

Gender Equality Plan



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2 Introduction

This Gender Equality Plan (GEP) aims towards identifying activities and performance indicators for addressing and promoting Gender Equality within CORE Innovation Centre NPO (Core IC). CORE IC acknowledges that ensuring gender balance and integrating the gender dimension in fundamental areas are key components for CORE IC's operation. The GEP is designed to be a flexible tool which follows EU and community guidelines for providing and promoting equal opportunities.

CORE IC's GEP is aligned with the Greek Legislation on Gender equality (Νόμος 4604/2019 - ΦΕΚ 50/A/26-3-2019)¹ and follows the EU Directives about the rights and equality between women and men: Directive 2000/78/EC, 2006/54/EC, 2010/41/EU, and 92/85/EEC². Moreover, CORE IC is aligned with all the Sustainable Development Goals (SDGs) from United Nations, but for the GEP, SDG 5, SDG8, and SDG 10 are used as foundation³, being monitored for their respective progress as indicated in the Gender Snapshot 2021.⁴

CORE IC Gender equality plan was inspired and based from the step-by-step guides provided by “*The European Institute for Gender Equality (EIGE)*”⁵, and GE Academy⁶. In addition, CORE IC's GEP is based on the Plans developed by ICCS⁷, UniBo⁸, and Baltic Gender⁹

3 Our vision towards gender equality and intersectionality

CORE Innovation Centre NPO (CORE IC) stems from the need to provide individuals, industries, and companies with opportunities to reach their true potential towards an Industry 5.0¹⁰ context. CORE IC employees are contributing towards a *sustainable, human-centric and resilient* European industry in research and innovation projects. To maximise the diversity of perspectives on new knowledge and, respectfully, the actual value of innovations, a gender equality culture is crucial to allow women at work to grow and reach their full potential.

However, on a European level, despite the progress of gender equality initiatives, gender gaps persist¹¹; according to *She Figures*, women represented around one-third (32.8%) of the total population of researchers at European level in 2018. Moreover, Greece with 14.5% shows the third highest unemployment rate for tertiary-educated women in EU and one of the lowest under-representation rates regarding women in leadership positions in research with only 16% of women among heads of higher education institutions¹². CORE IC aims to contribute towards balancing the male-dominated landscape of R&I on a national and EU level in line with the respective legislative frameworks^{13,14}.

CORE IC gender equality is addressed as a priority within the strategic goals of the organization, considering it as a prerequisite of breakthrough in R&I. CORE IC women are placed at the forefront of technology developments and key positions in successful partnerships between academia and enterprises through strategic, organisational, cultural, and operational standards. Moreover, CORE IC recognises that gender is a spectrum of diversity and is committed to achieving fair and equitable outcomes for staff and researchers in all their aspects of work, regardless of gender, identity, or presentation. This document aims to summarise the CORE IC perspective on gender equality into actionable insights and monitorable outcomes aligned with the UN Sustainable Development Goals¹⁵.

¹ [Greek law on Gender equality](#)

² https://ec.europa.eu/aid-development-cooperation-fundamental-rights/equality-between-women-and-men_en

³ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁴ United Nations, *Progress on the Sustainable Development Goals: The gender snapshot 2021*

⁵ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/what-gender-equality-plan-gep>

⁶ GE Academy: <https://ge-academy-docc.eu/courses/>

⁷ https://www.iccs.gr/en/wp-content/uploads/sites/1/2021/09/ICCS_Gender_Equality_Plan.pdf

⁸ <https://www.unibo.it/en/attachments/gender-equality-plan-2021-2024/@/download/file/Gender-Equality-Plan-2021-2024.pdf>

⁹ <https://www.baltic-gender.eu>

¹⁰ <https://op.europa.eu/en/publication-detail/-/publication/468a892a-5097-11eb-b59f-01aa75ed71a1/>

¹¹ https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

¹² https://ec.europa.eu/info/files/she-figures-2021_en

¹³ <https://isotita.gr/en/new-legislation-greek-government-substantive-gender-equality-sgbv-athens-march-2019>

¹⁴ https://ec.europa.eu/development-cooperation-fundamental-rights/your-rights-eu/equality-between-women-and-men_en

¹⁵ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

4 Roles and Responsibilities

Core Innovation Centre (CORE IC) is established following the equal opportunity corporate culture of Core Innovation. To ensure an efficient and effective design and implementation of the Gender Equality Plan (GEP), a *Gender Equality Group (GEG)* has been established comprised by a gender balanced team of CORE IC researchers. The monitoring and evaluation of the GEP is supported by (i) *the Administrative team (AT)*; (ii) *the Team Leaders (TL)*; (iii) *the Accounting Consultants (AC)*; (iv) *the Founders (FO)*. The Founders of the Core Innovation Centre have approved the Gender Equality Plan.

