



EVO HUMAN PERFORMANCE IKE
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GENDER EQUALITY PLAN (GEP)

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Introduction

This action plan sets out company priorities for addressing gender equality, and identifies activities and monitoring plans. Equality of opportunity is core to EVO Human Performance mission and gender balance is a critical component for the Company to ensure fair access and equity for our employees. EVO Human Performance following international, community and internal standards, commits to the promotion of equality of opportunities between women and men in its principles and priorities.

Regulatory framework

This GEP legitimates and protects every strategy aiming to achieve gender equality at EVO Human Performance. GEP is devised according to national and European laws and aligns with national initiatives and actions focusing on: equality of women and men, rights, discrimination banning, equality treatment, harassment in workplace, social responsibility of organisations etc. Specific articles, policies and directives can be found below:

European Union Law

TFEU

Article 157 TFEU states:

- “1. Each Member State shall ensure that the principle of equal pay for male and female workers for equal work or work of equal value is applied.
2. For the purpose of this Article, ‘pay’ means the ordinary basic or minimum wage or salary and any other consideration, whether in cash or in kind, which the worker receives directly or indirectly, in respect of his employment, from his employer.
Equal pay without discrimination based on sex means:
 - (a) That pay for the same work at piece rates shall be calculated on the basis of the same unit of measurement;
 - (b) that pay for work at time rates shall be the same for the same job.
3. The European Parliament and the Council, acting in accordance with the ordinary legislative procedure, and after consulting the Economic and Social Committee, shall adopt measures to ensure the application of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation, including the principle of equal pay for equal work or work of equal value.

4. With a view to ensuring full equality in practice between men and women in working life, the principle of equal treatment shall not prevent any Member State from maintaining or adopting measures providing for specific advantages in order to make it easier for the underrepresented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers.”

Chapter of Fundamental Rights of the EU

Article 21(1) states: “Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited”.

Article 23 states: “Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex”.

Directives

Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU

Council Directive 2010/18/EU of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by

BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC (Text with EEA relevance)

Directive 2010/41/EU of the European Parliament and of the Council of 7 July 2010 on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC

Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast)

Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation

Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin

Council Directive 96/34/EC of 3 June 1996 on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC

Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC)

Council Directive 79/7/EEC of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social security

Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions

Council Directive 75/117/EEC of 10 February 1975 on the approximation of the laws of the Member States relating to the application of the principle of equal pay for men and women Greek Law

Greek Law

Constitution

Article 4(2) provides: ‘Greek men and women have equal rights and obligations’

Article 22(1)(b) states: ‘All workers, irrespective of sex or other distinctions, have a right to equal pay for work of equal value’

Article 116(2) states that: ‘Positive measures aiming at promoting equality between men and women do not constitute discrimination

on

grounds of sex. The State shall take measures to eliminate inequalities existing in practice, in particular those detrimental to women’

Laws

Act **4808/2021**, ‘On the protection of the work - Establishment of the Independent Authority “Labour Inspectorate”- Ratification of International Labor Organization Convention 190 on the Elimination of Violence and Harassment in the world of work - Ratification of International Labor Organization Convention 187 on the Framework for the Promotion of Safety and Health at Work- Implementation of Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on the balance between work and private life, other provisions of the Ministry of Labor and Social Affairs and other urgent arrangements’, OJ A 101/19.6.2021,

Act 4604/2019, ‘On the promotion of substantive gender equality etc.’, OJ A 50/26.3.2019,

Act 4443/2016, ‘1) Transposition of Directive 2000/43/EC on the implementation of the principle of equal treatment between persons irrespective of racial or ethnic origin, of Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation and of Directive 2014/54/EU on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers (...)’, OJ A 232/9.12.2016 [replacing Act 3304/2005 which had initially transposed Directives 2000/43/EC and 2000/78/EC], OJ A 16/27.1.2005].

Act 4097/2012, 'Implementation of the Principle of Equal Treatment of Men and Women Engaged in an Activity in a Self -Employed Capacity – Harmonisation of the legislation with Directive 2010/41/EU of the European Parliament and the Council', OJ A 235/3.12.2012 (Directive 86/613/EEC had not been transposed).

Act 4075/2012, Articles 48-54, 'Incorporation into Greek Law of Directive 2010/18/EU of the Council of the EU Implementing the Revised Framework Agreement on Parental Leave Concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and Repealing Directive 96/34/EC', OJ A 89/11.4.2012.

Presidential Decree 80/2012, 'Granting of Parental Leave and Leave of Absence to Workers under a Contract of Maritime Work on Vessels

Bearing the Greek Flag, in accordance with Directive 2010/18/EU', OJ 138/14.6.2012.

