ΕΛΛΗΝΙΚΟ ΙΝΣΤΙΤΟΥΤΟ ΠΑΣΤΕΡ
HELLENIC PASTEUR INSTITUTE



Gender Equality and Anti-Discrimination Plan

Hellenic Pasteur Institute

2026-2029

This **Gender Equality and Anti-Discrimination Action Plan 2026–2029** was developed under the responsibility of the **Gender Equality and Anti-Discrimination Committee (GEADC)** of the **Hellenic Pasteur Institute** (the current Committee was established pursuant to Decision No. 2293/30-04-2026 of the Executive Board of the Hellenic Pasteur Institute). In accordance with Article 58 of Law 5019/2023, the GEADC designs and implements actions aimed at preventing and combating all forms of discrimination and exclusion based on gender, racial or ethnic origin, religion or beliefs, health status/disability, age, or sexual orientation. These actions apply across all levels of operation, as well as throughout all processes and activities of the Institute.

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1. Introduction

This **Gender Equality and Anti-Discrimination Plan (2026–2029)** sets out the strategic priorities of the Hellenic Pasteur Institute (HPI) for promoting gender equality and strengthening a comprehensive culture of inclusion, diversity, and non-discrimination across the organization. The Plan defines key objectives, actions, and monitoring mechanisms aimed at ensuring equal opportunities and fair treatment for all staff. Equality, diversity, and inclusion are core values of HPI's mission. The Institute recognizes that a diverse and balanced workforce across research, managerial, technical, administrative, and support roles is essential for excellence, innovation, and institutional integrity. In this context, HPI is committed not only to advancing gender equality but also to actively preventing and addressing all forms of discrimination, including those based on gender, age, disability, ethnicity, nationality, religion or belief, sexual orientation, and any other protected characteristics, as well as to preventing harassment and violence. This Plan is aligned with Horizon Europe (2021–2027) requirements, relevant European Union directives and policies on equality and non-discrimination, and applicable national legislation. It reflects the obligation of Research Performing Organizations in Greece to implement Gender Equality Plans, expanded here to include a broader anti-discrimination and inclusion framework. The HPI Gender Equality and Anti-Discrimination Committee (GEADC) has developed this Plan as a continuation and upgrade of the 2023-2026 Gender Equality Plan. It establishes guiding principles and a structured set of actions to be implemented during the 2026–2029 period, supported by continuous monitoring and periodic review to ensure measurable progress and accountability across all institutional levels.

2. Regulatory Framework

The present **Gender Equality and Anti-Discrimination Plan (2026–2029)** of the HPI is aligned with the strategic priorities and applicable requirements of **Horizon Europe (2021–2027)**, which places gender equality and inclusive research environments among the core principles of the European Research Area. It is grounded in relevant **international, European and national** legal and policy frameworks, including key United Nations human rights instruments, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Universal Declaration of Human Rights, and the Sustainable Development Goals (SDGs), particularly SDG 5 on Gender Equality; relevant International Labour Organization (ILO) conventions and standards concerning equality, non-discrimination, as well as violence and harassment in the world of work; and the European Union treaties and legislation concerning equality, equal treatment, employment, working conditions and career progression. The Plan is also informed by the work of the European Institute for Gender Equality (EIGE), particularly its evidence-based guidance and tools for promoting gender equality and monitoring progress. Within this framework, the Plan provides the institutional basis for the systematic promotion of **gender equality, diversity and inclusion**, as well as the prevention and effective addressing of discrimination, harassment and other forms of unequal treatment, across all activities and levels of the HPI.

[1] Horizon Europe (2021–2027), European Commission Framework Programme for Research and Innovation.

[2] United Nations, *Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)*, 1979.
[3] United Nations, *Universal Declaration of Human Rights*, 1948.
[4] United Nations, *Sustainable Development Goals (SDGs)*, Goal 5: Gender Equality, 2015.
[5] International Labour Organization (ILO), relevant conventions and standards concerning equality, non-discrimination, and violence and harassment in the world of work.
[6] Treaty on European Union (TEU) and Treaty on the Functioning of the European Union (TFEU), relevant equality and non-discrimination provisions.
[7] European Union legislation concerning equal treatment and non-discrimination in employment and occupation.
[8] European Institute for Gender Equality (EIGE), https://eige.europa.eu/.

