



---

## GENDER EQUALITY PLAN

---



DECEMBER, 2025  
VERSION 4.0

## Table of Contents

1	Introduction.....	4
2	Greek and European Legislation framework.....	4
2.1	Greek Constitution .....	4
2.2	Law 4604/2019 - Promotion of the essential equality of the sexes etc. <a href="https://www.e-nomothesia.gr/autodioikese-demoi/nomos-4604-2019-phek-50a-26-3-2019.html">https://www.e-nomothesia.gr/autodioikese-demoi/nomos-4604-2019-phek-50a-26-3-2019.html</a> .....	4
2.3	European Directive 2006/54/EC on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation.....	5
2.4	European Directive 2010/41/EU on the prohibition of direct and indirect (sex) discrimination to self-employment.....	5
2.5	European Directive 92/85/EEC on work of pregnant workers and workers who have recently given birth or are breastfeeding.....	5
2.6	European Directive 2019/1158 for paternity leave, parental leave, care leave. ....	5
2.7	European Directive 97/81/EC on Part-time Work.....	6
2.8	European Directive 2000/78/EC covering religion or belief, disability, age and sexual orientation.....	6
2.9	Finally, implicitly relevant is the Directive 2000/43 / EC on equal treatment between persons irrespective of racial or ethnic origin.....	6
3	POLICIES / PROCEDURES / INITIATIVES – PROJECTS.....	6
3.1	POLICIES.....	6
3.1.1	Policy to Prevent and Combat Violence and Harassment at Work .....	7
3.1.2	Balance between work and family life .....	7
3.2	PROCEDURES .....	7
3.2.1	Regulation of Administrative and Technical Procedures .....	7
3.2.2	Information systems.....	8
3.3	INITIATIVES – PROJECTS .....	8
4	The Digital Gender Divide.....	9
5	Gender Equality Committee - Operational regime .....	10
6	Objectives .....	10
7	Methodology .....	11
7.1	Analyzing and assessing the state-of-play in the institution .....	11
7.2	A planning phase .....	12
7.3	Implementing a Gender Equality Plan.....	12
7.4	Monitoring progress and evaluating a Gender Equality Plan.....	12
8	Key areas of study .....	12
8.1	Key Area 1: Governance and decision making .....	13

8.2	Key Area 2: Recruitment, Selection procedures, and Career Progression .....	14
APPENDIX .....		18

### **About this version**

The differences on this version vs the previous one, is that the analysis and the matrices on paragraphs 9.1 and 9.2 based on updates data provided by the HR Dept. at **Dec 12, 2025**.

In addition, an attempt for quantitative comparison of the current updated data to the ones from the previous year is given in **APPENDIX**.

## 1 Introduction

This plan describes CTI's understanding on the gender equality issue and how it identifies related activities and monitors relevant action plans. While equality of opportunity is fundamental to our organizational mission and gender balance is a critical component for insuring fair access and equity for our research, managerial, technical, administrative and support staff. CTI following national, international and internal standards is strongly committed to the promotion of gender agnostic equality of opportunities in its principles and priorities.

## 2 Greek and European Legislation framework

This GE Plan sets the foundation for the legitimacy and protection of every strategy scoping to reduce and minimize any gender discriminations at CTI. The GE Plan is devised in accordance to national and European laws and legislations and aligns with national initiatives and actions focusing on a gender agnostic equality, rights, discrimination banning, equality treatment, non-harassment in workplace, social responsibility of organizations etc. Specific articles, policies and directives can be found below.

### 2.1 Greek Constitution

<https://www.hellenicparliament.gr/UserFiles/f3c70a23-7696-49db-9148-f24dce6a27c8/FEK%2020211-A-24-12-2019%20NEO%20SYNTAGMA.pdf>

- *Article 4, par. 2: Greeks have equal rights and obligations.*
- *Article 22, par. 1: All employees, regardless of gender or other discrimination, have the right to equal pay for provided work of equal value.*
- *Article 116, par. 2: Taking positive measures to promote equality between men and women is not a discrimination on grounds of sex. The State takes care to remove the inequalities that exist in practice, especially to the detriment of women*

### 2.2 Law 4604/2019 - Promotion of the essential equality of the sexes etc.

<https://www.e-nomothesia.gr/autodioikese-demoi/nomos-4604-2019-phek-50a-26-3-2019.html>

It is the main Law for Gender Equality in Greece (articles 1-30).

As CTI belongs to the General Government, we refer to article 4.2.c according to which the General Secretariat for Gender Equality "supports and coordinates the development of the actions of the central and regional services of the State, the Legal Entities under Public Law, and the Legal Entities under Private Law belonging to the General Government, for the promotion of Gender Equality"

Also, we refer to Article 13 for the collection and maintenance of gender statistics:

"Public services, legal entities under public law, as well as legal entities under private law belonging to the General Government, collect and maintain mandatory statistics based on gender for their areas of responsibility. These data are sent at least annually to the Department of Documentation, Research and Digital Support (Observatory) of the GSF. The

latter keeps a relevant file which is used for the operation of the Observatory for Gender Equality.”.

