



WHY A GENDER EQUALITY PLAN?

HELLENIC
FOUNDATION
FOR EUROPEAN
AND FOREIGN
POLICY (ELIAMEP)

TARGET } Taking a Reflexive approach
to Gender Equality for
institutional Transformation

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Introduction

ELIAMEP highly values gender equality. Demonstrating its strong commitment to it, it adopted in 2019 a Gender Equality Plan (GEP) aiming to promote equality and to mainstream gender in the internal workings of our institute. The first research and policy institute in Greece to have developed and to be implementing a customized GEP, when most research institutes and innovation and higher education institutions in Greece are only now starting this process. The impetus for developing a GEP was the participation of ELIAMEP in the TARGET project funded by the EU Horizon 2020. It is a structural intervention project aimed at building the capacity of research and academic organizations to mainstream gender in their internal structures and activities, and promoting organizational and cultural change¹. ELIAMEP seized this opportunity to formulate a gender equality policy at the organizational level. It also took action to promote GEPs and to transfer its newly acquired expertise in this area to the broader academic and research community in Greece.

The past few years have witnessed a growing realization around persistent gender disparities in research and academia in Greece. It has been accompanied by strong demands among a significant cross-section of the scientific and academic community to tackle these disparities. Customized GEPs have increasingly attracted attention and support as tools of organizational, structural and cultural change. They are promoted by the European Commission and already widely implemented in several EU countries (mostly in Western and Northern Europe), while less actively so in Southern and Eastern Europe. At the start of the TARGET project, the idea of an organization adopting a GEP was rather unknown in Greece. Subsequently, external developments since 2019 have elevated GEPs as key tools of organizational and gender change in research and academia, and sharply expanded broad interest in these.

Research institutes and universities in Greece are not required by law to adopt a GEP. Yet, legislation passed since 2019 indirectly rendered their development at the organizational level quasi-mandatory. Legislation to promote substantive equality between the sexes (substantive, and not only formal, equality, being explicitly endorsed in the Greek constitution since 2001) encourages universities and research organizations to integrate gender in their study programs and research content and to adopt GEPs². Furthermore, the development of GEPs has been defined as a central mission of the recently established Gender Equality Committees in Greek universities and research organizations (their establishment is required by law)³. These developments present a unique and timely opportunity for academic and research organizations to identify and redress gender inequalities and implicit bias in higher education and scientific research. Undoubtedly, the requirement of Horizon Europe (2021-2027) for all research centers and universities that compete for funding to have a GEP, is a powerful catalyst accelerating this process.

1 "Taking a reflexive approach to gender equality for institutional transformation" (TARGET). Project web-site at <https://www.gendertarget.eu/>

2 Law 4604/2019 on "Promoting substantive equality between the sexes and combatting gender-based violence".

3 Law 4589/19, which aims at the restructuring of some universities, includes an article stipulating the establishment of Committees for Gender Equality (CGE) in all Greek universities (, Article 33). It envisions such committees as consultative bodies to assist the university administration in its efforts to promote gender equality.

ELIAMEP is an internationally reputable research and policy institute in the fields of foreign policy, EU integration and European affairs. It has a relatively small-sized staff (38 in 2020), the vast majority with advanced post-graduate education, that is gender-balanced overall, albeit with significant variation in the different categories of employees and associates. From 2017 until now, developing a GEP at ELIAMEP took place through successive phases of a gender audit, designing the action plan, implementing its activities and monitoring the extent to which they promote general and specific goals. This report provides an overview of this process at ELIAMEP, the activities that have been carried out, and the main changes that took place. It draws on quantitative and qualitative data collected in the frame of monitoring their implementation. It also lays out a sustainability strategy for ELIAMEP's gender equality policy and its action plan beyond the end of the TARGET project.

1. Why a Gender Equality Plan? Main objectives

ELIAMEP adopted its first Gender Equality Plan (GEP) in 2019, defining gender equality as a key goal of our organization with concrete actions to advance it in practice for the first time. The GEP seeks to effectuate a long-term process of organizational change. It seeks to embed a gender-sensitive culture in ELIAMEP's internal structures and functioning, and in the content of its re-search and policy work. By pursuing this initiative, ELIAMEP also aspires to generate interest in and diffuse information about the value of GEPs among its extended network of academics, re-searchers, and external associates.

The GEP was adopted on the basis of a Gender Equality Audit (hereby GEA or 'audit'), which we had conducted during the previous year. In order to determine the institutional and structural parameters of our foundation, the audit provided a detailed description of ELIAMEP's organizational characteristics, its structure, size, staff composition, decision-making bodies, and gender balance in its different bodies. Through a critical reading of the organization's core documents – the 1988 Presidential Decree that established ELIAMEP, the Foundation's Internal Rules of Operation (IRO), and its Guide on Research Ethics (GRE) – it also assessed the pre-existing level of commitment to and awareness of gender equality. While ELIAMEP firmly laid down the principles of equality and non-discrimination as fundamental values, its documents did not include an explicit commitment to gender equality. Its staff composition exhibited gender balance overall (with frequent fluctuations due to the temporary contract employment of most researchers), yet the presence of women in decision-making bodies (the Foundation's Board of Directors (BoD)) was small. The audit also found that, notwithstanding the high-quality research that its scientific staff conducts, there was limited recognition of the importance of incorporating gender as a dimension in research projects and proposals.

Based on the audit's findings, we defined the following main objectives for ELIAMEP's GEP: a) to institutionalize the Foundation's commitment to gender equality, b) to build its organizational capacity for mainstreaming gender equality, c) to promote gender balance in its research management and decision-making bodies, d) to integrate the gender dimension in research content, and e) to promote gender equality in Greek research institutes and academia. From 2019 until present (October 2021), a series of actions were planned and subsequently implemented to achieve these objectives. They pertained to the management of human resources, data collection, changes to internal documents of operation, training activities, and knowledge transfer and dis-semination of GEP-related expertise to the broader research and academic community in Greece.

2. Designing and Approving a GEP

Our GEP was designed by the ELIAMEP team involved in the TARGET project, Dia Anagnostou (lead expert), Natalia Avlona (research fellow, until December 2020), Elizabeth Phocas (Gender Equality Officer), and Alexia Mitsikostas (Project Manager). Its development involved a continuous process of engagement with the staff and followed a reflexive methodology. Feedback from and discussions with staff members at every step of the process contributed to the formulation of broad objectives and the planned activities, as well as to periodic modifications. The GEP's implementation has incorporated a monitoring phase that allows us to assess progress towards achieving its goals on the basis of a logic model⁴: it defined a set of indicators, and the kind of data (or evidence) necessary to measure these indicators as “signs of progress” towards achieving the GEP's goals. Monitoring indicators are comprised of outputs (activities), outcomes (behavioral change), and impacts (cultural change). In order to assess progress on the basis of these indicators, we have collected both quantitative data (i.e., number of projects proposed or implemented with a gender dimension, number of researchers, etc.) and qualitative data (through questionnaires and interviews)⁵.

