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## 1. INTRODUCTION

### 1.1. SHARE Project

“**SHARE: Promoting work-life balance in companies and a better sharing of care between men and women**” is a project implemented and coordinated by the General Secretariat for Family Policy and Gender Equality (GSFPG), in cooperation with the Research Centre for Gender Equality (KETHI) and Women On Top, co-funded by the EU, in the framework of the Rights, Equality and Citizenship Programme (2014 – 2020). The project tackles the traditional stereotypical gender family roles and promotes a better work-life balance. The project focuses on working environments by taking into consideration the relevant European and national priorities and by developing complimentary activities that approach the field in a multidimensional and multifaceted way.

The national priority, set by the recent national Law **4604/2019** on the promotion of substantive gender equality, defines that specific criteria should be developed by GSFPG in order for a Label on Gender Equality to be established, rewarding the companies promoting gender equality (Article 2§12, Label on Gender Equality). SHARE takes into consideration the above-mentioned national priority, as well as the European Commission Strategic Engagement for Gender Equality (2016-2019) and specifically the initiative on work-life balance. The Project main objectives include engaging companies to apply gender sensitive interventions for work-life balance, promoting knowledge sharing and contributing in the development of methodology for the establishment of companies' Label on Gender Equality (process, criteria and evaluation), raising awareness on the importance of work-life balance with special focus in the role of men and highlighting the benefits arising from family friendly working conditions and work-life balance initiatives both for employers and employees.

The present report is **the methodology for the Gender Equality Label awarding, with a focus on work-life balance**, and takes into consideration the feedback of the Consultation Workshops organized by GSFPG, as defined in the approved project proposal and the Grant Agreement (D2.3, D2.4, D2.5).

It is conducted in the framework of SHARE's Work Package 2 and in particular for the Development of the Methodology and the Certification Criteria for the SHARE Gender Equality Label. The Label procedure will provide the basis for the implementation of the relevant national priority set by the recent law (4604/2019) on substantial gender equality, after the Project is over, as it will allow GSFPG to determine the effectiveness and compatibility of the selected processes with the Greek reality, to identify any gaps between design and practice, so that the awarding of the "Gender Equality Label" will constitute an impactful and effective tool to promote substantial



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gender equality in the Greek labor market.

## 2. LABEL AWARDING METHODOLOGY

### 2.1 TARGET GROUP

The project is aimed at small and medium-sized enterprises with a number of 11 to 250 employees or a turnover from 2 to 50 million euros) and large enterprises (> 250 employees or turnover > 50 million euros) (According to European Directive 2003/361) of the public and private sector operating in Greece.

### 2.2 LABEL AWARDING PROCEDURE

The proposed methodology procedure includes the following stages:

1. Establishment of the Evaluation Committee
2. Applications of Participation
3. Terms & Conditions of Participation and Declaration of Conformity
4. Evaluation Procedure
5. Awarding of Label
6. Suspension of Label

## STAGES OF AWARDING PROCEDURE

### 1. ESTABLISHMENT OF AN EVALUATION COMMITTEE

The General Secretariat for Family Policy and Gender Equality (GSFPGE) will be responsible for the establishment of the Evaluation Committee, consisting of independent experts in relevant fields, as well as representatives from competent governmental bodies. The Label credibility is founded on the independence of the Evaluation Committee and the objectivity of the criteria.

The Committee will be responsible for ascertaining the conformity of the participating companies with the Terms and Conditions of participation (see below §4. Terms & Conditions) but also for examining their overall performance in the evaluation criteria and finally forwarding to GSFPGE its positive or negative assessment in regards to the awarding of the Equality Label.

In accordance with the conclusions of the Consultation, it is proposed that the enterprises bear no cost, so as to avoid discouraging the small and medium-sized enterprises (SMEs).

## 2. APPLICATIONS of PARTICIPATION



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The enterprises are invited to apply for the Gender Equality Label by Project Partner Women on Top (WoT), through SHARE project website (<https://share.isotita.gr/>), social media and any other appropriate medium. Henceforth, enterprises submit an online Application Form on the project's website (<https://share.isotita.gr/prosklisi-symmetochis/>). Then, the participant companies are selected by the Partners and the Methodology, as well as the Terms and Conditions of participation, are sent to them by WoT.

Subsequently, and having read the Methodology, companies are invited through the **Declaration of Commitment** (see below §3.1) to certify their participation in the program and their commitment to undertake whatever obligations it entails, as well as their overall intention for progressive engagement with gender equality and work-life balance policies. Such a document ensures the confidentiality of the information that the company will share for its evaluation, and at the same time, it is a text that solidifies its commitments.

Upon signing the Declaration of Commitment, the companies also commit to develop the methodology of preparing and incorporating an **Equality Plan** (see below §3.3), which should be submitted to the Evaluation Committee by the end of the evaluation process. The Plan should be developed within the enterprise: a needs assessment is required, followed by setting specific goals and provisions of actions for the promotion of gender equality policies and the fight against gender discrimination in all its units and departments. Moreover, an Equality Manager needs to be appointed. It is proposed that the Equality Plan includes provisions to also identify and fight against multiple discrimination (discrimination on the grounds of combination of gender with other factors, such as race, national origin, gender identity, disabilities, chronic illness, etc.). It is recommended that employees be involved and consulted as much as possible so that they can be included and contribute their vision for a fairer and more effective policy-making process of gender equality and work- life balance.

### 3. TERMS & CONDITIONS OF PARTICIPATION AND DECLARATION OF CONFORMITY

Prerequisite for participation: There is no confirmed violation of the legislation concerning labor law, **during the past three years**, concerning gender, marital status, parenthood.



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Specifically, it is imperative that:

1. No fine or other sanction has been imposed by the **labour inspection bodies** for violation of the aforementioned legislation during the past three years.

The three-year period is calculated from the date of the offense and not from the date of imposition of the fine.

2. There should be no finding by **the Greek Ombudsman** regarding the violation of the aforementioned legislation by the company in question during the last three years.

