



GENDER EQUALITY PLAN

2023 – 2025

ΑΚΑΔΗΜΙΑ



ΑΘΗΝΩΝ

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The Gender Equality Plan (GEP) of the Academy of Athens (AA) for the years 2023-2025 was formulated following the proposal of the Acting Director of the Mathematics Research Center (MaRC) George Kastis, and it is accountable to the Gender Equality Committee (GEC) of the Academy of Athens (formed by the resolution of 09.02.2023 of the Senate of the Academy of Athens, excerpt 26) composed of:

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Nikolaos Kaberis, Research Director, Acting Director of the Research Centre for Greek Society (RCGS),

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The GEC wishes to thank the President, Stamatios Krimigis, the Vice-President Christos Zerefos (Secretary General of the Academy of Athens) and the members of the Academy's Research Committee for their support.

The GEC submitted the Gender Equality Plan for the approval and ratification of the Academy's Senate which took place by the Senate's resolution on 03.08.2023 and posted on the Academy's website.

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1. INTRODUCTION

According to Horizon Europe, the new framework for Research and Innovation (2021-2027) of the Council of Europe, and in line with broad EU policies for the promotion of gender equality and the elimination of gender inequality and discrimination, sexual harassment and gender-based violence, all Higher Education Institutions in Greece are required to prepare and implement Gender Equality Plans. At the same time, the new guidelines of Horizon Europe set as a prerequisite the work necessary for ensuring gender equality in research and innovation in all collaborating institutions. In this context, the Gender Equality Committee (GEC) of the Academy of Athens (AA) drafted and delivered the present Gender Equality Plan (GEP), 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 Academy of Athens, and presents the basic principles of actions to be implemented over the 2023-2025 period at AA.

2. LEGISLATIVE FRAMEWORK

2.1. EU LEGISLATION

2.1.1. Treaty on the Functioning of the European Union

In accordance with Article 157 (ex Article 141 TEC):

“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:

α) that pay for the same work at piece rates shall be calculated on the basis of the same unit of measurement;

β) 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.”

2.1.2. Charter of Fundamental Rights of the European Union (2000/C 364/01)

In accordance with Article 21(1):

“Any discrimination based on any ground such as sex, race, color, 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.”

In accordance with Article 23:

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 favor of the under-represented sex.

2.1.3. Directives¹

- Directive [2011/99/EU](#) of the European Parliament and of the Council, of 13 December 2011, on the European protection order.
- 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).
- Directive [2004/113/EC](#) of the Council, of 13 December 2004, implementing the principle of equal treatment between men and women in the access to and supply of goods and services.
- Directive [2002/73/EC](#) of the European Parliament and of the Council, of 23 September 2002, amending Council Directive 76/207/EEC 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.
- Directive [97/80/EC](#) of the Council, of 15 December 1997, on the burden of proof in cases of discrimination based on sex.
- Directive [97/75/EC](#) of the Council, of 15 December 1997, amending and extending, to the United Kingdom of Great Britain and Northern Ireland, Directive 96/34/EC on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC.
- Directive [96/97/EC](#) of the Council, of 20 December 1996, amending Directive 86/378/EEC on the implementation of the principle of equal treatment for men and women in occupational social security schemes.
- Directive [96/34/EC](#) of the Council, of 3 June 1996, on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC.
- Directive [92/85/EEC](#) of the Council, 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).
- Directive [86/613/EEC](#) of the Council, of 11 December 1986, on the application of the principle of equal treatment between men and women engaged in an activity, including agriculture, in a self-employed capacity, and on the protection of self-employed women during pregnancy and motherhood.
- Directive [86/378/EEC](#) of the Council, of 24 July 1986, on the implementation of the principle of equal treatment for men and women in occupational social security schemes.
- Directive [79/7/EEC](#) of the Council, of 19 December 1978, on the progressive implementation of the principle of equal treatment for men and women in matters of social security.
- Directive [76/207/EEC](#) of the Council, 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.

¹ A complete list of the directives is available online at <https://isotita.gr/nomothesia/nomothesia-eyrw-paikis-enwsis>

- Directive [75/117/EEC](#) of the Council, 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.

2.2. NATIONAL LEGISLATION

2.2.1. The Constitution of Greece

(Revised by Resolution of May 27, 2008)

- **Article 4(2):** “Greek men and women have equal rights and equal obligations.”
- **Article 22(1):** “All workers, irrespective of sex or other discrimination, shall be entitled to equal pay for work of equal value.”
- **Article 116(2):** “Adoption of positive measures for promoting equality between men and women does not constitute discrimination on grounds of sex. The State shall take measures for the elimination of inequalities actually existing, in particular to the detriment of women.”

