-related activities and resulted in a final internal consultation report reflecting the views of 5 respondents.

The consultation results were then interpreted in relation to the 20 Charter principles, taking into account: the practical organisational reality of the company, the applicable legal framework, the contractual and operational documents already in use, and the specific profile of Mancora Ocean as a small deep-tech company conducting applied and commercially exploitable research.

The organisation deliberately adopted a proportionate approach: rather than creating an excessively formal or bureaucratic architecture, the process aimed to identify which principles are already implemented in practice, which are only partially formalised, and which areas require consolidation through clear but manageable internal documents or measures.

## 5. Document Review and Sources Used

The HRS4R process and this Process Description were based on the review of the following categories of sources:

- final internal consultation documents and related analytical outputs;
- existing employment-related contractual annexes and onboarding-related documentation;
- job descriptions and task allocation documents;
- occupational health and safety and workplace protection-related documents;
- documents relevant to confidentiality, data protection and project implementation obligations;
- the European Charter for Researchers (2023), used as the core reference framework.

## 6. Validation of Outputs

The Working Group coordinated the drafting and structuring of the internal consultation analysis, the GAP analysis and the preparatory elements for the future Action Plan. The Steering Committee reviewed the outputs and ensured institutional validation of the direction adopted by the organisation.

In line with the company's size and governance model, validation was performed directly and without unnecessary intermediate administrative layers. This ensured clarity, speed of decision-making and consistency between the analytical phase and the strategic direction adopted for implementation.

## 7. Link with GAP Analysis and Future Action Plan

The Process Description forms the governance and methodological basis for the subsequent HRS4R deliverables prepared by Mancora Ocean, in particular the GAP Analysis and the Action Plan. The GAP

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analysis identifies the degree of current implementation of the 20 Charter principles, the main implementation gaps and impediments, and the initiatives already undertaken or proposed for future implementation.

The future Action Plan will build on this analytical basis and will be designed for a 36-month implementation period, with measures that remain proportionate to the size, resources and actual functioning of the company. The intention is not to multiply internal documents unnecessarily, but to consolidate related principles within a limited number of broader and coherent internal frameworks.

## 8. Concluding Note

Mancora Ocean has adopted a compact, realistic and proportionate HRS4R process. The company's governance structure, consultation methodology and validation chain were designed in accordance with the actual organisational reality of a small private research-performing company. This approach ensures both credibility and feasibility, while supporting a structured and sustainable alignment with the European Charter for Researchers (2023).