The three-year period is calculated from the date of the violation and not from the date of issue of the finding.

3. There should be no final **court decision** for violation of the aforementioned legislation.

The three-year period is calculated from the date of the offense and not from the date of the decision.

Along with the Declaration of Commitment mentioned above, companies are required to submit a **Declaration of Conformity** with the Terms and Conditions of Participation (see below Model §3.2). The Evaluation Committee may carry out the relevant audits any time during the two (2) following years. The sanction that a false Declaration of Conformity entails is the exclusion of the enterprise from the right to participate in the process of the Label awarding for a period of two (2) years. In the occasion a company is found non-abiding by the Terms and Conditions, after it has been labeled, the Label is suspended. The GSFPGE and the project partners reserve the right to disclose the companies that were found non-conforming. Both the Evaluation Committee and GSFPGE will use all available legal measures to verify the companies' claims and the validity of the documents supporting them, including the interaction of public services for the examination of the agreement of the declared data with the ones registered by the state services (eg ERGANI, SEPE, EFKA, Judicial Authorities, etc.).

The Declaration of Commitment is submitted until the end of February 2021, while the deadline for the submission of the Declaration of Conformity is extended until a reasonable period *after the end of the seminars* (April 2021) in order for the companies to have gained full knowledge over their due actions and commitments. At the same time, **throughout the semester of the pilot phase**, the project partners



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(GSFPGE, KETHI, WoT) and the Evaluation Committee will be at the companies' disposal in order to oversee and assist them in the adjustment of their policies.

#### 4. EVALUATION PROCEDURE

The evaluation process involves the following three steps:

- **Step 1:** Collection, with the company's assistance, of all the data that the Evaluation Committee deems necessary for the evaluation the criteria of the Equality Label. Indicatively: completed questionnaires, statistical data and salary data, as well as advertisements and ads of the company, etc.
- **Step 2:** Monitoring of the incorporation of adjustments, data analysis, request for any additional / supplementary data and clarifications, on-site inspections if deemed necessary by the Evaluation Committee.
- **Step 3:** Preparation of the evaluation report by the Commission and delivery of its positive or negative assessment to GSFPGE leading or not, to the awarding of the Label.

**During the six months of implementation**, companies must adjust in order to comply with the evaluation criteria in order to be rewarded with the Label, but the final assessment decision is not issued until the last month, even if the audits are carried out during the whole semester. There is therefore sufficient time at the companies' disposal to improve their processes and policies towards the direction of promoting gender equality and work-life balance.

#### 5. LABEL AWARDING – DURATION

The awarding of the Label presupposes the commitment of the company for the development and implementation of an Equality Plan and the appointment of an Equality Officer/Manager, via the Declaration of Commitment, as well as the submission of the Declaration of Compliance with the Terms and Conditions of Participation. The Label, once awarded, is valid for a period of **two (2)** years. The list of companies awarded with the Label, will be published every year on GSFPGE's website, as well on their own media, for the publicity purposes and information of the general public.



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The companies that have been awarded the "Equality Label" are obliged to send to GSFPGE, once a year, a report of actions related to substantial gender equality. GSFPGE monitors and evaluates the companies (following the assessment of the Evaluation Committee), deciding whether they continue to apply equality policies, and if proved otherwise, deducts the Equality Label.

## 6. SUSPENSION

The GSFPGE may suspend the validity of the Label, if a company / organization is found to be no longer complying with the requirements, in a regular or occasional control of its progress.

The Label will also be suspended/deducted, in the event that a company, already awarded the Label, is checked and found non-abiding by the Terms and Conditions of participation, (2) years (see also paragraph 3. TERMS & CONDITIONS OF PARTICIPATION AND DECLARATION OF CONFORMITY).



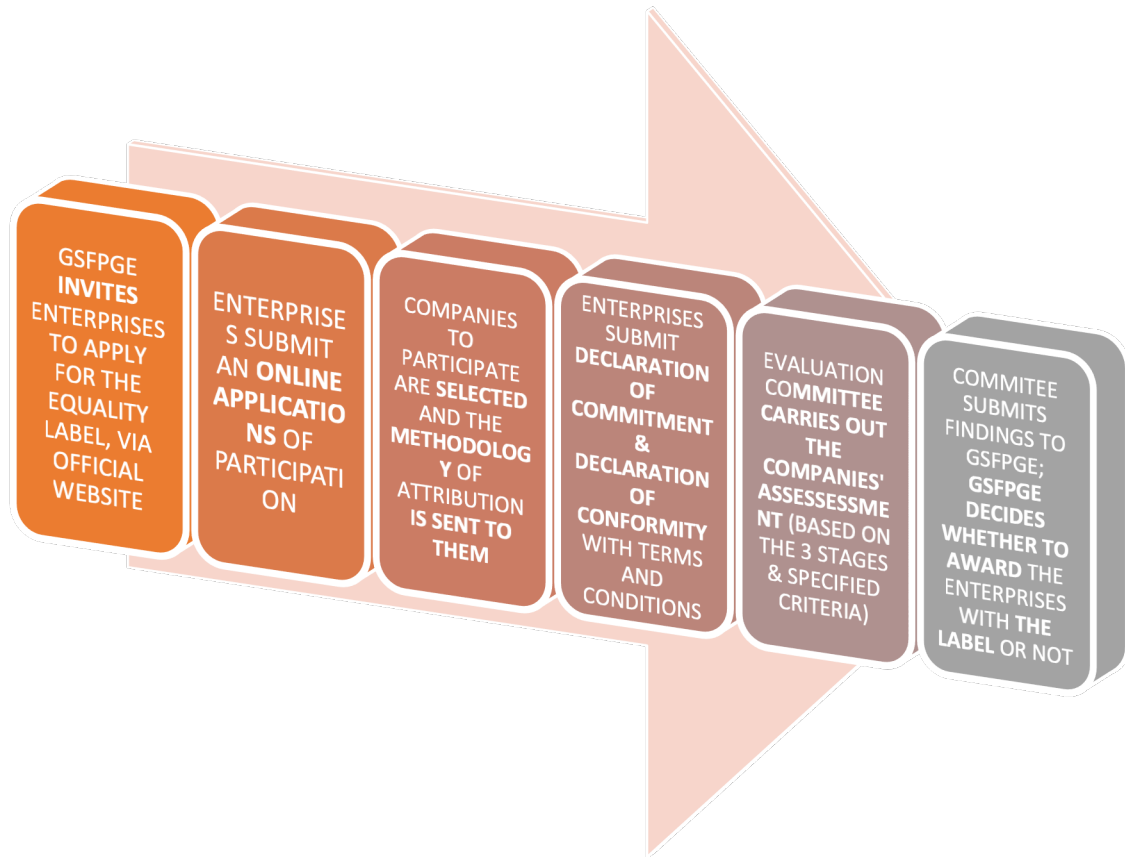
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**Graph 1: Label Awarding Procedure**