2.2.2. Laws - Presidential Decrees

- Law 5019/2023 (Government Gazette A’ 27/14.02.2023) and in particular article 58 “Establishment of a Gender Equality and Anti-Discrimination Committee in research and technological institutions.”
- Law 4795/2021 (Government Gazette A’ 62/17.04.2021) “Public Sector Internal Audit System, Public Administration Integrity Advisor and other provisions for public administration and local government.”
- Law 4808/2021 (Government Gazette A’ 101/19.06.2021) “On Labor Protection - The establishment of an Independent “Labor Inspection” Authority - Ratification of Convention 190 of the International Labor Organization on the elimination of violence and harassment in the world of work – Ratification of Convention 187 of the International Labor Organization on the Promotional Framework for Occupational Safety and Health - Transposition of Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance, other provisions of the Ministry of Labor and Social Affairs and other urgent measures.”
- Law 4604/2019 (Government Gazette A’ 50/26.03.2019) “Promoting substantive gender equality, preventing and combating gender-based violence – Regulations for the granting of Citizenship – Provisions for the Local Government elections – Other provisions.”
- Law 4443/2016 (Government Gazette A’ 232/09.12.2016) as amended and currently in force. “(I) Transposition of Directive 2000/43/EC implementing the principle of equal treatment between persons irrespective of racial or ethnic origin, Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation and Directive 2014/54/EU on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers.”
- Law 4097/2012 (Government Gazette A’ 235/03.12.2012) as amended and currently in force. “Application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity - Transposition into law of the Directive 2010/41/EU of the European Parliament.”
- Law 4075/2012 (Government Gazette A’ 89/11.04.2012) “Regulations on Insurance with the IKA – ETAM, Social Security Bodies, adapting legislation to

Directive 2010/18/EU and other provisions,” Chapter F, Articles 48-54 concerning the transposition into national law of the 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.

- Presidential Decree 80/2012 (Government Gazette A' 138/14.06.2012) “Parental leave and leave of absence to employees with the Maritime Labor Convention in Greek-flagged merchant vessels, in accordance with 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.”
- Law 3896/2010 (Government Gazette A' 207/08.12.2010) on the “Implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation - Transposition into applicable law of the Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 and other relevant provisions.”
- Law 3769/2009 (Government Gazette A' 105/01.07.2009) “Implementation of the principle of equal treatment between men and women as regards access to and supply of goods and services and other provisions (on offers etc.).”
- Law 3488/2006 (Government Gazette A' 191/11.09.2006) “Implementation of the principle of equal treatment between men and women concerning access to employment, vocational training and professional promotion, and related to the conditions of work and other provisions.”
- Presidential Decree 176/1997 (Government Gazette A' 150/15.07.1997) “Minimum requirements for improving the safety and health protection of workers in the mineral-extracting industries through drilling in compliance with Directive 92/91/EEC.”
- Law 1483/1984 (Government Gazette A' 153/08.10.1984) “Protection and facilitation of workers with family responsibilities. Modifications and improvements to labor laws.”
- Law 1414/1984 (Government Gazette A' 10/02.02.1984) “Application of the principle of sexual equality in industrial relations and other provisions.”

2.3. INTERNATIONAL CONVENTIONS

International Labor Organization Convention (Geneva, 2019) no. 190 concerning the elimination of violence and harassment in the world of work. The Convention’s preamble:

- Recognizes the right of everyone to a world of work free from violence and harassment.
- Recognizes that violence and harassment in the world of work can constitute a human rights violation or abuse, and that violence and harassment are a threat to equal opportunities, are unacceptable and incompatible with decent work.
- Acknowledges that violence and harassment in the world of work affect a person’s psychological, physical and sexual health, dignity, and family and social environment, and may prevent persons, particularly women, from accessing, and remaining and advancing in the labor market.

2.4. Horizon Europe 2021-2027

In the new framework of Horizon Europe 2021-2027, the European Union reaffirms its commitment to gender equality in research and innovation, making it a horizontal priority and introducing reinforced provisions. The goal is to improve the European system of research and innovation, to create work environments of gender equality where all talent can thrive and where the dimension of gender may be better incorporated in projects for the improvement of research quality along with the affinity with the community of knowledge, technologies and innovations produced.

There are three main levels at which gender equality is treated in Horizon Europe:

- a) The existence of a Gender Equality Plan (GEP) becomes an eligibility criterion for certain categories of legal entities of the Member States of the European Union,
- b) The integration of a gender dimension into research and innovation content is a requirement by default, and evaluated under the excellence criterion (unless the topic description explicitly specifies otherwise),
- c) Increasing gender balance throughout the programme is another objective, with a target of 50% women in Horizon Europe related boards, expert groups and evaluation committees, and gender balance among research teams set as a ranking criterion for proposals with the same score.