2.3 European Directive 2006/54/EC on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32006L0054>

Transposed into Greek legislation by **Law 3896/2010**

It is applied by the Personnel dept. of CTI and prevents sex discrimination in relevant topics i.e. leave requests, salary, insurance etc.

2.4 European Directive 2010/41/EU on the prohibition of direct and indirect (sex) discrimination to self-employment

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010L0041>

Transposed into Greek legislation by **Law 4097/2012**

It is Applied by the Personnel dept. of CTI.

2.5 European Directive 92/85/EEC on work of pregnant workers and workers who have recently given birth or are breastfeeding

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A31992L0085>

Adopted to Greek legislation by **P.D. 176/1997**

It is applied by the Personnel dept. of CTI, e.g. Article 7 on Night work and Article 8 on Maternity leave.

2.6 European Directive 2019/1158 for paternity leave, parental leave, care leave.

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32019L1158>

Transposed into Greek legislation by **Law 4808 /2021** on labor protection

<https://www.e-nomothesia.gr/kat-ergasia-koinonike-asphalise/nomos-4808-2021-phek-101a-19-6-2021.html> (Repeals old Directive 2010/18/EU) (Καταργεί την παλαιά Οδηγία 2010/10/EE)

It is applied by the Personnel dept. of CTI. Article 25 of Law 4808 /2021(Article 2 of Directive 2019/1158) mentions a wide application spectrum, specifically:

*“...all working parents, natural, adoptive parents, sponsors, as well as to presumed mothers of article 1464 of the Civil Code who have a child through the process of surrogacy, as well as to careers, according to the definitions of article 26, who are employed in the private sector, the*

*public sector, the n.p.d.d., the O.T.A. and the wider public sector, as defined in article 14 of law 4270/20 (A' 143), with any employment relationship or form of employment, including part-time and fixed-term contracts, contracts or temporary employment relationships of article 115 of Law 4052/2012 (A' 41) and the paid order, regardless of the nature of the services provided.”*

## 2.7 European Directive 97/81/EC on Part-time Work

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A31997L0081>

*Excerpts relevant to part-time employment:*

*“4. .... underlined the need to take measures to promote both employment and equal opportunities for women and men, and called for measures...”*

*5. The Parties to this Agreement attach importance to measures that will facilitate access to part-time work for men and women in order to prepare for retirement, to combine work and family life, and to use education and training opportunities to improve their skills and career opportunities for the mutual benefit of employers and employees and in a way that would help business development”*

## 2.8 European Directive 2000/78/EC covering religion or belief, disability, age and sexual orientation.

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32000L0078>

Transposed into Greek legislation by Law **4443/2016**

It is applied to CTI. We mention the excerpt:

*“(2) The principle of equal treatment between men and women has been established by an important body of Community law, in particular Council Directive 76/207 / EEC of 9 February 1976 on the application of the principle of equal treatment between men and women with regard to access to employment, vocational training and promotion and working conditions”*

## 2.9 Finally, implicitly relevant is the Directive 2000/43 / EC on equal treatment between persons irrespective of racial or ethnic origin

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32000L0043>

Transposed into Greek legislation by Law **4443/2016** (same as above)

# 3 POLICIES / PROCEDURES / INITIATIVES – PROJECTS

## 3.1 POLICIES

CTI implements policies, which in synergy with each other, tend to form an integrated framework in favor of the policy of gender equality and the elimination of discrimination. Indicatively we could mention:

### 3.1.1 Policy to Prevent and Combat Violence and Harassment at Work

Aligned to the **Ministerial Decision 82063/2021 - Government Gazette 5059 / 01.11.2021**, the Board of Directors of CTI, approved a policy document for the prevention and fight against violence and harassment at work (<https://www.cti.gr/el/2022-01-10-13-20-20>). An updated gender agnostic version of the policy documents is available...

The purpose of the policy, as defined by the legal framework, is to prevent and address all forms of violence and harassment, including violence and sexual harassment and sexual harassment at work, whether related to it or arising therefrom.

The text reflects: The Institution's commitment to tackling and eliminating discrimination, violence and harassment in the workplace, taking preventive measures, and implementing processes of investigating and dealing with incidents.

### 3.1.2 Balance between work and family life

As a public sector organization, the CTI implements all existing legislation (labor law, civil service code) to ensure and strengthen the balance between work and family life (indicatively the recent **law 4808/2021** mentioned in Sect 2 par. 6 above, under **European Directive 2019/1158**), as defined in measures e.g. in favor of motherhood and fatherhood, for all staff members. In cases where there is room for flexibility in the legal framework, the management of the institution may agree to specialized arrangements, for a certain period, in order to serve the specific needs of employees.

In the framework of the Gender Equality Plan, and mainly through the analysis of qualitative data, with the contribution of the CTI Workers' Union, it will be investigated whether there are elements, beyond the legal framework, that relate to the culture of the organization which can be improved and adapted, strengthening the balance between work and family life.