### 2.3 EVALUATION CRITERIA

The evaluation criteria were grouped into the four following groups (A, B, C and D) which were formed taking into account good practices at the European level and the thematic axes of the European Equality Strategy.



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GROUP A	GROUP B	GROUP C	GROUP D
<p>→ <b>equal treatment</b></p> <p><i>(recruitment, training and qualifications, pay, sexual harassment)</i></p>	<p>→ <b>equality in decision making</b></p> <p><i>(equal participation in decision-making, in professional and scientific teams regardless of gender, equality in professional development, vocational training and leadership)</i></p>	<p>→ <b>reconciliation of professional and private life for women and men</b></p> <p><i>(flexible working hours, family and parental leaves and other work-life balance policies)</i></p>	<p>→ <b>corporate culture</b></p> <p><i>(suppliers and partners, supply chain of the company, of promotion &amp; advertising's methods)</i></p>

Below the four groups of evaluation criteria are presented, as well as the **indicators** by which they are quantified, the way they are graded and any specific categories. In addition, for some criteria (related to one-off actions or training seminars) the **reference time period** is mentioned, during which actions taken by the company / organization will be taken into account.

### GROUP A → **equal treatment**

Grading each of the following criteria with its weight.

A	Criterion/action	indicator	Weight factor	Application in	Reference period
Pay gap	1. Equal pay for work of equal value	Determination of pay gap by hierarchical level  <b>(According to GDPR, the salary data will be anonymous and will only indicate gender, position, salary.)</b>	4	Pay Gap <7%  medium and large companies  (> 250 employees)	
			4	Pay Gap <11%	



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				small enterprises (<50 employees)	
	2. Payroll report by gender	keeping statistics by gender	3		
Recruitment process	3. Implementation of Principles of Equal & Fair recruitment process	gender-neutral ads posted in places accessible both for women and men and recruitment procedures that do not discriminate directly or indirectly against women	3		
	4. Equal & fair staffing	Is the percentage of women hired during the last year, in the total hiring, between 30% and 70%?  * possibility of a justified derogation	2		
Education and raising awareness actions	5. informing & raising awareness of employees & executives about indirect and direct gender discrimination (e.g. seminars)	<ul style="list-style-type: none"> <li>conducting awareness raising seminars (e.g. work-life balance promotion or non-sexist use of language seminars)</li> </ul>	1 for each seminar		2 years



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	6. informing & raising awareness of employees & executives about sexual harassment (e.g. seminars)	<ul style="list-style-type: none"> <li>conducting seminars about tackling sexual harassment in the workplace</li> <li>information actions, e.g. provides each new employee with information material about harassment in the workplace and options for dealing with it</li> <li>other actions to prevent and avoid sexual harassment</li> </ul>	1 for each seminar or action		2 years
	7. Substantial Equality & support of women against sexual harassment in the workplace	<ul style="list-style-type: none"> <li>Is there a woman employee appointed as a reference for employees in the prevention and confrontation or</li> <li>Is there an official psychological support/legal advice service provided?</li> </ul>	1 for each action		
SUM			15		

*Minimum acceptable team score:*

For large and medium enterprises = 8

For small businesses = 4

**For all companies it is mandatory to meet the criterion A2, regardless of whether they complete the necessary minimum acceptable score from other criteria.**

**GROUP B → equality in decision making**



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Grading each of the following criteria with its weight.

<b>B</b>	<b>Criterion/action</b>	<b>indicator</b>	<b>Weight factor</b>	<b>Application in</b>	<b>reference period</b>
	1. access to decision-making centers	Is the proportion of women in positions of responsibility to the total number of employees in positions of responsibility between 30% and 70%? * possibility of a justified derogation	2	medium and large companies (> 250 employees)	
		the proportion of women in positions of responsibility to the total number of employees in positions of responsibility ranges between 20% and 70% * possibility of a justified derogation	2	small businesses (<50 employees)	
	2. keeping per gender statistics	number of employees by gender and hierarchical level	1		
	3. participation of women in employment	Is the proportion of female employees to the total number of employees between 30% and 70%? * possibility of a justified derogation	2		
	4. balanced participation of women and men in professional and scientific teams and committees	the quota of women in professional / scientific groups/committees should be between 30% and 70% * possibility of a justified derogation	1		
	SUM		6		



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Minimum acceptable team score:

For large and medium enterprises = 3 points

For small businesses = 2 points

**GROUP C → reconciliation of professional and private life for women and men**

Grading each of the following criteria with its weight.

