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*NATIONAL QUALITY  
INFRASTRUCTURE SYSTEM*

*GENDER EQUALITY PLAN 2024-2026*

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## INTRODUCTION

Gender equality is at the core of human rights, a fundamental value of the European Union and the Greek State and one of the United Nation's sustainable development goals (SDGs).

The Gender Equality Strategy 2020-2025 of the European Commission aims towards a Union of Equality, a Gender Equal Europe. According to Horizon Europe, the 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 organizations requesting funding from EU for Research & Innovation activities are obliged to prepare and implement Gender Equality Plans.

In this context, the National Quality Infrastructure System (NQIS) developed the present *Gender Equality Plan 2024-2026* which has considered the regulatory framework on gender equality, is evidence based on sex-disaggregated data and presents the basic principles of actions to be implemented over the 2024-2026 period.

## TERMS & DEFINITIONS

For the purposes of this document, the definitions below provide a short overview of relevant terms in connection with gender equality plans (GEPs). If not stated otherwise, they are taken from the [glossary and thesaurus](#) of the European Institute for Gender Equality (EIGE), which is a terminology tool focusing on the area of gender <sup>1</sup>.

**Gender Equality Plan:** a set of commitments and actions that aim to promote gender equality in an organisation through a process of structural change.

**Gender:** Social attributes and opportunities associated with being female and male and to the relationships between women and men and girls and boys, as well as to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context- and time-specific, and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, and decision-making opportunities. Gender is part of the broader sociocultural context. Gender is also an important term to understand in the context of gender identity.

**Gender equality:** equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same, but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born female or male. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, thereby recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.

**Gender equity:** Provision of fairness and justice in the distribution of benefits and responsibilities between women and men.

**Gender mainstreaming;** Systematic consideration of the differences between the conditions, situations and needs of women and men in all policies and actions.

**Equal opportunities for women and men:** Absence of barriers to economic, political and social participation on grounds of sex and gender.

**Equal treatment of women and men:** A state of no direct or indirect discrimination based on sex and gender, including less favourable treatment for reasons of pregnancy and maternity.

**Diversity:** Differences in the values, attitudes, cultural perspectives, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge and life experiences of

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<sup>1</sup> Gender Equality in Academia and Research - GEAR tool: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/terms-and-definitions>

each individual in any group of people. It is important to consider the lived realities of women and men in all their diversity.

**Intersectionality:** Analytical tool for studying, understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities, and how these intersections contribute to unique experiences of discrimination. Gender analysis considers the different experiences of women and men depending on their different characteristics, such as age, socioeconomic background, poverty, race, ethnicity, location (rural/urban), disability, sexual orientation (lesbian, gay, bisexual, transgender and others) or religion. This intersectional analysis of the characteristics that affect women's and men's daily lives is essential to understand inequality.

**Intersectional discrimination:** Discrimination that takes place on the basis of several personal grounds or characteristics/identities, which operate and interact with each other at the same time in such a way as to be inseparable.

**Inclusion:** The practice or policy of including and integrating all people and groups in activities, organizations, political processes, etc., especially those who are disadvantaged, have suffered discrimination or are living with disabilities.

**Gender identity:** Each person's deeply felt internal and individual experience of gender, which may or may not correspond to the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means) and other expressions of gender, including dress, speech and mannerisms.

**Institutional or structural change:** Institutional change is a strategy aiming to remove the obstacles to gender equality that are inherent in the research and innovation (R & I) system itself and to adapt the practices of organizations. Within an institutional change approach, the focus is on the organization. The current policy instrument to promote institutional change in Research & Innovation is GEPS, which organizations that want to apply for R & I grants in Horizon Europe need to have in place. 'Institutional change' was originally known as 'structural change'. Furthermore, structural change has been complemented with the terms 'structural and cultural change' and 'organizational change'. While the concept of structural, cultural and organizational change can still be found in several documents, publications and research papers, it is now referred to as 'institutional change' in European research area communications and EU Council conclusions. For this document, these concepts are used interchangeably.

# LEGISLATION

## International Regulatory Framework<sup>2</sup>

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 1961, the International Covenant on Economic, Social and Cultural Rights of 1962, the United Nations' Convention on the Elimination of All Forms of Discrimination against Women (CEDAW - 1979), 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)), by International Labour Organisation Conventions, with arrangements for maternity protection and facilitation of employability for workers with family responsibilities (International Labour Organisation 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.