From the outset, the development of a GEP at ELIAMEP enjoyed the strong commitment of the top management that recognized its value and facilitated its preparation. They also provided continuous support throughout the process and acted as a critical nexus between the staff and the Board of Directors (BoD). In the course of conducting the audit and formulating the GEP, the TARGET team at ELIAMEP presented the project and its goals at a BoD meeting in December 2017. Many of them were not familiar with GEPs as tools used by various kinds of organizations to stimulate gender equality change.

The TARGET team at ELIAMEP also consulted informally with several members of the administrative and research staff in order to formulate the overall objectives of the GEP, to communicate the importance of developing a GEP, and to garner the support of colleagues. It also used e-mail communication to inform everyone about it at every step of the process. Several researchers and staff members also participated in the first two institutional workshops of TARGET, where they became familiar with the GEP as a tool. ELIAMEP's relatively small size and its well-connected staff and external collaborators made it possible to reach out, spread the information to the vast majority of them, and stimulate awareness-raising.

From the outset, we established a Community of Practice (CoP), in line with the methodology followed in the TARGET project. It is composed primarily of ELIAMEP staff and members of its BoD, but also of external academics and researchers, who had strong awareness and motivation around gender issues – approximately 12 people in total. Even though the CoP never met as a group, largely due to the difficulty of finding suitable dates for regular meetings, and in the absence of any specific common task, it still provided inspiration, assistance and sharing of experience. From the beginning of the process, the ELIAMEP team liaised with the Greek Association of University Women (ELEGYP), whose members provided

⁴ A monitoring and evaluation plan is a document that helps to track and assess the results of the interventions throughout the implementation of the GEP.

⁵ In order to assess behavioral and cultural change (i.e. change in gender awareness), we collected qualitative data. In the first place, we developed in 2020 a questionnaire for ELIAMEP's research and administrative staff, in order to assess the impact of the activities that we implemented in the frame of the GEP. In addition, in 2021 we also conducted 11 interviews with staff, management and BoD members to understand the extent to which the GEP stimulated greater gender awareness and cultural change.

support and helped diffuse information about the TARGET project and GEPs to the larger academic community in Greece. The team regularly interacted with CoP members from outside ELIAMEP in the frame of other collaborative activities, like teaching at the university.

Many of the CoP members though, who were ELIAMEP researchers, gathered together with other staff members in regular monthly meetings that were well-attended. These meetings turned out to be a very important and continuous forum in which the ELIAMEP team of TARGET communicated the goals of the GEP and updated everyone about its implementation and progress. The presentations that were periodically given often stimulated further discussion among researchers and staff about issues such as the use of gender-neutral language and how to integrate gender in the research content, among others. They also provided an occasion and context for ex-pressing disagreements and raising new issues. Updating the ELIAMEP staff and having discussions about the GEP at these meetings has been useful and very productive. New ideas and suggestions have been generated by researchers from other areas and programs. Members of the CoP from within ELIAMEP who were present at the meetings engaged in these discussions, in very supportive ways, highlighting the significance of the GEP and endorsing its goals and activities.

A draft of ELIAMEP's GEP was prepared in mid-2018 and it was circulated via e-mail to all ELIAMEP staff and its management. A couple of staff members sent remarks and feedback that were taken into account during its revision. One of the main issues discussed with staff members and with the Foundation's management was the most appropriate and effective way to improve gender balance in the BoD.

The GEP received a preliminary approval by the Director and the Deputy Director of ELIAMEP in November 2018, and in April 2019 it was presented for approval to the Board of Directors in one of its regular meetings. The arguments put forth in support of having a GEP were the following: a) ELIAMEP would utilize an important 'soft' policy tool that the European Commission's Research and Innovation (R&I) policy urges member states and research organizations to implement on grounds of promoting excellence; b) ELIAMEP would elaborate internally a gender equality policy, coming in line with a practice of other reputable research foundations active on EU affairs, which were already implementing such a plan; and c) by adopting a GEP, ELIAMEP would set the trend and encourage other research organizations and universities in Greece to emulate it, in the light of the 2019 national legislation mentioned earlier. The BoD gave its categorical endorsement to the GEP, acknowledging ELIAMEP's participation in the TARGET project as a significant opportunity to acquire the capacity to establish such a Plan and to pursue gender change. ELIAMEP's GEP was drafted in English and subsequently translated into Greek. A complete version of it has been distributed to all staff members of ELIAMEP.

3. Main Activities Implemented

Since its approval by the BoD in April 2019, the GEP has a formal status among ELIAMEP's documents of internal operation, alongside the Internal Rules of Operation (IRO), the Foundation's statute, and the Code of Research Ethics. An announcement and brief summary of the GEP was also uploaded on the Foundation's website, both in English (<https://www.eliamep.gr/en/ισότητα-των-φύλων/>) and in Greek (<https://www.eliamep.gr/ισότητα-των-φύλων/>). A full version of ELIAMEP's GEP can be made available upon request. For the first time, ELIAMEP's GEP formulates gender equality into an explicit goal of our foundation and contains several concrete actions to advance this goal in practice. The GEP seeks to effectuate a longer-term process of organizational change and to embed a gender-sensitive culture in ELIAMEP's internal functioning and in the content of its research and policy proposals. It also aspires to generate interest in, and diffuse information about, the value of GEPs among its extended network of external collaborators, academics and researchers. Several activities have been implemented since 2019 to accomplish the action plan's broad objectives, as succinctly described in this section.

3.1 Institutionalize the Foundation's commitment to gender equality

ELIAMEP made a number of revisions to its internal operating documents in order to explicitly formulate its commitment to gender equality, alongside already espoused principles of non-discrimination and equality more broadly. In particular, it introduced in its Internal Rules of Operation (IRO) a) an Equal Opportunity Principle regarding recruitment and evaluation of its personnel⁶ and b) an explicit commitment to promote gender balance among its staff and management.⁷ These revisions explicitly formulated gender equality and the balanced representation of the sexes as fundamental organizational values. Following these, a statement was included on ELIAMEP's website and the opportunities section that states its commitment to equality and non-discrimination in the hiring of personnel (see <https://www.eliamep.gr/en/opportunities/>). Furthermore, gender-neutral language was applied to ELIAMEP'S internal documents (the IRO, the Appendix I, II and the Code of Ethics), while gender-neutral language is now systematically used in all internal and external communication. The most important challenge in the use of gender-neutral language in Greek is how to change the standard of using the male grammatical gender as a universal term even when referring to women or to many persons of different sexes.