<b>C</b>	<b>Criterion/action</b>	<b>Indicator</b>	<b>Weight factor</b>	<b>Application in</b>	<b>Reference period</b>
Paternal care support	1. Intra – corporate child care facilities	Provision of intra-corporate care services	5		
	2. Kindergarten allowance	Provision of allowance	3		
	3. Covering the cost of Children's holiday camps		1		
	4. Establishment of at least 1 open day per semester, in which the parent (man or woman) may bring his/her child at work		2		
encouraging fatherly care	5. Is at least 14+1 days paid paternity leave offered to male employees?		2		



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C	Criterion/action	Indicator	Weight factor	Application in	Reference period
	6. Is a minimum of 4 months of paid parental leave or other allowance (for the period not covered by the Hellenic Employment Organisation - OAED) offered to employees (men and women) with children up to 8 years old?		4		
	7. Is at least 6 days per year of paid carer's leave offered to fathers with children up to 16 years old?		3		



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C	Criterion/action	Indicator	Weight factor	Application in	Reference period
	8. Are at least 2 additional days per year provided to fathers with children up to 18 years old for school performance monitoring (regardless of the use of the same leave by the mother)?		2		
	9. Symbolic paternity support actions (e.g. symbolic paternity kit with information leaflet on fathers' rights, at the childbirth)	Have there any such actions been carried out during the last 2 years?	1		2 years
Substantive intention to support parenthood	10. Is the parental leaves provided monitored in relation to the leaves sum requested (per gender)?	Is the number of provided leave over the sum of leave requested listed?	2		



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<b>C</b>	<b>Criterion/action</b>	<b>Indicator</b>	<b>Weight factor</b>	<b>Application in</b>	<b>Reference period</b>
Working hours flexibility	11. A flexible work schedule is provided (agreed at the beginning of each month/week/per certain days)	Is there a flexible work schedule provided for parents of children up to 14 years old or for carers of dependent persons?	2		
	12. Avoiding business meetings held before 10 a.m. and after 3 p.m. for parents of children up to 8 years old	Are business meetings contained within 10 a.m. and 3 p.m.?	1		
	13. Single male and female parents are granted paid leave of six plus one (6 + 1) working days per year, in addition to leaves entitled by other provisions. A parent of 3 or more children is entitled to 6 + 3 (9) working days per year		1		
	14. Option to work remotely for work-life balance issues		1		
SUM			30		



Minimum acceptable team score:

For large and medium enterprises = 9

For small businesses = 4

**GROUP D → corporate culture**

Grading each of the above criteria according to its weight factor.

D	Criterion/action	indicator	Weight factor	Application in	reference period
friendly working environment βιωσιμότητα εργασιακού περιβάλλοντος	1. Education and training of employees of all levels and departments on: a) unconscious bias, b) structured interviews and selection mechanisms and criteria to diminish gender-based stereotypical evaluation	number of seminars/workshops	1 for every seminar		2 years
	2. provision for breastfeeding rooms / playing corners		3		
	3. Gender-sensitive adaptation of working conditions and the wider corporate environment (in pregnancy, menstruation, etc.)	Is there care to ensure working conditions are gender-suitable ? (e.g. work uniforms adapted to the female body)	1		
	4. promoting equality in advertising / announcements & promotion methods against gender-based violence and sexism	check in recent ads of the company for the non-existence of sexist speech	2		2 years
Co			1 for each action		2 years



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	5. Awareness raising campaigns by the company & creation of a special field on company website with its activities in this field, participation in other actions to promote equality				
	6. Partnerships for procurement based on the promotion of the principle of equality and women's entrepreneurship		1		
	<b>SUM</b>		9		

Minimum acceptable team score:

For large and medium businesses = 4

For small businesses = 3

The presented grading system works cumulatively, i.e. a company receives a higher overall score, the more actions work-life balance and promotion of gender equality it implements. Each company must collect the minimum acceptable score in order to finally receive the SHARE Gender Equality Label, which is the sum of the minimum acceptable score for each of the four Groups.

The minimum overall acceptable score is:

For large and medium enterprises = **20** (4 + 3 + 9 + 4)

For small enterprises = **13** (3 + 3 + 4 + 3)



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### 3. TEMPLATE DOCUMENTS

The following templates have been formulated for their use in the Equality Label awarding process, in the framework of SHARE project "Promoting work-life balance in companies and a better sharing of care between men and women".

#### 3.1 Template of Declaration of Commitment Model



**Work Life Balance  
SHARE**

**DECLARATION OF COMMITMENT OF ENTERPRISE/ORGANIZATION**

WITH REGARDS TO PARTICIPATION IN THE SHARE PROJECT

The Enterprise / Organization ..... with on-line application form  
No. .... :

- Confirms its participation in the SHARE project
- Requests to be evaluated so as to be certified by the General Secretariat for Family Policy and Gender Equality (GSFPGE), regarding work-life balance in companies and a better sharing of care between men and women with the EQUALITY LABEL
- is committed to develop and implement an Equality Plan and appoint an Equality Officer

Within this framework, the enterprise shall undertake any obligations that may arise from the Label Awarding Methodology and provide to the competent Evaluation Committee all the necessary documents, evidence and statistics that will be requested.

**Enterprise / Organization Data:**



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Enterprise / Organization name:	
Legal form:	
Head offices of the Enterprise / Organization:	
Department of Financial Activity:	
Gender Equality Manager:	
Number of employees:	

### Contact person

Define contact person (preferably the Gender Equality Manager):

Name:	
Position and Department:	
Address:	
Phone:	
E-mail:	

### Compliance with GDPR regulations

With the submission of Declaration Of Commitment, it hereby declares that it consents to the storage and processing of provided personal data, by the stakeholders of SHARE project (General Secretariat for Family Policy and Gender Equality, Research Center for Equality Issues and Organization for the Professional Empowerment of Women (Women On Top). Its consent is valid throughout the duration of the project and the stakeholders can use its personal data in order to inform the Enterprise/Organization about the project progress and the effective participation opportunities in its actions. During this period, it can have access at our data and keep the right to withdraw its consent to the processing of them with e-mail at [info@womenontop.gr](mailto:info@womenontop.gr).

**Attached documents (optional):**



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- Establishment plan of Enterprise/Organization
- Presentation material of the actions that the Enterprise/Organization has implemented against gender discrimination in favor of substantial equality and diversity
- Other types of similar documents (please specify):

.....

