

**Hellenic Pasteur Institute**  
**GENDER EQUALITY (GE) PLAN**

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## 1. Introduction

This action plan sets out Hellenic Pasteur Institute's (HPI) priorities for addressing gender equality, identifies activities and monitoring plans. Equality of opportunity is core to our organizational mission and gender balance is a critical component to ensure fair access and equity for our research, managerial, technical, administrative and support staff. HPI following international, community and internal standards, commits to the promotion of equality of opportunities between women and men in its principles and priorities. According to Horizon Europe, the new framework for Research and Innovation (2021-2027) of the Council of Europe, as well as broad EU policies for the promotion of gender equality and the elimination of gender inequality and discrimination, sexual harassment and gender-based violence, all Research Performing Organizations (RPOs) in Greece are required to prepare and implement Gender Equality Plans. In this context, the Gender Equality Committee (GEC) of the Hellenic Pasteur Institute (HPI) developed and drafted the present Gender Equality Plan, which has taken into account the (international and national) regulatory framework on gender equality, is based on the analysis of sex-disaggregated data at the Hellenic Pasteur Institute and presents the basic principles of actions to be implemented over the 2022-2026 period at HPI

## 2. Regulatory framework

The present Gender Equality Plan (GEP) abides by the guidelines of Horizon Europe, the new Framework for Research and Innovation (2021-2027) of the Council of Europe, whereby gender equality in research and innovation becomes a requirement for all involved entities.

This GEP legitimates and protects every strategy aiming to achieve gender equality at HPI. The GEP is devised according to national and European laws and aligns with national initiatives and actions focusing on equality of women and men, rights, discrimination banning, equality treatment, harassment in workplace, social responsibility of organizations etc. Specific articles, policies and directives can be found below.

## 3. International Regulatory Framework

Gender equality is a universal right ratified by International Treaties (e.g. the Charter of the United Nations of 1945, the Universal Declaration of Human Rights of 1948, the International Covenant on Civil and Political Rights of 1966, the International Covenant on Economic, Social and Cultural Rights of 1966, the United Nations' Convention on the Elimination of All Forms of Discrimination against Women (CEDAW - 1979)<sup>3</sup>, the Beijing Declaration and Platform for Action (Beijing, 4 - 15 September 1995), the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul, 11 May 2011)<sup>4</sup>), by International Labour Organization Conventions, with arrangements for maternity protection and facilitation of employability for workers with family responsibilities (International Labour Organization Conventions 100, 103, 111, 156), by European Union Treaties (the Treaty of Rome of 1957, which established the European Economic Community, and the Treaty of Amsterdam of 1999, which introduced the principle of gender equality and the elimination of discrimination on the basis of sex and sexual orientation to the EU Treaties), and by European Regulations and European Community Directives for the promotion of gender equality in the workplace and employment.

### International Organisations

The Sustainable Development Agenda, adopted by UN Member States in 2015, set a 2030 deadline for the achievement of gender equality and the empowerment of all women and girls. Now, with under 10 years left to meet it, the world is not on track. Amid the intersecting crises of COVID-19, the climate emergency, and rising economic and political insecurity, progress on gender equality has not only failed to move forward but

has begun to reverse. Around the world, a growing backlash against women's rights is threatening even well-established freedoms and protections.

Without heightened commitment from the global community, gender equality will remain nothing more than an unrealized goal.

The achievement of gender equality is the fifth of 17 Sustainable Development Goals (SDGs) laid out in the Sustainable Development Agenda. Ten additional goals include gender-specific benchmarks, acknowledging the interconnection between women's empowerment and a better future for all.

The latest data on progress towards gender equality across the SDGs, compiled in UN Women's 2022 edition of our annual Gender Snapshot Report, reveals the inadequacy of present-day efforts. If change continues at its current rate, our analysis shows that gender equality will remain unrealized for centuries to come.

That's where analysis is possible at all. Pervasive gaps in gender data pose a significant barrier to the evaluation of progress, with only 48% of data needed to monitor SDG5 currently available.

European Union's commitment to the principle of gender equality and effort to eliminate gender discrimination led to the establishment of the *European Institute for Gender Equality* in 2010, a decentralized organisation working to achieve gender equality by conducting research and publishing data and good practices. The European Institute for Gender Equality monitors, inter alia, the way in which the European Union responds to its international commitments on gender equality, in line with the Beijing Platform for Action.