Horizon Europe sets as mandatory requirements for a GEP the following:

- a) The GEP should 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.
- b) Have dedicated resources for the design, implementation, and monitoring of GEPs. May include funding for specific positions as well as earmarked working time for the personnel of the Institution.
- c) Include arrangements for data collection and monitoring. The GEPs must be evidence-based and founded on sex or gender-disaggregated baseline data collected across all personnel categories. This data should inform the GEP's objectives and targets, indicators, and ongoing evaluation of progress, and be reported on a yearly basis.
- d) Be supported by training and capacity-building. Actions should address gender equality and unconscious gender biases, and may include developing gender competence establishing working groups dedicated to specific topics, and raising awareness through workshops and communication activities.

In addition to these mandatory process-related requirements, the following 5 thematic areas are recommended for content:

- work-life balance and organizational culture,
- gender balance in leadership and decision-making,
- gender equality in recruitment and career progression,
- integration of the gender dimension into research and teaching content,
- measures against gender-based violence including sexual harassment.

3. OPERATIONAL REGIME

3.1. Structure of the Academy of Athens

The Academy of Athens is a Legal Entity of Public Law and was founded with the Law 4398/1929 “On the ratification and amendment of the editorial decision of March 18, 1926 on the Organization of the Academy of Athens” (Government Gazette A´ 308/24.08.1929) The goal of the Academy of Athens is the cultivation and advancement of the Sciences, Humanities and Fine Arts and generally of all human knowledge. In the context of its goal, the Academy of Athens engages through its members in scientific presentations and participates in scientific conferences and international research programs, undertakes publications, awards scholarships and prizes. Today, 17 Research Centers and 4 Research Offices operate in the Academy of Athens as independent research units.

The Research Centers of the Academy of Athens are the following:

- Research Centre for Modern Greek Dialects - Historical Dictionary (KENDI - ILNE)
- Hellenic Folklore Research Centre (HFRC)
- Research Centre for Medieval and Modern Hellenism (KEMNE)
- Research Centre for the History of Hellenic Law (RCHHL)
- Modern Greek History Research Centre (KEINE)
- Research Centre for Greek and Latin Literature (KEELG)
- Research Center for Astronomy and Applied Mathematics (RCAAM)
- Research Centre for Greek Philosophy (RCGP)
- Research Center for Scientific Terms and Neologisms (KEEON)
- Research Centre for Atmospheric Physics and Climatology (RCAPC)
- Research Center for Antiquity (RCA)
- Research Centre for Greek Society (RCGS)
- Research Centre for Byzantine and Post-Byzantine Art (KEBMT)
- Mathematics Research Center (MaRC)
- Center for Space Research and Technology (CSRT)
- Center for Public Health Research and Education (CPHRE)
- Research Center of Natural Disasters and Coastal Engineering (RCNDCE)

The Research Offices of the Academy of Athens are the following:

- Research Office of Theoretical & Applied Mechanics
- Research Office of Theoretical Physics
- Research Office of Experimental Physics
- Bureau of International and Constitutional Institutions

In the administrative structure of the Academy of Athens, are included the following Management departments and units:

- Administration
- Legal Advisor
- Department of Administrative Services
- Department of Financial Services
- Department of Bequests
- Department of Property

- Library Department
- Publications Office
- Department of Technical Services
- Office of Public Relations, Protocol and Cultural Events
- Network Operation Center
- Secretariat of the Research Committee

3.2. Establishment of the Gender Equality Committee (GEC)

The Gender Equality Committee was formed on a three-year term according to the 9.2.23 Resolution of the Senate of the Academy of Athens (excerpt no. 26/09.02.2023), consisting of three members from the research staff and one member from administration. The members of the GEC are:

George Kastis, Research Director, Acting Director of the Mathematics Research Center (MaRC) (GEC Chairperson),

Nikolaos Kaberis, Research Director, Acting Director of the Research Centre for Greek Society (RCGS),

Lydia Paparriga, Research Director, Acting Director of the Research Centre for the History of Greek Law (RCHHL),

George Marinos, Acting Supervisor of the Property Administration Division of the Academy of Athens

4. GEP OPERATIONAL OBJECTIVES

In accordance with the guidelines of the European Institute for Gender Equality (EIGE)², AA focuses its actions for gender equality on the following goals:

- Balancing professional and personal life and organizational culture.
- Gender balance in leadership and decision-making.
- Gender equality in recruitment and career progression.
- Integration of the gender dimension into research and teaching content.
- Measures against gender-based violence including sexual harassment.

4.1. Priority Axes

The assessment of the current state of things at the AA led to planning targeted actions in the framework of creating the GEP. Thus, according to the results of the internal assessment, the following five **Priority Axes** of the GEP emerge:

Priority Axis I. Gender balance in governance and decision making. AA recognizes the importance of balanced participation, pluralism and inclusiveness in the composition of decision-making bodies and in the governance positions of the institution, for the effective addressing of gender prejudices and the symbolic change of established perceptions.

² https://eige.europa.eu/gender-mainstreaming/toolkits/gear/horizon-europe-gep-criterion?language_content_entity=en

Priority Axis II. Gender equality in recruitment, employment and career progression. AA aims to eliminate barriers and prejudices related to gender in all areas related to human resources.