## 3.2 PROCEDURES

CTI has standardized the procedures related to its activity, a significant part of which is served by specialized information systems. On top of that CTI has been certified according to ISO27001:2013 on Information Security, ISO27701:2019 on personal data protection and ISO9001:2015 on Quality for his procedures also with ISO22301:2019 on business continuity and finally with ISO45001:2018 for occupational health and safety management system. The solid procedures in the administration lifecycle and the transparent use of corresponding information systems, contribute to ensure the implementation of the legal framework governing the operation of the organization, helping among others to avoid discrimination based on gender or sexual preference as well as for preventing and combating violence and harassment at work.

### 3.2.1 Regulation of Administrative and Technical Procedures

Within legal framework, the Board of Directors of CTI approved at the 63rd board meeting (30/10/2015) the Regulation of Administrative Procedures, through which are standardized internal procedures related to human resources (notifications, contracts, etc.), project implementation or to financial-managerial/administrative issues. These procedures have a general application, in all the human resources of the organization (specialized of course by category: regular, temporary staff, etc.), ensuring the elimination of discrimination e.g. during

the contracting process or for the granting of licenses, for matters of training / education etc. Standardized forms support the procedures, preventing any deviations. Finally, it should be noted however that the legal framework does not provide for a quota for women in filling regular or managerial posts.

### 3.2.2 Information systems

The Directorate of Administrative and Financial Services has several information systems available for the implementation of Regulation Procedures mentioned above. The following systems serve different issues related to project management or human resources, ensuring on one hand the observance of the same procedures for all, and on the other the protection of personal data (<https://www.cti.gr/el/general-privacy-statement>), where this is required.

- ERP – Commitment Register
- +ERGO
- HCM
- Project Leasing Proposal Submission System
- Electronic Protocol

## 3.3 INITIATIVES – PROJECTS

CTI participates as a founding member in the specialized initiative of the state for gender equality, namely, the ***Greek Innovation Lab for Women - # GIL4W***

#GIL4W intends to become the leading Greek ecosystem to adopt a gender-sensitive approach to research, innovation and entrepreneurship, integrating the female talent into the sustainable, green and digital Post-Covid recovery of the Greek economy. The #GIL4W Initiative has its roots in the EEAGRANTS "Innovation and Employability for Women" outcomes project (Project Nr.: GR07 / 3889, SAE 013/8, 2016-2017). i.e. Women was awarded by EU authorities as a milestone initiative and included to the DESI 2017 Country profile for Greece and aimed in a collaborative and participatory way, to design innovations that include women as service and innovation providers end users, to adapt implementation approaches to ensure that innovations meet the needs of women and to evaluate gender-responsive impacts by using a data-driven approach.

Among the projects undertaken and implemented by CTI there are European and national initiatives that focus or incorporate actions in favor of gender equality and the elimination of discrimination. These are projects within European frameworks, in particular STEM / STEAM projects, and entrepreneurship which aim at the empowerment of girls and women, in order to eliminate stereotypes and enable the pursue of studies and careers in the fields of STEAM. Examples include: .

- **WeSTEMEU** (seeks to address at an interregional level in the EU the reduced participation of women in STEM by promoting policy instruments that encourage and facilitate the employment of women in these sectors)
- **ETWIN-24-NSO-GREECE** (aims to promote collaboration and the integration of technology in teaching and learning through various old and new initiatives and work, such as online courses, webinars, seminars and seminars and conferences for professional development opportunities for teachers and discusses the use of artificial

intelligence and machine learning and their potential applications in education and collaborative projects and strongly supports the development of STEM education

- **LINEup** (studies the factors that cause educational inequalities, focusing, among other things, on the profile of students such as gender, nationality, economic and social status of the family, etc.)
- **STEAM Forward** (aims to rekindle interest in STEAM learning, empower teachers as career counselors, and promote an inclusive and equitable STEAM environment. By integrating innovative teaching methodologies, career guidance and digital resources, the programme directly supports Erasmus+ priorities on digital transformation and STEM/STEAM excellence)
- **EmpowerED** (focuses on issues of inclusiveness in digital education in various of its actions, such as the development of a roadmap for the evolution of the European educational technology ecosystem)
- **INNOVATION CENTERS** (<https://ic.cti.gr>) (constitute a knowledge ecosystem that integrates and links the school community, the local community, research institutions, universities and local businesses, while connecting with similar educational ecosystems in Europe and elsewhere in the world)
- **CODING GIRL** (<https://netlearn.cti.gr/en/research/projects/ongoing/484-girls-just-want-to-have-fun-coding-codinggirl>) (the project's objectives focus on activities aimed at encouraging girls to program and study computer science/STEAM.)
- **stop-bullying** (<https://infra-nets.cti.gr/el/erga/ypiresies/362-stop-bullying-eidike-psephiake-platphorma-tou-n-5029-2023-zoume-armonika-mazi-spame-te-siope>) (is the official digital platform of the Ministry of Education, Religious Affairs and Sports, which provides information and resources for addressing school bullying in Greece. It is aimed at parents, students, teachers and education services, offering guidance, advice, educational material and ways to report incidents of bullying. Its aim is to raise awareness and actively involve everyone in combating the phenomenon)

Finally, since Sep 5, 2024 CTI's Committee for Gender Equality (CGE) is a active member of the network of the Committees for Gender Equality & Combating Discrimination (C.G.E.C.D.) of the research centers & institutes. The participation of CTI's CGE to the network will enable it to collaborate with other Research Centers and Institutes, share best practices and explore new initiatives that will benefit its work.