3.2 Build organizational capacity for mainstreaming gender equality

In order to build the organizational capacity to implement gender changes, in 2019 ELIAMEP designated a Gender Equality Officer (GEO), which is included in Article 3 of the IRO. The GEO is responsible for a) the implementation and monitoring of the GEP beyond the end of the TARGET project, b) overseeing the collection of sex-disaggregated data on recruitment,

⁶ This principle states that "ELIAMEP is committed to equal opportunities in the evaluation and recruitment of its personnel, and it does not discriminate on the basis of gender, race or ethnic origin, religious and other convictions, sexual orientation, age, or disability."

⁷ The IRO includes the following statement: "ELIAMEP is committed to the promotion of Gender Equality and ensures that an overall Gender-balanced participation is achieved in the recruitment process as well as in the Top Management positions".

promotion and re-tention according to the GEP, c) preparing a gender equality report on an annual basis, and d) for taking initiatives to redress any emerging disparities and to ensure that ELIAMEP consistently promotes gender equality and diversity in practice.

In addition, in 2020 ELIAMEP developed an internal procedure for recording sex-disaggregated data collection regarding its personnel, recruitment and promotion, research and policy activities, public events and interventions in the media. Systematic data collection (on an annual basis) allows us to assess and monitor gender balance among staff and across all activities, including the composition of research teams, as well as the extent to which a gender dimension is integrated in the grant proposals and research projects that are carried out at ELIAMEP. The data is presented and analyzed in the annual gender reports. Systematic collection of sex-disaggregated data does not only allow us to monitor progress towards achieving the gender equality objectives defined in our Action Plan, it is also a key qualitative characteristic of Gender Equality Plans that the European Commission's Horizon 2021-27 Program requires from all organizations that apply for funding⁸.

3.3 Promote gender balance in research management and decision-making bodies

Gender balance in research organizations is a key step – a necessary albeit not sufficient one – for ensuring research excellence and quality performance. ELIAMEP has a relatively small number of permanent full-time staff members and a large number of researchers who are affiliated with ELIAMEP on a project basis. Its administrative and research staff is highly educated, with the vast majority of them having advanced education. Notably, 36 out of its 38 employees have a post-graduate degree, and 23 of them hold a Ph.D degree. As regards the occupational structure, overall ELIAMEP has a gender balanced distribution among its staff, with women making up about 55% of staff members (administrative staff and researchers, see Annex I) in 2020. In addition, ELIAMEP has a wide circle of external advisors and collaborators who provide ad hoc expertise and specialized advice on ELIAMEP's activities and public interventions.

However, unlike in the overall composition of staff and top management, women's presence among the 13-member Board of Directors (BoD) remains small, despite the progress that was achieved. Following the explicit commitment to gender balance included in the Internal Rules of Operation and the growing discussion and awareness around the issue, in 2019-2020, the number of women in the BoD slightly increased from 2 to 3. In 2022, the overall number of the members in the BoD will be raised from 13 to 15, and we anticipate this will be an opportunity for enhancing the gender balance too. Further improvements can be made in due course, when the term of some members ends and their positions become open for new members to be appointed. The process of reflexivity and awareness that was raised in the frame of the TARGET project significantly contributed to strengthening the determination of existing BoD members to further improve gender balance in the composition of its members. Therefore, it is anticipated that they will look for and appoint highly accomplished women in the place of those Board members whose term expires in the near future.

⁸ On Gender Equality Plans as an eligibility criterion in Horizon Europe, see the information provided by the European Commission at the following link: https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/democracy-and-citizens-rights/gender-equality-research-and-innovation_en#gender-equality-plans-as-an-eligibility-criterion-in-horizon-europe

Unlike in the overall composition of staff and top management, women's presence among the 15-member BoD remains small, despite the progress that was achieved. Following the explicit commitment to gender balance included in the IRO, and the growing discussion and awareness around the issue, in 2019-2020, the number of women in the BoD doubled from 2 to 4. As the overall number of members in the BoD was also raised from 13 to 15 during that period, the increase in the number of women did not drastically improve the balance. Further improvements can be made in due course, when the term of some members ends, and their position becomes open for new members to be appointed. The process of reflexivity and awareness that was raised in the frame of the TARGET project significantly contributed to strengthening the determination of existing BoD members to further improve gender balance in the composition of its members. Therefore, it is anticipated that they will look for and appoint highly accomplished women in the place of those Board members whose term will expire in the near future.

3.4 Integrate the gender dimension in research content

In the frame of implementing a GEP, ELIAMEP has sought to encourage its researchers to incorporate the gender dimension in the content of their research and in the proposals that they submit for funding. In 2020, ELIAMEP was involved in and implemented twenty-four research and action projects, most of them with funding from the European Commission (Horizon 2020 or other funding instruments). Gender is a distinctive or central theme in only 4 of the 24 projects implemented in 2020, while it is a peripheral or marginal theme in another 7 projects. This reflects an increasing integration of gender-related themes in the content of research carried out at ELIAMEP, in comparison to the past. There is still room for improvement, as the gender dimension is not incorporated or addressed in the remaining 13 projects.

In the past few years, with the TARGET project under way, we have observed an increased interest expressed by ELIAMEP researchers, including advanced scholars, to pursue gender-related themes in their projects and the proposals that they submit for funding. However, they feel that they lack the knowledge and conceptual-theoretical tools to take this step. Increasing interest in learning more about gender aspects and in formulating questions that take into account gender differences in research projects and proposals for funding, was also confirmed by the re-sponses to a survey that we conducted in 2019 among ELIAMEP staff. In ELIAMEP's regular researchers' meetings, the idea was raised and discussed that the heads of the various programs (i.e. migration, foreign policy, Southeast Europe, etc.) integrate a gender aspect in the activities that they organize (with a speaker, a panel, or other). This would help researchers become familiar with gender issues in their area of study, while also enhancing gender balance in panels and conferences. This idea was well-received, with researchers viewing it as both possible and desirable.

In June 2020, a workshop on "Gender in research in social and political sciences" took place with the participation of 20 post-graduate students and young scholars from within and from outside ELIAMEP. Through the presentation of research papers and their discussion and feedback by experienced scholars, the workshop sought to motivate and train young scholars to address gender themes in Ph.D or post-doctoral research. To promote gender in research content, ELIAMEP also plans to hold thematic conferences or workshops to promote the incorporation of gender themes in different areas of research.