## 4. National Regulatory Framework

### Constitution of the Hellenic Republic

At the level of National Law, the Greek Constitution guarantees gender equality in Article 4 par. 2, as follows: "Greek men and women have equal rights and equal obligations", while Article 116 par. 2 allows the implementation of positive measures (e.g. gender quotas) to promote gender equality, explicitly stating that such measures are non-discriminatory<sup>8</sup>. Regarding the issue of work, Article 22 par. 1 of the Constitution provides for equal pay for work of equal value, regardless of gender or other discrimination<sup>9</sup>.

The measure of quotas, which is allowed by Article 116 of the Constitution, came into force to strengthen the participation of women in decision-making centers and research. The participation of women in decision-making centers and research is provided for by Article 57 of Law 3653/2008 (Government Gazette A/21.3.2008) "Regulatory framework for research and technology and other provisions", which determines a minimum of representation of scientists of either sex of at least 1/3 in national bodies and Research and Technology Committees, provided that candidates possess the required qualifications for the position in hand.

### Workplace and Employment Legislation

Law No. 3896/2010, implementing the principles of equal opportunities and equal treatment of men and women in matters of work and employment, prohibits:

- any form of direct or indirect discrimination on grounds of gender, in particular in relation to marital status,
- sexual harassment in the workplace, defining it as the manifestation of "any form of unwanted verbal, non-verbal or physical conduct of a sexual nature, with the purpose or effect of infringing on the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment",
- any less favorable treatment of a person related to gender reassignment,

Moreover, with the passing of Law No. 4808/2021 (Government Gazette 101/A/19.6.2021), Greece ratified the Violence and Harassment Convention (No. 190) of the International Labour Organisation to eliminate violence and harassment in the world of work, adopted by the General Conference of the International Labour Organisation in Geneva on 21 June 2019. According to the Convention “gender-based violence and harassment” means “violence and harassment directed at persons because of their sex or gender, or affecting persons of a particular sex or gender disproportionately, and includes sexual harassment”. More specifically, Article 9 of the Law states that:

“Each Member shall adopt laws and regulations requiring employers to take appropriate steps commensurate with their degree of control to prevent violence and harassment in the world of work, including gender-based violence and harassment, and in particular, so far as is reasonably practicable, to:

- (a) adopt and implement, in consultation with workers and their representatives, a workplace policy on violence and harassment,
- (b) take into account violence and harassment and associated psychosocial risks in the management of occupational safety and health,
- (c) identify hazards and assess the risks of violence and harassment, with the participation of workers and their representatives, and take measures to prevent and control them, and
- (d) provide workers and other persons concerned with information and training, in accessible formats as appropriate, on identified hazards and risks of violence and harassment and associated prevention and protection measures, including on the rights and responsibilities of workers and other persons concerned in relation to the policy referred to in paragraph (a) of this Article.”

## 5. Greek Legislation

Over the past few years, Greek policy documents related to research, innovation, technology, and higher education, including the latest National Strategy for the European Research Area (2016-2020), have incorporated EU principles on gender equality instructing public research bodies “to establish Gender Equality Plans and to include relevant provisions in their internal regulations and strategic plans”.

Law 4386/2016 entitled, “Regulations on research and other provisions” recognises that research institutes need to achieve greater gender balance in the composition of scientific councils, committees and advisory bodies indicating that at least one third of the members to be from one sex, “as long as the candidates have the necessary qualifications as required by each position” (Art. 25).

In addition, the Greek Constitution guarantees equality between the sexes (Art. 2, §4) and the right to equal pay for work of equal value regardless of gender or other differences (Art. 22, §1). At the same time, Greece’s constitution recognizes substantive equality between the sexes. In the constitutional revision process in 2001, is foreseen that “positive measures for promoting equality between men and women do not constitute discrimination on grounds of sex” and that “the state shall take measures to eliminate inequalities to the detriment of women that exist in practice” (Art. 116(2)). This amendment paved the way for positive measures in different domains, such as for example, the adoption of gender quotas for local, national and European Parliament elections, and the aforementioned gender provision for advisory bodies and scientific councils. As a result, a number of new laws and provisions were devised for research and private organisations. Law 4604/2019 on “Promoting substantive equality between the sexes and combatting gender-based violence” encourages and research content universities and research organizations to integrate gender in their study programs (Art. 17) on “Promoting substantive equality between the sexes and combatting gender-based violence”, Government Gazette, No. 50/1, March 2019). Private and commercial enterprises are also encouraged to adopt equal opportunity policies, also through the

development of GE Plans. For those companies, an official distinction namely the “Equality Badge” (Sima Isotitas) is foreseen (Art. 21). At the same time, Law 4589/19, Art. 33 on the restructuring of universities, includes a provision on the establishment of Committees for Gender Equality (CGE) in all Greek universities that will act as consultative bodies to assist the university administration to promote gender equality.