Priority Axis III. Gender dimension in research, innovation and education. AA seeks to enhance the dimension of gender in research content, innovation, and education in all its programs and actions.

Priority Axis IV. Work-Life balance and organizational culture. AA seeks to provide a multi-faceted support to personnel in order to improve the work-life balance. It also aims at a broader creation of an organizational culture without gender-based discriminations.

Priority Axis V. Measures against gender-based violence including sexual harassment. AA, displaying a zero tolerance for gender-based violence in any form, aims to adopt a set of measures to prevent and combat incidents of moral and sexual harassment, as well as any other form of violence.

5. METHODOLOGY FOR FORMULATING AND MONITORING THE GEP

The methodology that was followed for formulating the GEP is summarized below:

Internal Evaluation (Audit): This phase involves the collection of gender-specific quantitative and qualitative data gender regarding the gender dimension and the critical analysis on this issue, in terms of the procedures and practices followed by the Institution. To that end, data were used for the year 2023, obtained from the administrative services, regarding the number, gender and area of competency of the paid research and administrative personnel. The assessment of the current state of things focused on the available data of the institution concerning the two main gender categories (male/female). Nevertheless, the future possibility is acknowledged of needing to include further gender categories and the corresponding data.

Development of an action plan: This phase involves the formulation of objectives and principles related to the findings, but also determination of actions to improve the points where there is a need for improvement. At the same time, a time-plan is established, responsibilities are distributed to the institution's relevant staff which will oversee the implementation of the actions and indexes are determined for monitoring the plan's progress. The GEP is approved by the Senate of the AA.

Implementation of the GEP: This phase involves the implementation of the actions so that the commitment regarding the objectives shall extend to the involvement and cooperation of human resources. This phase also includes awareness-raising among personnel, along with information and training on gender equality matters, in order to achieve a wide acceptance of the GEP in the Institution.

Monitoring and evaluation of the action plan: This phase involves the monitoring and evaluation of the GEP, on a yearly basis, from the GEC. More specifically, the qualitative and quantitative performance indicators will be monitored, aiming to meet the quantitative targets and assess the qualitative ones. Assessment entails the

possibility of modification of the performance indicators used. This phase allows for both the plan's modification and improvement and the broader focus of the Institution regarding the promotion of gender equality.

6. DATA AND FINDINGS

6.1. Summary of the current situation in AA

In order to determine the prevailing conditions in terms of gender at the AA and to apply the methodological practices described above, the reference year being 2023, quantitative data from the administrative services was collected and analyzed concerning gender distribution among the Institution's personnel.

Findings about gender distribution are organized in categories according to the types of personnel (Researchers, scientific collaborators/students, administrative/technical) the work relation and the occupation of management positions (Center management, administrative management posts).

6.2. Gender distribution across AA personnel

In AA, 86 researchers, 23 scientific collaborators and 73 administrators/technicians are employed. Out of a total of 182 employees, 77 are male and 105 are female. Hence, women make up 58% of the Institution's personnel and men 42% (see Fig. 1). However, the distribution of women across work positions presents certain particularities. Women comprise 42% of researchers, 61% of scientific collaborators/students and 75% of administrative/technical personnel (see Fig. 2). Overall, women make up 46% of the research personnel (researchers/scientific collaborators/students).

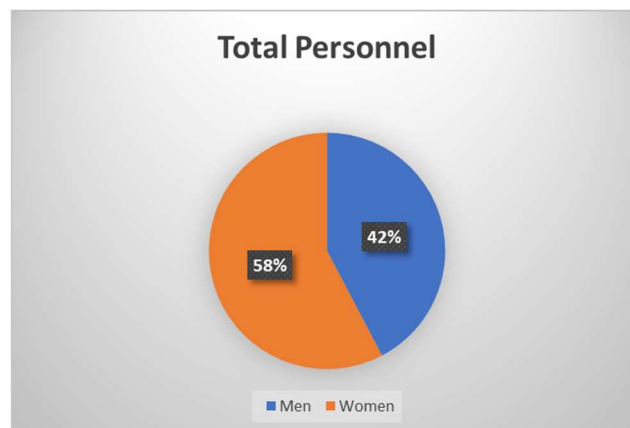


Figure 1 Gender distribution across the total personnel of AA

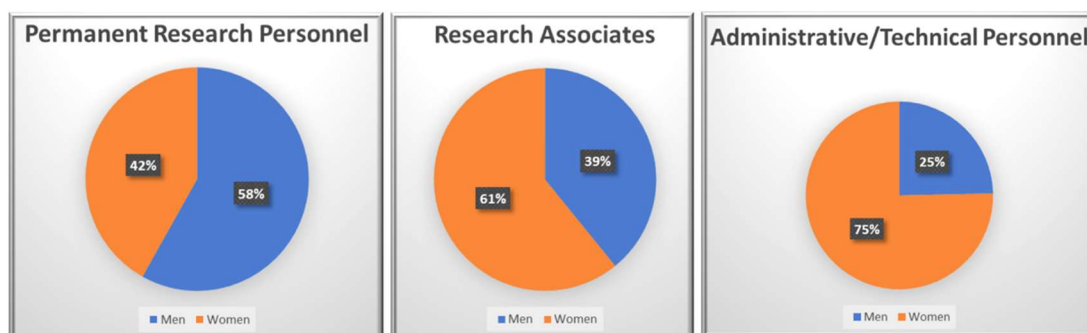


Figure 2 Percentile gender distribution across the different types of personnel of AA