5 Objectives

CORE IC has embraced a diversity and inclusion culture as already established within the mother company, CORE Innovation. Therefore, the scope of this GEP amalgamates a background of ideas, mentality and approaches that have already had the chance to mature since the establishment of the company in 2016 in practice. This GEP contains measures developed based on the organisation's strategy on gender equality towards the following objectives:

- fostering equality in career positions and achieving equal opportunities for all;
- promoting and ensuring gender balance in decision-making processes;
- encouraging work excellence among women researchers through a series of activities (workshops, training, travels etc);
- establishing a safe working environment for work/life balance (flexible working, parental leave etc);
- integrating the gender dimension in research and innovation content;
- empowering female presence in research and innovation projects and strengthening their connection to the industry;
- becoming an attractive workplace for female by forming gender balanced teams;
- increasing the visibility of activities of women in research

The CORE IC GEP addresses these objectives divided into six Key Areas to achieve the above mentioned objectives. For each one of the objectives a set of measurable actions are planned and assigned to identified actors within the organisation to monitor, evaluate and plan according to the priorities of the organisation.

6 Methodology

To set the grounds for an effective GEP the GEG followed the approach proposed in the [European Institute for Gender Equality \(EIGE\) GEAR tool](#) :

Step 1. Define: How to analyse and assess the state-of-play in the institution.

Step 2. Plan: How to set up a GEP.

Step 3. Act: How to implement a GEP.

Step 4. Check: How to monitor progress and evaluate a GEP.

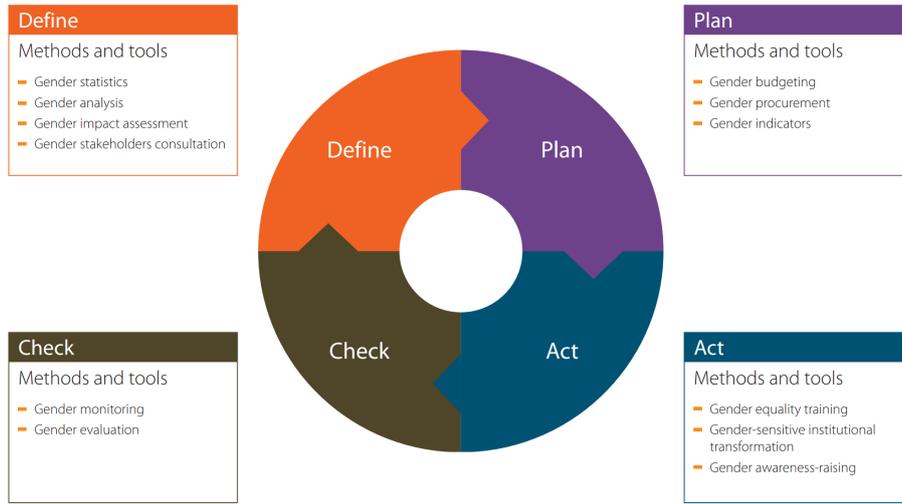


Figure 1: The gender mainstreaming cycle (Source: GEAR Tool, EIGE)

During the GEP design the Gender Equality Group performed an initial assessment of the gender equality state-of-play in CORE IC highlighting the Key Areas of scope to be addressed in SMART (*Specific, Measurable, Attainable, Realistic, and Time-Related*) objectives translated into actionable Measures. To ensure the effective monitoring of the outcomes specific people and teams have been assigned with appropriate roles and responsibilities. According to GEG preliminary assessment a specific timeframe for implementation has been defined following the needs, resources, strategy and planning of the development of CORE IC to address pressing domains as a priority.

Key Area 1 : Organisational structure and decision making

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|---|---|----------------|------------------|------|------|------|------|--|---|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. Gender balance in CORE IC groups in crucial decisions and operational planning II. Overseeing the GEP through a dedicated committee (monitoring & evaluation) | 1. Formation of Gender Equality Group (GEG) | FO | ✓ | ✓ | ✓ | ✓ | ✓ | Completed |  |
| | 2. Monitor GEP progress towards a gender equality work environment and work practices | FO, TL | ✓ | ✓ | ✓ | ✓ | ✓ | Ongoing- yearly reviews | |
| | 3. Ensure gender balance expertise among managerial positions and departments | FO, GEG | | ✓ | ✓ | ✓ | ✓ | Planned- MF ratio monitoring in managerial positions | |
| | 4. Include gender equality parameters into CORE IC Strategic Planning | FO | | ✓ | ✓ | ✓ | ✓ | Planned | |