Act 1756/1988, Code on the Status of Judges, OJ A 35/2.2.1988.

Act 3896/2010, 'Implementation of the Principle of Equal Treatment of Men and Women in Matters of Employment and Occupation. Harmonisation of Existing Legislation with Directive 2006/54/EC of the European Parliament and the Council', OJ A 207/8.12.2010.

Act 3769/2009, 'Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Goods and Services and Their Supply', transposing Directive 2004/113/EC, OJ A 105/1.7.2009, as amended by Article 162 of Act 4099/2012 implementing the CJEU Test-Achats judgment, OJ A 250/20.11.2012.

Act 3488/2006, 'Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Employment,

Professional

Training and Evolution and Terms and Conditions of Work', transposing Directive 2002/73/EC, OJ A 191/11.2006.

Presidential Decree 105/2003, 'Adaptation of Domestic Law to Directive 97/80/EC on the Burden of Proof in Cases of Sex Discrimination,'

OJ A 96/23.4.2003; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC.

Presidential Decree 87/2002, 'Implementation of the Principle of Equal Treatment of Men and Women in Occupational Social Security Schemes in Compliance with Directives 96/97/EC and 86/378/EEC'; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC.

Presidential Decree 176/1997, 'Measures for the Improvement of the Safety and Health at Work of Pregnant Workers and Workers

Who

Have Recently Given Birth or are Breastfeeding in Compliance with Directive 92/85/EEC', OJ A 150/15.7.1997, as amended by Decree 41/2003, OJ A 44/21.2.2003.

Act 1483/1984, 'Protection and Facilitation of Workers with Family Responsibilities', as amended by Article 25 of Act 2639/1998, OJ A 205/2.9.1998 implementing Directive 96/34/EC and by Article 46 of Act 4488/2017,7 and Article 54(1) of Act 4075/2012 transposing Directive 2010/18/EU.

Act 1414/1984, 'Implementation of the Principle of Equal+ Treatment of the Sexes in Employment Relationships', transposing Directives

75/117/EEC and 76/207/EEC, OJ A 10/2.1984.

Presidential Decree 1362/1981, 'Replacement of Paragraph 1 of Article 33 of Act 1846/1951 "on Social Security" in compliance with Directive 79/7/EEC', OJ A 339/30.12.1981.

National General Collective Agreements (NGCAs).

Relevant national legislation

- **Act 4531/2018** (OJ A 62/5.4.2018) ratifying the Istanbul Convention on preventing and combating violence against women and domestic violence of the Council of Europe (IC), signed by Greece on May 2011.
- **Act 4491/2017**, ‘Legal recognition of gender identity... etc.’, OJ A 152/13.10.2017.
- **Act 927/1979**, OJ A 139/28.6.1979, implementing the CERD, as amended by Act 4285/2014, OJ A 191/10.9.2014 and Act 4491/2017, OJ A 152/13.10.2017.

Operational regime

The Gender Action Plan is embedded within the work of the Company and is monitored by the Gender Equality Board (GEB) with the support of a) the HR department, b) the Legal department and c) the Accounting office. The approval of the plan has been made by the Board of the Company.

Objectives

The EVO Human Performance GEP has **eight** tangible objectives towards gender equality, namely:

1. Embedding a **gender aware culture** in the Company by shifting traditional perceptions
2. Improving the **research quality** of the Company by having heterogeneous research groups
3. Practicing **excellence** through female staff (researchers, managers and support) career development and training
4. Making **decision-making more inclusive** by inviting women in the process thus ensuring diversification of views
5. Strengthening **links with industry** by encouraging females to cooperate with other partners and translate their experience into tangible products
6. Becoming an attractive company for female digital experts and talents from Greece and abroad
7. Contributing to the national and European needs for female digital experts
8. Assisting in **reversing brain – drain** by attracting highly skilled females from abroad

To achieve those objectives EVO Human Performance will focus on six key areas, following the guidelines of the European Company for Gender Equality (EIGE) aiming to “identify and implement innovative strategies to promote cultural change and equal opportunities in the workplace” (EIGE, <http://eige.europa.eu>). These areas are:

- 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 Workplace**
- Key Area 5: Gender in events and activities**
- Key Area 6: Gender in Company Culture**

The selected Key Areas, comprise sets of objectives, measures, targets and KPIs, where the gender dimension will be studied and monitored, the respective timeline, the personnel responsible for each action, as well as the relevance of the Key Areas to Sustainable Development Goals (SDGs). Through these Key Areas EVO Human Performance will aim to contribute to reducing the Digital Gender Divide at institutional and national levels.

