

## **GENDER EQUALITY PLAN (GEP)**

(Version 1)

2022, Kozani





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## Introduction

Equality of opportunity is core to Regional Development Fund's mission and gender balance is a critical component for the organization to ensure fair access and equality for its administrative, technical and support personnel. Since its establishment, Regional Development Fund of Western Macedonia incorporates these principles in its priorities and everyday operations. However, responding to the current demands and following acts drawn up both at national level (Action for Gender Equality 2021-2025) and at European level (Gender Equality Strategy for 2020-2025, Gender equality in the European Research Area), Regional Development Fund commits to systematizing its practices through the delivery of an effective Gender Equality Plan (GEP). The aims of the GEP are:

- The recording of the current situation as formed by the procedures and practices applied in Regional Development Fund, in order to identify possible gaps or weaknesses in the equal treatment of genders;
- The identification and application of corrective practices;
- The setting of targets and their monitoring through specific indicators.

## The Regulatory Framework

This GEP legitimates and protects every strategy aiming to achieve gender equality at Regional Development Fund. It 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, equal treatment, harassment in the workplace, social responsibility of organisations. Specific articles, policies and directives can be found below:

### European Union Law

#### TFEU

- **Article 157 TFEU** states:
  1. Each Member State shall ensure that the principle of equal pay for male and female workers for equal work or work of equal value is applied.
  2. For the purpose of this Article, "pay" means the ordinary basic or minimum wage or salary and any other consideration, whether in cash or in kind, which the worker receives directly or indirectly, in respect of his employment, from his employer. Equal pay without discrimination based on sex means:
    - a. that pay for the same work at piece rates shall be calculated on the basis of the same unit of measurement;
    - b. that pay for work at time rates shall be the same for the same job.
  3. The European Parliament and the Council, acting in accordance with the ordinary legislative procedure, and after consulting the Economic and Social Committee, shall adopt measures to ensure the application of the principle of equal opportunities and

equal treatment of men and women in matters of employment and occupation, including the principle of equal pay for equal work or work of equal value.

4. With a view to ensuring full equality in practice between men and women in working life, the principle of equal treatment shall not prevent any Member State from maintaining or adopting measures providing for specific advantages in order to make it easier for the underrepresented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers.”

### **Chapter of Fundamental Rights of the EU**

- **Article 21(1)** states: “Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited”.
- **Article 23** states: “Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex”.

### **Directives**

- **Directive (EU) 2019/1158** of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU
- **Council Directive 2010/18/EU** of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC (Text with EEA relevance)
- **Directive 2010/41/EU** of the European Parliament and of the Council of 7 July 2010 on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC
- **Directive 2006/54/EC** of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast)
- **Council Directive 2000/78/EC** of 27 November 2000 establishing a general framework for equal treatment in employment and occupation
- **Council Directive 2000/43/EC** of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin
- **Council Directive 96/34/EC** of 3 June 1996 on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC
- **Council Directive 92/85/EEC** of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC)

- **Council Directive 79/7/EEC** of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social security
- **Council Directive 76/207/EEC** of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions
- **Council Directive 75/117/EEC** of 10 February 1975 on the approximation of the laws of the Member States relating to the application of the principle of equal pay for men and women Greek Law

## **Greek Law**

### **Constitution**

- **Article 4(2)** provides: “Greek men and women have equal rights and obligations”
- **Article 22(1)(b)** states: “All workers, irrespective of sex or other distinctions, have a right to equal pay for work of equal value”
- **Article 116(2)** states that: “Positive measures aiming at promoting equality between men and women do not constitute discrimination on grounds of sex. The State shall take measures to eliminate inequalities existing in practice, in particular those detrimental to women”

### **Laws**

- **Act 4604/2019**, “On the promotion of substantive gender equality etc.”, OJ A 50/26.3.2019
- **Act 4443/2016**, “1) Transposition of Directive 2000/43/EC on the implementation of the principle of equal treatment between persons irrespective of racial or ethnic origin, of Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation and of Directive 2014/54/EU on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers (...)”, OJ A 232/9.12.2016 [replacing Act 3304/2005 which had initially transposed Directives 2000/43/EC and 2000/78/EC], OJ A 16/27.1.2005]
- **Act 4097/2012**, “Implementation of the Principle of Equal Treatment of Men and Women Engaged in an Activity in a Self-Employed Capacity – Harmonisation of the legislation with Directive 2010/41/EU of the European Parliament and the Council”, OJ A 235/3.12.2012 (Directive 86/613/EEC had not been transposed)
- **Act 4075/2012**, Articles 48-54, “Incorporation into Greek Law of Directive 2010/18/EU of the Council of the EU Implementing the Revised Framework Agreement on Parental Leave Concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and Repealing Directive 96/34/EC”, OJ A 89/11.4.2012
- **Presidential Decree 80/2012**, “Granting of Parental Leave and Leave of Absence to Workers under a Contract of Maritime Work on Vessels Bearing the Greek Flag, in accordance with Directive 2010/18/EU”, OJ 138/14.6.2012
- **Act 1756/1988**, Code on the Status of Judges, OJ A 35/2.2.1988