3. Greek law

The Greek legal and policy framework establishes a comprehensive foundation for gender equality and non-discrimination across public administration, employment, research, and education. At the constitutional level, Articles 4(2), 22(1), and 116(2) of the Greek Constitution enshrine equal rights between women and men, guarantee equal pay for work of equal value, and allow the adoption of positive measures to ensure substantive equality. In the field of employment, Law 3896/2010 prohibits discrimination on the basis of sex and sexual harassment, while Law 4808/2021, incorporating ILO Convention No. 190, strengthens the prevention and management of workplace violence and harassment through mandatory preventive policies, risk assessment, and training obligations.

In the research and innovation sector, a key development is **Article 58 of Law 5019/2023**, which reinforces the principle of equal treatment within research organizations by explicitly extending protection against discrimination on multiple grounds, including sex, age, religion or belief, disability, sexual orientation, gender identity or expression, and other characteristics, thereby strengthening institutional obligations to ensure inclusive, safe, and non-discriminatory research environments.

This legislative framework is further complemented by **Law 4386/2016**, which introduced provisions concerning gender balance in research governance, **Law 4604/2019**, which strengthened gender mainstreaming and provided for the development of Gender Equality Plans, **Law 4589/2019**, which established Gender Equality Committees in universities, and **Law 4531/2018** ratifying the Istanbul Convention. These provisions, together with the **National Action Plan for Gender Equality (2021–2025)**, reflect Greece's commitment to advancing gender equality, inclusion, equal treatment, and the prevention of discrimination across all institutional settings.

[1] Constitution of Greece, Article 4(2) – Equality of Greek citizens before the law.
[2] Constitution of Greece, Article 22(1) – Right to work and equal pay for work of equal value.
[3] Constitution of Greece, Article 116(2) – Adoption of positive measures to promote equality between women and men.
[4] Law 3896/2010 – Equal treatment of men and women in employment and occupation; prohibition of discrimination and sexual harassment.
[5] Law 4808/2021 – Labour protection framework incorporating ILO Convention No. 190 on violence and harassment in the world of work.
[6] Law 5019/2023, Article 58 – Equal treatment and anti-discrimination provisions in research organisations.
[7] Law 4386/2016 – Research policy framework including gender balance in research governance.
[8] Law 4604/2019 – Promotion of substantive gender equality and introduction of Gender Equality Plans.
[9] Law 4589/2019 – Establishment and operation of Gender Equality Committees in universities.

[10] Law 4531/2018 – Ratification of the Council of Europe Istanbul Convention on preventing and combating violence against women and domestic violence.
[11] National Action Plan for Gender Equality (2021–2025), General Secretariat for Equality and Human Rights, Greece.

4. Institutional and organizational framework

The design, implementation, and monitoring of the Action Plan is carried out by the **GEADC of HPI**, which serves as an advisory body to the institution's governing structures.

Composition of GEADC

The GEADC is composed of members appointed by the Executive Board of the HPI, in accordance with the procedures described in **Article 58 of Law 5019/2023**. The Committee includes representatives from scientific, technical, and administrative staff, with the aim of ensuring **balanced representation across genders, career stages, and institutional roles**. At minimum, the Committee comprises senior research staff members from different scientific departments, representatives of administrative services and a representative of technical personnel. Where possible, external experts may be invited in an advisory capacity. The Committee has a three-year term of office. Since April 2026, the Committee has also participated in the National Network of Equality Committees of Research Centres and Independent Research Institutes*, aiming at coordination, exchange of best practices, and joint policy development.
* https://sites.google.com/csri.gr/gearnet/το-δίκτυο

Responsibilities of the GEADC

The GEADC has the following responsibilities:

- **Develops and proposes action plans and initiatives** to promote and ensure substantive equality and to combat discrimination and social exclusion in research, educational, and administrative processes.
- **Recommends measures and policies** to promote equality and address discrimination, exclusion, sexual harassment, and all forms of harassing behavior.
- **Monitors the implementation and effectiveness of these measures** and proposes their modification, revision, or enhancement where necessary.
- **Provides information, awareness-raising, and training** to members of the research community on issues related to gender equality, the prevention of discrimination and exclusion, and the prevention and handling of sexual harassment and other forms of harassment.
- **Promotes the organization of seminars, lectures and other awareness-raising activities** and supports the institution's participation in research activities focusing on gender studies, the prevention of discrimination and exclusion, the prevention of sexual harassment and other forms of harassment in research environments, as well as the integration of gender perspectives into research design and implementation, the promotion of innovation, and the development of an inclusive research and working environment.