3.5 Promote gender equality in Greek research and academia

In order to promote gender equality in Greek research and academia, the ELIAMEP TARGET team engaged in networking with stakeholders outside of our Foundation. In particular, the team maintained regular contact with the Greek Association of University Women (ELEGYP) and with the Network of Gender Equality Committees of Greek universities. We presented ELIAMEP's experience in setting up a GEP and the TARGET project in several meetings and events organized by these bodies, as well as by other entities. External members who participate in the Community of Practice (CoP) were instrumental in the forging of ties with stakeholders in Greek research and academia. In order to facilitate the transfer of knowledge and the methodology regarding how to develop institutional GEPs to Greek research institutions and universities, the ELIAMEP TARGET team prepared a comprehensive manual with guidelines, based on the reflexive approach. As the first comprehensive practical guide on this topic in Greek, this manual provides a valuable tool to research and higher education institutions that are currently in the process of developing GEPs. The manual was widely distributed to all Greek universities and to many research institutes across Greece.

We further published two policy briefs (in Greek and in English) in 2019 to disseminate information and knowledge about GEPs to Greek researchers, faculty members, institutes and universities, and to encourage them to implement such action plans (see Annex II). In reference to the European Commission's R&I policy, the policy briefs strongly argue for the need to incorporate and mainstream gender in the higher education reform, advocate the development of gender equality plans, and draw attention to the implementation of the GEP at ELIAMEP. One policy brief also contains concrete policy proposals on how decision-makers can support the development of GEPs in research, innovation and higher education. These two policy briefs were distributed to a list of over 80 individuals who are academic staff and researchers in Greek universities, as well as to the members of the Community of Practice.

4. Main Changes to the Status Quo of Gender Equality at ELIAMEP

In the preceding sections we already provided an overview of the activities (outputs) that we implemented in the frame of the GEP, and we included references to some behavioural changes (outcomes) that were sparked by those activities. Since the GEP was adopted in 2019, we have assessed its implementation and results in three monitoring rounds so far. A first attempt was made through the distribution of a written questionnaire to ELIAMEP staff. It sought to assess a) whether the ELIAMEP staff were informed about the GEP and the relevant changes introduced in our internal organization, and b) the possible influence that the GEP had had on the staff's views and thinking about gender issues. The responses to that questionnaire were discussed in detail in the third monitoring report in 2020. They clearly showed that the vast majority of ELIAMEP staff were well-informed about the GEP and overwhelmingly positively predisposed to the actions carried out.

In this section, we turn our attention to the broader impact of GEP implementation in contributing to cultural change and enhanced gender awareness within our Foundation. We rely on qualitative data collected through 11 interviews with ELIAMEP staff, management and BoD members, which were conducted in 2021. All interviewees were familiar with the TARGET project and the changes that were introduced in the frame of implementing a GEP. They talked very positively about the fact that a project like TARGET was carried out and that it had sparked an ongoing discussion about gender-related issues at ELIAMEP. They also appreciated this as a knowledge-producing process even at ELIAMEP, which is widely described as an open, egalitarian, and merit-based workplace. What strikingly and clearly emerges from the interviews is the profound effect that the GEP implementation has had in raising awareness around gender issues among ELIAMEP's research and administrative staff and management.

For a start, a conscious effort is widely made to apply gender balance as a principle across all activities; this was not the case in the past, prior to the TARGET project. The interviewees discussed how they opt for gender balance in the composition of research teams. They do so as a matter of principle, regardless of whether they consider this as directly productive. Staff members and researchers expressed uncertainty and varying views as to whether women actually bring different qualities and ideas into a working team. While some insisted that it is the individual personality traits that matter, others highlighted how women bring distinct and indispensable qualities into teamwork, such as a more holistic approach to running projects, more forthcoming inter-personal communication, and the ability to successfully carry out different tasks (such views were expressed mostly by female respondents). The issue of how to balance between work and family life was raised but was not discussed, even as the covid-19 pandemic exacerbated relevant tensions for women in particular. The flexibility provided regarding work routines and times at ELIAMEP, as well as the supportive approach of the top management, makes working conditions particularly family-friendly.

The GEP has sparked broad interest among ELIAMEP staff and researchers to pursue gender mainstreaming, both in terms of improving women's participation where they are under-represented, but also in terms of thinking about how to integrate gender themes in research proposals and all other activities. ELIAMEP staff and researchers affirmed how they now consciously and systematically seek to extend more invitations to women to participate in the various events and

panels that are organized. It was noted that the latter is easier to do in some areas than others that have traditionally been more male-dominated, as for example in foreign policy and security studies, where, however gender balancing efforts are all the more imperative.

The issue of quotas was often raised as a possible means to redress women's under-representation in decision-making bodies (and generally in both structures and events). While not flatly rejecting it, many interviewees expressed reservations or disagreed with their use, particularly if quotas are applied in a way that disregards or sets aside merit-based criteria and individual qualifications. Gender balancing measures are widely considered desirable and in the right direction, but clearly insufficient in bringing about substantive change. Quotas and gender balancing measures without educating men about critical gender-related issues, will end up maintaining the same gender stereotypes about the division of labor. Some interviewees considered it especially important when the key decision-making body, the BoD, pursues its commitment to enhancing gender balance in practice. This is seen to have a strong significance symbolically and psychologically, both within and beyond ELIAMEP. Concern was expressed about the still small number of women in the BoD, as was the expectation that this will change in the next rounds of appointing new members.

The GEP's implementation (and that of the TARGET project) apparently have had a tremendous awareness-raising effect as regards the use of non-sexist and gender-neutral language. Nearly all interviewees brought it up and applauded the use of such language. At the same time, they expressed varying views and disagreements as to the changes that should be applied in a language like Greek that has grammatical genders (unlike English). Disagreements were voiced regarding the practice of applying the grammatical female gender to words that are of male gender (i.e. from the word *pritanis* (m), meaning university rector, the word of *pritanissa* is introduced for female). Not everyone agrees that the existing standard of using the male grammatical gender even when referring to women or mixed groups is objectionable and needs to be avoided. On the contrary, some think that in today's society, maintaining the standard male grammatical gender in written or oral speech does not (or at least no longer) reproduce assumptions that different professions, and the world as a whole, is solely occupied by men. Interviewees urged caution against extremist views and the tendency to politicize the issue of gender-neutral language. They also noted the need to take into account the context in which specific words or phrases are used.

The ELIAMEP staff has been instructed to use gender-neutral language in all internal and external communication, written or verbal, and to apply such language in all policy papers and series published by ELIAMEP. At present, a process of rethinking and revising the way in which gender-neutral language was applied in the internal documents at ELIAMEP has been under way. The approach of using two grammatical genders (male and female) for all nouns and adjectives (with slash marks) has made texts difficult to read. Overall, the use of non-sexist and gender-neutral language is an issue about which all interviewed staff members were aware and concerned. The lively discussion and sensitivity around it reflect a change that has occurred in the past few years at ELIAMEP. Interviewees acknowledged that repeat discussions around gender issues have critically stimulated this awareness and helped change the way people express themselves, including at ELIAMEP.