- **Act 3896/2010**, “Implementation of the Principle of Equal Treatment of Men and Women in Matters of Employment and Occupation. Harmonisation of Existing Legislation with Directive 2006/54/EC of the European Parliament and the Council”, OJ A 207/8.12.2010.
- **Act 3769/2009**, “Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Goods and Services and Their Supply”, transposing Directive 2004/113/EC, OJ A 105/1.7.2009, as amended by Article 162 of Act 4099/2012 implementing the CJEU Test-Achats judgment, OJ A 250/20.11.2012
- **Act 3488/2006**, “Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Employment, Professional Training and Evolution and Terms and Conditions of Work”, transposing Directive 2002/73/EC, OJ A 191/11.2006
- **Presidential Decree 105/2003**, “Adaptation of Domestic Law to Directive 97/80/EC on the Burden of Proof in Cases of Sex Discrimination,” OJ A 96/23.4.2003; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC
- **Presidential Decree 87/2002**, “Implementation of the Principle of Equal Treatment of Men and Women in Occupational Social Security Schemes in Compliance with Directives 96/97/EC and 86/378/EEC”; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC
- **Presidential Decree 176/1997**, “Measures for the Improvement of the Safety and Health at Work of Pregnant Workers and Workers Who Have Recently Given Birth or are Breastfeeding in Compliance with Directive 92/85/EEC”, OJ A 150/15.7.1997, as amended by Decree 41/2003, OJ A 44/21.2.2003
- **Act 1483/1984**, “Protection and Facilitation of Workers with Family Responsibilities”, as amended by Article 25 of Act 2639/1998, OJ A 205/2.9.1998 implementing Directive 96/34/EC and by Article 46 of Act 4488/2017,7 and Article 54(1) of Act 4075/2012 transposing Directive 2010/18/EU
- **Act 1414/1984**, “Implementation of the Principle of Equal Treatment of the Sexes in Employment Relationships”, transposing Directives 75/117/EEC and 76/207/EEC, OJ A 10/2.1984
- **Presidential Decree 1362/1981**, “Replacement of Paragraph 1 of Article 33 of Act 1846/1951 “on Social Security” in compliance with Directive 79/7/EEC”, OJ A 339/30.12.1981
- **National General Collective Agreements (NGCAs).**

**Relevant national legislation:**

- **Act 4531/2018** (OJ A 62/5.4.2018) ratifying the Istanbul Convention on preventing and combating violence against women and domestic violence of the Council of Europe (IC), signed by Greece on May 2011.
- **Act 4491/2017**, “Legal recognition of gender identity... etc”, OJ A 152/13.10.2017.
- **Act 927/1979**, OJ A 139/28.6.1979, implementing the CERD, as amended by Act 4285/2014, OJ A 191/10.9.2014 and Act 4491/2017, OJ A 152/13.10.2017.

## The Operational Regime

This GEP is approved by the Board of Directors of Regional Development Fund (1/2022 Board Meeting, 30.03.2022), by which it is embedded within the work of the organisation in accordance with the Internal Regulation currently in force.

The development of Regional Development Fund's GEP was undertaken by the RIS3 Office with the support of the Administration Department and the representatives of Regional Development Fund (technical – administrative personnel), as suggested by the Head of the Board of Directors.

During its operational phase Regional Development Fund's GEP is monitored by the Gender Equality Board (GEB) with the support of: a) the Administration Department (AD), b) the RIS3 Office (RIS3).

## The Objectives of GEP

Regional Development Fund's GEP has three tangible objectives, towards:

1. Embedding a **gender-aware culture** in the organization by shifting traditional perceptions;
2. Practicing **excellence** through female personnel (technical or administrative) career development and training;
3. Making **decision-making more inclusive** by including more women in the process thus ensuring diversification of views;

To achieve these objectives Regional Development Fund focuses on five 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 Organisations” (EIGE, <http://eige.europa.eu>). These areas are:

**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 in events and activities visibility**

**Key Area 5: Gender in Organisation Culture**

The selected Key Areas comprise sets of objectives, measures, targets and KPIs, where the gender dimension will be studied and monitored, the respective timeline, the personnel responsible for each action, as well as the relevance of the Key Areas to SDGs (Sustainable Development Goals) and especially SDG 5.



## The Methodology

Following the methodological steps of:

*Understanding → Planning → Implementing → Monitoring [EIGE]*

Regional Development Fund undertook initial work to understand and analyse the current status with the aim to address imbalances in all five areas if possible.