**Date of Submission of Declaration:** .....

**Legal representative's signature:** .....

Enterprises/Organizations to whom no fine or other penalties were imposed nor by SEPE, the neither the Greek Ombudsman or the Judiciary authorities, regarding the breach of labour law legislation, concerning specifically:

- Gender
- Family
- Parenthood

for at least the last three years (2018-2020), have the right to participate.



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### 3.2 Template of Declaration of Conformity



#### **Declaration of Conformity**

With this Statement the company / organization ..... with on-line application form No. ....

- affirms that promoting gender equality and combating gender discrimination and prejudice is a main concern and, in this context, ensures equal conditions and opportunities for its employees, men and women, in all positions and in all levels of activity, as well as in all internal committees, working groups, in accordance with the principles set out in the Equal Rights Constitution, namely:
  - Article 4 paragraph 2 on equal rights and obligations
  - Article 116 (2), which establishes the elimination of discrimination on grounds of sex and the undertaking of positive action to promote gender equality;
- is committed to integrate gender equality, to integrate the principles of gender equality in all company/organization activities, in daily transactions with clients, suppliers, and associates, to actively support the principles of equal treatment in terms of employment, working conditions, promotion, remuneration, access to vocational training, dismissal, and to combat any discrimination based on sex, sexual orientation, age, racial or ethnic origin, religion or belief
- gender parity and diversity into all of its activities, in day-to-day dealings with its customers, suppliers, colleagues and partners, acknowledging that gender and sexuality are varied and continue to evolve.



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The company hereby declares that:

- **it complies with the Terms and Conditions** of the SHARE project "Promoting work-life balance in companies and a better sharing of care between men and women"
- is aware of and consents to the right of the competent Evaluation Committee to examine the validity of the above any time for the two (2) coming years;
- consents to the disclosure of its name, in case it is found non-confirmative, as well as to the provided sanctions, described in the Equality Label Awarding Methodology.

**Date of Declaration:** .....

**Signature:** .....

This shall be submitted in three copies, by post or e-mail to the following address titled "DECLARATION OF CONFORMITY OF ENTEPRISE ..... " for SHARE Project.

### 3.3 Gender Equality Plan Model

The present Equality Plan is structured into **four thematic areas**: the last three sections are identical with the respective groups B, C and D of the evaluation criteria table, while the first is entirely devoted to informing and raising awareness of employees and leadership on gender equality and work-life balance, considering the lack of education as a major hindrance to the implementation of such policies in Greece. These areas as well as their respective goals are presented below.



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<u>awareness raising and education of staff and executives on gender equality</u>	<u>equality in decision making</u>	<u>reconciliation of professional and personal life for women and men</u>	<u>corporate culture</u>
<u>GOALS</u> → gender pay gap reduction → education and awareness raising of employees and leadership on gender equality, work-life balance and direct/indirect & multiple discrimination → training Human Resources' executives to ensure fair and equal recruitment procedures → education and awareness raising of employees and leadership on sexual harassment	<u>GOALS</u> → equal participation of women-men in leadership → equal participation of women-men in scientific/professional teams	<u>GOALS</u> → working environment and facilities that practically support parenthood → balancing the sharing of care within the family (promoting paternity leaves)	<u>GOALS</u> → eliminating discrimination in ads and promotion material → combatting discrimination in enterprise's official documents (intra-corporate communication/communication with partners and suppliers) → eliminating sexist language and discrimination in enterprise's official documents (intra-corporate communication/communication with partners and suppliers)

It is emphasized that the present action plan for gender equality promotion is an indicative one; the companies participating in the Evaluation Procedure **are encouraged to customize their goals and strategies, timing, indexes and thresholds, depending on their specific needs, their size and structure**. The first stage and a prerequisite of any reform planning is the company's needs' assessment, proposed to be carried out with the staff's maximum contribution, either via questionnaires and / or personal anonymous interviews. The person responsible to oversee the implementation of the Equality Plan is generally the Equality Officer of each company/organization. In the case of larger companies, or companies more experienced in implementing equality policies, it is advisable to further specialize and appoint a different manager per each goal/strategy, depending on the structure of the company.



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## MODEL EQUALITY PLAN

### 1. Awareness raising and education of staff and executives on gender equality

Goal	Strategy	Planned start & end Dates	Indicators	Threshold
1. Gender pay gap reduction	Regular data collection and statistic reports on demographic structure with data disaggregated according to gender and position	June 2021 – November 2021	Number of reports prepared and presented annually.	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
2. Education and awareness raising of employees and leadership on gender equality, work-life balance and direct/indirect & multiple discrimination (discrimination on the grounds of combination of gender with other factors, such as race, national origin, gender identity, disabilities, chronic illness, etc.)	Organisation of raising awareness seminars covering several general gender equality aspects (including work-life balance, use of non-sexist language, etc.)	June 2021 – November 2021	Number of realized seminars	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1 ..... <b>Unacceptable:</b> <7
	Number of participants			<b>Acceptable:</b> 7-10 <b>Satisfactory:</b> >10
	Organisation of raising awareness seminars on multiple discrimination	June 2021 – November 2021	Number of realized seminars	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1 ..... <b>Unacceptable:</b> <7
			Number of participants	<b>Acceptable:</b> 7-10 <b>Satisfactory:</b> >10



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
3. Training Human Resources' executives to ensure fair and equal recruitment procedures	Organisation of training seminars for the Human Resources' executives on a) consolidated prejudice b) interviews and selection mechanisms and criteria to diminish gender-based discrimination	June 2021 – November 2021	Number of realized seminars  Number of participants	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1 ..... <b>Unacceptable:</b> <7 <b>Acceptable:</b> 7-10 <b>Satisfactory:</b> >10
4. Education and awareness raising of employees and leadership on sexual harassment	Organisation of raising awareness seminars	June 2021 – November 2021	Number of realized seminars  Number of participants	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1 ..... <b>Unacceptable:</b> <7 <b>Acceptable:</b> 7-10 <b>Satisfactory:</b> >10