Among the research personnel, there is a balanced gender distribution in the first two grades, while there is a lower percentage of women in the introductory grade C (see fig. 3.).

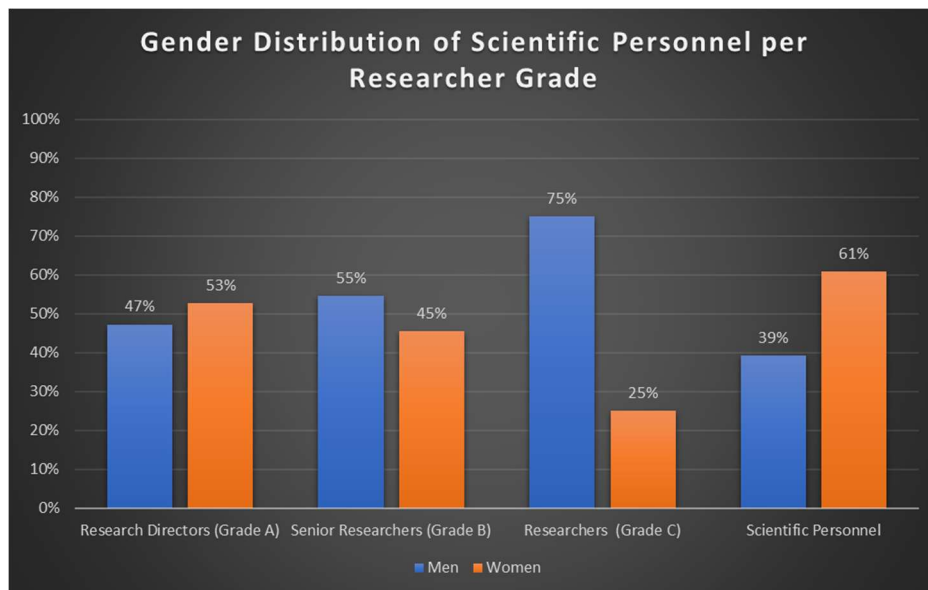


Figure 3. Percentile gender distribution of scientific personnel per grade

Regarding the distribution of researchers in the Centers (see fig. 4) an overall balance is observed between the genders in most of the centers conducting research in Humanities, Fine Arts and Ethical and Political Sciences. Specifically, the Research Center of Scientific Terms and Neologisms is staffed entirely by women. By contrast, in the centers conducting research in the Physical Sciences (RCAAM, RCAPC, MaRC), male researchers prevail. Especially MaRC is staffed exclusively by men. The three newly established Centers (CSRT, CPHRE, RCNDCE) have no personnel at present.