The analysis of the current status – identification of strengths and weaknesses in relation to gender equality issues – was based on the collection and analysis of statistical data. Part of them were collected from the Administration Department. Another significant amount of data was collected through a properly elaborated questionnaire which recorded the perceptions and experiences of Regional Development Fund’s personnel.

The planning of activities was based on the systematization of existing good practices and/or the adoption of new ones. Knowhow exchange with counterpart organizations and GEP experts supported the scheduling/prioritizing of the desired interventions.

The implementation of any intervention requires an inclusive approach from the commitment of the upper management to the active involvement of all staff members. The mindset behind the success is *“responsibility of the individual and collaboration with the team”*. Pilot activities will be implemented, if necessary, to feedback on the effectiveness of the proposed activities and/or assist in the fine-tuning of their parameters.

As a final step, control and self–assessment based on proper indicators ensure that the GEP is a dynamic document and that the interventions proposed have real impact. The typology of the indicators, the time frame and the target values which they compare with, are selected on a consensus basis. Thus, the GEP is an open, adaptable manual evolving together with the evolution of the genders’ equality<sup>1</sup>.

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<sup>1</sup> **NOTE: Regional Development Fund** 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.

Since the dialogue on equal treatment has matured mostly for the two main gender categories (women/men), the initial survey was accordingly adapted. In updated versions, Regional Development Fund may address the gender issues embedding an even more inclusive approach.

## The Current Status

To identify the current status (2022) of the gender equality practices in Regional Development Fund within the areas previously identified, the following practices were used:

1. Aggregation of the woman / man personnel data for the year 2022;
2. Aggregation of the composition of the governing bodies of Regional Development Fund over the period 2012-2022;
3. Conduction of an online survey addressed to Regional Development Fund’s personnel. 86% of Regional Development Fund’s personnel participated in the survey (12 over 14), 42% of which identified themselves as a woman, 58% as a man and 0% as non-binary/genderqueer.

### Key Area 1: Governance and decision making

Governance and decision making are the responsibility of Regional Development Fund’s Activity Coordination (ACC) which consists of the:

- Director of Regional Development Fund, holding the position of the Chairman;
- Managers of Regional Development Fund’s Departments;

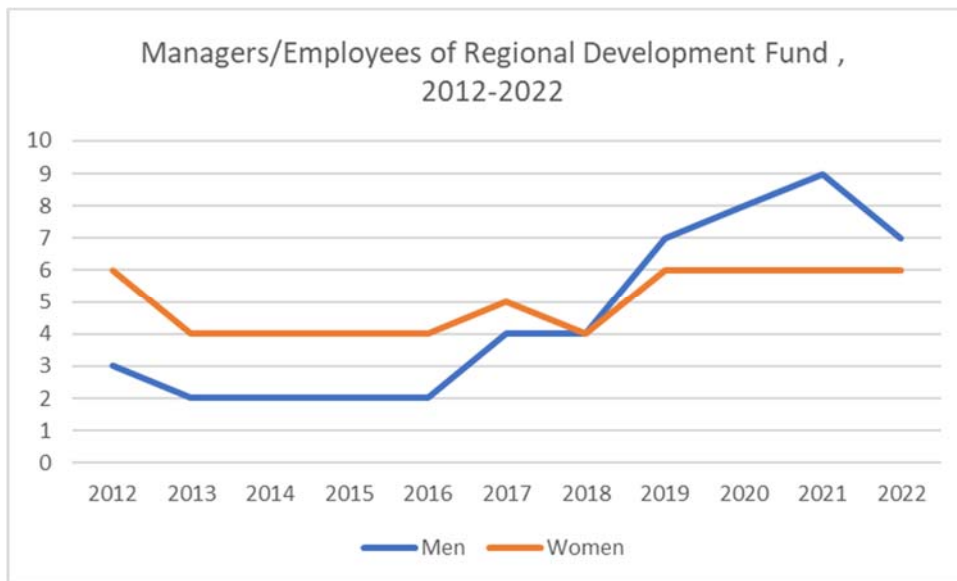
The following tables present the composition of the ACC, for the period 2012-2022.