- **Encourages and supports the conduct of studies and research** on issues falling within its area of responsibility.
- **Contributes to the development of mechanisms for receiving, recording, and managing** reports and complaints concerning incidents of discriminatory treatment, harassment, or exclusion.

Institutional support and working time

The HPI recognizes that effective implementation of the GEADC's statutory responsibilities requires adequate organizational capacity and appropriate allocation of time and resources. In accordance with Article 58(4) of Law 5019/2023, the Committee may be supported by an organizational unit of the research and technological body, or of its supervising authority, for the implementation of its action plans, as further specified in the organization's internal regulatory framework. Accordingly, the HPI will ensure that members of the GEADC are provided with appropriate organizational conditions and reasonable time within their working arrangements to carry out their Committee responsibilities. Activities arising from their GEADC duties—including Committee meetings, preparation of documents, consultation with staff, training, monitoring, data review and preparation of reports—shall be appropriately accommodated alongside their regular professional responsibilities.

The Institute will take reasonable measures to avoid the GEADC workload becoming an unrecognized or disproportionate additional burden for Committee members. The scheduling of meetings and activities should, wherever practicable, take account of members' existing professional responsibilities and working arrangements. Where additional administrative or organizational support is required, the Institute may provide such support through the competent administrative units or other appropriate institutional mechanisms.

Resources for implementation

Effective implementation of the Gender Equality and Anti-Discrimination Plan requires adequate institutional capacity and the appropriate allocation of human, administrative, technical and, where necessary, financial resources. HPI is committed to ensuring that implementation of the Plan is appropriately supported and integrated into the Institute's organizational and operational processes.

The implementation of the Plan will be supported, as appropriate, through the following resources:

- **Dedicated working time for the GEADC:** Committee members will be provided with reasonable and appropriately recognized working time to undertake activities related to the implementation, monitoring and evaluation of the Plan, including meetings, preparation of documents, staff consultation, data review, training and reporting.
- **Administrative support:** Relevant administrative units will provide support for the organization of meetings, training and awareness-raising activities, communication, documentation and other activities required for implementation.

- **Human Resources and data support:** The Human Resources function and other competent institutional units will support the collection, processing and analysis of relevant equality, diversity and employment data, in accordance with applicable data-protection and confidentiality requirements.
- **IT and technical support:** Appropriate IT and technical support will be provided, where necessary, for data collection, secure information management, communication, staff connectivity and other digital tools supporting the implementation of the Plan.
- **Training and awareness-raising resources:** Appropriate resources will be made available for the organization of training, workshops, seminars and awareness-raising activities on gender equality, equality, diversity and inclusion, prevention of discrimination and harassment, respectful workplace behavior, and related topics.
- **External expertise:** Where internal expertise is not sufficient, the HPI may engage external experts, specialized organizations, training providers or other relevant bodies to support specific actions, assessments or institutional reviews.
- **Communication and dissemination resources:** Appropriate communication channels and resources will be used to ensure that the Plan, relevant policies, available support mechanisms, activities and progress are communicated effectively to staff and other relevant members of the HPI community.
- **Financial resources:** Where implementation of specific actions requires financial expenditure, the HPI will consider and, subject to the applicable institutional procedures and available resources, allocate appropriate funding within its annual planning and budgeting processes.

The adequacy of the resources supporting implementation will be reviewed periodically by the GEADC in cooperation with the relevant institutional units. The annual monitoring and evaluation process will identify any additional resource requirements arising from the implementation of the Plan and will inform recommendations to the Executive Board of HPI regarding further institutional support.

The HPI will seek to ensure that implementation of the Plan is supported by sufficient organizational capacity and does not depend solely on voluntary or informal efforts by individual members of the GEADC or other staff. Resource allocation will be proportionate to the scope and priorities of the Plan and may be adjusted in response to monitoring findings, emerging institutional needs and changes in the applicable legal and policy framework.

Implementation and monitoring of the Action Plan

The Action Plan is developed and monitored through four interconnected stages:

1. **Internal assessment:** assessment of the organization through the collection and analysis of quantitative and, where feasible, qualitative data on gender equality, diversity and inclusion.
2. **Design and approval of actions:** development of actions with defined objectives, timelines, responsible units, indicators and, where appropriate, dedicated resources, followed by approval through the competent institutional bodies.

3. **Implementation:** implementation of approved actions in collaboration with relevant institutional units, including Human Resources, administrative services, scientific departments, technical services and other relevant units.
4. **Annual monitoring and evaluation:** systematic review of progress using quantitative and qualitative indicators, identification of gaps or emerging needs, and formulation of recommendations for improvement or revision of actions.