## 4 The Digital Gender Divide

The above regulatory framework serves the pressing national and European need for a digital future that will be based on the equal involvement of both men and women. Women's participation is crucial for the development of a sustainable, fair and equitable digital economy and society. In the European digital economy women are underrepresented and as statistics reveal, only 1 in 6 ICT specialists is a woman, while only 1 in 5 becomes an ICT entrepreneur. Overall, the increasing demand of Europe in men and women digital experts is over 1 million with more than 53% of European companies reporting difficulties in finding such experts.

In Greece the Ministry of Digital Governance has designed the Digital Transformation Strategy for 2020-2025 as an attempt to address such inequalities. The Strategy was devised in close cooperation with stakeholders from the public and private sector, the academic community

and civil society, sets priorities for the digital transformation of the country, and goals for the development of the digital skills of the Greek society regardless gender, at all levels and ages. CTI's vision is in line with the objectives of this strategy and aims through its research and training activities to contribute to national and European needs in ICT reskilling and upskilling.

The Computer Technology Institute and Press "Diophantus" is a research and technology organization focusing on research and development in Information and Communication Technologies (ICT). Particular emphasis is placed on education, by developing and deploying conventional and digital media in education and lifelong learning; publishing printed and electronic educational materials; administrating and managing the Greek School Network; and supporting the organization and operation of the electronic infrastructure of the Greek Ministry of Education and Religious Affairs and all educational units. Since its establishment in 1985, and in the past decades of rapid technological development, CTI has actively contributed to many of the advances that today are taken for granted.

As CTI is a research and technology organization in the country dedicated solely to digital technologies, its mandate is to provide an enabling environment to both male and female researchers to excel in cutting edge research fields such as Advanced Technologies (AI, etc.), Robotics, STEM, etc. Capacities and services offered within its premises, allow researchers to innovate and exploit their research for addressing educational, societal and industrial challenges, meeting the demands and policies set at national and European levels. Through this Plan, CTI establishes concrete gender-oriented measures and interventions that contribute to the reduction of the Digital Gender Divide observed by empowering female researchers and providing them with the necessary resources to advance their careers.

## 5 Gender Equality Committee - Operational regime

The Plan is monitored by the Committee for Gender Equality (CGE) with support by, a) the Board of Directors and b) the CTI's Administration Services. The GE Plan was approved on the 05-05-2022 during the 29<sup>th</sup> meeting of the Board of Directors of the Institute.

## 6 Objectives

The CTI Plan has eight tangible objectives, towards:

- Aware about key problems at stake regarding gender in research and innovation
- Familiarize with the concept of a Gender Equality Plan and its main stages
- Inform about prerequisites and key success factors
- Introduce the notion of resistances to change
- Build capacity for on-going Gender Equality Plan monitoring
- Practicing excellence at all levels through female career development and training of researchers, managers and support staff
- Achieving inclusivity in decision-making by inviting women in the process thus ensuring diversification of views

To achieve those objectives CTI focuses on six key areas, following the guidelines of the European Institute for Gender Equality (EIGE) aiming to "identify and implement innovative strategies to promote cultural change and equal opportunities in Universities and Research Centers" (EIGE, <http://eige.europa.eu>).

Through these Key Areas CTI contributes to reducing the Digital Gender Divide also at an institutional level:

- **Key Area 1:** Governance and decision making
- **Key Area 2:** Recruitment, Selection procedures, and Career Progression
- **Key Area 3:** Flexible and Agile Working
- **Key Area 4:** Gender Strategy in Research
- **Key Area 5:** Gender in events, courses and activities
- **Key Area 6:** Gender in Organization Culture

## 7 Methodology

The CGE based the methodology for the compilation of the Plan on the GEAR toolkit (Gender Equality in Academia and Research) designed by EIGE (<https://eige.europa.eu/gender-mainstreaming/toolkits/gear>).

A Gender Equality Plan can be broken up in different steps or phases, each requiring specific types of interventions:

- An **analysis** phase, in which sex-disaggregated data is collected; procedures, processes and practices are critically assessed with a view to detect gender inequalities and gender bias;
- A **planning** phase, in which objectives are defined, targets are set, actions and measures to remedy the identified problems are decided, resources and responsibilities are attributed and timelines are agreed upon;
- An **implementation** phase, in which activities are implemented and outreach efforts are undertaken so as to gradually expand the network of stakeholders;
- A **monitoring** phase, in which the process and the progress are regularly followed through and assessed. Findings from the monitoring exercise(s) allow to adjust and to improve interventions, so that their results can be optimized.