Table 1: Director of Regional Development Fund

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Men	1	1	1	1	1	1	1	1	1	1	1
Women	0	0	0	0	0	0	0	0	0	0	0

Table 2: Managers/Employees of Regional Development Fund

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>TOTAL</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>13</b>
Men	3	2	2	2	2	4	4	7	8	9	7
Women	6	4	4	4	4	5	4	6	6	6	6



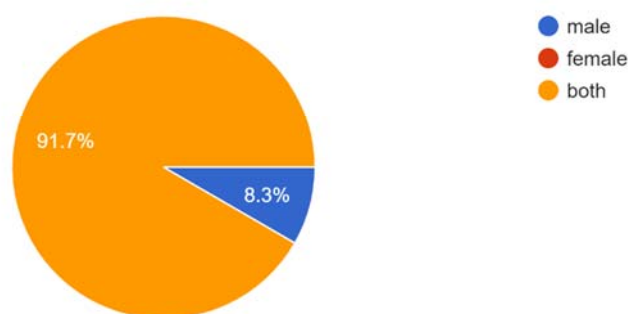
It is worth noting that:

- Over the period 2012 – 2022, only men held the position of a Director of Organisation<sup>2</sup>;

In addition, the survey carried out revealed the following:

- 91.7% of the personnel believe that tasks that require responsibility are mainly desired by both genders;

8. Do you consider that tasks that require responsibility are mainly desired by:  
12 responses



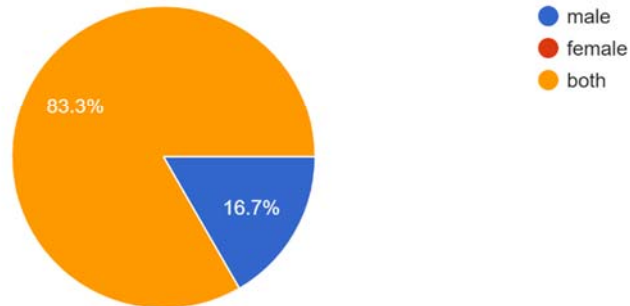
<sup>2</sup> Since the establishment of Regional Development Fund in 1997 only men have held the position of the Director of the Organisation.

[Gender Equality Plan – Regional Development Fund of Western Macedonia]

- 83.3% of the personnel believe that a challenging task is more important to both genders;

9. Do you consider that a challenging task is more important to:

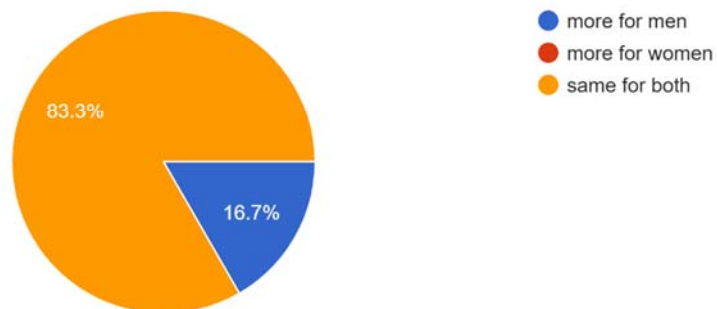
12 responses



- 83.3% of the personnel believe that the offered opportunities in leadership skills training programmes are the same for both genders;

10. Do you consider that opportunities in leadership skills training programs are:

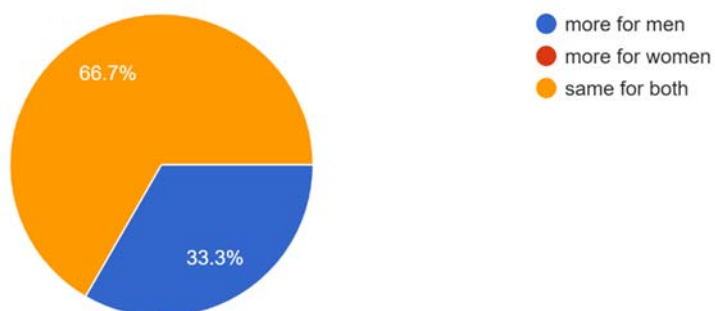
12 responses



- 66.7% of the personnel believe that the offered opportunities in technical skills training programmes are the same for both genders.

11. Do you consider that opportunities in technical skills training programs:

12 responses



## Key Area 2: Recruitment, Selection procedures, and Career Progression

The following tables depict the gender distribution of Regional Development Fund's personnel on 31/12/2021, in relation to several parameters like expertise, level of education and age.

Table 3: Regional Development Fund’s personnel vs. expertise

	ADMINISTRATION & ECONOMICS	%	COMPUTER SCIENCE	%	ENGINEERING	%	TOTAL	%
<b>Director</b>	<b>0</b>		<b>0</b>		<b>1</b>		<b>1</b>	
MEN					1	100%	1	100%
WOMEN					0	0%	0	0%
<b>Employees</b>	<b>8</b>		<b>2</b>		<b>3</b>		<b>13</b>	
MEN	2	25%	2	100%	3	100%	7	54%
WOMEN	6	75%	0	0%	0	0%	6	46%
<b>TOTAL</b>	<b>0</b>		<b>2</b>		<b>4</b>		<b>14</b>	
MEN	2	25%	2	100%	4	100%	8	57%
WOMEN	6	75%	0	0%	0	0%	6	43%