Data collection, analysis and reporting are undertaken in cooperation between the GEADC, Human Resources and the relevant administrative or other competent units, with due regard to applicable data-protection, confidentiality and information-security requirements.

The collection and analysis of equality, diversity and inclusion-related data shall be undertaken only where legally permissible and institutionally necessary, with due regard to applicable data protection, privacy and confidentiality requirements. Data collection shall follow the principles of data minimization and appropriate access control and shall, where appropriate, incorporate anonymization or other safeguards to prevent the identification, unauthorized access to, or misuse of sensitive personal information.

The GEADC shall prepare an annual report on the implementation of the Action Plan, including progress against indicators, actions undertaken, identified challenges and recommendations for further action, for submission to the Executive Board of HPI in accordance with Article 58(3)(a) of Law 5019/2023.

5. Strategic Objectives for 2026-2029

During the 2023–2026 period, the HPI implemented a structured Gender Equality Plan aimed at strengthening institutional capacity in gender equality, diversity, and inclusion. The main actions included the establishment and consolidation of the Gender Equality Committee (GEC), the introduction of systematic sex-disaggregated data collection across staffing, recruitment, and governance structures, and the gradual integration of gender equality principles into recruitment, selection, and evaluation processes.

The 2026–2029 Action Plan builds on this experience and **expands the scope of institutional action** beyond gender equality to a **comprehensive Equality, Diversity and Anti-Discrimination framework**. It addresses all forms of discrimination and exclusion across the institutional environment and promotes an inclusive, equitable, and respectful working and research environment based on intersectional principles. The Action Plan focuses on the following key areas:

- **Key area 1:** Gender equality in leadership, recruitment and career development.
- **Key area 2:** Work–Life Balance and Organizational Culture.
- **Key area 3:** Integration of the gender dimension in research, innovation, education and institutional activities.
- **Key area 4:** Prevention of harassment, discrimination and violence.
- **Key area 5:** Equality, Diversity and Inclusion (EDI) across the organization.

It is noted that the principles of **intersectionality**** are integrated across all actions of the Plan through the monitoring of multiple indicators (e.g. gender, age, disability, nationality, and other relevant characteristics). This approach aims to recognize and address multiple and overlapping forms of exclusion. In particular, the application of an intersectional approach enables the Institute to identify and respond to interconnected barriers affecting participation in professional, research, and social activities, ensuring that equality, diversity, and inclusion policies are comprehensive and inclusive.

** Intersectionality refers to how different axes of inequality (such as gender, race, age, disability, etc.) interact and create complex and overlapping experiences of discrimination. EIGE – Intersectionality (Glossary)

The following sections present **detailed tables of the planned actions** under each priority axis, including timelines, responsible personnel within the institute for implementation, and monitoring indicators used to track progress resulting from the implementation of the planned actions.

Key area 1: Gender equality in leadership, recruitment and career development

Objectives:
I. Promote equal participation of women and men in leadership and decision-making positions.
II. Ensure equal opportunities for women and men in recruitment and career development.
III. Monitor gender balance in recruitment, employment, career progression, leadership and decision making.

Action	Responsible department/staff	2026	2027	2028	2029	Monitoring indicators
1. Encourage and support equal gender participation in applying for leadership positions within the Organization	General Director (GD), Executive Board of HPI (ExBo), Internal Internal Scientific Council of the Institute (ISCI)	*	*	*	*	• Percentage of women and men candidates for leadership positions • Percentage of women and men elected/appointed to leadership roles
2. Encourage and support equal gender participation in boards, committees, and decision-making groups	GD, ExBo, ICSI	*	*	*	*	• Percentage of women and men in boards, committees, and decision-making groups
3. Systematic monitoring and recording of gender distribution in leadership and decision-making positions	GEADC	*	*	*	*	• Annual monitoring of gender distribution in leadership positions

4. Systematic monitoring and recording of gender distribution by staff category, employment retention, and career progression	Human Resources (HR), GEADC	*	*	*	*	• Annual collection and reporting of gender-disaggregated HR indicators (staff category, retention, progression) • Submission of annual report to the Board of Directors
5. Monitoring the use of neutral and inclusive language in job recruitment announcements	HR	*	*	*	*	Percentage of recruitment announcements that comply with neutral and inclusive language guidelines

Key area 2: Work–Life Balance and Organizational Culture

Objectives:
I. Strengthen support for staff with caring and family responsibilities.
II. Promote a work environment that supports work-life balance and the integration of work with family and personal life.