## European Union Law<sup>3</sup>

**1. Treaty on the Functioning of the European Union (TFEU): Article 157 TFEU** states that 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. For 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: that pay for the same work at piece rates shall be calculated on the basis of the same unit of measurement; and that pay for work at time rates shall be the same for the same job. 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

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<sup>2</sup> Source: Gender Equality Plan 2022-2026. Gender Equality Committee - National and Kapodistrian University of Athens.

<sup>3</sup> Source: Gender Equality Plan 2021. CERTH Centre for Research & Technology Hellas

employment and occupation, including the principle of equal pay for equal work or work of equal value. To ensure 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 to make it easier for the underrepresented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers.

**2. 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”.

## Greek Law <sup>4</sup>

### *Constitution*

The Greek Constitution guarantees gender equality:

- **Article 4(2)** states: “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”

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 centres and research. The participation of women in decision-making centres 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 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<sup>5</sup>.

### *Laws*

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<sup>4</sup> Source: Gender Equality Plan 2022-2026. Gender Equality Committee - National and Kapodistrian University of Athens. <https://hub.uoa.gr/gender-equality-plan-2022-2026-nkua/>

- Act **4808/2021**, “On the protection of the work - Establishment of the Independent Authority “Labour Inspectorate”- Ratification of International Labor Organisation Convention 190 on the Elimination of Violence and Harassment in the world of work - Ratification of International Labor Organisation Convention 187 on the Framework for the Promotion of Safety and Health at Work- Implementation of Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on the balance between work and private life, other provisions of the Ministry of Labor and Social Affairs and other urgent arrangements”, Government Gazette A 101/19.6.2021. By authority of the provision of par. 4 of Article 22 of this law, the Ministerial Decisions YA/DIDAD/F.64/946/oik.858/2023 (Government Gazette B/343/2023 and YA/DIDAD/F.64/996/oik.6766/2023 (Government Gazette B/2561/2023) of the Ministry of the Interior were published to establish a modern framework for the creation of a work environment which respects, promotes and ensures the right of every person to a world of work free of violence and harassment in organisations of the public and wider public sectors.
- **Act 4604/2019**, “On the promotion of substantive gender equality etc.”, Government Gazette 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 (...)”, Government Gazette A 232/9.12.2016 [replacing Act 3304/2005 which had initially transposed Directives 2000/43/EC and 2000/78/EC], Government Gazette 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”, Government Gazette 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”, Government Gazette 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/E”, Government Gazette 138/14.6.2012.
- **Act 1756/1988**, “Code on the Status of Judges”, Government Gazette 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”, Government Gazette 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, Government Gazette A 105/1.7.2009, as amended by Article 162 of Act 4099/2012 implementing the CJEU Test-Achats judgment, Government Gazette 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, Government Gazette 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”, Government Gazette 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”, Government Gazette A 150/15.7.1997, as amended by Decree 41/2003, Government Gazette 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, Government Gazette 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, Government Gazette 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”, Government Gazette A339/30.12.1981.
- **National General Collective Agreements (NGCAs)**
- **Act 4531/2018** (Government Gazette 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 in May 2011. Law No. 4531/2018 (Government Gazette 62/A/5.4.2018), 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 recognized crimes of the European Union.
- **Act 4491/2017**, “Legal recognition of gender identity... etc”, Government Gazette A 152/13.10.2017.
- **Act 927/1979**, Government Gazette A 139/28.6.1979, implementing the CERD, as amended by Act 4285/2014, Government Gazette A 191/10.9.2014 and Act 4491/2017, Government Gazette A 152/13.10.2017.

## Horizon Europe 2021-2027

As mentioned above, all organisations requesting funding from EU for Research & Innovation activities are obliged to prepare and implement Gender Equality Plans.

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.

## The National Gender Equality Plan

Following the passing of Law 4604/2019 on the promotion of substantive gender equality, in 2021 the National Gender Equality Plan was published. The Action Plan sets out four (4) priority areas:

- 1: Preventing and combatting gender-based and domestic violence.
- 2: Equal participation of women and men in the labour market.
- 3: Equal participation of women and men in decision-making and leadership
- 4: Mainstreaming the gender perspective into sectoral 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.

