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ROMANIA

Date: November 20, 2025

## CONSULTATION SUMMARY

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**Organisation: Mancora Ocean S.R.L.**

**Case number: 2025RO338096**

**Phase / task: Initial Phase - Gap Analysis OTM-R & Action Plan: Design**

**Consultation period: 1 September - 30 October 2025**

### 1. Purpose and Scope of the Consultation

The consultation process was organised within the framework of the Human Resources Strategy for Researchers (HRS4R), in relation to the 2023 European Charter for Researchers and its 20 principles structured under the four pillars: ethics, integrity, gender and open science; researchers' assessment, recruitment and advancement; working conditions and practices; and research careers and talent development.

As part of the Initial Phase - including the Gap Analysis, the OTM-R Checklist and the design of the 36-month Action Plan - Mancora Ocean S.R.L. considered it essential to collect structured internal evidence regarding the current implementation of the Charter principles in a manner proportionate to the size and profile of the company.

The consultation was conceived as a practical analytical tool intended to assess perceptions and awareness levels regarding existing organisational practices, identify areas where practices already exist but are not yet sufficiently visible or formalised, detect implementation gaps relevant for HRS4R, and support the prioritisation of proportionate and feasible measures for the 36-month Action Plan.

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The consultation findings were subsequently mapped against the 20 principles of the 2023 Charter and used to support the final internal analysis, the GAP Analysis, the OTM-R Checklist and the Action Plan. The consultation therefore constitutes an integral part of the company's evidence-based self-assessment process.

## 2. Methodology and Participation

### 2.1 Consultation Design

The consultation was conducted through an anonymous internal questionnaire addressed to employees contributing directly or indirectly to research-related activities. The instrument consisted of 66 structured questions covering governance, research ethics and integrity, research freedom, recruitment and selection, working conditions, equal opportunities, dissemination, mobility, career development, mentoring and the research environment.

The questionnaire was designed to capture both perception-based indicators and awareness-related aspects. This made it possible to assess not only the existence of relevant practices, but also the extent to which these practices are visible, understood and perceived consistently inside the organisation.

Responses were consolidated and analysed both quantitatively and qualitatively. Given the small size of the respondent pool, the interpretation focused primarily on recurring patterns, areas of convergence and structural observations, rather than on isolated percentage fluctuations.

### 2.2 Participation and Representativeness

<b>Total number of respondents</b>	5
<b>Gender distribution</b>	3 women (60%); 2 men (40%)
<b>Academic qualification</b>	3 respondents reported holding a doctoral degree (60%); 2 did not (40%)
<b>Age profile</b>	1 respondent aged 36-40 (20%); 2 respondents aged 46-50 (40%); 2 respondents over 61 years of age (40%)
<b>Seniority within the company</b>	4 respondents reported 0-5 years of service (80%); 1 respondent reported longer service beyond the early-stage interval (20%)
<b>Occupational profile</b>	1 assistant in research activity; 2 R1 researchers; 2 support/staff roles connected to research activity

The respondent pool reflects the actual size of the research-performing and research-supporting structure of the company. In this context, the consultation can be considered representative of the internal organisational reality, even though the total number of respondents is necessarily limited.

The profile of respondents also reveals several relevant structural characteristics for interpretation: a compact team, a mix of research and support roles, a significant female presence, and a combination of experienced senior profiles with more recent organisational integration.

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## 2.3 Methodological Considerations and Limitations

As with any perception-based consultation, the results reflect the views and awareness levels of respondents at a specific point in time. The consultation does not replace formal compliance verification and should not be interpreted as an external audit.

Because the respondent pool consists of 5 persons, percentage-based interpretation requires caution. For this reason, the analysis prioritised pattern identification and consistency of responses across related questions, rather than overinterpreting small percentage differences.

In several areas, the consultation highlighted a distinction between practical implementation and formal visibility. In other words, some relevant practices appear to exist in contracts, project routines or day-to-day management, even where respondents do not necessarily perceive them as part of a clearly structured internal framework. This distinction was explicitly taken into account in the subsequent GAP Analysis.

## 3. Cross-Cutting Findings

### 3.1 Overall Institutional Perception

The consultation results reveal a generally positive perception of the organisational environment. Across multiple questions related to research freedom, ethics, professional recognition, working conditions, recruitment transparency and overall employer quality, the majority of respondents selected clearly positive response options.

In particular, all respondents assessed research freedom positively, with 40% selecting the highest level and 60% selecting the next-highest level. Knowledge of ethical principles and good research practice also received predominantly high scores, although respondents explicitly indicated that the company does not have a formal ethics committee.

Recruitment and selection-related questions also generated predominantly positive responses. The majority of respondents considered recruitment standards clear, recruitment procedures known, and hiring open and transparent. Professional recognition is likewise perceived positively: 80% of respondents consider that researchers are recognised and treated as professionals, and 100% of respondents rated the company as a good employer at the highest level.

These results suggest a stable organisational environment characterised by professional respect, functional internal trust and a generally positive working climate.

### 3.2 Visibility and Formalisation Gaps

Despite the generally positive perception, the consultation also reveals a recurring structural pattern: a number of practices appear to function in reality, but are not always perceived as formalised, visible or sufficiently documented.

Examples include the fact that 60% of respondents stated that they are not aware of employer activities specifically promoting non-discrimination, even though the company already includes equality, non-discrimination and accessibility-related commitments in employment-related annexes. Similarly, all respondents indicated that explicit norms for postdoctoral recruitment are not present - a result that is

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understandable in the context of a small private deep-tech company, but still relevant from an HRS4R perspective.

