



Themistocles and Dimitris Tsatsos Foundation
Centre for European Constitutional Law

GENDER EQUALITY PLAN

| 2025

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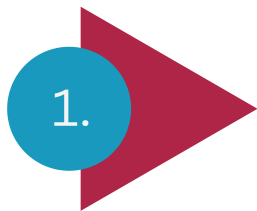
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1. Introduction

The Themistocles and Dimitris Tsatsos Foundation - Center for European Constitutional Law is committed to promoting gender equality, diversity and inclusion across all areas of its work. In alignment with European Union priorities and the principles of social justice, the Foundation recognizes gender equality as a fundamental value and an essential component of institutional excellence, democratic participation and effective policy engagement.

The present Gender Equality Plan (GEP) outlines a framework of actions and commitments aimed at fostering an inclusive, safe and equitable environment for all individuals, regardless of gender identity. It is based on a combination of legal obligations, organizational values and the Foundation's long-standing engagement in human rights, democratic governance and rule of law initiatives.

The Foundation acknowledges that gender disparities persist across the public, academic and civic sectors, including underrepresentation of women in decision-making roles, unequal access to opportunities and the presence of unconscious bias in institutional practices. The Tsatsos Foundation, committed to promoting gender equality and preventing discrimination, focuses its efforts on three key priorities:



Addressing Gender Bias in Human Resource Management


The Foundation actively works to eliminate gender-based biases in all aspects of human resource management. This includes ensuring fair and transparent procedures in recruitment, employment and career development. Special attention is given to promoting equal opportunities for all individuals, regardless of gender, in hiring practices, salary structures, performance evaluations and access to training and professional advancement. By embedding equality principles into its HR policies and practices, the Foundation aims to create an inclusive work environment where merit and capability are the sole criteria for professional growth.



2.


Tackling Gender Inequality in Decision-Making Structures and Processes

Recognizing the underrepresentation of women and gender-diverse individuals in leadership roles, the Foundation is committed to addressing gender imbalances within its decision-making bodies and processes. It promotes the active participation of all genders in governance, management and strategic planning. Measures are taken to ensure that internal structures encourage balanced representation and that diverse perspectives are valued in institutional decisions. The Foundation views inclusive decision-making as essential to achieving both fairness and effectiveness in its operations.



3.

Strengthening the Gender Dimension in Innovation and Research



The Foundation seeks to integrate the gender perspective across all its research activities and innovation programs. This involves incorporating gender analysis into research design, content and evaluation, as well as encouraging research teams to consider gender implications in their work. By embedding gender awareness into the entire research cycle, the Foundation aims to enhance the quality, relevance and societal impact of its research outputs. This approach also ensures that research processes contribute to a more equitable and inclusive knowledge society.


2. Legal Framework and Core Principles

Promoting gender equality, eliminating discrimination and preventing inappropriate treatment based on gender-related biases are fundamental priorities of the Foundation. These principles are grounded in both national and European legal frameworks.

At the national level, the Foundation adheres to the Constitution of Greece, which guarantees equal rights for all citizens and specifically:

- Article 4(2) affirms that Greek men and women enjoy equal rights and obligations.
- Article 116(2) mandates the elimination of gender-based discrimination and supports the adoption of positive measures to promote gender equality.

The Foundation also aligns with Law 4604/2019, which emphasizes the promotion of substantive gender equality, the prevention and combat of gender-based violence, and related provisions concerning citizenship and local government. In addition, compliance with the Foundation's Gender Equality Plan includes adherence to Law 4808/2021, "On the Protection of Work – Establishment of the Independent Authority for Labour Inspection," which strengthens labour protections and reinforces gender equality in the workplace.



The Foundation also aligns with the strategic objectives of the European Commission’s Communication “A Union of Equality – Gender Equality Strategy 2020–2025,” which sets out the EU’s commitment to promoting gender equality across all sectors.

In line with these legal and policy frameworks, the Foundation is committed to gender mainstreaming across all its operations. This means integrating gender equality considerations into all aspects of its work, policies and internal culture.

3. Key Pillars and Actions

To translate its commitment to gender equality into practice, the Foundation will take structured and measurable action across several key areas. These actions reflect both internal priorities as well as international best practices.

3.1 Workforce & Leadership Balance

The Foundation recognizes that achieving balanced gender representation within its workforce and leadership structures is fundamental to institutional fairness and excellence. The aim is to ensure that all genders are equitably represented in staff positions, governance bodies, and leadership roles. To this end, the Foundation carries out regular monitoring of gender distribution across all levels of the organization and report on this data annually to promote transparency and accountability. In addition, active efforts are made to promote the participation of women in high-level decision-making, expert panels and public representation roles. These efforts will help create a more inclusive organisational culture and support the leadership development of underrepresented groups.