### 7.1 Analyzing and assessing the state-of-play in the institution

The best starting-point for developing an effective set of actions is to have a thorough understanding about how CTI is doing regarding the promotion of gender equality. After assessing the modus operandi for CTI, we will know which measures need to be implemented. As a first step towards this direction, CTI established the Gender Equality Committee (CGE) on February 2022 consisting of 5 members (3 women and 2 men). The CGE set up an informal focus group consisting of female researchers from CTI to advocate its establishment and objectives across all sites of the organization.

The CGE members considered on the types of data / indicators that need to be assessed as well as the corresponding gathering procedures, in a series of online meetings with the focus group.

The CGE has collected data and monitored Gender aspects for the year 2021. The Plan constitutes a living document that CGE commits to update at the end of every year.

Additional sets of qualitative data will be collected for the next version of the Plan through questionnaires and interviews reflecting researchers' and employers' responses on their sense of belonging in the workplace.

## 7.2 A planning phase

After carrying out an initial assessment of the gender equality modus operandi for CTI, we start setting up the Gender Equality Plan. The findings of the initial analysis allow identifying the areas of intervention to be addressed in our Gender Equality Plan.

Not all areas can however be tackled at the same time, and some may be more pressing than others. We set out the priorities for CTI considering this initial assessment as well as the available resources.

## 7.3 Implementing a Gender Equality Plan

Having set up the Gender Equality Plan, we are ready to start implementation. We put the measures of the Gender Equality Plan in motion according to the defined timeline. During the implementation of the GE Plan, CTI will try to embed and institutionalize as many actions proposed as possible in order to ensure their sustainability. The CGE will meet regularly to plan activities in a participatory way, discuss progress, achievements and aspects that can be improved. Trainings and meetings with senior management, human resources staff, events and communications office will be also foreseen to maximize the impact of the GE Plan's actions and provide with insights about the measures implemented.

This will help:

- Creating ownership of the Gender Equality Plan.
- Motivating the staff involved.
- Strengthening the potential of the Plan.
- Maximizing the impact of the Plan's actions.

Beyond those, other activities such as events, communication actions and employment of digital means will ensure constant visibility of the Plan, promote its main areas of intervention and layout the timeframe for compliance purposes.

## 7.4 Monitoring progress and evaluating a Gender Equality Plan

A Gender Equality Plan is meant to address several issues at once, and to rely upon a complex set of measures. Hence, from its earliest stage, monitoring and evaluation instruments are to be foreseen. Such instruments allow among others to assess the progress that is made towards targets, based on indicators.

CGE is committed to report annually about the progress towards gender equality and share the findings with the organization. The monitoring will be based on derived qualitative and quantitative indicators and on follow-up instruments adapted to the purposes of the proposed actions.

Evaluation is often conceived only as ex-post. Yet, Gender Equality Plans are better designed if relying upon a comprehensive assessment of the status of gender equality.

This assessment can take different forms. An audit can be carried out with the support of external and impartial expertise. Internal knowledge about gender and the institution itself can also be mobilized. Different tools can be used for investigating gender inequalities, bias and imbalances at all levels, including pilot studies, surveys, focus groups, interviews or ethnographic observation.

# 8 Key areas of study

The following tables present needs-based objectives for CTI, track the development in the gender distribution of personnel at different stages of their careers within the organization, monitor CTI's progress.

## 8.1 Key Area 1: Governance and decision making

Governance and decision making are the responsibility of CTI's Board of Directors (BoD).

The following tables present the composition of the BoD and the Directors for the period 2010-2025.

### 1. The composition of the BoD (\*)

CTI	2010 - 2020	2021	2022	2023	2024	2025
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
WOMEN	1	2	2	2	3	3
MEN	8	7	7	7	6	6

### 2. The composition of the Directors (\*)

CTI	2010 - 2020	2021	2022	2023	2024 (**)	2025
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>5</b>
WOMEN	2	2	2	2	2	2
MEN	5	5	5	5	3	3

It is worth noting, as an outcome of the above two tables, that women representation is low in governance and decision making

(\*): The above 2 tables are the only ones showing a historical progress in gender equality in the top management of CTI

(\*\*): The reduction on the number of Director is a result of structural changes on CTI

### 3. Employees with managerial or not managerial duties.

Key positions (Managerial Duties)	WOMEN	MEN	% WOMEN	% MEN
BoD members	3	6	33,33%	66,67%
Directors / Deputy Directors	2	3	40%	60%
Head of Department	8	8	50%	50%
<b>TOTAL</b>	<b>13</b>	<b>17</b>	<b>43,33%</b>	<b>56,67%</b>
Personnel with no managerial duties - total	135	166	44,85%	55,15%
<b>TOTAL:</b>	<b>148</b>	<b>183</b>	<b>48,30%</b>	<b>51,70%</b>

It displays the participation of women and men with managerial duties in CTI, incorporating lower administrative positions (Head of Department) and personnel without managerial duties.

The participation rate of women compared to men, with or without managerial duties, is about the same and in the area of 45% - 55%.

#### 4. Employees that are scientific or deputy scientific project managers.

Key positions (scientific managers)	WOMEN	MEN	% WOMEN	% MEN
Scientific project managers (and deputies)	12	24	33,33%	66,67%

We can observe a significant lack of women in the area of Scientific Project Managers, with a ratio 1:2.