Action	Responsible department/staff	2026	2027	2028	2029	Monitoring indicators
1. Implement staff awareness activities on maternal/parental leave, family protection leave, special leave provisions, and flexible working arrangements in accordance with legislation.	GEADC, HR	*	*	*	*	• Percentage of staff participating in the activities • Number of employees who used leave schemes or flexible working arrangements
2. Information and Communication Technology (ICT) based systems for improving staff member connectivity when on leave	IT support	*	*	*	*	• Number or percentage of staff using the systems
3. Support women and men returning from maternity or paternity leave	GD, GEADC	*	*	*	*	• Number of women and men supported after

						maternity/paternity leave • Retention rate of returning staff (6–12 months after return)
4. Collect feedback from staff regarding work–life balance.	GEADC	*	*	*	*	• Percentage of staff participating in the survey • Percentage of positive responses to feedback questions

Key area 3: Integration of the gender dimension in research, innovation, education and Institutional activities

Objectives:
I. Raise awareness about gender equality in research, innovation and education.
II. Promote equal participation and leadership of women and men.
III. Ensure balanced participation of women and men in institutional activities and events.

Action	Responsible department/staff	2026	2027	2028	2029	Monitoring indicators
1. Implement awareness-raising and training activities on integrating the gender dimension into research, innovation, and education.	GEADC	*	*	*	*	• Number of awareness-raising and training activities implemented • Percentage of staff participating in the activities
2. Promote equal gender participation and leadership in research, education, innovation, communication and institutional activities.	GD, GEADC	*	*	*	*	• Percentage of men and women in leadership roles. • Percentage of women and men among speakers, panel members and activity leaders.
3. Ensure gender-balanced participation in institutional events, courses, campaigns, and information days.	GD, GEADC	*	*	*	*	• Gender distribution (%) of participants. • Percentage of activities achieving balanced participation.

Key area 4: Prevention of harassment, discrimination and violence

Objectives:
I. Prevent harassment, discrimination and violence in the Institute.
II. Ensure a safe, respectful and inclusive working and research environment for all.
III. Strengthen awareness of staff rights, responsibilities and available support mechanisms.
IV. Ensure that complaints and incidents are handled fairly, confidentially and promptly.

Action	Responsible department/staff	2026	2027	2028	2029	Monitoring indicators
1. Develop and implement a clear policy against harassment, discrimination and violence, covering sex, gender, sexual orientation, gender identity or expression, religion or belief, ethnicity, nationality, disability, age and other protected characteristics.	GEADC, GD, HR	*	*	*	*	• Policy adopted and implemented. • Number/Percentage of staff informed about the policy. • Policy reviewed and updated annually.
2. Establish clear and confidential procedures for reporting and managing complaints of harassment, discrimination and violence.	GEADC, GD, HR	*	*	*	*	• Reporting and complaint procedure in place. • Number/percentage of staff informed about reporting channels.
3. Provide regular awareness-raising and training on harassment, discrimination, equality and respectful behaviour.	GEADC, HR	*	*	*	*	• Number of training activities implemented. • Percentage of staff participating. • Change in awareness levels based on pre/post training evaluation.

Key area 5: Equality, Diversity and Inclusion (EDI) across the organization

Objectives:

I. Systematically integrate equality, diversity, and inclusion principles into organizational operations, procedures, and policies
II. Ensure the horizontal application of EDI principles across all priority areas of the Action Plan

Action	Responsible department/staff	2026	2027	2028	2029	Monitoring indicators
1. Develop and operate a system for collecting, analyzing, and reporting EDI data.	GEADC	*	*	*	*	• Operational EDI data collection and analysis system in place • Number of discrimination grounds covered • Annual EDI monitoring report published
2. Implement staff awareness and training on equality, diversity, and inclusion.	GEADC	*	*	*	*	• Number of EDI training activities implemented • Percentage of staff participation • Improvement in awareness levels (pre/post evaluation)
3. Strengthen collaborations with organizations specialized in equality, diversity, and inclusion.	Director, GEADC	*	*	*	*	• Number of active collaborations • Number of joint activities implemented • Number of external stakeholders engaged annually
4. Review and, where necessary, update HPI policies, procedures and internal practices to promote equality, diversity and inclusion.	GD, GEADC, HR	*	*	*	*	• Number of policies/procedures reviewed • Number of policies/procedures updated • EDI considerations incorporated into relevant institutional procedures • Number of improvement measures implemented