# Gender equality at the National Quality Infrastructure System

## The status quo

NQIS is the national Standardisation and Metrology body being responsible for the quality system in Greece in these sectors. It consists of the “Hellenic Organisation for Standardisation (ELOT)” and the “Hellenic Institute of Metrology (EIM)” as independent operational units with administrative, financial and accounting autonomy. The Administration – Finance Division supports operational issues respecting the above-mentioned autonomy of ELOT & EIM.

To identify the status (November 2024) of the gender equality practices in NQIS, the following practices were used:

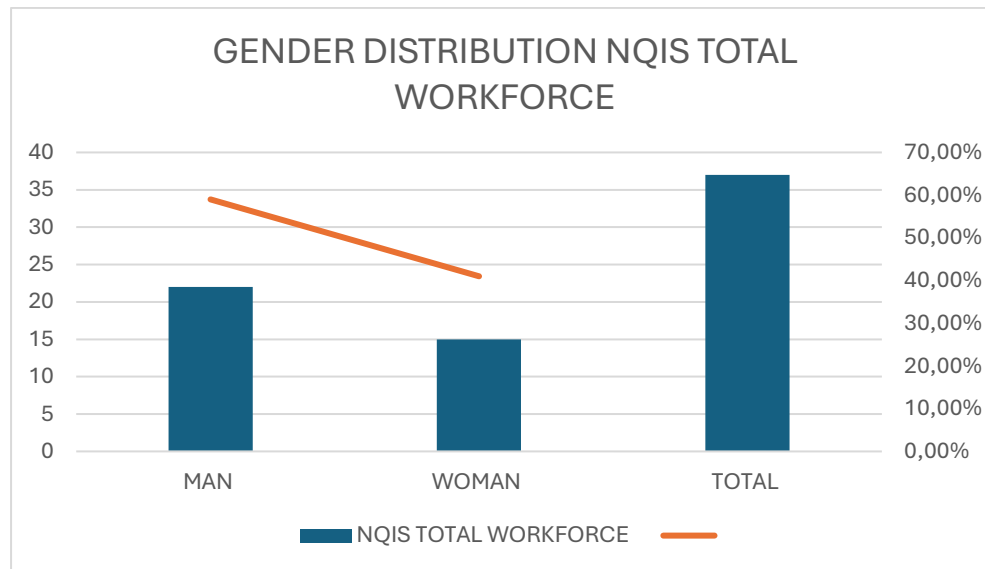
- Aggregation of the woman/man personnel data for the year 2024 across all divisions
- Aggregation of the composition of the management levels for the year 2024

Gender distribution– total workforce- TABLE 1

GENDER DISTRIBUTION	NQIS TOTAL WORKFORCE	
MAN	22	59,00%
WOMAN	15	41,00%
TOTAL	37	

The total number of our workforce is 37 of which 22 (59%) are men and 15 are women (41%).