Table 4: Regional Development Fund’s personnel vs. level of education

	SECONDARY EDUCATION	%	TECHNICAL EDUCATION	%	UNIVERSITY GRADUATES	%	M.Sc.	%	TOTAL	%
<b>Director</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>1</b>		<b>1</b>	
MEN							1	100%	1	100%
WOMEN							0	0%	0	0%
<b>Employees</b>	<b>0</b>		<b>1</b>		<b>4</b>		<b>8</b>		<b>13</b>	
MEN			0	0%	1	25%	6	75%	7	54%
WOMEN			1	100%	3	75%	2	25%	6	46%
<b>TOTAL</b>	<b>0</b>		<b>1</b>		<b>4</b>		<b>9</b>		<b>14</b>	
MEN			0	0%	1	25%	7	78%	8	57%
WOMEN			1	100%	3	75%	2	22%	6	43%

Table 5: Regional Development Fund’s personnel vs. age and gender

	<25	%	25 - 34	%	35 - 44	%	45 - 54	%	55 - 64	%	>65	%	TOTAL	%
<b>Director</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>1</b>		<b>0</b>		<b>0</b>		<b>1</b>	
MEN							1	100%	0				1	100%
WOMEN							0	0%	0				0	0%
<b>Employees</b>	<b>0</b>		<b>0</b>		<b>1</b>		<b>8</b>		<b>4</b>		<b>0</b>		<b>13</b>	
MEN					1	100%	5	63%	1	25%			7	54%
WOMEN					0	0%	3	37%	3	75%			6	46%
<b>TOTAL</b>	<b>0</b>		<b>0</b>		<b>1</b>		<b>9</b>		<b>4</b>		<b>0</b>		<b>14</b>	
MEN					1	100%	6	67%	1	25%			8	57%
WOMEN					0	0%	3	33%	3	75%			6	43%

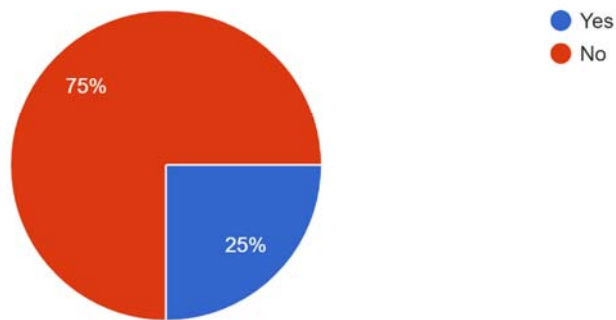
The gender distribution ratio (women/men, w/m) is overall 6/8.

### Key Area 3: Flexible and Agile Working

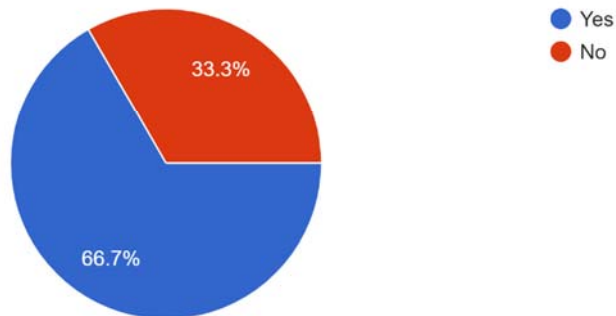
The undertaken study revealed the following perceptions of the Regional Development Fund’s personnel with regards to the flexible and agile working:

- 75% of the personnel believe that the workplace environment is not an obstacle to starting a family, while 67% of those who believe it is an obstacle attribute it to their sex.

18. Is the family an obstacle to professional development?  
12 responses



19. If Yes, is it affected by gender?  
3 responses



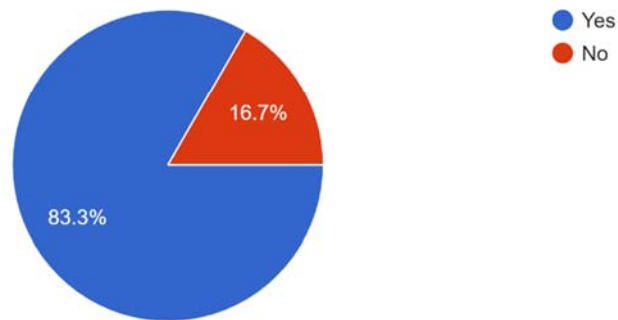


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- 83.3% of the personnel believe that they would be more efficient if they had a more flexible working schedule (e.g. working hours, days of physical presence) while in pregnancy;

20. Do you think that as a pregnant woman you would perform better if you had a more flexible schedule (eg working hours, days of physical presence)?