### Promotion of gender equality on national level

The ratification of the Istanbul Convention regarding violence against women and domestic violence, with the passing of Law No. 4531/2018 (Government Gazette 62/A/5.4.2018), has been a milestone in the latest national commitments to gender equality. The Convention is the first legally binding international text which sets out criteria for the prevention of gender-based violence and at the same time calls for violence against women to be included in the list of recognised crimes of the European Union.

Accordingly, Greece passed Law No. 4604/2019 (Government Gazette 50/A/26.3.2019) of the Ministry of Interior, whose first part is titled “Promoting gender equality, preventing and combating gender-based violence” (Articles 1-30) in which:

- gender mainstreaming is included in the preparation of administrative documents (Article 12), prohibiting the use of formalities that conceal or contain gender discrimination, while violation of the principles of equality, equal opportunities and equal treatment of men and women in matters of work and employment, and the use of gender-discriminatory language fall under Disciplinary Law,
- and gender mainstreaming is included in the action plans and curricula of higher education institutions, as well as in primary and secondary education and in the educational process in general (Article 17) (G.S.D.F.P.G.E, 2019).

Following the passing of Law 4604/2019 on the promotion of substantive gender equality and amidst vibrant interactions on social media regarding sexual abuse and gender-based violence and domestic violence of #metoo in Greece, in May 2021 the National Gender Equality Plan was published and submitted to a public consultation in July 2021. The Action Plan sets out 4 priority areas:

- preventing and combating gender-based and domestic violence,
- equal participation of women and men in decision-making positions,
- equal participation of women and men in the workforce
- gender integration into policies

*Inter alia*, the National Gender Equality Plan provides for the implementation of the provisions of the Istanbul Convention, the implementation of the pilot programme “Eleni Topaloudi” on sexual harassment of female students in a university setting, awareness-raising campaign on sexual harassment in the workplace in the public and private sectors, the preventing and combating violence against women and girls with disabilities, legislative actions and awareness-raising campaigns for the promotion of women in leadership positions, the encouragement of women and girls to participate in the fields of science, technology, engineering, math and ICT, the promotion of "gender budgeting" and the promotion of non-sexist use of language in public documents.

## 6. European Law

Equality between women and men and non-discrimination are common values on which the EU is founded and are firmly embedded in the Treaties of the European Union, the Charter of Fundamental Rights of the

European Union and secondary legislation. In the development of the GE Plan ATHENA RC considers the

- a) “Recast” Directive (2006/54/EC) on equal opportunities and equal treatment of women and men in employment and occupation which requires the implementation of the prohibition of direct and indirect sex discrimination, harassment and sexual harassment in pay and access to employment
- b) the Directive 2010/41/EU on the prohibition of direct and indirect (sex) discrimination to self-employment, c) the discrimination prohibition Directive on Pregnancy (92/85/EEC), d) the Parental Leave Directive (2010/18/EU) and e) the Part-time Work Directive (97/81/EC). ATHENA RC considers also the e) Racial Equality Directive (2000/43/EC) that prohibits discrimination on the ground of racial or ethnic origin in employment, the f) Employment Equality Directive (2000/78/EC), covering the grounds of religion or belief, disability, age and sexual orientation.

### 6.1 . Horizon Europe 2021-2027

The new framework of Horizon Europe has as its priority commitment to gender equality in research and innovation with an emphasis on three points: **a) having a Gender Equality Plan becomes an eligibility criterion for certain categories of legal entities of the Member States of the European Union**, b) gender integration into research and innovation content is a requirement by default, an award criterion evaluated under the excellence criterion (unless the topic description explicitly specifies otherwise), and c) aiming at increasing gender balance throughout the programme with a target of 50% women in Horizon Europe boards, expert groups and evaluation committees, and introducing gender balance in research teams as a ranking criterion for proposals with the same score.