Last but not least, the GEP implementation stimulated a considerable thinking and reflection around implicit biases and entrenched gender-based assumptions, which are strongly, even if imperceptibly, reflected in the language that we use. For example, one staff member wondered why women are preferred for certain positions, such as administrative jobs, over men, as well as how we tend to automatically link certain professions to a particular gender, like engineer, or nurse. Staff members (male and female) have begun to question their own instinctive views and the assumptions that they mechanically make, even about everyday routine tasks. Last but not least, most interviewees thought that sex-disaggregated data collection was crucial and highly significant both in capturing how gender relations evolve and in sparking ongoing debate and reflection, that renders GEP implementation sustainable.

5. Looking forward

The adoption and implementation of a GEP at ELIAMEP for the first time opened up space for systematically considering and discussing gender and equality issues within our organization. It has started a process for systematically reflecting on whether and how gender influences, and is in turn shaped by, our organization's structures, practices and research output. The process of adopting a GEP that was set in motion alongside the TARGET project over the past two years - and the relevant activities that have been undertaken - have substantially improved the status quo of gender equality at ELIAMEP. While it was virtually absent from our organization's structures, values and practices, gender is now recognized as an important dimension that must be taken into consideration in the content of our research activities, as well as in the decision-making and operation of ELIAMEP. The designation of a Gender Equality Officer (GEO), the systematic collection of sex-disaggregated data, the use of non-sexist and gender-neutral language, the mainstreaming of gender balancing principle in all activities and structures, and the increasing interest in integrating a gender dimension in the content of research, are all changes that would not have taken place without a GEP.

Above all, the process of developing and implementing a GEP has had profound effects in raising the gender awareness of ELIAMEP staff, researchers and management. Many confessed to considering more consciously and becoming more sensitive to the manifold ways in which gender can interfere, often imperceptibly, in our activities and relations, and the need to tackle any distinctions that perpetuate disadvantage in work life and in society at large. This enhanced awareness was acquired in the frame of applying the GEP. It also fed into its implementation and provides a fertile ground for its sustainability beyond the end of the TARGET project.

The sustainability will also be ensured through the presence of the GEO who has a position in the Foundation's top management. The GEO will regularly monitor the gender situation through the collection and review of sex-disaggregated data and draft a relevant report at the end of each year. ELIAMEP is already in a position to fulfil the new requirement in the Horizon Europe framework (2021-2027), for all applicant institutions to have a GEP in order to qualify for funding. This requirement no doubt injects a powerful motivation to sustain the efforts for gender-related change, for the next six years at least. Beyond the TARGET project, ELIAMEP will step up its work to transfer knowledge and methodological tools to the broader research and academic community through a series of training workshops that will take place in 2022-23. These will train staff and faculty of research organizations and universities in Greece on how to develop and implement GEPs, with funding obtained from the EEA/Norway grants.

Annex I: Quantitative indicators

The gender distribution in the occupational structure of ELIAMEP for 2020 is indicated in Table 1: women make up 55% of ELIAMEP's staff overall (permanent and temporary), 75% of the administrative staff, and 51% of the research staff. One of the three top management positions at ELIAMEP is held by a woman. In 2020, ELIAMEP also had 24 trainees, eleven of them male, and thirteen of them female, who completed traineeships of duration between two and four months each.

Table 1: Sex-disaggregated data regarding ELIAMEP staff in 2020

Permanent/temporary staff	Total number	Male	Female
Management	2	1	1
Administration	11	3	8
Research	25	13	12
TOTAL	38	17	21

Table 2: Sex-disaggregated data regarding ELIAMEP research staff in 2020

Research staff (contracted)	Total number	Male	Female
Senior Research Fellows	9	7	2
Research Fellows	14	5	9
Post-doctoral Fellows	2	1	1
TOTAL	25	13	12

Annex II: List of publications, workshops and presentations

A List of publications and articles in the press

1. Dia Anagnostou, Gender Equality Plans in Universities and Research Organizations – A Practical Guide, Athens: ELIAMEP, January 2021 (in Greek, 100 pages)
https://www.eliamep.gr/wp-content/uploads/2021/01/TARGET_DIGITAL_WEBSITE_USE.pdf
2. Dia Anagnostou and Natalia Avlona, “The European Union and gender equality in research and higher education: A view from Greece”, ELIAMEP Policy Paper, No. 28, September 2019.
<https://www.eliamep.gr/wp-content/uploads/2019/09/The-European-Union-and-gender-equality-in-research-and-higher-education-4.pdf>
3. Dia Anagnostou Dia, “Gender Equality in Higher Education Reform in Greece”, ELIAMEP Policy Paper, No. 29, November 2019 (in Greek).
<https://www.eliamep.gr/wp-content/uploads/2019/11/Policy-Paper-No-30-Anagnostou.pdf>
4. Dia Anagnostou, “Gender inequalities are deeply rooted” [Oi emfyles anisotites einai vatheia rizomenes]. Interview in Athens Voice, 10 February 2021.
https://www.athensvoice.gr/greece/701492_ntia-anagnostoy-oi-emfyles-prokatalipseis-einai-vathia-rizomenes
5. Dia Anagnostou, “Gender equality and lessons learned” [Emfyles anisotites and lessons learned], Ta Nea, 16 June 2020.
<https://www.tanea.gr/print/2020/06/16/world/emfyles-anisotites-kai-didagmata/>
6. Dia Anagnostou, “Gender equality in the reform of higher education” [I isotita ton fylon sti metarithmisi gia tin anotati ekpedevsi], To Vima, 17 November 2019.
https://www.tovima.gr/printed_post/i-isotita-lfton-fylon-lfsti-metarrythmisi-gia-tin-anotati-ekpaideysi/
7. Dia Anagnostou, “The ‘glass ceiling’ of the new government” [H gialini orofi tis neas kynernisis] To Vima, 14 July 2019. <https://www.tovima.gr/2019/07/20/opinions/i-gyalini-orofi-tis-neas-kyvernisis/>
8. “Greek researchers are seeking for Equality” [Oi ellinides erevnitries anazitoun tin isotita]. It included a section on ELIAMEP’s implementation of its GEP. It was published in the newspaper Nea Selida, 23 June 2019.