#### 8.2 Key Area 2: Recruitment, Selection procedures, and Career Progression

The following tables depict the gender distribution of CTI's personnel on Dec12, 2025, in relation to several parameters like expertise, level of education, type and years of employment and age.

#### 5. CTI's personnel in STEM professions /job positions

CATEGORY of EXPERTISE	WOMEN	MEN	% WOMEN	% MEN
<b>STEM professions</b>	<b>55</b>	<b>153</b>	<b>26,44%</b>	<b>73,56%</b>
Science, Technology, Engineering, Mathematics	55	153	26,44%	73,56%
<b>Non STEM professions</b>	<b>93</b>	<b>30</b>	<b>75,61%</b>	<b>24,39%</b>
Social Sciences, Humanities & Art	22	10	68,75%	31,25%
Legal Sciences	3	2	60,00%	40,00%
Financial, Administrative & Secretarial Personnel	65	16	80,25%	19,75%
Other	3	2	60,00%	40,00%

We can see a significant lack of women in STEM professions whereas the exact opposite appears in Financial, Administrative & Secretarial as well as in Social Sciences, Humanities & Arts, etc.

#### 6. CTI's vs Level of Education

LEVEL of EDUCATION	WOMEN	MEN	% WOMEN	% MEN
PHD	16	46	26%	74%
Engineering wt Postgraduate Degree	6	23	21%	79%
University & Postgraduate Degree	9	27	25%	75%
Engineering Degree	42	34	55%	45%
University Degree	35	15	70%	30%
Technical Education & Postgraduate Degree	9	19	32%	68%
Technical Education	19	5	79%	21%
Second grade Education	11	14	44%	56%

We can observe a significant lack in the number of women holding a PHD or Engineering with Postgraduate Degree or Engineering Degree, whereas women holding University Degree or Technical Education the percentages are higher (except for those with Postgraduate Degree).

## 7. CTI's Type of Employment

EMPLOYMENT/WORKING STATUS	WOMEN	MEN	% WOMEN	% MEN
Indefinite Time Employment	19	18	51%	49%
Fixed Time Employment	55	22	71%	29%
Members of the Laboratory Teaching Staff	1	1	50%	50%
Working Contract Personnel	16	38	30%	70%
Freelance Workers	27	61	31%	69%
Members of BoD	3	6	33%	67%
Members of Teaching Staff	4	18	18%	82%
Employees Paid with Documents of Services Provided	0	3	0%	100%
Civil Servants	18	15	55%	45%
Secondmented Civil Servants	5	1	83%	17%

Mixed results. With a few variations, the ratio is around 45% vs 55%.

## 8. CTI's vs Age

AGE (in years)	WOMEN	MEN	% WOMEN	% MEN
<27	2	4	33%	67%
27-30	6	16	27%	73%
31-35	15	11	58%	42%
36-40	26	32	45%	55%
41-45	25	28	47%	53%
46-50	22	30	42%	58%
51-55	21	18	54%	46%
56-60	19	27	41%	59%
61-64	8	12	40%	60%
>65	4	5	44%	56%

In almost all age groups, there are fewer women than men.

## 9. CTI's vs Years of Employment

YEARS of EMPLOYMENT	WOMEN	MEN	% WOMEN	% MEN
<5	81	84	49%	51%
5-9	23	31	43%	57%
10-14	15	23	39%	61%
15-19	4	8	33%	67%
20-25	12	27	31%	69%
25-29	5	6	45%	55%
>29	8	4	67%	33%

There are no major issues regarding gender equality in this area of control, with the exception of zones 10-25 year of employment were men percentage exceeds 60%.

## 10. CTI's vs Geographical Location of Employment

GEOGRAPHICAL LOCATION of EMPLOYMENT	WOMEN	MEN	% WOMEN	% MEN
Athens site - Mitropoleos	45	53	46%	54%
Patras site - Rio	82	113	42%	58%
Aspropyrgos site	8	9	47%	53%
Teleworking	13	8	62%	38%

There are no significant gender diversity issues in this area of control.

## 11. CTI's Structure(/Division/Unit) of Employment and Personnel Duties

STRUCTURE	WOMEN	MEN	% WOMEN	% MEN
165-Management	12	15	44%	56%
157-Directorate of Financial and Administrative Services	22	4	85%	15%
180-Infrastructure & networks Directorate	35	58	38%	62%
174-Publications Directorate	27	18	60%	40%
181-Information Systems, Applications & Cybersecurity Directorate	26	35	43%	57%
182- Directorate of Educational Technologies, Training & Certification	21	31	40%	60%
Internal Control	0	1	0%	100%
Research Unit	5	21	19%	81%

The structure with the higher percentage of women is Directorate of Financial and Administrative Services with 85%, followed by Publications Directorate with 60%. The remaining structures are relative balanced.