### 7. Mandatory requirements for a GEP:

1. Be a formal document signed by the top management, and disseminated within the institution. It should demonstrate a commitment to gender equality, set clear goals and detailed actions and measures to achieve them.
2. Have dedicated resources for the design, implementation, and monitoring of GEPs, including funding for specific positions as well as earmarked working time for the institution staff,
3. Include arrangements for data collection and monitoring: the GEP must be evidence-based and founded on sex or gender-disaggregated baseline data collected across all staff categories, and
4. Be supported by training and capacity-building

#### 7.1 Gender equality and Equal opportunities

The concept of gender equality is based on human rights principles and social justice. We use the term “gender equality” to refer to equal rights, equal obligations and equal opportunities of all subjects regardless of their gender and sexual orientation. Compliance with the principles of human rights and social justice is crucial for the promotion of gender equality in education and research. Our approach to gender equality complies with the EU policy on research and innovation (European Commission, 2012; 2015; 2016; 2019; 2016a; 2016b).

Any effort to improve gender equality in research and higher education requires developing a Gender Action Plan which takes into account the present status of gender equality at HPI. On this basis the key goals of the Action Plan will be set along with indicators for evaluation, and the necessary actions and interventions will be

planned for these goals to be achieved.

## 7.2. Inclusive research and teaching

Facilitating progress in integrating the gender dimension into research and innovation content and into higher education curricula is of paramount importance for the creation and transfer of knowledge free of gender bias. The European Institute for Gender Equality stresses that “knowledge constitutes the basis upon which future generations are going to build their societies. It is of great importance that research-produced knowledge, transferred through education, is free of gender bias (EIGE, 2016).” As highlighted by the League of European Research Universities (2015:17), the European Commission Directorate-General for Research and Innovation has been emphasizing the need for gender analysis in its funded projects for years. These policies have been reformulated in Horizon 2020.

## 7.3 Organisational culture without gender exclusion

Organisational culture involves the informal structures of universities and is made up of attitudes, beliefs, assumptions, emotions, expectations, practices, and relations among its members (Pettigrew, 1979, Matsagouras, 2002 as stated by Floros, 2014). More specifically, a gender approach to organisational culture involves the ways in which various organisations of the public and private sector are run. It refers to the numerical distribution between women and men, gendered distribution of tasks, gender marginalization, gender responsibilities, positions and expertise in the organisational hierarchy, gendered power dynamics, and finally, the way in which academic departments are run and their vertical or horizontal setup. It also refers to incidents of sexual harassment and the processes through which gender marginalization is reproduced. Finally, it refers to the language used by the University and the symbols, images and other forms of representation and perceptions that affirm and reproduce gender discrimination (Anagnostou, 2021). We can identify three sub-fields of action in this direction:

a) *Raising awareness of gender-related issues and gender bias*: Gender bias influences tremendously universities and research centers either on the level of everyday interactions or through unconscious gender bias in role models and practices in decision-making. Overcoming gender bias and raising awareness among employees with the aim of increasing sensitivity is essential to achieve gender equality.

b) *Non-discrimination*: Policies on combating discrimination should examine gender issues and gender-based violence but also other gender and sexual identities and how these intersections contribute to explicit or implicit exclusion and discrimination. To achieve gender equality we need to cultivate and promote a workplace culture of equality.

c) *Prevention and measures against sexual harassment and other forms of gender-based violence*: Higher education is not immune to sexual harassment and gender-based violence in general. Universities and research centers should take measures to put an end to all types of harassment, and offer support to victims or witnesses of harassment or discrimination on the basis of gender identity, or personal characteristics, sexual orientation, race, skin colour, nationality or ethnicity, religious or other beliefs, disability or long-term illness, age, family or social class.

## 7.4 Equal gender representation, addressing gender bias and stereotypes

Gender equality in decision-making positions is necessary for effectively combating gender bias and



developing an inclusive organisational culture without gender exclusion and discrimination. Gender as the main factor of subject differentiation and classification shapes social relations and practices. However, because gender difference is often naturalized, these are not perceived as sexist, misogynist, homophobic etc., but as neutral. The unconscious reproduction of sexist representations (even by women) produces implicit discrimination and results in women being evaluated less favourably than men for the same work or achievement (Anagnostou, 2021). Addressing gender bias in decision-making does not only refer to equal representation of women and men in administrative boards and committees, but also to the ability of their members to reflect and challenge stereotypical representations, address their own biases and participate in decision-making, while making sure that all members are aware of the gender perspective. Combating gender bias is a long process that **requires partnership between organisations and decision-makers** -administrative staff, academic staff, other teaching staff, research collaborators, students- and actions at an institutional and individual level.