B Workshops

1. First institutional workshop was held by ELIAMEP in Athens on **“Promoting and Improving Equality in Research and Higher Education: Views from Greece”**, 21 February 2018 (20 participants).
2. Second institutional workshop was held by ELIAMEP on **“Integrating gender perspective in social science research”**, on 2 July 2018. It was a training seminar conducted by two trainers from the Research Centre for Gender Equality (KETHI) in Greece, and it targeted both ELIAMEP’s and external researchers (22 participants).
3. Third institutional workshop on **“Gender & Diversity Leadership in Research and Academia”**, ELIAMEP, Athens, 15 March 2019 (33 participants).
4. Fourth institutional workshop on **“Integrating the Gender Dimension into Social Science Research”**, ELIAMEP, Athens, 2 June 2020.
5. **“Understanding Sexual Harassment”**, online event organized by ELIAMEP and moderated by Dia Anagnostou, 26 January 2021, 16.00 – 17.30. (90 participants live, total views 2,324 through youtube and facebook)
6. Thematic workshop on **“Integrating gender in studies on South-East Europe and Turkey”**, online event, 10 December 2021, 13.30-17.30.

C Presentations (by Dia Anagnostou)

1. **“The TARGET Project: Supporting Gender Equality Innovating Institutions in the Mediterranean”**, presented in the conference on “Implementing Gender Equality Plans in Research Organisations” which was organized by the General Secretariat for Gender Equality, Athens, 3 April 2019.
2. **“Designing a Gender Equality Plan: Lessons learned from TARGET Project”**, at the training event ‘Enhancing Gender Equality and the Gender Dimension in Research and Innovation’, Athens, National Documentation Centre, 20 June 2019.
3. **“Adopting a Gender Equality Plan at the Hellenic Foundation for European and Foreign Policy”**, at the conference “Women’s Organizations Meet-up for Education and Networking (WOMEN)”. It was organized by the NGO “Women on Top” with the support of the USA embassy in Athens. Athens, 22 October 2019.
4. Seminar with lecture by Dia Anagnostou on **“Wither Away or Mainstream Gender? European Union Gender Policy in Higher Education and Scientific Research”**, in the seminar series of ELIAMEP’s Program on Southeast Europe, 17 July 2020, 15:00 - 16:30. [40 participants]
5. **“Customized Gender Equality Plans in research organizations: the experience of ELIAMEP”**, presentation at the meeting of the Gender Equality Committees Network of Greek universities, 6 November 2020, 17.00 – 19.00 (70 participants).
6. Dia Anagnostou spoke about GEPs in Greece in the panel on **“New opportunities for equality and inclusion in the ERA”** at the conference “Deepening the ERA through Gender Equality Conference” organized by the GENDERACTION Project jointly with the Slovenian Presidency, 8 July 2021.
7. Dia Anagnostou spoke about **GEPs in Greek universities and research organizations** at the inauguration event of the Gender Equality Committee of the Foundation for Research and Technology. Athens, 14 September 2021, 13.00 – 15.00. [90 participants]

Annex III:

Gender Equality Plan

Hellenic Foundation for European and Foreign Policy (ELIAMEP)





ΕΛΙΑΜΕΠ
ΕΛΙΑΜΕΠ

ΕΛΛΗΝΙΚΟ ΙΔΡΥΜΑ ΕΥΡΩΠΑΪΚΗΣ & ΕΞΩΤΕΡΙΚΗΣ ΠΟΛΙΤΙΚΗΣ
HELLENIC FOUNDATION FOR EUROPEAN & FOREIGN POLICY

30+ χρόνια | years

Gender Equality Plan (GEP)

*Hellenic Foundation for European and Foreign Policy
(ELIAMEP)*

September 2019



TARGET

} Taking a Reflexive approach
to Gender Equality for
institutional Transformation

1. Background

The Hellenic Foundation for European and Foreign Policy (ELIAMEP) is a private, independent, non-profit institute that conducts policy-oriented research. Through a wide range of research, training and awareness raising activities, ELIAMEP advances knowledge as a basis of decision-making. It also promotes open dialogue based on the free exchange of ideas and reasoned argumentation. By providing authoritative information and substantiated policy recommendations, ELIAMEP seeks to contribute to the development of evidence-based responses to major policy challenges. Its areas of focus range from security and foreign policy, human rights, migration, European integration, political economy and social policy, among others. In fulfilling its mission, our Foundation is committed to excellence and meritocracy as driving forces in research performance and policy innovation. At the same time, ELIAMEP's operative documents explicitly and firmly lay down the principles of equality and non-discrimination as fundamental values.

In this backdrop of entrenched organizational values and principles embraced by ELIAMEP, the promotion of gender equality is an implicit, even if unspoken (as yet) counterpart. Paying attention to how gender as a category of social hierarchy and differentiation permeates and influences the phenomena that we study, advances our knowledge. At the same time, being aware of and seeking to eradicate persistent gender bias and the invisible, gendered assumptions in rules and practices, can positively transform research and higher education institutions. It is a key step in promoting and achieving merit-based performance in research and academic organizations. The pursuit of gender equality also encourages openness to ideas, inclusiveness and diversity of views. It enhances an organization's potential for innovation and excellence in generating and advancing knowledge and in supporting evidence-based policy-making.

This Action Plan for the first time formulates gender equality into an explicit goal of our organization and pledges to undertake a series of actions to promote it in practice. It follows the blueprint of a Gender Equality Plan (GEP), a soft policy tool championed by the European Union, to mainstream gender and implement equality measures in different organizational settings, including in research and academic institutions.

By implementing a set of concrete actions, this GEP initiates a longer-term process of organizational change. It is aimed at embedding a gender-sensitive culture in ELIAMEP's internal functioning, and in the approach and content of its research and policy proposals. ELIAMEP is a relatively small organization in terms of the number of administrative and scientific staff at any point in time. At the same time, it is closely connected with a larger circle of external associates, many of whom are academic researchers and university professors. Thus, a further goal of the present GEP is to inform this extended network of academics and researchers about the value of such Action Plans, and, hopefully, to solicit their support and motivation. Having a nodal position in an extended community of academic and researchers, ELIAMEP shall also take action to advocate and support, to the extent possible, the adoption of GEPs by other university and research organizations in Greece.

2. The Greek legal and policy context in research and higher education

Greece is one of the few EU countries, whose constitution recognizes a substantive, as opposed to a merely formal conception of equality. A substantive conception of equality was enshrined with the constitutional revision of 2001. It was based on the acknowledgment that structural barriers preventing women from taking advantage of

the equal rights and opportunities guaranteed in law, persisted. To tackle such barriers, as the Greek Constitution stipulates (Article 116, para. 2), positive measures may be necessary and essential for achieving substantive equality between the sexes. In view of this, Greece has a highly favorable constitutional frame for advancing around gender equality, in comparison to other EU Member States. Yet, social change is a difficult and slow process even when a sufficient frame of norms and legal statutes exists.