Gender distribution total workforce CHART 1

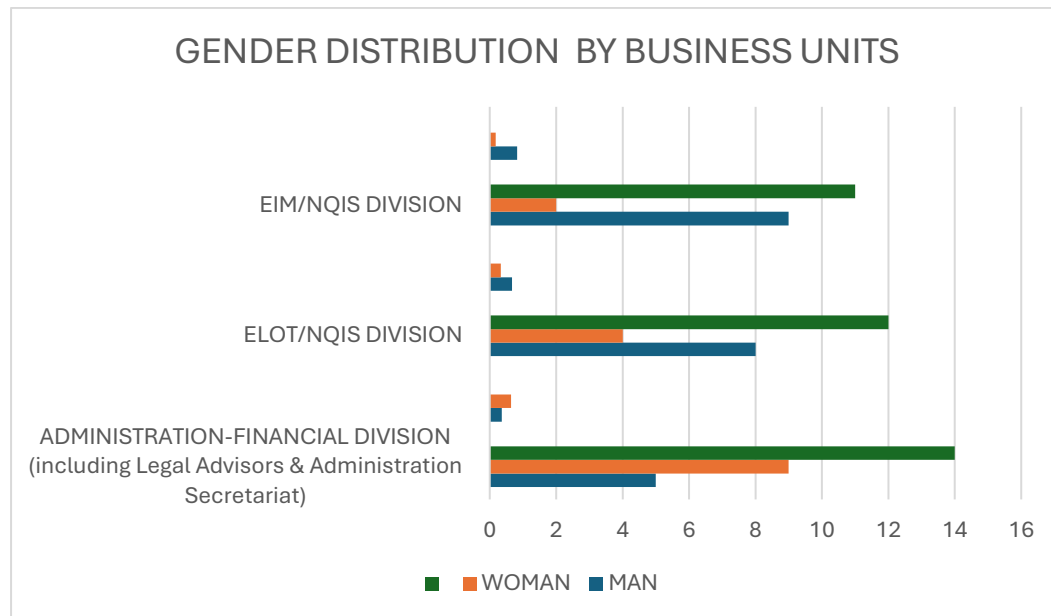


Gender distribution– across divisions TABLE 2

NQIS BY BUSINESS UNITS							
GENDER DISTRIBUTION	ADMINISTRATION-FINANCIAL DIVISION (including Legal Advisors & Administration Secretariat)		ELOT/NQIS DIVISION		EIM/NQIS DIVISION		
	MAN	5	36%	8	67%	9	82%
WOMAN	9	64%	4	33%	2	18%	
	<b>14</b>		<b>12</b>		<b>11</b>		

Regarding the Administration-Financial workforce gender distribution, 9 out of 14 employees are women, which corresponds to 64% of the total staff of this division. Women outrank men in this division. On the contrary, in both core business units (ELOT-standardisation and EIM -metrology) men outrank women. In ELOT 4 out of 12 employees are women (33% of the total staff) and in EIM 2 out of 11 employees are women (18% of the total staff).

Gender distribution across divisions CHART 2

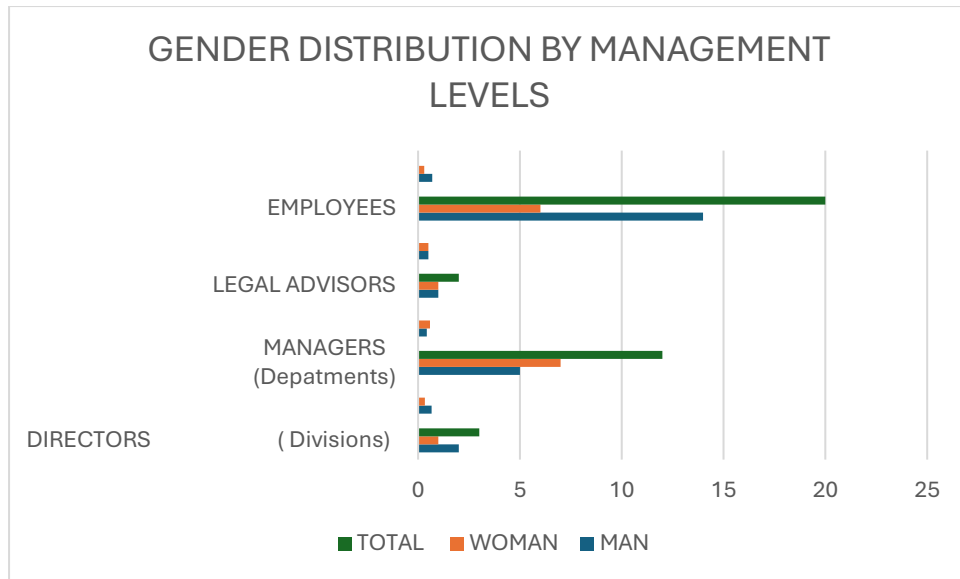


Gender distribution– by management levels TABLE 3

DISTRIBUTION BY MANAGEMENT LEVELS								
GENDER DISTRIBUTION	DIRECTORS (Divisions)		MANAGERS (Departments)		LEGAL ADVISORS		EMPLOYEES	
	MAN	2	67%	5	42%	1	50%	14
WOMAN	1	33%	7	58%	1	50%	6	30%
<b>TOTAL</b>	<b>3</b>		<b>12</b>		<b>2</b>		<b>20</b>	

Regarding gender distribution by management levels, 2 out of 3 directors are men, which corresponds to 67% of higher managerial staff (directors of divisions). On the department management level women outrank men, 7 out of 12 managers are women which corresponds to 58%, whilst a perfect gender balance exists in the Legal Advisor Office (50% - 50%). Therefore, the middle and higher managerial staff is gender balanced; 9 out of 17 higher hierarchy positions are held by women, which corresponds to 52%.

Gender distribution by management levels CHART 3



## Gender Equality Statement

Gender Equality creates better working environments that help maximise the potential and talents of all staff. It helps to attract and retain talent by ensuring that all staff can be confident that their abilities will be valued and recognised fairly and appropriately.