STRUCTURE	WOMEN	MEN	% WOMEN	% MEN
	With responsibility position			
165- Management	3	6	33%	67%
157- Directorate of Financial and Administrative Services	6	1	86%	14%
180- Infrastructure & networks Directorate	1	4	20%	80%
174- Publications Directorate	0	2	0%	100%
181- Information Systems, Applications & Cybersecurity Directorate	1	3	25%	75%
182- Directorate of Educational Technologies, Training & Certification	2	1	67%	33%

Once more, Directorate of Financial and Administrative Services has the larger percentage of women in responsibility position with 86%, having also 46% of the total number of women in responsibility positions in all structures. Directorate of Educational Technologies, Training & Certification follows with 67% percentage of women in responsibility positions.

STRUCTURE	WOMEN	MEN	% WOMEN	% MEN
	Without responsibility positions			
165- Management	9	9	50%	50%
157- Directorate of Financial and Administrative Services	16	3	84%	16%
180- Infrastructure & networks Directorate	34	54	39%	61%
174- Publications Directorate	27	16	63%	37%
181- Information Systems, Applications & Cybersecurity Directorate	25	32	44%	56%
182- Directorate of Educational Technologies, Training & Certification	19	30	39%	61%
Internal Control	0	1	0%	100%
Research Unit	5	21	19%	81%

The structure with the greater percentage and number of women without responsibility positions is also Directorate of Financial and Administrative Services with 84%, followed by Publications Directorate with 63% also having the greater number of women employees without responsibility positions.

## APPENDIX

Quantitative comparison of the current updated data to the ones from the previous year (2024), emphasized to data concerning women gender.

1. The composition of the BoD			
Gender	2024	2025	Variation
WOMEN	3	3	0%
MEN	6	6	0%

No change in the representation of men and women in the BoD.

2. The composition of the Directors			
Gender	2024	2025	Variation
WOMEN	2	2	0%
MEN	3	3	0%

No change in the representation of men and women in the Management.

3. Employees with managerial or not managerial duties.						
Key positions (Managerial Duties)	WOMEN			MEN		
	2024	2025	Variation	2024	2025	Variation
BoD members	3	3	50%	6	6	0%
Directors / Deputy Directors	2	2	0%	3	3	0%
Head of Department	8	8	0%	8	8	0%
Personnel with no managerial duties - total	127	135	6%	133	166	24%

No variations in real numbers for key positions personnel. There is at the same time a small increase in the number of female staff, and a larger increase in the number of male staff, for non-managerial staff.

4. Employees that are scientific or deputy scientific project managers.			
Scientific project managers (and deputies)	2024	2025	Variation
Women	10	12	20%
Men	26	24	-8%

There is a substantial improvement in the percentage of women in Scientific Directors or Project Associates positions, while at the same time there is a slight decrease in men in corresponding positions.

<b>5. CTI's personnel in STEM professions /job positions</b>						
<b>CATEGORY of EXPERTISE</b>	<b>WOMEN</b>			<b>MEN</b>		
	<b>2024</b>	<b>2025</b>	<b>Variation</b>	<b>2024</b>	<b>2025</b>	<b>Variation</b>
<b>STEM professions</b>						
Science, Technology, Engineering, Mathematics	51	55	8%	125	153	22%
<b>Non STEM professions</b>						
Social Sciences, Humanities & Art	23	22	-4%	7	10	43%
Legal Sciences	1	3	200%	2	2	0%
Financial, Administrative & Secretarial Personnel	59	65	10%	14	16	14%
Other	2	3	50%	2	2	0%

No substantial change in the number of women in the critical group of STEM (Science, Technology, Engineering, Mathematics) professions, while on the contrary a substantial increase in men. In non-STEM professions the picture is mixed with individual increases in favor of both.

<b>6. CTI's vs Level of Education</b>						
<b>LEVEL of EDUCATION</b>	<b>WOMEN</b>			<b>MEN</b>		
	<b>2024</b>	<b>2025</b>	<b>Variation</b>	<b>2024</b>	<b>2025</b>	<b>Variation</b>
PHD	15	16	7%	35	46	31%
Postgraduate Degree	53	57	8%	65	76	17%
Engineering Degree	9	9	0%	23	27	17%
University Degree	33	35	6%	13	15	15%
Technical Education	15	19	27%	3	5	67%
Second grade Education	11	11	0%	11	14	27%
First grade Education	0	1		0	0	

Small increases in women with PhDs, Masters and University Studies. Larger increase in women with Technical Education. Larger increases – double for men in all categories.

7. CTI's Type of Employment						
EMPLOYMENT/WORKING STATUS	WOMEN			MEN		
	2024	2025	Variation	2024	2025	Variation
Indefinite Time Employment	19	19	0%	18	18	0%
Fixed Time Employment	48	55	15%	19	22	16%
Members of the Laboratory Teaching Staff	2	1	-50%	0	1	
Working Contract Personnel	20	16	-20%	34	38	12%
Freelance Workers	20	27	35%	42	61	45%
Members of BoD	3	3	0%	6	6	0%
Members of Teaching Staff	2	4	100%	11	18	64%
Employees Paid with Documents of Services Provided	1	0	-100%	5	3	-40%
Civil Servants	19	18	-5%	15	15	0%
Secondmented Civil Servants	2	5	150%	0	1	

Small increase in the number of Fixed Time Employment contracts and Freelance Workers equally in women and men. Grater increases in Members of the Laboratory Teaching Staff also equally in women and men.