Despite such a favorable normative frame, national laws and policies for promoting gender equality in research and higher education institutions have so far been limited and weak. Greece lags behind in the adoption and implementation of specific measures to tackle persistent inequalities in academic and research organizations. To be sure, the *Greek Strategy for the European Research Area (ERA) – National Roadmap, 2016-2020* defines gender mainstreaming as one of its priorities. Law 4386/2016 on “Regulations on research and other provisions” recognizes the need to achieve greater gender balance in the composition of evaluation and selection committees, and of various advisory bodies in the field of research, technology and innovation. It also establishes a quota, according to which at least one third of the members of these advisory bodies and of the scientific councils of research institutes must be from one sex, “as long as the candidates have the necessary qualifications as required by each position” (Law 4386/2016, Art. 25). The implementation of these legal provisions, however, has been limited, due to the lack of enforcement, sustained political will, as well as of assessment and monitoring.

Recognizing their potential to bring about change within research and academic organizations, the *Greek Strategy for the ERA 2016-2020* urges public research bodies “to establish Gender Equality Plans and to include relevant provisions in their internal regulations and strategic plans”. Over the past few years, legislative initiatives to promote gender equality and gender mainstreaming in research, academia and in the private sector have not – at least not yet – been adopted as laws. A draft law on “Promoting substantive equality between the sexes and combatting gender-based violence” merely “encourages” universities and research organizations to integrate gender in their study programs and research content (Article 13 of the draft law that was made public for consultation in May 2018). Private and commercial enterprises are also encouraged to adopt equal opportunity policies, including specifically through the adoption of GEPs (Article 18 of same draft law). For those companies that will adopt such policies, a reward of an official distinction of the “Equality Badge” (*Sima Isotitas*) is foreseen.

The need and perhaps the political will to tackle gender inequalities in Greek universities has been mounting. A recent draft law aimed at the restructuring of some universities, includes an article that for the first time provides for the establishment of Committees for Gender Equality (CGE) in all Greek universities (Draft law “University of Thessaly, National Kapodistrian University of Athens, Agricultural University of Athens, and other provisions”, Article 27). It envisions such committees as consultative bodies to assist the university administration in its efforts to promote gender equality. One of the main responsibilities of the CGEs will be to develop Action Plans to promote substantive equality in the educational, research and administrative structures of higher education institutions. Once this draft bill becomes law, the implementation of CGEs in practice will no doubt be a serious challenge but also a key opportunity.

3. A GEP for ELIAMEP: A Call to Action

With the present GEP, ELIAMEP demonstrates the value it places on gender equality and inclusiveness, and assigns responsibility to its staff members to implement actions towards these goals. This Action Plan is based on a gender audit that was conducted at ELIAMEP. It is supported by the TARGET project, which is funded by the EU Horizon 2020 Program, and it has benefited from the advice of experts and experienced professionals. Covering the Foundation's decision-making structures, human resource management, and research content, it formulates a set of objectives and concrete actions, and determines a time frame for achieving them. Until now (September 2018), there has not been, to our knowledge, any research organizations or academic institutions in Greece to have adopted an Action Plan for gender equality. By developing and adopting such a plan, ELIAMEP can play a standard setting role. It can show the way for other research and academic institutions of the public and non-state sector to follow suit.

4. Main objectives

Based on the gender audit of ELIAMEP, this Action Plan sets objectives in three areas of organizational structure and practice: human resource management, decision-making, and gender in research content.

2.1 Human Resource Management

ELIAMEP's operating documents and organizational values endorse the broad principle of equality. There is also a balanced representation of men and women among the Foundation's administrative and scientific staff. Yet, there is a low level of institutional awareness around gender. This Action Plan defines three goals: first, include gender mainstreaming in ELIAMEP's operational documents; and secondly, to build the institutional capacity to improve data collection and identify gender-specific patterns and discrepancies in hiring, promotion and retention of administrative and scientific staff. These goals are to be achieved through a series of specific actions that are listed in the table below: designate a Gender Equality Officer (GEO) collect sex-disaggregated data related to recruitment, retention and promotion, formalize a commitment to gender equality in its recruitment rules, and a commitment to gender equality and non-discrimination in its rules of internal operation (IRO). The GEO will be responsible for implementing the GEP within the institution in cooperation with ELIAMEP's top management.

TABLE 1

OBJECTIVE	ACTIONS	RESPON SIBILIT Y	TARGET	TIMEFRA ME
BUILD ORGANIZATIO NAL CAPACITY TO MAINSTREAM GENDER EQUALITY	Designate a Gender Equality Officer (GEO) Training of the GEO	Director Deputy Director BD	Assign responsibility for implementing the GEP within the organization	March 2019

IDENTIFY GENDER-RELATED PATTERNS IN HUMAN RESOURCE MANAGEMENT	Systematic collection and of sex disaggregated on recruitment, promotion and retention Review of sex-disaggregated data on an annual basis	GEO Deputy Director	Regular monitoring and assessment of gender balance in recruitment, procedures, promotion and retention	January 2020 ongoing to December 2021
MAKE A FORMAL ORGANIZATIONAL COMMITMENT TO GENDER EQUALITY	Revise IRO (Item 4) to include a statement that “ELIAMEP treats all its employees on the basis of equality and without discrimination on the basis of race or ethnicity, religion or belief, disability, age, gender or sexual orientation	Gender Equality Officer (GEO) ¹ BD Deputy Director	Define gender equality and non-discrimination as fundamental principles and goals in human resource management	May 2019
	Revise IRO (Item 7) to include a statement that ELIAMEP seeks to maintain a balanced representation of men and women through its recruitment of administrative and scientific staff	GEO Director Deputy Director BD	Formalize an institutional commitment to the balanced representation of sexes in recruitment process	May 2019
			Include a statement that ELIAMEP is an equal opportunities employer, in all documents related to recruitment	May 2019
	Revise gender-biased language in ELIAMEP’s IRO (Item 6) and Ethics Code	GEO Director Deputy Director BD	Apply gender-sensitive language in ELIAMEP’s internal operating documents	May 2019

2.2 Decision Making

ELIAMEP does not have formalized policies regarding the gender composition in decision-making bodies in place or in the positions of senior and top-level staff. Women make up the majority among the Foundation’s administrative staff (89%), and they

¹ Designating a Gender Equality Officer is one of the transversal objectives of the GEP (see Table 4).

comprise 40-50% of its scientific personnel. Their presence, however, drops to 15% in the 13-member Board of Directors, the main decision-making body, alongside the Foundation’s Director (who is a member of the BD) and the Deputy Director (the Director and the Deputy Director are ELIAMEP’s two top management positions). Every two years, half of the BD members are selected. They are elected by existing BD members for a four-year term, and they must come from across the following sectors: academia, the diplomatic corps, the military, the business sector, and journalism. There has been growing awareness about the lack of gender balance in its composition among the Foundation’s BD members, and the issue has been discussed. This GEP sets two goals: first, to promote gender balance in decision-making structures, and secondly, to maintain such a balance in the Foundation’s top management (Director and Deputy Director). To achieve these goals, actions include a) a formal commitment to improve the gender balance in the Foundation’s IRO, and b) setting of a voluntary target in the gender composition of the BD. In terms of the latter, a voluntary target of at least 25% of each sex² can be attained over the next four years and 34%³ over the next five years.