### 7.5. Initiatives of the Hellenic Pasteur Institute

HPI is a founding member of the Greek Innovation Lab for Women (The Innovation Centre for Women) #GIL4W, HPI participates also in the COST Networking action VOICES 'Making Early Career Investigators' Voices Heard for Gender Equality (CA20137) in the WP5,6.

#### HPI:

- Offers a welcoming work environment providing pay equity, flexibility, parental policies, and inclusion.
- Provides women with career advancement pipelines, continued professional development and leadership training.
- Makes women more active in decision making by including them into boards and processes thus changing power dynamics.
- Develops schemes for mentorship for female researchers and female students wishing to undertake courses (MSc, PhD) in HPI premises.
- Assists researchers affected by career breaks and leaves in regaining research momentum as quickly as possible on return.
- Protects them through anti-discrimination and anti-harassment policies.

HPI recognizes that its community may include people who do not identify with the binary construct of being either male or female, and who may be gender diverse, including those who affirm their gender as being different to the sex assigned at birth; who were born intersex or whose sex is indeterminate; or who identify as transgender or no gender.

## 7.6. Analysis of gender-disaggregated data at HPI

Personnel Category	Total	Men	Women
<b>Faculty Members</b>	<b>142</b>	<b>47</b>	<b>95</b>
Researchers / Staff Researchers	31	11	20
Scientific Technical Personnel	9	2	7
<b>Permanent Staff</b>	<b>34</b>	<b>11</b>	<b>23</b>
<i>Administrative</i>	<i>17</i>	<i>3</i>	<i>14</i>
<i>Laboratory Staff</i>	<i>11</i>	<i>4</i>	<i>7</i>
<i>Support Staff</i>	<i>6</i>	<i>4</i>	<i>2</i>
<b>Temporary Staff</b>	<b>55</b>	<b>19</b>	<b>36</b>
<i>Administrative Staff</i>	<i>14</i>	<i>5</i>	<i>9</i>
<i>Laboratory Staff</i>	<i>38</i>	<i>11</i>	<i>27</i>
<i>Technical Staff</i>	<i>3</i>	<i>3</i>	<i>0</i>
<b>Scholarship students</b>	<b>13</b>	<b>4</b>	<b>9</b>

## 7.7. Operational regime

**The GEP applies to the HPI as a whole.**

The GEP is monitored by the Gender Equality Committee (GEC) with support by a) the Administrative Board  
 b) the HPI's administration services.

### Objectives

The HPI GEP has eight tangible objectives, towards:

1. Embedding a **gender aware culture** in the Institute by shifting traditional perceptions
2. Improving the **research quality** of the Institute by ensuring the formation of heterogeneous research groups
3. Practicing **excellence at all levels** through female career development and training of researchers, managers and support staff
4. Achieving inclusivity in **decision-making** by inviting women in the process thus ensuring diversification of views
5. Becoming an attractive Research Centre for female experts and talents from Greece and abroad
6. Contributing to the national and European needs for experts in a gender equality approach.

To achieve those objectives HPI focuses on six key areas, following the guidelines of the European Institute for Gender Equality (EIGE) aiming to “identify and implement innovative strategies to promote cultural change and equal opportunities in Universities and Research Centers” (EIGE, <http://eige.europa.eu>). Through these Key Areas HPI contributes to reducing the Digital Gender Divide also at an institutional level:

- Key Area 1: Governance and decision making**
- Key Area 2: Recruitment, Selection procedures, and Career Progression**
- Key Area 3: Flexible and Agile Working**
- Key Area 4: Gender Strategy in Research**
- Key Area 5: Gender in events, courses and activities**
- Key Area 6: Gender in Organization Culture**

## 7.8. Methodology

For the development of the first edition of the GEP, several internal procedures and measures had to be defined and set up. The GEB based the methodology for the compilation of the Plan on the GEAR toolkit (Gender Equality in Academia and Research) designed by EIGE. The Plan is developed on three axes: **1. Understanding, 2. Implementing and 3. Monitoring.**

### 1. Understanding

As a first step towards this direction, HPI established the Gender Equality Committee (GEB) on Ref:4800/31.5.2022 consisting of 5 members (3 women and 2 men).