Key Area 2 : Recruitment, Selection and Career Progression

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|---|---|----------------|------------------|------|------|------|------|---|---|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. To embrace gender equality in recruitment procedures II. Equal opportunities for professional development III. Parenthood choice for all genders without compromising career progression | 1. Embed current plan in organisation's introduction training scheme for new employees | GEG | ✓ | ✓ | ✓ | ✓ | ✓ | Completed |  |
| | 2. Monitor gender balance ratio from applications to recruitment | GEG, AT | | ✓ | ✓ | ✓ | ✓ | In progress- to achieve less than 10% gap in F/M overall staff ratio | |
| | 3. Measure and monitor career progress, retention rate using appropriate indicators and follow up tools | FO, GEG, TL | | ✓ | ✓ | ✓ | ✓ | Planned- M/F retention rate monitoring, M/F managerial position rate monitoring | |
| | 4. Pay gaps monitoring | FO, AT, AC | | | ✓ | ✓ | ✓ | Annual review and mediation measures | |
| | 5. Sharing gender-neutral career good practices | AT, GEG | | ✓ | ✓ | ✓ | ✓ | Planned- 1 yearly training to TL | |

Key Area 3 : Wellbeing and flexibility

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|--|---|----------------|------------------|------|------|------|------|---|--|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. Support family structures & care-takers II. Promote work life balance III. Equal gender opportunities to take part in organisation activities (meetings, travels etc) | 1. Encourage men to take parental leaves | FO | ✓ | ✓ | ✓ | ✓ | ✓ | All employees who became parents taking parental leave according to Greek legislation |   |
| | 2. Organize seminars addressed to TLs for better work life balance | FO, TL | ✓ | ✓ | ✓ | ✓ | ✓ | Enable operational metric for overtime hours | |
| | 3. Enable flexible working conditions and the possibility of working remotely | FO | ✓ | ✓ | ✓ | ✓ | ✓ | Enable ESI (employee satisfaction index) | |

Key Area 4 : Gender Strategy in Research and innovation

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|--|---|----------------|------------------|------|------|------|------|--|--|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. Integrating the gender dimension into research and innovation projects II. To encourage women researchers' participation II. Promote a research/ industry connection for female researchers | 1. Participating in consortia in national/European funding targeting female researchers | GEG, AT | ✓ | ✓ | ✓ | ✓ | ✓ | Number of women researchers included in proposals |   |
| | 2. To encourage women research publications | FO, TL | | | | ✓ | ✓ | Planned- m/f publication ratio | |
| | 3. Encouraging women in leading R&I activities | FO | | ✓ | ✓ | ✓ | ✓ | Planned- monitoring F/M ratio in leading R&I positions | |
| | 4 To promote balanced project teams | FO, TL | ✓ | ✓ | ✓ | ✓ | ✓ | M/F ratio in R&I projects | |

Key Area 5 : Gender equality in public activities

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|--|--|----------------|------------------|------|------|------|------|------------------------------------|---|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. Gender balanced representation of CORE IC II. Provide equal opportunities in leading CORE IC activities III. Woman presence in organisation's media and activities. IV. Eliminate gender bias in CORE IC content | 1. Engaged observation of participation M/F in company's teams/ events/ seminars/ workshops/ travels | FO, TL | | ✓ | ✓ | ✓ | ✓ | In progress, ratio F/M, 1 per year |  |
| | 2. Select women in leading positions in work groups, task assignments, projects | FO, TL | ✓ | ✓ | ✓ | ✓ | ✓ | In progress, ratio F/M 1 per year | |
| | 3. Hold trainings/workshops which enhance and promote leadership skills, management etc | FO, TL | | ✓ | ✓ | ✓ | ✓ | Planned- 1 yearly event | |
| | 4. Prioritise female presence regarding their contribution to the results and success of the organisation on the website or other forms of media | GEG | | ✓ | ✓ | ✓ | ✓ | Planned | |
| | 5. Monitor gender equality through digital content auditing (website, posts, photos, language etc) | FO, GEG, TL | | ✓ | ✓ | ✓ | ✓ | Planned | |

Key Area 6 : Gender in Organisation Culture

| Objectives (Why?) | Measures (What?) | Leading (Who?) | Timeline (When?) | | | | | KPIs & Goals | SDGs |
|---|--|----------------|------------------|------|------|------|------|--|--|
| | | | 2022 | 2023 | 2024 | 2025 | 2026 | | |
| I. Communication of gender equality actions II. Scheduling events on topics discussion regarding gender equality III. Creating a fostering environment where women can report incidents IV. Promote an inclusive culture to eliminate gender bias and stereotypes in communication | 1. Share company's last updated GEP publicly in website | GEG, AT | ✓ | ✓ | ✓ | ✓ | ✓ | Completed, to be updated each time there is a new version |   |
| | 2. Hold events and workshops to raise awareness on gender equality | GEG, AT, TL | | ✓ | ✓ | ✓ | ✓ | Planned | |
| | 3. Map key actors and create a team for detection and prevention of behaviours of discrimination or harassment or violence based on gender and ensure that privacy needs of the team are met | FO, TL | | ✓ | ✓ | ✓ | ✓ | In progress, GEG comprises of 4 members, annual review of the Group composition to increase horizontal inclusion | |
| | 4. To design and diffuse a CORE IC code of conduct to establish communication guidelines | FO, GEG | | | | ✓ | ✓ | Planned | |