This pattern indicates that one of the key institutional needs is not necessarily the creation of entirely new systems in every area, but rather the consolidation, clarification and communication of existing practices in a more visible HRS4R-compatible format.

### 3.3 Recruitment, Evaluation and Merit-Related Perception

The consultation indicates a generally favourable perception of recruitment and selection. Respondents perceive the process as merit-oriented and sufficiently transparent, but not yet fully formalised in a synthetic and visible manner.

Responses regarding merit evaluation within recruitment are moderately positive rather than unanimously maximal. This suggests the existence of a functional practice, while also supporting the need for clearer explanation of criteria, their relative weight and their adaptation to the level of the role. The same applies to the recognition of non-linear career paths and mobility-related experience, which are generally perceived positively and can be further clarified in future HRS4R-related documentation.

The cross-cutting conclusion under this thematic area is that Mancora Ocean does not appear to face a structural recruitment problem, but rather a need for clearer articulation and visibility of merit, transparency and selection principles.

### 3.4 Working Conditions, Dissemination and Applied Research Environment

The consultation reflects a favourable perception of the working environment. Access to facilities, compliance with health and safety standards, adequacy of research conditions and the quality of the employer are all rated positively. This aligns with the company's profile as a small deep-tech organisation with a specialised applied research and innovation infrastructure.

Dissemination-related responses also indicate a positive orientation, although with a more nuanced pattern. Respondents generally consider that research results are disseminated and exploited, but the answers also suggest that dissemination must be balanced with confidentiality, intellectual asset protection and commercial relevance. This is consistent with the applied and market-oriented profile of the company.

The consultation therefore supports the interpretation that Mancora Ocean already operates in a functional and compliant applied research environment, while still needing clearer HRS4R-oriented clarification of dissemination, exploitation and legal responsibilities.

### 3.5 Career Development, Mobility and Mentoring

The consultation shows that personal and professional development is perceived positively overall. Respondents indicate that the organisation and research management support professional development and encourage continuous learning. Mobility is also perceived positively, although not at the same level of intensity as certain other areas such as ethics or working conditions.

At the same time, mentoring emerges as one of the areas requiring the most careful future attention. The responses show that mentoring or guided support in the first steps of the career is not perceived uniformly across the organisation. This does not indicate dysfunction, but rather the predominance of informal support arrangements that have not yet been clarified in a visible and structured way.

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The consultation therefore supports a forward-looking priority on career support, training visibility, mobility communication and proportionate clarification of mentoring and integration practices.

#### 4. Strategic Interpretation for the HRS4R Initial Phase

The consultation results, interpreted together with the company's final internal analysis of the 20 principles, indicate that Mancora Ocean operates within a generally positive, functional and proportionate organisational environment. The main identified gaps are not related to systemic non-compliance, but rather to visibility, structured communication, formal consolidation and the explicit alignment of existing practices with the 2023 Charter.

The evidence suggests that the company already applies many relevant principles in day-to-day practice, particularly in relation to research freedom, professional respect, working conditions, equal treatment, responsible research activity and support for development. However, these elements are not yet always centralised in a synthetic and auditable internal framework.

The consultation therefore supports a proportionate HRS4R strategy focused on consolidation rather than over-regulation. The main priorities emerging from the evidence are: increased visibility of internal commitments and documents; clarification of recruitment, evaluation and legal responsibilities; stronger articulation of dissemination and intellectual asset logic; and proportionate structuring of career support, mobility and mentoring.

##### 4.1 Rationale for a Proportionate Action Plan

In designing the 36-month Action Plan, Mancora Ocean adopted a proportionate and capacity-based approach. This is justified by the size of the company, the compact governance structure, the existence of some relevant contractual and operational elements already in place, and the need to ensure implementation feasibility.

For this reason, the future Action Plan focuses on a limited number of broader framework documents and operational measures rather than on a large number of fragmented stand-alone policies. The consultation results support this approach by indicating that the company does not need complex parallel systems, but clearer, more visible and better-structured versions of what already exists or already functions in practice.

##### 4.2 Coherence with the GAP Analysis and OTM-R Checklist

The consultation findings were directly mapped against the 20 principles of the Charter and informed the implementation level attributed to each principle in the GAP Analysis, the identification of implementation impediments, the design of proportionate corrective actions and the development of the OTM-R Checklist.

This ensures coherence between the Consultation Summary, the GAP Analysis, the OTM-R Checklist and the Action Plan. The consultation therefore serves as the empirical basis of the Initial Phase, while the other documents translate these findings into governance logic, corrective priorities and auditable implementation steps.

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## 5. Conclusion

The consultation confirms that Mancora Ocean S.R.L. operates in a positive and functional internal environment, with a generally favourable perception regarding research freedom, professional recognition, working conditions, recruitment transparency and overall employer quality.

The identified gaps relate primarily to visibility, formal consolidation, structured communication and the clarification of several areas that are currently handled mainly through practice, project routines or compact internal management rather than through stand-alone HRS4R-oriented documents.

The consultation therefore supports a consolidation-oriented and proportionate HRS4R strategy. It provides the analytical basis for the GAP Analysis, the OTM-R Checklist and the 36-month Action Plan, while remaining aligned with the organisational reality of a small private deep-tech company.

*Mancora Ocean S.R.L.*  
*HR Excellence in Research - Initial Phase*  
*Case No. 2025RO338096*