



**Research
Center**

Gender Equality Plan

2025 - 2030

**THE AMERICAN COLLEGE OF GREECE RESEARCH
CENTER**

July 2025

The Gender Equality Plan (GEP) of the American College of Greece Research Center (ACG-RC) for the years 2025-2030 was formulated under the responsibility of the President of ACG-RC with the assistance of:

The ACG Office of College Legal Affairs and Policy

The ACG Office of Research Grants

The ACG Research Council

Contents

1. Introduction	4
2. Objectives	5
3. Regulatory Framework	6
4. The Gender Gap in Science, Technology, Engineering and Mathematics (STEM)	9
5. Organizational Description	10
6. Operational Regime	11
7. Gender analysis of available data at ACG-RC	12
8. Strategic Areas	13
9. Definitions.....	17
10.References.....	18

1. Introduction

Equality is a fundamental value of “The American College of Greece Research Center” (hereinafter “ACG-RC”) and a critical component in ensuring fair access and equal treatment for all its personnel. As an affiliate of “The American College of Greece”, ACG-RC prioritizes equality and gender inclusion, safeguarding the gender identity of its personnel while fostering a respectful, supportive, and inclusive working and learning environment. The right to be treated with respect and dignity shall be preserved.

This GEP serves to uphold ACG-RC’s commitment to a safe and supportive environment through the implementation of a systematic and strategic instrument that aims to reduce gender imbalances and inequalities by collecting and analyzing gender-disaggregated data, planning and executing actions to transform organizational processes, cultures, and structures, and monitoring progress over time.

2. Objectives

1. Embed a gender-aware culture by challenging traditional perceptions, attitudes and structures;
2. Enhance the quality of research through diverse and interdisciplinary research groups;
3. Advance excellence by promoting staff career development and training, including on gender issues;
4. Ensure inclusive decision-making by increasing the participation of all genders in governance bodies;
5. Strengthen industry links by supporting researchers of all genders to connect their work with the market;
6. Position ACG-RC as a leading employer for highly skilled researchers and professionals of all genders in Greece and abroad;
7. Contribute to national and European goals for female researcher participation;

Institutionalize gender mainstreaming by integrating gender perspectives into research content, institutional policies, organizational procedures, and evaluation mechanisms, thereby ensuring a sustained and systematic approach to gender equality across the Institute.

3. Regulatory Framework

This GEP establishes and implements strategies aiming to achieve gender equality at ACG-RC. The GEP adheres to national and European laws, initiatives and actions focusing on: equality of all genders, non-discrimination, equal treatment, harassment prevention in the workplace, and social responsibility of organizations. Relevant European and Greek legislation 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.

Chapter of Fundamental Rights of the EU

- Article 21(1) states: "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".
- 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 favor 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).
- Directive (97/81/EC) of December 1997 concerning the Framework Agreement on part-time work and providing equal opportunities for women and men.
- 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 in 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 4957/2022 “New horizons in higher education institutions: Enhancing the quality, operability, and connection of higher education institutions to the society and other provisions” in art.3 par. 5 provides that gender equality is one of the main missions of the higher education institutions (HEIs).
- Act 4808/2021, ‘On the protection of the work - Establishment of the Independent Authority “Labour Inspectorate”- Ratification of International Labor Organization Convention 190 on the

Elimination of Violence and Harassment in the world of work - Ratification of International Labor Organization 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', OJ A 101/19.6.2021,

- Act 4604/2019, 'On the promotion of substantive gender equality etc.', OJ A 50/26.3.2019,
- Act 4589/2019 - Article 33 provides the establishment of Gender Equality Committees (GECs) at all Greek universities. The GECs act as consultative bodies to the university senate, schools, and departments. They are composed of unpaid members who participate voluntarily in different activities, including the development of Gender Equality Action Plans (GAPs). The GAPs aim to promote gender equality and combat sexism; enhance awareness and gender equality in research communities; promote gender studies and research at Greek universities and research institutions; mediate cases of gender-based violence, discrimination and harassment; and support victims who report gender discrimination and gender-based violation. Most Greek universities and some research centers have established GECs, taking up an active role in 2021 in initiatives against gender-based violence, discrimination, and harassment in research institutions.
- Act 4386/2016 – Article 25 'Regulations for research and other provisions' provides that numbers of candidates for the National Committee of Research and Innovation, the Sectoral Research Councils, the Regional Councils of Research and Innovation, and the Scientific Committees of Research Institutes will be determined on the basis of scientific excellence. At least one-third representation of the minority sex will be guaranteed, provided that candidates have adequate qualifications.
- 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).
- Digital Transformation Bible 2020-2025.