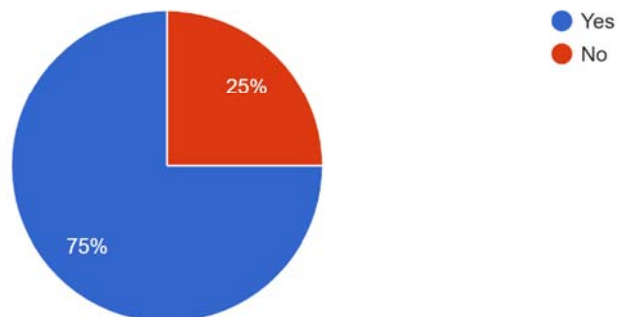
12 responses



- 75% believe that a new parent colleague would perform better or they would have better cooperation with her/him if she/he had a more flexible schedule (e.g. working hours, days of physical presence);

21. Do you think that as a new parent you would perform better if you had a more flexible schedule (eg working hours, days of physical presence)?

12 responses

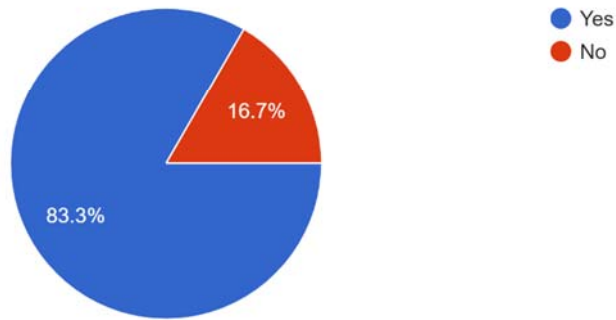


[Gender Equality Plan – Regional Development Fund of Western Macedonia]

- 83.3% believe that a pregnant colleague would perform better or they would have better cooperation with her if she had a more flexible schedule (e.g. working hours, days of physical presence);

22. Do you think that a pregnant colleague would perform better or you would have better cooperation with her if she had a more flexible sc...ule (eg working hours, days of physical presence)?

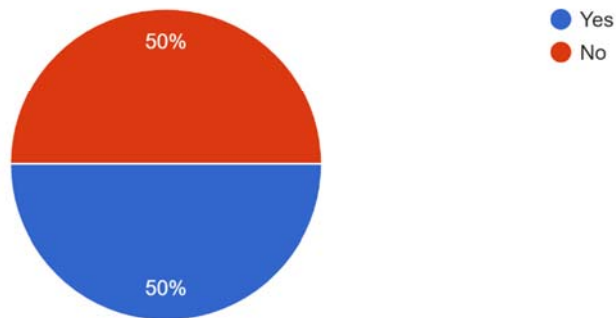
12 responses



- 50% believe that it would be better for them to be able to get time offwork during the first 2-3 days of menstruation;

24. Do you think that it would be better to be able to get time off from work during the first 2-3 days of menstruation?

12 responses



**Key Area 4: Gender in events and research visibility activities**

Currently, there is no systematic monitoring of gender participation in events and research visibility activities. The need to increase the visibility of women and their achievements in cutting edge research areas is recognised as an issue to be addressed.

**Key Area 5: Gender in Organisation Culture**

The undertaken survey included a set of questions addressing the gender in the organisation culture, as an effort to record Regional Development Fund’s personnel perceptions and experiences. The main findings are:

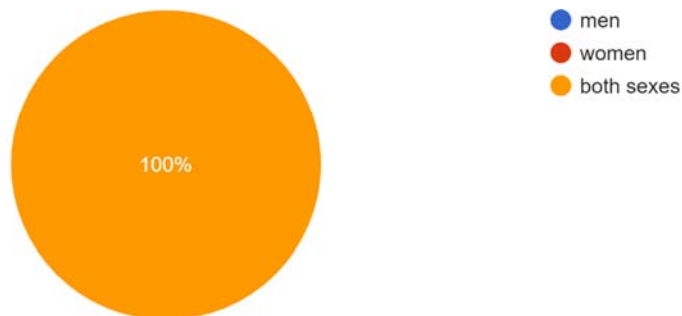
- 100% reported that they would prefer their workplace to consist of both sexes;

42. Would you prefer your workplace to consist of  
12 responses



- 100% reported that they would hire easily both men and women;

41. Would you hire more easily  
12 responses

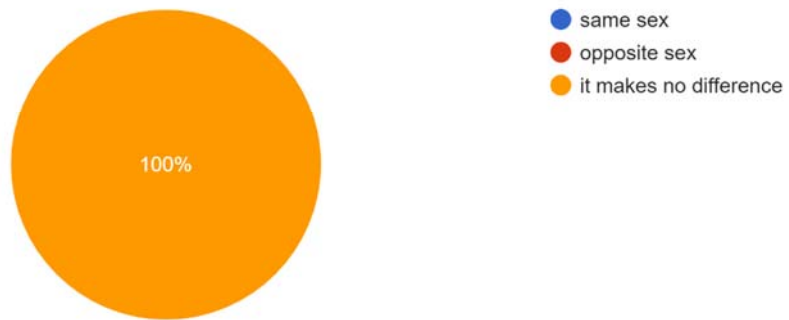


[Gender Equality Plan – Regional Development Fund of Western Macedonia]