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
2. Equal participation of women-men in scientific/professional teams	Advertising female employees' achievements (on organisation website, newsletter or social media)	June 2021 – November 2021	Number of posts/newsletters	<b>Unacceptable:</b> <3 <b>Acceptable:</b> 3-5 <b>Satisfactory:</b> >6
	Organisation of seminars for employees to improve the skills relevant for their career advancement	June 2021 – November 2021	Number of realized seminars         Number of beneficiaries/participants	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1 <b>Satisfactory:</b> >1 ..... <b>Unacceptable:</b> <2 <b>Acceptable:</b> 3-5 <b>Satisfactory:</b> >5



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
			Percentage of women among participants	<p>.....</p> <p><b>Unacceptable:</b> &lt;35%</p> <p><b>Acceptable:</b> 40-60%</p> <p><b>Satisfactory:</b> &gt;45%</p>
	Introducing mechanisms for the facilitation of employees' lifelong education/training/ research (e.g. leaves, unpaid leaves, scholarships abroad etc.)	June 2021 – November 2021	<p>Number of mechanisms introduced/established</p> <p>Number of beneficiaries</p>	<p><b>Unacceptable:</b> no introduction</p> <p><b>Acceptable:</b> introduction only for women</p> <p><b>Satisfactory:</b> introduction for both sexes</p> <p>.....</p> <p><b>Unacceptable:</b> &lt;3</p> <p><b>Acceptable:</b> 3-5</p> <p><b>Satisfactory:</b> &gt;5</p>



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### 3. Work-life balance

Goal	Strategy	Planned start & end Dates	Indicators	Threshold
1. Working environment and facilities that practically support parenthood	Institutionalizing at least one “open day” for parents to bring their kids to the office	June 2021 – November 2021	Number of days “institutionalised” over a year (1 step)	<b>Unacceptable:</b> 0 <b>Acceptable:</b> 1-2 <b>Satisfactory:</b> >2 ..... <b>Unacceptable:</b> <2 <b>Acceptable:</b> 2-4 <b>Satisfactory:</b> >4
	Providing for the needs of employees with small children (women/all) (e.g. arranging for breastfeeding rooms, nursery, playing corner)	June 2021 – November 2021	Establishment of facilities (1 step)  Number of employees using	<b>Unacceptable:</b> no facility <b>Acceptable:</b> basic facility (playing corner) <b>Satisfactory:</b> facility for breastfeeding (refrigerator, etc) ..... <b>Unacceptable:</b> 0



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
			them (next step)	<b>Acceptable:</b> 1-2 <b>Satisfactory:</b> >2
	Introducing the possibility of flexible working hours	June 2021 – November 2021	Establishment of flexible working hours  Number of beneficiaries/people that are possible/eligible to use them.  Number of employees that actually use them	<b>Unacceptable:</b> no introduction  <b>Acceptable:</b> introduction only for mothers  <b>Satisfactory:</b> introduction for both parents  .....  <b>Unacceptable:</b> <2  <b>Acceptable:</b> 2-4  <b>Satisfactory:</b> >4  .....  <b>Unacceptable:</b> <2  <b>Acceptable:</b> 2-3  <b>Satisfactory:</b> >3
	Introducing the possibility of	June 2021 –		<b>Unacceptable:</b> no introduction



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
	telework	November 2021	Establishment of flexible working hours  Number of beneficiaries/people that are possible/eligible to use them.  Number of employees that actually use them.	<b>Acceptable:</b> introduction only for mothers <b>Satisfactory:</b> introduction for both parents ..... <b>Unacceptable:</b> <2  <b>Acceptable:</b> 2-4 <b>Satisfactory:</b> >4 ..... <b>Unacceptable:</b> <2 <b>Acceptable:</b> 2-3 <b>Satisfactory:</b> >3
2. Balancing the sharing of care within the family (promoting paternity leaves)		June 2021 – November 2021	Requests of paternity leave/other parental leaves, by father employees	<b>Unacceptable:</b> <2 <b>Acceptable:</b> 2-3 <b>Satisfactory:</b> >3



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Goal	Strategy	Planned start & end Dates	Indicators	Threshold
			Number of employees that actually took the paternity leave	<p>.....</p> <p><b>Unacceptable:</b> 0</p> <p><b>Acceptable:</b> 2-3</p> <p><b>Satisfactory:</b> &gt;3</p>

#### 4. Corporate culture

Goal	Strategy	Planned start & end Dates	Indicators	Threshold
1. Eliminating discrimination in ads and promotion material	Analysis of language of enterprise's ads and other official communication and publicity material and detecting discrepancies with language use suggested in the guidelines	June 2021 – November 2021	<p>Number of documents analysed</p> <p>Analysis Report presented officially</p>	<p><b>Unacceptable:</b> &lt;15</p> <p><b>Acceptable:</b> =15-20</p> <p><b>Satisfactory:</b> &gt;25</p> <p>.....</p> <p><b>Unacceptable:</b> 0</p> <p><b>Acceptable:</b> 1</p>



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Goal	Strategy	Planned start & end Dates	Indicators	
				<b>Satisfactory:</b> >1
2. Eliminating sexist language and discrimination in enterprise's official documents (intra-corporate communication/communication with partners and suppliers)	Analysis of language of enterprise's documents and official communication and detecting discrepancies with language use suggested in the guidelines	June 2021 – November 2021		
	Development and implementation of gender sensitive models in communication practices and specific set of documents	June 2021 – November 2021	Number of documents updated	<p><b>Unacceptable:</b> no development of a model</p> <p><b>Acceptable:</b> integration of model/guidelines for non-sexism use of language, developed by institutions or other actors</p> <p><b>Satisfactory:</b> Development and implementation of an intra-corporate model</p>



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## ANNEX

### A1 Glossary

**Horizontal Job Segregation.** Concentration of women and men in different sectors and occupations. It is understood as under- or overrepresentation of women or men in occupations or sectors, not ordered by any criterion. This contrasts with vertical segregation, which concerns the top of an ordering based on 'desirable' attributes such as income, prestige, etc.