4. The Gender Gap in Science, Technology, Engineering and Mathematics (STEM)

The above regulatory framework serves the pressing national and European need for a digital future that will be based on the equal involvement of both men and women. Women's participation in STEM is crucial for the development of a sustainable, fair, and equitable digital economy and society. Despite progress, women remain underrepresented in Europe's digital economy while the increasing demand in Europe for men and women digital experts is over 1 million with more than 53% of European companies reporting difficulties in finding such experts.

In Greece, the Ministry of Digital Governance has designed the Digital Transformation Strategy for 2020-2025 to address these inequalities. The Strategy was devised in close cooperation with stakeholders from the public and private sector, the academic community, and civil society, sets priorities for the digital transformation of the country, and goals for the development of the digital skills of the Greek society regardless of gender, at all levels and ages.

ACG-RC believes that gender equality is of utmost importance and must remain a top priority. By prioritizing gender equality and inclusivity, ACG-RC fosters an environment where staff feel valued and respected, thereby enhancing collaboration, decision making, and innovation. ACG-RC believes that gender equality is of utmost importance and must remain a top priority. By prioritizing gender equality and inclusivity, ACG-RC fosters an environment where staff feel valued and respected, thereby enhancing collaboration, decision-making, and innovation. ACG-RC commits to continuous measures to safeguard inclusivity, such as the ['Global Femme in STEM'](#) initiative. In alignment with ACG's broader initiatives, such as the Global Φ STEM Initiative (ACG 150, 2024), ACG-RC promotes interdisciplinary approaches to addressing gender imbalance in STEM, reinforcing synergies between education, research, and outreach. Developing this GEP is therefore a strategic investment in ACG-RC's long-term success.

5. ACG-RC Organizational Description

ACG-RC President	Prof. Edward C. Wingenbach
ACG-RC Board of Directors comprises	Prof. Edward C. Wingenbach, Prof. Nikos Antonopoulos and Ms Iliana Lazana
ACG-RC Director	Prof. Edward C. Wingenbach
ACG-RC Director of Research	Prof. Athanasios Krystallis
ACG-RC Legal Representative (LEAR)	Mr. Gabriel Alexopoulos

6. Operational Regime

The development of ACG-RC's GEP was approved by the President of ACG-RC, and is embedded within the Center's operations in accordance with the Internal Regulation and Articles of Association currently in force.

Implementation and monitoring of the GEP will be coordinated by the Gender Equality Officer, supported by the Gender Equality Board.

7. Gender analysis of available data at ACG-RC

Gendered distribution of the Staff of ACG-RC

There are 26 members of staff employed by ACG-RC (May 2025), of which 16 are female (61.5%) and 10 are male (38.5%).

Gendered Distribution of Management at ACG-RC

Of the 6 Members of Management at ACG-RC, 5 are male (83.33%) and 1 is female (16.67%).

Gendered Distribution of Research Staff at ACG-RC

Of the 23 Researchers employed by ACG-RC, 7 are male (30.44%) and 16 are female (69.57%).

As of May 2025, ACG-RC employs 26 staff members: 16 women (61.5%) and 10 men (38.5%). Of the 6 members of management, 5 are men (83.3%) and 1 is a woman (16.7%). Of the 23 researchers employed, 16 are women (69.6%) and 7 are men (30.4%).

ACG-RC will systematically collect and monitor sex- and gender-disaggregated data annually, using indicators to track progress in all areas of the GEP.

8. Strategic Areas

In line with Horizon Europe requirements, the GEP addresses five key areas through concrete measures and measurable targets:

Key Area 1: Work-life balance and organizational culture

Objective	Measure	Target	Responsible
1. Promoting the GEP and raising awareness to the staff and general public	Publish the GEP and promote its visibility on ACG-RC's website	ACG-RC stakeholders and the general public	[*]
	Organizing trainings and seminars for staff regarding the content of the GEP and collecting feedback	ACG-RC staff	Gender Equality Board
2. Usage of gender-inclusive language in official communications and institutional documents	Definition and adoption of guidelines for gender-inclusive language usage	ACG-RC Staff	Gender Equality Board
	Revision of language on the website and institutional documents	ACG-RC staff	Gender Equality Board, [**]
3. Promoting gender equality in ACG-RC's culture	Formulation of Code of Conduct regarding gender	ACG-RC stakeholders	Gender Equality Board, [**]

Key Area 2: Gender balance in leadership and decision-making

Objective	Measure	Target	Responsible
1. Promoting actions that encourage women's participation in positions of responsibility	Collection of qualitative and quantitative data by gender in positions of responsibility	ACG-RC staff	Gender Equality Board
	Achievement of a gender balance within ACG-RC's decision-making bodies	ACG-RC staff	President of ACG-RC
	Seek equality expertise for managerial positions	ACG-RC staff	President of ACG-RC
	Equality, diversity, and inclusion principles embedded into governance and strategic planning	ACG-RC staff	Gender Equality Board
	Guidelines and incentives aiming at women's	ACG-RC staff	Gender Equality Board

	participation in administrative bodies		
2. Promoting procedures that encourage and support the recruitment and professional development of women	Dissemination of good practices by other research centers in Greece and abroad	ACG-RC staff	Gender Equality Board
3. Monitoring the application and integration of the GEP	Supervision and monitoring of the implementation of the GEP in the different areas of the ACG-RC	ACG-RC staff	Gender Equality Board