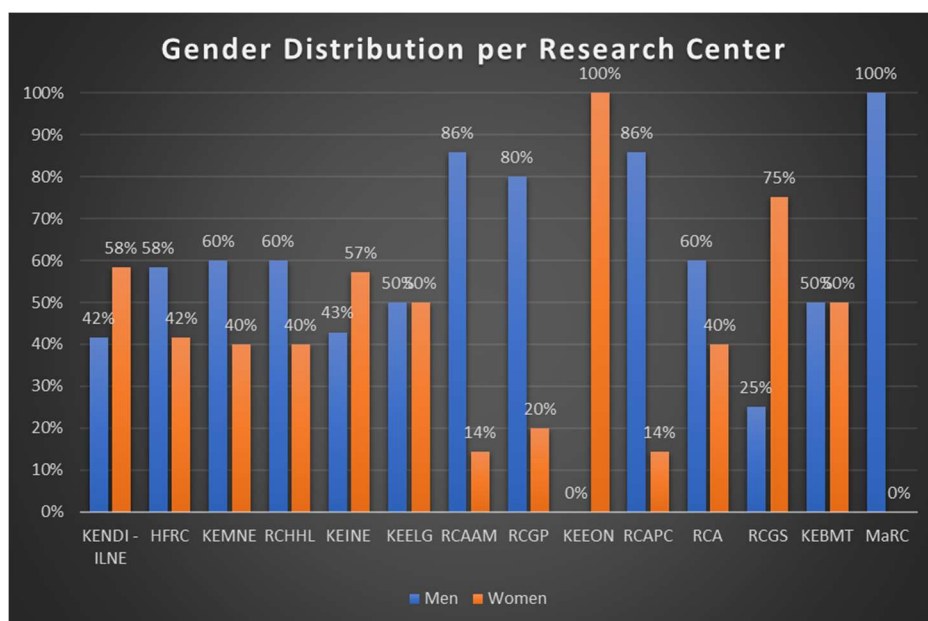


Figure 4 Percentile Distribution of Gender per Research Center

In the Administrative/Technical departments of AA, the representation of women prevails over that of men. The percentile distribution of gender in the administrative/technical personnel per work relationship can be seen in Figure 5. Women make up 75% (35 women) of the permanent administrative/technical personnel, and 78% (18 women) of the administrative/technical personnel with open-ended private law contracts. At the same time, there are 2 women on internships and 1 man on a fix-term position.

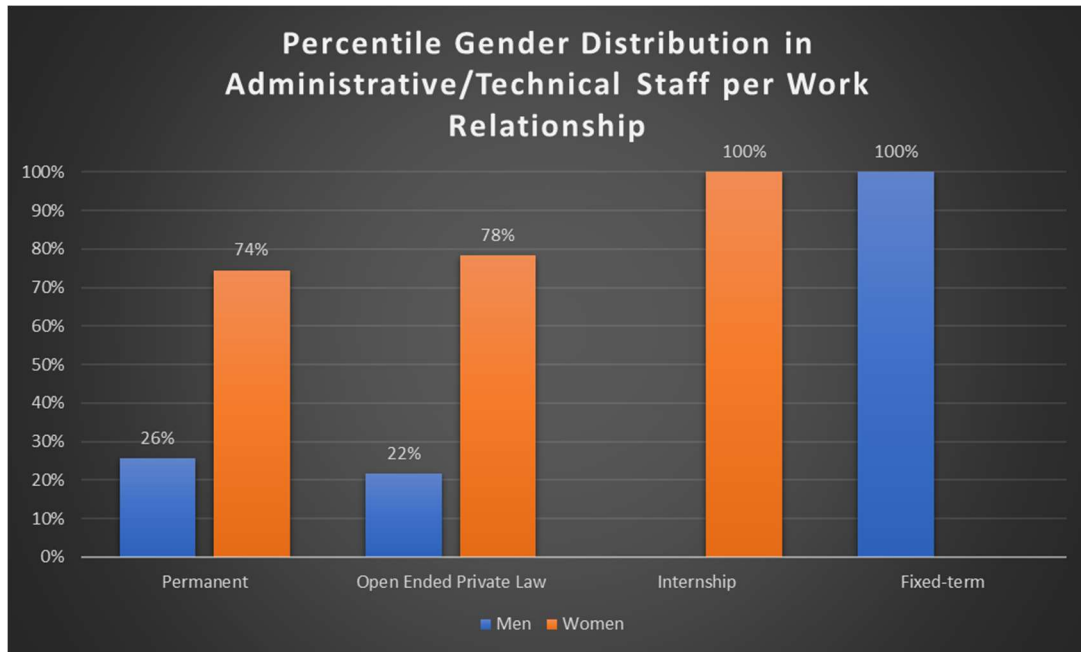


Figure 5 Percentile Gender Distribution in Administrative/Technical Staff per Work Relationship

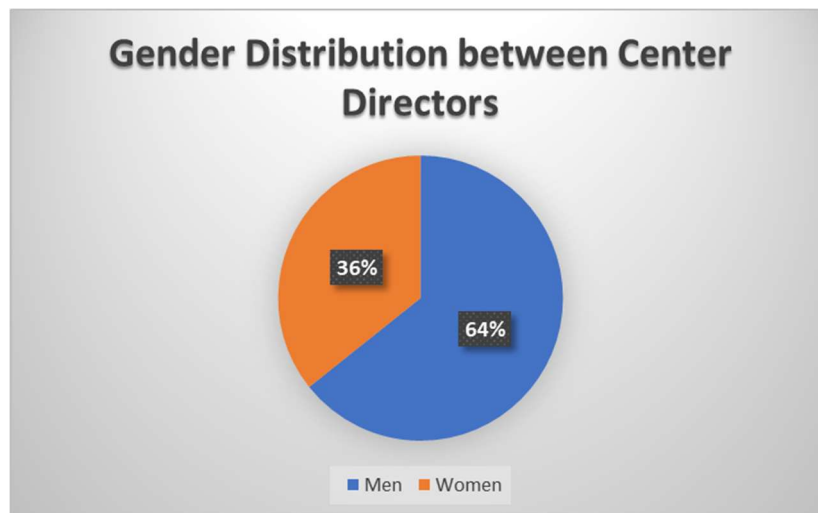


Figure 6 Gender Distribution between the Directors/Acting-Directors of the Centers

Gender distribution in the administrations of AA is shown in Figure 6. The administrative bodies of the Research Centers of the AA are the Senate of the AA, the Supervisory Committees of the Research Centers and the Directors/ Acting-Directors. Among the Directors/ Acting-Directors currently serving in 14 out of the 17 Research Centers of AA, 9(64%) are men and 5(36%) are women. The three newly established Centers (CSRT, CPHRE, RCNDCE) do not have a Director/Supervisor at present.