At NQIS we are totally committed to tackling sex and gender discrimination and taking into consideration the regulatory framework, the compulsory national legislation regarding staff hiring and service procurement and the current situation of gender distribution we declare:

*NQIS declares its responsibility to ensure gender equality, to eliminate gender discrimination and unequal treatment based on bias, prejudice and stereotypes about gender, gender identity and/or sexual orientation, to address discriminatory and/or abusive behaviour, sexual harassment and/or sexist behaviour. Any incident of gender inequality and discrimination will be properly reported and encountered with maximum attention by top management. Incident reports will be gathered and administered by the Hellenic Labour Inspectorate and/or the Ombudsman Independent Authority and/or the Integrity Advisor of the Ministry of Development.*

## The NQIS Gender Equality Plan

Our Gender Equality Plan is aligned to the four mandatory process-related requirements:

- a) it is a public document, approved by the top management (the CEO of NQIS) and published on the Greek Government's "DIAVGEIA" portal and NQIS websites
- b) it has dedicated resources
- c) it includes arrangements for data collection and monitoring
- d) it is supported by training

We aim at embedding a gender-aware culture within the organisation by shifting traditional perceptions across all levels of staff. Our focus is on the following key areas.

1. Gender balance in organisational culture
2. Gender balance in governance and decision making
3. Work life balance
4. Gender balance in career progression

The objectives, measures, indicators, responsible units and the timeframe are described in the following pages.

Key area 1 Gender balance in organisational culture				
Objectives	Measures	2024	2025	2026
Increase gender equality awareness within the organisation	Promotion of training initiatives regarding gender equality		√	√
	Encourage personnel to report gender incidents			
Use of non-sexist language in official correspondence	Proof check that non-sexist language is used in formal correspondence			
<b>Responsible Units</b> HR/Administration & Finance Division CEO Administrative Council	<b>Indicators</b> 1. Documentation of training (number of training activities, number of participants on an annual basis) 2. Non-sexist language in all documents and digital material			



<b>Key area 2 Gender balance in governance &amp; decision making</b>				
<b>Objectives</b>	<b>Measures</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Gender balance in decision making bodies (when applicable)	Support women’s participation in decision bodies (when applicable). Implementation of the existing quota system (when applicable)		√	√
	Equality, diversity and inclusion principles embedded into governance and annual strategic planning		√	√
<b>Responsible Units</b>  All divisions CEO Administrative Council	<b>Indicators</b> 1. Number of women/NQIS bodies on an annual basis 2. Number of measures in the strategic plan on an annual basis			

Key area 3 Work life balance				
Objectives	Measures	2024	2025	2026
<b>Objectives</b> Promote integration of work with family life  Incentives for supporting personnel with caring responsibilities	<b>Measures</b> Promote flexible working models (parental leave etc) to the maximum extent		√	√
	Identify & establish suitable benefits for personnel (special leave when family members are hospitalised etc)		√	√
<b>Responsible Units</b>  HR/ Administration-Finance Division CEO Administrative Council	<b>Indicators</b>  1. Number of employees on an annual basis			

<b>Key area 4 Gender balance in career progression, events and activities</b>				
<b>Objectives</b>	<b>Measures</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
To gender proof career advancement within the organisation	Analysis of applications for senior positions versus selection data		√	√
Balanced participation of men/women in events, courses, activities	Monitoring participation of men/women in the organisational events, activities		√	√
<b>Responsible Units</b>  HR/ Administration-Finance Division	<b>Indicators</b>  1. Number of applications on an annual basis 2. Number of men/women participating per year			

## Review

This Gender Equality Plan will be reviewed in December 2025.

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- International Standard ISO, ISO 30415:2021 Human resource management – Diversity & inclusion
- European Commission, Horizon Europe Work Programme 2023-2025, General Annexes 13 <https://research-and-innovation.ec.europa.eu>
- Code of ethics and professional conduct for public sector servants 2022 <https://www.esyp.eu>
- Gender Equality Plan 2023-2026 7<sup>th</sup> Healthcare Region of Crete <https://www.hc-crete.gr>
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- Gender equality in employment is still a distant promise in Europe. Council of Europe. <https://www.coe.int/en/web/commissioner/-/gender-equality-in-employment-is-still-a-distant-promise-in-europe>