- 100% reported that they have no preference in the gender of the colleagues they work with;

37. Do you prefer to work with colleagues of the:

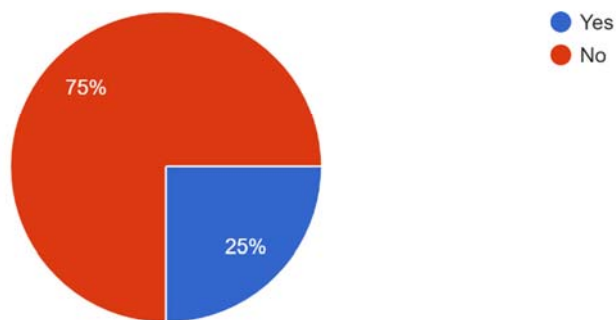
12 responses



- 25% reported that professional skills are affected if the employee is a woman;

38. Do you think that professional skills are affected if the employee is a woman?

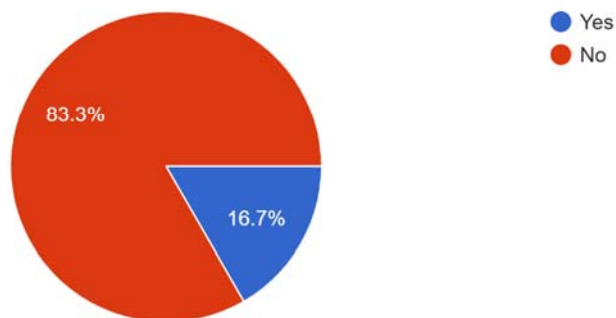
12 responses



- 16.7% reported that professional skills are affected if the employee is a man;

39. Do you think that professional skills are affected if the employee is a man?

12 responses

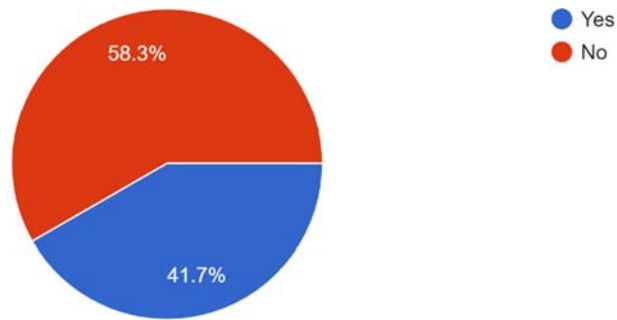


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- 41.7% reported that they have been harassed (non-sexually) in the workplace, 33.3% of which reported that the harassment originated from colleagues of the opposite sex, 33.3% reported that the harassment came from both sexes and 33.3% reported that it came from colleagues of the same sex;

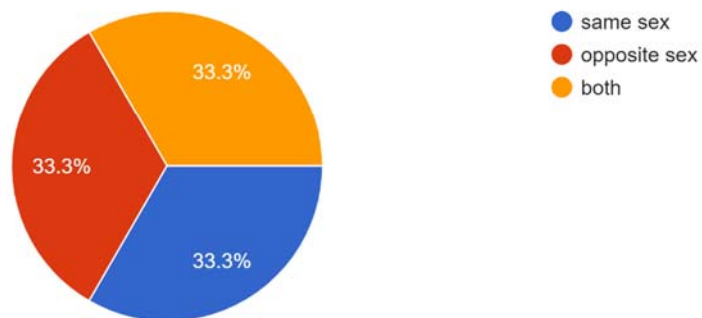
27. Have you been harassed in the workplace in any way (non-sexual harassment)?

12 responses



28. If "Yes", by colleagues of the:

6 responses

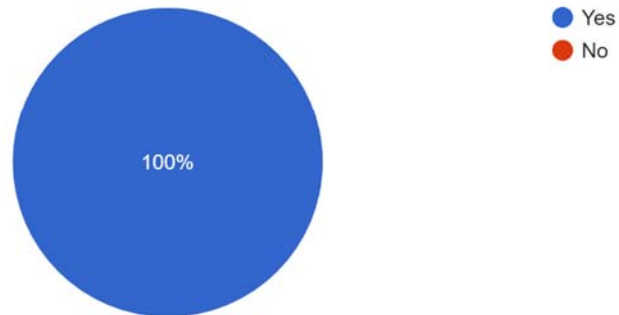


[Gender Equality Plan – Regional Development Fund of Western Macedonia]

- 100% of the harassed persons did feel safe or protected at the work environment, neither had they felt that they could turn to someone for protection;

29. If “Yes”, did you feel safe or protected at the work environment?

5 responses



## The Key Areas of Intervention

The following tables present the objectives, measures and KPIs set for each Key area.