3.2 Recruitment and Career Development

Fair, transparent, and inclusive recruitment and career development processes are essential to building a diverse and equitable workplace. The Foundation ensures that all job descriptions, vacancy notices and promotional materials use gender-neutral language, thereby avoiding implicit bias and encouraging applications from individuals of all gender identities. Recruitment and selection procedures are reviewed to encourage gender-balanced shortlists, especially in areas where imbalances persist. Throughout their employment journey, all team members have equal access to professional development opportunities, including training and advancement. Performance appraisal systems are structured to reward merit and support career progression without gender-based disparities. These measures are intended to create a supportive work environment in which all staff can thrive equally.

3.3 Work-Life Balance

The Foundation is committed to fostering a work environment that respects and supports the balance between professional responsibilities and personal or family life. Parental leave policies are designed to support all parents, regardless of gender, promoting equal responsibility in caregiving. The Foundation encourages a culture that values well-being, discourages excessive overtime and respects employees' personal time. By promoting these principles, the Foundation seeks to create an inclusive workplace where employees can balance their work commitments with family life, leading to increased satisfaction, retention, and productivity. These policies reflect our broader commitment to eliminating structural barriers that disproportionately affect women and people with reproductive health needs.

3.4 Gender Equality in Research and Projects

Integrating a gender perspective in the Foundation's research and project activities is essential for producing inclusive and socially relevant outcomes. The Foundation systematically incorporates gender analysis in project design, data collection, implementation and evaluation phases. This includes ensuring that research methodologies and tools are sensitive to gender differences and that all experiences are adequately represented. Projects explicitly addresses gender-related issues where relevant and seek to influence policy and practice towards greater gender equity. Staff and collaborators are encouraged and supported to enhance their gender competence, ensuring that gender equality is embedded in the Foundation's intellectual and operational work.

3.5 Trainings

The Foundation recognizes that fostering a culture of gender equality requires continuous awareness-raising and capacity building. To this end, regular training sessions are carried out for all staff members. These trainings focus on topics such as unconscious bias, inclusive communication, gender-sensitive project design and anti-harassment policies.

4. Monitoring, Evaluation and Reporting


To ensure that gender equality commitments translate into tangible progress, the Foundation has established robust monitoring and evaluation mechanisms. Key gender-related indicators, such as workforce composition, participation in leadership, recruitment outcomes, and integration of gender in research outputs, are tracked regularly. The data are analyzed and reported in annual reviews of the Gender Equality Plan, providing transparency and accountability to stakeholders. Lessons learned and best practices are used to continuously improve policies and practices. The Foundation has appointed a Gender Equality Officer, entrusted with monitoring the implementation of the Gender Equality Plan and serving as the first point of contact for all related issues. Matters that arise in this context are systematically discussed at the meetings of the Board of Directors, ensuring that gender equality remains a standing priority and that appropriate corrective measures are taken when necessary.



5. Communication and Review

A copy of the Gender Equality Plan is made accessible to all employees as an online document. Requests for this plan in alternative formats are welcomed and every effort will be made to meet them. All employees, including newly appointed ones must be made aware of this policy and their individual and wider organisational responsibilities for achieving equality objectives.

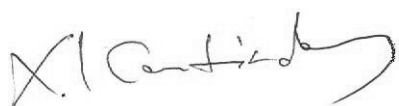
The Foundation undertakes a formal review of this policy at least once every two years ensuring that any necessary updates are made and communicated across the foundation. The review of the Gender Equality Plan is overseen by a designated staff member, supported by management and embedded within the Foundation's strategic planning and reporting processes.



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The Foundation reaffirms its commitment to advancing gender equality as an integral part of its mission and operations. This Gender Equality Plan serves as a living document, guiding the organization's efforts toward a fairer, more inclusive workplace and society. Achieving gender equality is recognized not only as a matter of fundamental rights but also as a driver of organizational excellence, innovation and societal progress. The Foundation pledges to allocate the necessary resources, foster accountability and engage all members of the organization in this ongoing endeavor. Through sustained effort and collaboration, the Tsatsos Foundation aspires to be a role model organisation that champions gender equality in all its dimensions.

This Gender Equality Plan has been reviewed and approved by:



Xenofon Contiades

President of the Board of Directors

Contact us



+30 210 3623029



centre@cecl.gr



www.cecl.gr



Themistocles and Dimitris Tsatsos Foundation
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