The GEC members decided on the types of data that need to be collected, the KPIs to be defined, the data gathering procedures, and arranged a series of consultations within the Institute.

The GEC has collected data and monitored Gender aspects for the years 2022 and 2023. The GEP constitutes a living document that GEC commits to update at the end of every year. The financial and administrative data were collected by the Central Administration of HPI and comprise the composition of staff, candidacies and recruitments, retention rate of staff, governance, leaves, payments, work options, grant acquisition, patents etc. Regarding research production and quality as reflected in articles, journals, conferences, books and other publications, relevant data were gathered by each one of the Institutes and Units of HPI. This process has also triggered the need for development of a central repository for this type of research data. Although GEC considered the available indicators, it compiled custom lists of KPIs pertaining to the peculiarities of a research institute and of certain aspects of the national law, such as the procedures related to staff recruitment and job contracts. All the information obtained, was processed by the members of the GEC that analysed the state of play in HPI with the aim to address the observed imbalances. The data were organised and distributed across the aforementioned six Key Areas.

### 2. Implementing



During the implementation of the GEP, HPI will try to institutionalize as many actions proposed as possible in order to ensure their sustainability. The GEC will meet regularly to plan activities in a participatory way, discuss progress, achievements and aspects that can be improved. Trainings and meetings with senior management, human resources staff, events and communications office will be also foreseen to maximise the impact of the GEP actions and provide with insights about the measures implemented. Beyond those, other activities such as events, communication actions and employment of digital means will ensure constant visibility of the Plan, promote its main areas of intervention and layout the timeframe for compliance purposes.



### 3. Monitoring



#### Key areas of study



The following tables present needs-based objectives for HPI, track the development in the gender distribution of personnel at different stages of their careers within the organisation, monitor HPI progress in relation to equal representation through KPIs and targets, create actions to remedy any shortcomings, provide the respective timeline, assign responsibility to the personnel for each action, and present their relevance to SDGs.



GEC is committed to report annually about the progress towards gender equality and share the findings with the organization. The monitoring will be based on derived qualitative and quantitative indicators and on follow-up instruments adapted to the purposes of the proposed actions.

<b>Key area 1 : Governance and Decision Making</b>			
Objectives	Measures	2022	2023
I. Gender balance in all key decision-making bodies II. Creation of structures to support gender equality III. Oversight of organizational processes in relation to gender	1. Seek equality expertise for managerial positions		
	2. Establishment of Gender Equality Committee		
	3. Monitor the application of the Gender plan		
	4. Equality, diversity and inclusion principles embedded into to governance and Strategic Planning		
Who: 1. HR and Gender Equality Committee (GEC) 2. Administrative Board 3. GEB 4. BoD	KPIS and Targets: 1. To the maximum extend possible 2. Completed in 2022 3. In progress 4. In progress	SDGs	
			



<b>Key Area 2: Recruitment, Selection procedures, and Career Progression</b>			
Objectives	Measures	2022	2023
<b>I.</b> Career advancement interventions for female professional, managerial and support staff <b>II.</b> To gender proof recruitment Selection <b>III.</b> Monitor pay gaps <b>IV.</b> Attract female applicants in senior posts <b>VI.</b> Amend Institute policies with a review to gender	1. Analysis of applications vs admissions data to assess gender balance ratio		
	2. Sharing career good practices and training female role models		
	3. Offering attractive packages for highly skilled females		
	4. Monitoring retention rate (RR) of female staff, substitution practice and career progression		
	5.Existence of a person in charge of implementing the equality policies		
	Annual review of pay gaps. Raising awareness to staff and directors		
<b>Wwho:</b> 1. GEP and HR 2. GEC and Researchers 3. BoD 4. GEC and HR 5. GEC 6. GEC and Accounting	<b>KPIS and Targets:</b> 1. Variable ratios for professional, management Management and support staff 2. 1 event per year 3. Increase offerings (quality/quantity) 4. Average RR/Substituting a F by a F/Career progression M vs W (and years to get there) 5. Over a certain amount to have equal number of applicants 6.article /announcement per	<b>SDGs</b>	
			

<b>Key area 3 : Key area 3 : Flexible and Agile Working</b>			
Objectives	Measures	2022	2023
I. Structures for supporting staff members with caring responsibilities II. Promote integration of work with family and personal life (+ on site) III. Creation of guidelines for work life balance	1. Flexible working models (part time/remote working etc)		
	2. Encouragement of men to take parental leaves		
	3. ICT based systems for improving staff member connectivity when on leave		
Who: 1. AdB and GEC 2. GEC and HR 3. GEC all applicable EU and national laws and Directive	KPIS and Targets: 1. In place since 2020 2. In comply with all applicable EU and national laws and Directives 3. In place since 2020	SDGs	
			