**Vertical Job Segregation** Concentration of women and men in different grades, levels of responsibility or positions. It indicates the under- (or over-) representation of women and men workers in occupations or sectors at the top of an ordering based on 'desirable' attributes (income, prestige, job stability, etc.), independent of the sector of activity.

**Glass Ceiling.** Artificial impediments and invisible barriers that militate against women's access to top decision-making and managerial positions in an organization, whether public or private and in whatever domain.

**Violence in the working environment:** Aggressive behavior, physical, psychological or verbal violence on the grounds of gender, sexual orientation and gender identity, in the workplace, during and/or with relation to work.

**Gender discrimination:** Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

**Network of Structures.** The Women's Counseling Centers, the Hostels for abused women and the 24-hour nationwide telephone line SOS 15900, constitute the national "Network of Structures"

**Gender mainstreaming.** Systematic consideration of the differences between the conditions, situations and needs of women and men in all policies and actions. Gender mainstreaming is the (re)organization, improvement, development and evaluation of policy processes, so that a gender



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equality perspective is incorporated into all policies at all levels and all stages, by the actors normally involved in policymaking.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender mainstreaming is a complementary strategy and not a substitute for targeted, women-centred policies and programmes, gender equality legislation, institutional mechanisms for gender equality, and specific interventions that aim to close the gender gap.

- a) **Direct discrimination:** Discrimination where one person is treated less favourably on grounds such as sex and gender, age, nationality, race, ethnicity, religion or belief, health, disability, sexual orientation or gender identity, than another person is, has been or would be treated in a comparable situation.
- b) **Indirect discrimination:** Discrimination occurring where an apparently neutral provision, criterion or practice would put persons of one sex at a particular disadvantage compared with persons of the other sex, unless that provision, criterion or practice is objectively justified by a legitimate aim, and the means for achieving that aim are appropriate and necessary.

**Positive action:** Positive action is one of various terms used to describe 'positive measures'. However, positive action is also used in international human rights law to describe 'positive state action' (the obligation of a state to initiate action versus a state's obligation to abstain from action). Its use can thus be ambiguous in that it is not confined to meaning positive measures in the area of gender equality.

**Substantive gender equality.** Combination of formal gender equality with equality of outcome, meaning that equality in law, equal opportunities and equal treatment of women and men are complemented by equality in impact, outcome or result.

Substantive gender equality requires that equality is interpreted according to the broad context or



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realities of women's disadvantages and the impact of these circumstances in terms of eliminating disadvantage in outcome or result. It is a channel by which women can exercise and fully enjoy all human rights and freedoms on an equal footing with men.

The concept of substantive equality has special relevance in addressing disadvantage based on sex and gender. The scrutiny of gender-neutral formal laws, policies and programmes that treat women and men alike becomes necessary to evaluate whether they will accelerate the achievement of gender equality in practice and eliminate discrimination against women.

A **Gender Equality Plan** is considered a set of actions aiming at:

1. Conducting impact assessment / audits of procedures and practices to identify gender bias;
2. Identifying and implementing innovative strategies to correct any bias;
3. Setting targets and monitoring progress via indicators.

They may be carried out both by private and public sector enterprises; they are subsequently submitted to the General Secretariat for Gender Equality, which forwards them to the Equality Committee of the Greek Parliament.

**Multiple discrimination:** Any combination of forms of discrimination against persons on the grounds of sex, racial or ethnic origin, religion or belief, disability, age, sexual orientation, gender identity or other characteristics, and to discrimination suffered by those who have, or who are perceived to have, those characteristics.

**Harassment:** any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

**Equality Label/Seal:** title awarded by the General Secretariat for Family Policy and Gender Equality (GSFPGE) to public and private sector enterprises, as a reward for the implementation of gender equality policies.



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**Work-life balance:** Achieving balance between not only domestic tasks and caring for dependent relatives, but also extracurricular responsibilities or other important life priorities.

Work arrangements should be sufficiently flexible to enable workers of both sexes to undertake lifelong learning activities and activities related to their further professional and personal development, not necessarily directly related to the worker’s job.

Issues related to the improvement of career opportunities, lifelong learning and other personal and professional development activities are considered to be secondary to the objective of promoting the more equal sharing between women and men of responsibilities in the family and household, as well as in the workplace.

## A2 List of documentation

A	Criterion/action	indicator	Application in	Documentation
Pay gap	1. Equal pay for work of equal value	Determination of pay gap by hierarchical level (According to the GDPR, the salary data will be anonymous and will only indicate gender, position, salary.)	Pay Gap <5% medium and large companies (> 250 employees)	Staff’s payroll, business organization chart: comparing wages but also bonuses, other financial aid
			Pay Gap <11% small enterprises (<50 employees)	
	2. Payroll report by gender	keeping statistics by gender		statistic reports on staff’s payroll



Recruitment process	3. Implementation of Principles of Equal & Fair recruitment process	gender-neutral ads posted in places accessible both for women and men and recruitment procedures that do not discriminate directly or indirectly against women		ads in enterprise's webpage/social media and in στην ιστοσελίδα της εταιρείας και σε job search networks
	4. Equal & fair staffing	Is the percentage of women hired during the last year, in the total hiring, between 30% and 70%?  * possibility of a justified derogation		<ul style="list-style-type: none"> <li>• Staff board</li> <li>• Recruitments Forms</li> </ul>
Education and raising awareness actions	5. informing & raising awareness of employees & executives about indirect and direct discrimination (e.g. seminars)	<ul style="list-style-type: none"> <li>• conducting awareness seminars</li> <li>• conducting awareness seminars</li> </ul>		List of seminars' participants – certificates of participation by a trainings' company or by a certified employee
	6. informing & raising awareness of employees & executives about sexual harassment (e.g. seminars)	<ul style="list-style-type: none"> <li>• information actions, e.g. provides each new employee with information material about harassment in the workplace and options for dealing with it</li> <li>• other actions to prevent and avoid sexual harassment</li> </ul>		List of seminars' participants – certificates of participation by a trainings' company or by a certified employee – educational material