TABLE 2

OBJECTIVE	ACTION	RESPONSIBILITY	TARGET	TIMEFRAME
Gender balance in decision-making structures	Include a statement in ELIAMEP’s IRO that the Foundation seeks to achieve gender balance in its BoD	GEO Director Board of Directors	Set the goal of gender balance in ELIAMEP’s decision-making	January 2020 ongoing to December 2021
	Indicative target of 25% increase of female members in the BoD over the next three years, and 34% over a period of five years			December 2022 and December 2024
Gender balance in top management	Include a statement in ELIAMEP’s IRO that the Foundation seeks to achieve gender balance in its top management positions		Maintain gender balance in top management	Ongoing

² This is still less than thirty percent, namely, the minimum level for a “critical mass” of women, which is considered necessary to make a difference in scientific and management committees. See Gerlind Wallon, Sandra Bendiscioli, and Michele S. Garfinkel, *Exploring Quotas in Academia*, Robert Bosch Stiftung and EMBO, August 2015.

³ Thirty-six to thirty-eight percent of women in scientific and management boards in academic is the EU average. See Gerlind Wallon, Sandra Bendiscioli, and Michele S. Garfinkel, *Exploring Quotas in Academia*, p. 7.

2.3 Gender Dimension in Research Content

While ELIAMEP’s researchers design and implement projects on themes, in which a gender dimension is potentially relevant, only a small number of projects explicitly consider or address it. A gender perspective is central to studying and understanding migration, a main research strand of ELIAMEP. It is also highly relevant to several topics related to European integration, as well as to the themes of regional and international security, political institutions, economic development, and radicalization. Yet, it is estimated that about ten out of 100 projects implemented since 2010 include explicitly a gender dimension. While many are open to and interested in integrating gender in their research agenda and projects, they express a hesitation due to limited background and knowledge on how to do this. Thus, it is necessary to increase knowledge and awareness about the relevance, salience and value of integrating a gender dimension in the research projects and proposals that ELIAMEP’s researchers and collaborators design and implement. This can be pursued through capacity-building targeting ELIAMEP researchers, as well as young researchers and Ph.D students who engage in social science research outside of ELIAMEP in collaboration with its researchers and associates.⁴ Promoting the integration of gender in research content can also be pursued by explicitly including it as a theme in the description of the main research strands, on which our Foundation focuses.

Achieving the goal of integrating gender dimension in research content will be monitored on the basis of the following indicators: a) number of researchers having received training in capacity building workshops, and b) number of projects implemented and project proposals submitted by ELIAMEP that include a gender dimension.

TABLE 3

OBJECTIVE	ACTIONS	RESPONSIBILITY	TARGET	TIMEFRAME
INTEGRATION OF THE GENDER DIMENSION IN RESEARCH CONTENT	Training workshops targeting ELIAMEP researchers and young researchers	Researchers Community of Practice	Build the capacity of researchers on how to integrate gender in their research	June 2018 ongoing to December 2021
	Reformulate research themes in ELIAMEP’s website page and other communication documents	GEO Researchers Website officer	Include gender as a cross-cutting theme in ELIAMEP’s research strands	December 2019

⁴ ELIAMEP does not have PhD students, but its senior research fellows and research associates, many of whom are faculty members in Greek universities supervise PhD students.

	Collect data on research projects and proposals that incorporate the dimension of gender	GEO Researchers	Promote gender in research content	January 2019 ongoing
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5. Transversal Measures

In order to promote gender mainstreaming in research and academia, ELIAMEP shall pursue a number of transversal measures that have a twin objective: first, to build institutional capacity and establish a system of data collection within ELIAMEP; and secondly, to diffuse awareness about gender equality in other research institutes and universities in Greece. It is a particularly propitious time to do so, as ELIAMEP's management is intent on instituting a process of systematic data collection more broadly, which it considers important, not least for purposes of record keeping. In order to mainstream gender in a sustainable manner, a Gender Equality Officer (GEO) will be designated, with responsibility of overseeing and monitoring actions, initiatives and progress aimed at promoting gender equality within the organization (see section 2.1 on human resource management). The GEO will also be responsible for regularly collecting sex-disaggregated data related to recruitment, promotion, and retention.

As ELIAMEP is the only research institute in Greece that has adopted a GEP, we consider the dissemination of this experience as highly relevant and potentially impactful in inspiring other institutes and universities in Greece to do so. To this end, a series of actions are planned to communicate the importance of adopting a GEP, and sharing our experience of this process; and to network with university professors and researchers in order to discuss and exchange experiences and good practices, as well as to create an extended Community of Support and Practice (CoSP). In pursuing the latter, ELIAMEP can utilize its extended network of contacts and research associates in different universities, research institutes, and funding organizations in Greece. Indicators of the extent to which this goal is attained are: a) number of academics and researchers participating in the workshops to disseminate knowledge and share experiences in the adoption of GEPs, b) number of academics and researchers forming an extended Community of Support and Practice (CoSP).

TABLE 4

OBJECTIVE	ACTION	RESPONSIBILITY	TARGET	TIMEFRAME
PROMOTE GENDER EQUALITY IN GREEK RESEARCH AND ACADEMIA	Workshops and training events with university academics and administrative staff	GEO Deputy Director Director	Disseminate knowledge of and share experience in adopting the GEP to research organizations and universities in Greece	January 2019 to April 2021
	Workshops and other events to train young	GEO Deputy Director	Increase gender	January 2019

	researchers on leadership issues and gender	Researchers	awareness of, and empower young researchers to advance in academia	ongoing
	Establishment of an extended Community of Support and Practice (CoSP)	GEO Deputy Director	Create and maintain a network of academics and researchers outside of ELIAMEP who are active in gender equality issues	January 2019 ongoing

6. Monitoring indicators

In order to monitor and assess progress with the implementation of this Action Plan, ELIAMEP will develop tailored process and outcome indicators (both quantitative and qualitative) to measure the effectiveness and impact of the planned actions. For some of the objectives of this GEP, such as raising awareness, qualitative indicators must be developed. For other objectives, such as integrating gender in research, indicators have already been suggested. Responsibility for monitoring progress on the basis of specific indicators is assigned to the GEO. The CoP will have a role in creating a favourable environment for the effective implementation of the GEP actions, through regular meetings to discuss progress and to identify any problems arising.

TARGET } Taking a Reflexive approach to Gender Equality for institutional Transformation



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