In AA there are three committees in operation which are either made up exclusively by researchers or in which researchers participate: the Scientific Council of the Research Centers of the Academy of Athens (SCRCAA), the Academy of Athens Researchers Council (AARC) and the Research Committee. The gender distribution in SCRCAA is 3 women (43%) and 4 men (57%). At the current time, the President of SCRCAA is a female. The gender distribution in AARC is 1 woman (50%) and 1 man (50%). The gender distribution in the Research Committee is 1 male researcher (100%).

The gender distribution in the administrative departments of AA is shown in Figure 7. Women make up 78% (18 women) while men are 22% (5 men) in managerial positions.

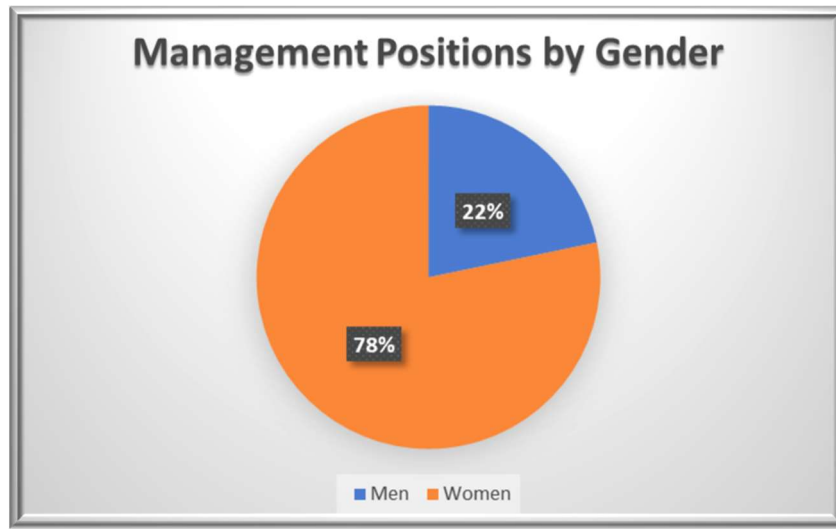


Figure 7 Gender Distribution in management positions within Administrative/ technical personnel.

7. AREAS OF INTERVENTION - OBJECTIVES - MEASURES AND MONITORING INDICATORS

Priority Axis I.				
Gender balance in governance and decision making				
Objectives	Measures	Timeline		
		2023	2024	2025
1. Promotion of gender equality in the culture of the Institution 2. Creation of structures to support gender equality 3. Balanced representation of all genders in all decision-making bodies (research, administrative) and positions of responsibility 4. Monitoring of organizational procedures regarding gender 5. Promotion of actions supporting women's participation in positions of responsibility	Establishment of the Gender Equality Committee at AA	x		
	Creation of the GEP and its publication in the website of AA	x		
	Monitoring the Implementation of the GEP	x	x	x
	Monitor gender balance in positions of responsibility & decision-making	x	x	x
	Establishment of a system for the systematic collection of qualitative and quantitative data on gender in positions of responsibility within the Institution	x	x	x
	Use of gender-neutral language in all documents of the organization	x	x	x
	Implementing actions for the encouragement and support of women in applying for positions in the Institution's committees	x	x	x
	Annual tests for unconscious gender prejudices	x	x	x
Competent parties	Expected results and monitoring indicators			
1. AA Senate	Annual or biannual GEP reports			
2. GEC	Number of information & awareness-raising events on issues of gender, prejudices and diversity			
3. Research Center Directors	Annual statistical data on gender distribution in candidacies and participation in committees, decision-making bodies and positions of responsibility			
4. Research Committee	Annual tests for the unconscious gender prejudices			
5. Administrative Directors	Assessment of the results from the annual tests.			

Priority Axis II. Gender equality in recruitment, employment and career progression				
Objectives	Measures	Timeline		
		2023	2024	2025
1. Balanced gender representation in all personnel categories	Monitor the gender balance in job applications and recruitment		X	X
2. Balanced gender representation in personnel recruitment and career progression applications				
3. Balanced gender representation in personnel recruitment (hiring)	Actions for raising awareness for the empowerment and mentoring of female researchers		X	X
4. Monitoring the gender correlation of voluntary departures (resignations, early retirements)	Monitoring of voluntary departures		X	X
5. Promoting procedures that encourage and support the recruitment of women in senior positions	Monitoring of salary data		X	X
6. Equality of pay between genders				
Competent parties	Expected results and monitoring indicators			
1. AA Senate	Annual report analyzing gender data in recruitment and hiring			
2. GEC				
3. Research Center Directors	Annual report analyzing gender data in voluntary departures			
4. Research Committee	One action for raising awareness and informing for female researchers			
5. Administrative Directors	Annual review of pay statistics			