8. CTI's vs Age						
AGE (in years)	WOMEN			MEN		
	2024	2025	Variation	2024	2025	Variation
<27	2	2	0%	5	4	-20%
27-30	6	6	0%	12	16	33%
31-35	13	15	15%	14	11	-21%
36-40	32	26	-19%	27	32	19%
41-45	16	25	56%	22	28	27%
46-50	20	22	10%	18	30	67%
51-55	19	21	11%	19	18	-5%
56-60	18	19	6%	24	27	13%
61-64	8	8	0%	7	12	71%
>65	2	4	100%	2	5	150%

Substantial increase in the number of women personnel in the 41-45 and the >65 years old age zones. Smaller variation in the other age zones. For men, a substantial increase in human resources in the age groups 46-50 and >65

9. CTI's vs Years of Employment						
YEARS of EMPLOYMENT	WOMEN			MEN		
	2024	2025	Variation	2024	2025	Variation
<5	84	81	-4%	67	84	25%
5-9	12	23	92%	19	31	63%
10-14	11	15	36%	17	23	35%
15-19	3	4	33%	11	8	-27%
20-25	14	12	-14%	27	27	0%
25-29	6	5	-17%	6	6	0%
>29	6	8	33%	3	4	33%

Very large increase in the number of women and men with years of employment in the <5-9 years range. Significant changes in the 10-14, 15-19 & >29 years ranges for women. For men, significant changes also in the 10-14 & >29 ranges.

10. CTI's vs Geographical Location of Employment						
GEOGRAPHICAL LOCATION of EMPLOYMENT	WOMEN			MEN		
	2023	2024	Variation	2023	2024	Variation
Athens site - Mitropoleos	39	45	15%	42	53	26%
Patras site - Rio	78	82	5%	92	113	23%
Aspropyrgos site	8	8	0%	8	9	13%
Teleworking	11	13	18%	8	8	0%

Small changes in the others in all workplaces, except for men who show a larger increase in Athens

<b>11a. CTI's Structure(/Division/Unit) of Employment and Personnel Duties (All human resources)</b>						
<b>STRUCTURE</b>	<b>WOMEN</b>			<b>MEN</b>		
	<b>2024</b>	<b>2025</b>	<b>Variation</b>	<b>2024</b>	<b>2025</b>	<b>Variation</b>
165-Management	8	12	50%	14	15	7%
157-Directorate of Financial and Administrative Services	21	22	5%	4	4	0%
180-Infrastructure & networks Directorate	32	35	9%	48	58	21%
174-Publications Directorate	26	27	4%	16	18	13%
181-Information Systems, Applications & Cybersecurity Directorate	26	26	0%	33	35	6%
182- Directorate of Educational Technologies, Training & Certification	21	21	0%	26	31	19%
Internal Control	0	0		1	1	0%
Research Unit	2	5	150%	8	21	163%

Significant increase in the number of women in the 165- Management. Also, a significant increase in the Research Unit, for both women and men.

<b>11b. CTI's Structure(/Division/Unit) of Employment and Personnel Duties (with responsibility positions)</b>						
<b>STRUCTURE</b>	<b>WOMEN with responsibility position</b>			<b>MEN with responsibility position</b>		
	<b>2024</b>	<b>2025</b>	<b>Variation</b>	<b>2024</b>	<b>2025</b>	<b>Variation</b>
165-Management	3	3	0%	6	6	0%
157-Directorate of Financial and Administrative Services	6	6	0%	1	1	0%
180-Infrastructure & networks Directorate	1	1	0%	4	4	0%
174-Publications Directorate	0	0		2	2	0%
181-Information Systems, Applications & Cybersecurity Directorate	1	1	0%	3	3	0%
182- Directorate of Educational Technologies, Training & Certification	2	2	0%	1	1	0%

No change in positions of responsibility for either women or men.

<b>11c. CTI's Structure(/Division/Unit) of Employment and Personnel Duties (without responsibility positions)</b>						
<b>STRUCTURE</b>	<b>WOMEN without responsibility positions</b>			<b>MEN without responsibility positions</b>		
	<b>2024</b>	<b>2025</b>	<b>Variation</b>	<b>2024</b>	<b>2025</b>	<b>Variation</b>
165-Management	5	9	80%	8	9	13%
157-Directorate of Financial and Administrative Services	15	16	7%	3	3	0%
180-Infrastructure & networks Directorate	31	34	10%	44	54	23%
174-Publications Directorate	26	27	4%	14	16	14%
181-Information Systems, Applications & Cybersecurity Directorate	25	25	0%	30	32	7%
182- Directorate of Educational Technologies, Training & Certification	19	19	0%	25	30	20%
Internal Control	0	0		1	1	0%
Research Unit	2	5	150%	8	21	163%

Significant increase in the number of women in the 165- Management as well as in the Research Unit, both in women and men.