<b>Key area 4 : Gender Strategy in Research</b>			
Objectives	Measures	2022	2023
I. Gender monitoring in research processes II. Women hired in research positions III. Women career development IV. Connection with industry /women practice V. Better access to resources	1. Monitoring applications' gender balance received in research positions		
	2. Applying for funding in national/European calls targeting female researchers		
	3. Promoting women in open posts for research / research projects		
	4. Facilitating access to funding, computer time, enabling research group set up		
	5. Supporting women returning from maternity leave		
Who: 1. GEC 2. GEC 3. GEC 4.Directors of research unit 5.HR and GEC	KPIS and Targets: 1. In progress 2. In progress 3. To the maximum extend possible 4. Offering extra resources (- espon new mothers) 5. Sessions with the HR	SDGs	
			

<b>Key area 5 : Gender in events, courses and activities</b>			
Objectives	Measures	2022	2023
<p>I.Participation of balanced number of men/women in events/ courses/business days etc</p> <p>II. Visibility of women in the activities of the Institute</p> <p>III. Exposure of women in media and social media.</p>	1. Monitoring participation of all genders in the Institute's events/campaigns/info days		
	2. Appoint women in leading positions of research and communication activities		
	3. Assign women mentors to students carrying out research/courses		
	4. Make visible women and their contribution to the results and success of the organization in the website/ center screens/ local press		
	5.Participation of women in events targeting female access to R &I		
<p>Who:</p> <p>1. GEC + Development and Networking Office</p> <p>2. GEC and Development and Networking Office</p> <p>3. GEC and directors of Research Groups</p> <p>4. GEB and Development and Network Office</p> <p>5. GEC and directors of Research Groups</p>	<p>KPIS and Targets:</p> <p>1. To the maximum extend possible</p> <p>2. To the maximum extend possible</p> <p>3. To the maximum extend possible</p> <p>4.Biannual newsletter flagging the contribution of outstanding research of woman in the Institute</p> <p>5. To the maximum extend possible</p>	SDGs	
			



<b>Key area 6 : Gender in Organisation Culture</b>			
Objectives	Measures	2022	2023
I. Diffusing /publishing current plan II. Create event on sensitive topics III. Encourage women report incidents IIV. Designated area for women and child care	1. Publication of current plan and future versions on website		
	2. Organisation of events on diversity and gender for raising awareness		
	3. Offering a support service for the prevention, detection and report of discrimination and behaviors of harassment or violence based on gender		
	4. Make visible women and their contribution to the results and success of the organization in the website/ center screens/ local press		
	5.Participation of women in events targeting female access to R & I		
Who: 1. GEC + Development and Networking Office 2. GEC and Development and Networking Office HR and GEC	KPIS and Targets: 1. update per year 2. Gender Equality Committee and yearly evaluation of services by the Institute	SDGs	
			

## References

1. Law No. 2462/1997, Government Gazette A/25/1997.
2. Law No. 1532/1985, Government Gazette A/25/1985.
3. Law No. 1342/1983.
4. Law No. 4531/2018, Government Gazette 62/A/5.4.2018.
5. By way of illustration, see Directive 76/207/EEC on the implementation of the principle of equal treatment of men and women regarding access to employment, vocational training and promotion, as well as working conditions, Directive 2002/73/EC on the implementation of the principle of equal treatment and the prohibition of direct and indirect discrimination in the public sector, Directive 96/34/EC on parental leave as a means of reconciling work and family life, Directive 2004/113/EC on the implementation of the principle of equal treatment of men and women regarding access to and supply of goods and services , Directive 2006/54/EC on the implementation of the principle of equal opportunities and equal treatment of men and women regarding matters of employment and occupation, Regulation (EC) No. 1922/2006 of the European Parliament and the Council of 20.12.2006, regarding the establishment of the European Institute for Gender Equality, EE L 403, 30.12.2006.
6. <https://eige.europa.eu/beijing-platform-for-action>
7. From access to empowerment: UNESCO strategy for gender equality in and through education 2019-2025 available at: <https://unesdoc.unesco.org/ark:/48223/pf0000369000>.
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