	7. Substantial Equality & support of women against sexual harassment in the workplace	<ul style="list-style-type: none"> <li>• Is there a woman employee appointed as a reference for employees in the prevention and confrontation or</li> <li>• Is there an official psychological support/legal advice service provided?</li> </ul>		<ul style="list-style-type: none"> <li>• Company's written commitment to provide a person of reference</li> <li>• contract with a mental health/legal professional</li> </ul>
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B	Criterion/action	indicator	Application in	Documentation
	1. access to decision-making centers	Is the proportion of women in positions of responsibility to the total number of employees in positions of responsibility between 30% and 70%? * possibility of a justified derogation	medium and large companies (> 250 employees)	staff board disaggregated per gender and department
		the proportion of women in positions of responsibility to the total number of employees in positions of responsibility ranges between 20% and 70% * possibility of a justified derogation	small businesses (<50 employees)	staff board disaggregated per gender and department
	2. keeping per gender statistics	number of employees by gender and hierarchical level		staff board disaggregated per gender and department





B	Criterion/action	indicator	Application in	Documentation
	3. participation of women in employment	Is the proportion of female employees to the total number of employees between 30% and 70%? * possibility of a justified derogation		staff board disaggregated per gender and department
	4. balanced participation of women and men in professional and scientific teams and committees	the quota of women in professional / scientific groups/committees should be between 30% and 70% * possibility of a justified derogation		<ul style="list-style-type: none"> <li>• Decisions on Committee's Composition</li> <li>• for Public Contracts: published Decisions on</li> </ul>

C	Criterion/action	Indicator	Application in	Documentation
Paternal care support	1. Intra – corporate care facilities	Provision of intra-corporate care services		Kindergarten operation license
	2. Kindergarten allowance	Provision of allowance		Proof of salary / Proof of deposit of allowance
	3. Covering the cost of Children's holiday camps			Cooperation Agreement between kindergarten/camp and the enterprise
	4. Establishment of at least 1 open day per semester, in which the parent (man or woman) may bring his/her child at work			Company's policy statement, list of beneficiaries of open day



C	Criterion/action	Indicator	Application in	Documentation
Encouraging fatherly care	5. Paternity leave	Is at least 10 days paternity leave offered to male employees?		list of minimum 10-days paternity leaves taken as to those requested
	6. Minimum 1 month of paid parental leave offered to employees (men and women) with children up to 8 years old, whether or not the other spouse used his/her parental leave	Is at least 1 month of paid parental leave offered to employees (men and women) with children up to 8 years old, whether or not the other spouse used his/her parental leave		Parental leave request document, intracorporate platform for submitting requests, list of leaves taken as to those requested
	7. Minimum 6+1 days per year of carer's leave	Is at least 6+1 days per year of carer's leave offered to fathers with children up to 16 years old?		Carer's leave request document, intracorporate platform for submitting requests, list of leaves taken as to those requested





C	Criterion/action	Indicator	Application in	Documentation
	8. Paternity leave for school performance monitoring	Offering at least 2 additional days per year to fathers with children up to 16 years old for school performance monitoring (regardless of the same leave use by mother)		Parental leave request document, intracorporate platform for submitting requests, list of leaves taken as to those requested
	9. Symbolic paternity support actions (e.g. symbolic paternity kit with information leaflet on fathers' rights, at the childbirth)	Have there any such actions been carried out during the last 2 years?		Company's policy statement, instructional guide with date handed out
Substantive intention to	10. Is the parental leave provided monitored in relation to the leave sum requested?	Is the number of provided leave over the sum of leave requested listed?		intracorporate platform for submitting requests, list of leaves taken as to those requested
Working hours flexibility	11. A flexible work schedule is provided (agreed at the beginning of each month/week/per certain days)	Is there a flexible work schedule for parents of children up to 8 years old or for carers of dependent persons? (Directive 1158/19)		Company's policy statement, list of beneficiaries



C	Criterion/action	Indicator	Application in	Documentation
	12. Avoiding business meetings held before 10 a.m. and after 3 p.m. for parents of children up to 8 years old	Are business meetings contained within 10 a.m. and 3 p.m.?		Company's policy statement, list of beneficiaries
	13. Option to work remotely during pregnancy, or to parents of children up to 8 years old or of disabled children or children requiring home treatment			Company's policy statement, list of beneficiaries

D	Criterion/action	indicator	Application in	Documntation
friendly working environment βιωσιμότητα εργασιακού περιβάλλοντος	1. Education and training of employees of all levels and departments (of vertical and horizontal structure)	number of seminars/worksh ops		certificates of participation by a trainings' company or by a certified employee
	2. Education and training to human resources' executives, overseeing recruitments, on a) consolidated prejudice b) interviews and selection mechanisms and criteria to diminish gender-based discrimination	number of seminars/worksh ops		List of seminars' participants – certificates of participation by a trainings' company or by a certified employee
	3. provision for breastfeeding rooms / playing corners			Written report of site inspection



	4. adaptation of working conditions to the female body & the special needs of women (in pregnancy, menstruation)	is there care to ensure working conditions are gender suitable ? (e.g. work uniforms adapted to the female body)		Company's policy statement
	5. promoting equality in advertising / announcements & promotion methods against gender-based violence and sexism	check in recent ads of the company for the non-existence of sexist speech		website, social media, ads and publicity material, social responsibility
Company's policy	6. Awareness campaigns by the company & creation of a special field on a company website with its activities in this field, participation in other actions to promote equality			website, social media, ads and publicity material, social responsibility
	7. Partnerships for procurement based on the promotion of the principle of equality and women's entrepreneurship			list of suppliers, partner companies' policies



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This Project is co-funded by the European Union's Rights, Equality and Citizenship Program (2014-2020)

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