<b>Key area 1: Governance and Decision Making</b>					
<b>Objectives</b>	<b>Measures</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
I. Gender balance in all key decision-making bodies (Board of Directors, etc.) II. Creation of structures to support gender equality III. Oversight of organizational processes in relation to gender	1. Seek gender-balanced expertise for managerial bodies			✓	✓
	2. Establishment of Gender Equality Board	✓			
	3. Monitor the implementation of the Gender Equality Plan		✓	✓	✓
<b>Who:</b> 1. Head of BoD 2. GEB 3. GEB and AD	<b>KPIs and Targets:</b> 1. To the maximum extent possible 2. Completed by 2022 3. Annual revision of GEP				

<b>Key area 2: Recruitment, Selection procedures and Career Progression</b>					
<b>Objectives</b>	<b>Measures</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
I. Career advancement interventions for women professional support II. To gender proof recruitment selection III. Monitor pay gaps IV. Attract female applicants in senior posts	1. Analysis of applications vs. admissions data to assess gender balance ratio		✓	✓	✓
	2. Sharing career good practices and training female role models, raising awareness to personnel and directors		✓	✓	✓
	3. Monitoring retention rate (RR) of female personnel, substitution practices and career progression		✓	✓	✓
	4. Review of pay gaps		✓	✓	✓
<b>Who:</b> 1. DPI 2. GEB 3. AD and DPI 4. GEB and DPI	<b>KPIs and Targets:</b> 1. Analysis of the personnel applications, annually 2. 1 event per year 3. Average RR/Substituting a W by a W/Career progression W vs M (and years to get there) for personnel 4. Annual review				



<b>Key area 3: Flexible and Agile Working</b>					
<b>Objectives</b>	<b>Measures</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
I. Structures for supporting personnel members with caring responsibilities II. Promote integration of work with family and personal life	1. Flexible working models (part-time/remote working etc.)		✓	✓	✓
	2. Coordination and clear assignment of responsibilities			✓	✓
	3. ICT based systems for improving personnel member connectivity when on remote working	✓	✓	✓	✓
<b>Who:</b> 1. DPI 2. Managers and DPI 3. IT Department	<b>KPIs and Targets:</b> 1. Formation of the regulatory framework 2. Detailed job descriptions 3. In place since 2020				

<b>Key area 4: Gender in events and research activities visibility</b>					
<b>Objectives</b>	<b>Measures</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
I. Participation of a balanced number of women/men in events/ business days etc. II. Visibility of women in the activities of the organisation III. Exposure of women in media and social media	1. Monitoring participation W/M in the Organisation's events/campaigns/info days		✓	✓	✓
	2. Appoint women in leading positions of research and communication activities		✓	✓	✓
	3. Make visible women and their contribution to the results and success of the organization in the website/social media		✓	✓	✓
	4. Participation of women in events		✓	✓	✓
<b>Who:</b> 1. GEB 2. GEB 3. GEB 4. GEB	<b>KPIs and Targets:</b> 1. Aim for 30/70 2. 1 woman at least in every event organisation team 3. Annual newsletter flagging the contribution of women in the Organisation 4. To the maximum extent possible				

<b>Key area 5: Gender in Organisation Culture</b>					
<b>Objectives</b>	<b>Measures</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
I. Diffusing /publishing current plan II. Create event on sensitive topics III. Encourage personnel to report incidents	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 behaviours of harassment or violence based on gender		✓	✓	✓
<b>Who:</b> 1. IT Department 2. GEB 3. GEB	<b>KPIs and Targets:</b> 1. 1 update per year 2. 1 per year 3. Board of 3-5 members (Gender Equality Board)				

## Definitions

**Binary construct** (relating to gender) is a social construct that identifies an individual as either male/man or female/woman, and does not take account of other sex or gender identities or presentations.

**Gender** is part of a person's social and personal identity. It is typically used with reference to social and cultural differences rather than biological, referring to the characteristics that a culture delineates as masculine/male or feminine/female (see definition for "gender diverse").

**Gender diverse** is a term used to recognise people who do not fall within the gender binary construct of male and female.

**Intersex** refers to people who have genetic, hormonal or physical characteristics that are not exclusively "male" or "female". A person who is intersex may identify as male, female, intersex or as being of indeterminate sex.

**Pay equity** means individuals receiving equal pay for work of equal or comparable value and there is no gender bias at any point in the remuneration process (for example at commencement, base salary, out-of-cycle pay reviews, discretionary loadings and bonuses, and movement within the total remuneration range).

**Sex** means the characteristics associated with biological sex, generally assigned at birth usually described as being male or female. A person's sex and gender identity or presentation may not necessarily be the same.

**Transgender** is a general term for a person whose gender identity is different from their sex assigned at birth. A transgender person may take steps to live permanently in their nominated sex, with or without medical treatment.

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