Priority Axis III. Gender dimension in research, innovation and education				
Objectives	Measures	Timeline		
		2023	2024	2025
1. Promoting gender equality in the activities or re-search, innovation and education 2. Incorporating the parameter of gender in the research content 3. Incorporating the parameter of gender in the educational content 4. Increasing women's participation in research pro-grams, research teams or leading positions in re-search projects	Encouragement of gender equality in funding applications and re-search projects (composition of re-search teams, etc.)	x	x	x
	Organizing information and awareness-raising events on the importance of gender equality in research, innovation and education	x	x	x
	Incorporating the parameter of gender in the proposals for re-search projects	x	x	x
	Organizing workshops/seminars on the integration of the gender dimension in the methods & content of research	x	x	x
	Developing education programs on themes concerning gender discrimination	x	x	x
	Promoting the participation of women in initiatives, work groups and activities	x	x	x
	Encouraging/facilitating women's participation in scientific information campaigns in and out of the AA	x	x	x
	Monitoring and informing related to women's participation in re-search programs, research groups or in a position of scientific leader of a research program at AA	x	x	x
	Forming a practice of communication and collaboration with women researchers in and out of Greece, for the exchange of views and experiences on institutional and re-search matters	x	x	x

Competent parties	Expected results and monitoring indicators
1. AA Senate 2. GEC 3. Research Center Directors	Brief annual or biannual reports on the content and results of actions of the GEP regarding gender equality research, innovation and education
4. Research Committee 5. Administrative Directors	Periodic actions of awareness-raising and information on issues of women's participation in research, innovation and education
	Monitoring and recording of women's participation in research programs, research teams or as principal investigators of research projects/programs
	Evaluation of the results of the annual/biannual research/actions/reports

Priority Axis IV. Work-Life balance and organizational culture					
Objectives	Measures	Timeline			
		2023	2024	2025	
1. Promoting the creation of structures in support of gender equality 2. Promoting gender equality in the culture, processes and practices of AA (documentation, evaluation) 3. Promoting gender equality in the culture, processes and practices of AA (prevention) 4. Promoting balance between professional and personal life (prevention)	Widening of the GEC of AA aiming at a larger participation of women	x			
	Aiming at the creation of administrative and every other kind of formal documents in AA without discrimination due to gender or sexual orientation	x	x	x	
	Recording, interpreting and utilizing the conditions of gender-based discrimination based on the annual/bi-annual targeted research and updating of the applicable strategies	x	x	x	
	Promotion of educational initiatives (information and training seminars) of the scientific and administrative staff of AA on current issues of gender discrimination	x	x	x	
	Planning to incorporate in the future operational profile of AA (or of the Centers) regulations which limit/discourage the manifestation of gender-based discrimination (e.g., representation in Committees etc.)	x	x	x	
	Informing research and administrative staff of the latest legal provisions regarding parental leave, flexible time schedules (work at a distance, reduced working hours), etc.	x	x	x	
	Institutional concessions regarding childcare and the care of family dependents. Encouraging male staff to utilize relevant provisions	x	x	x	
	Facilitating the smooth re-incorporation into work (without pressure, discrimination and overwork) of staff (largely women) who have been absent due to family obligations (pregnancy, birth, the care of sick children and dependents etc.)	x	x	x	
	Competent parties	Expected results and monitoring indicators			
	1. AA Senate 2. GEC 3. Research Center Directors	Brief annual or biannual reports on the content and results of actions of the GEP. Periodic actions of awareness-raising and information on issues of gender discrimination and appropriate practices for the harmonization of professional and personal life			

4. Research Committee	Recording the dynamics of gender parity in committees, decision-making bodies and positions of responsibility
5. Administrative Directors	Evaluation of the results of the annual/biannual research/actions/reports

Priority Axis V. Measures against gender-based violence including sexual harassment				
Objectives	Measures	Timeline		
		2023	2024	2025
1. Prevention and elimination of discrimination, gender-based violence and harassment 2. Fostering a culture of zero tolerance to sexual harassment and gender-based violence 3. Encourage staff to report incidents of violence, discrimination and harassment	Assigning to a personnel member the position of the “Responsibility for Collecting and Monitoring Reports” officer	x		
	Filling out yearly questionnaires by all staff members to identify instances of discrimination, gender-based violence and harassment	x	x	x
	Organizing awareness-raising and information actions on issues of discrimination, gender violence and harassment	x	x	x
Competent parties	Expected results and monitoring indicators			
1. AA Senate 2. GEC 3. Research Center Directors 4. Research Committee 5. Administrative Directors	Annual reports of the GEC relevant to complaints			
	Number of reports of discrimination, gender-based violence, harassment			
	Number of awareness-raising and information actions			
	Analysis of questionnaires for frequency of complaints			