Key Area 3: Gender balance in recruitment and career progression

Objective	Measure	Target	Responsible
1. Promoting procedures that encourage and support the recruitment and professional development of all gender	Analysis of applications vs appointments of staff to assess gender balance ratio	ACG-RC staff and prospective staff members	Gender Equality Board
	Sharing career good practices and training female role models	ACG-RC staff	Gender Equality Board
	Promotion of seminars on women's empowerment and mentoring of female researchers	ACG-RC staff	Gender Equality Board
2. Ensuring equal opportunities regarding the selection process of staff and the appointment of duties within the Research Center	Draft guidelines for a fair and inclusive selection process	ACG-RC staff	Gender Equality Board, President
	Ensure a balanced gender composition in the committees responsible for selecting the staff	ACG-RC staff	Gender Equality Board
3. Ensuring equal opportunities regarding career advancement	Define a shared evaluation method for career advancement so as to	ACG-RC staff	Gender Equality Board, President

	eliminate any gender imbalance		
--	--------------------------------	--	--

Key Area 4: Integrating gender into research and events

Objective	Measure	Target	Responsible
1. Ensuring the integration of gender dimension in research content	Consider all genders for languages and images in the research material that is used and produced	ACG-RC staff	ACG-RC staff
	Implement research projects investigating gender-related issues within the research agenda of ACG-RC	ACG-RC staff	ACG-RC staff
2. Aiming to achieve gender balance in events/panels/sessions organized by ACG-RC	Promote gender balance in panels and programs of scientific and public engagement events	ACG-RC staff	President
	Monitor the participation of males/females in the events of ACG-RC	ACG-RC staff	Gender Equality Board
3. Achieving the visibility of women in the activities of ACG-RC	Appoint women in leading positions of research activities	ACG-RC staff	Gender Equality Board
	Make visible women and their contribution to the results and success of ACG-RC on the website/social media accounts etc.	ACG-RC staff	

Key Area 5: Combating gender bias and harassment

Objective	Measure	Target	Responsible
1. Ensuring that the staff is informed about different forms of stereotypes and gender-based bias	Organize training days, initiatives, and seminars to counter stereotypes, prejudices, and gender violence	ACG-RC staff	

	Drafting a code of Conduct on Sexual Harassment and other forms of gender-based violence	ACG-RC staff	
2. Promoting guidance on handling incidents and encouraging staff to report incidents	Develop procedures for reporting incidents of gender-based violence	ACG-RC staff	
	Provide staff with a means of communication or set up a report system so that staff can safely report any incidents of gender-based discrimination or harassment	ACG-RC staff	

9. Definitions

A **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 recognize 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 is when 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 is defined as 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 the sex assigned at birth. A transgender person may take steps to live permanently in their nominated sex, with or without medical treatment.

Unconscious bias is a form of discrimination also known as implicit bias or implicit social cognition. It arises from the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

10. References

https://www.mopp.qut.edu.au/A/A_08_08.jsp

<https://eige.europa.eu/gender-mainstreaming/toolkits/gear/step-step-guide#step-2>

<https://ec.europa.eu/digital-single-market/en/news/women-digital>

https://cdn4.euraxess.org/sites/default/files/domains/nl/gear_tool.pdf

[https://www.europarl.europa.eu/RegData/etudes/STUD/2018/604940/IPOL_STU\(2018\)604940_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2018/604940/IPOL_STU(2018)604940_EN.pdf)

<https://op.europa.eu/en/publication-detail/-/publication/f3dd1274-7788-11e9-9f05-01aa75ed71a1/>

<https://diversity-charter.gr/>

<https://www.unibo.it/en/university/who-we-are/gender-equality-plan>

<https://www.iccs.gr/wp-content/uploads/2024/02/ICCS-Gender-Equality-Plan-2024.pdf>

https://eige.europa.eu/sites/default/files/documents/roadmap_to_effective_implementation_of_geps.pdf

https://research-and-innovation.ec.europa.eu/document/download/4b3945e6-441c-4f81-ba3a-d50bc1929735_en?filename=ec_rtd_gep-faqs.pdf

<https://acg150.acg.edu/wp-content/uploads/2024/11/Business-Model-for-%CE%A6STEM.pdf>

Mr. Gabriel Alexopoulos
Controller
The American College of Greece Research Center