The Digital Gender Divide

Both men and women use digital technologies and need to be involved in building our digital future. 53% of European companies trying to recruit ICT specialists report difficulties in finding qualified people. This translates into a lack of around 1 million digital specialists. Considering that this field is male dominated we can see that by recruiting more women will help meet Europe's increasing demand for digital experts. Women's active participation is crucial in order to shape a sustainable, fair and equitable digital economy and society. Unfortunately, women are underrepresented in the digital economy and as EU statistics reveal, only 1 in 6 ICT specialists is a woman, while only 1 in 5 becomes an ICT entrepreneur.

EVO Human Performance is privileged to be a company dedicated to ICT as it recruits employees and developers with a genuine interest in digital technologies. It is a mandate for us to stimulate them to evolve their skills, expand their professional potential, broaden their horizons and enrich their knowledge without any gender or other form of discrimination.

With the gender oriented measures and interventions it proposes, EVO Human Performance will aim to contribute to reducing the Digital Gender Divide observed. It will empower female employees and provide them with the necessary resources to advance their careers.

EVO Human Performance will:

Provide women with career advancement pipelines, continued professional development and leadership training

- Offer welcoming work environments, including providing pay equity; flexibility; parental policies; and inclusion
- Develop schemes for mentorship for female employees.
- Make women more active in decision making by including them into boards and processes thus changing power dynamics.
- Assist employees affected by career breaks and leaves in regaining momentum as quickly as possible on return.

- Protect them through anti-discrimination and anti-harassment policies.


Methodology



Despite the fact that the plan has been formally established in 2021 work towards monitoring gender aspects within the organisation started a few years ago. Therefore in the tables below where the Key areas are presented, we have included actions that have been maturing since 2019.



Following the methodological steps of *Understanding* □ *Planning* □ *Implementing* □ *Monitoring [EIGE]* for each Key Area, we have begun to undertake initial work to understand and analyse the current situation with the aim to address imbalances.



NOTE: EVO Human Performance recognizes that its community may include people who do not identify with the binary construct of being either male or female, and who may be gender diverse, including those who affirm their gender as being different to the sex assigned at birth; who were born intersex or whose sex is indeterminate; or who identify as transgender or no gender.



Key areas of study



Key area 1 : Governance and Decision Making				
Objectives	Measures	2020	2021	2022
I. Gender balance in all key decision-making bodies II. Creation of structures to support gender equality III. Oversight of organizational processes in relation to gender	1. Seek equality expertise for managerial positions		✓	✓
	2. Establishment of Gender Equality Board		✓	✓
	3. Monitor the application of the Gender plan			✓
	4. Equality, diversity and inclusion principles embedded into to governance and Strategic Planning			✓
Who: 1. HR and Gender Equality Board (GEB) 2. Board of Company (BoC) 3. GEB 4. BoC	KPIS and Targets: 1. To the maximum extend possible 2. Completed in 2022 3. In progress 4. In progress	SDG 		

Key area 2 : Recruitment, Selection procedures and Career Progression				
Objectives	Measures	2020	2021	2022
I. Career advancement interventions for female employees II. To gender proof recruitment selection III. Monitor pay gaps IV. Attract female applicants in senior posts V. Amend Company policies with a view to gender	1. Analysis of applications vs admissions data to assess gender balance ratio		✓	✓
	2. Sharing career good practices and training female role models			✓
	3. Offering attractive packages for highly skilled females	✓	✓	✓
	4. Monitoring retention rate (RR) of female staff, substitution practices and career progression		✓	✓
	5. Existence of a person in charge of implementing the equality policies		✓	✓
	6. Annual review of pay gaps. Raising awareness to staff and directors		✓	✓
Who: 1. GEB and HR 2. GEB and employees 3. BoC 4. GEB and HR 5. GEB 6. GEB and Accounting	KPIS and Targets: 1. Variable ratios for professional, management and support staff 2. 1 event per year 3. Increase offerings (quality/quantity) 4. Average RR/Substituting a F by a F/Career progression M vs W (and years to get there) 5. Over a certain amount to have equal number of applicants 6. 1 article/announcement per year	SDG <div style="display: flex; justify-content: space-around;"> <div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> 5 GENDER EQUALITY  </div> <div style="background-color: #800040; color: white; padding: 10px; text-align: center;"> 8 DECENT WORK AND ECONOMIC GROWTH  </div> </div>		

Key area 3 : Flexible and Agile Working				
Objectives	Measures	2020	2021	2022
I. Structures for supporting staff members with caring responsibilities II. Promote integration of work with family and personal life (+ on site) III. Creation of guidelines for work life balance	1. Flexible working models (part time/remote working etc.)	✓	✓	✓
	2. Encouragement of men to take parental leaves	✓	✓	✓
	3. ICT based systems for improving staff member connectivity when on leave	✓	✓	✓
Who: 1. BoC and GEB 2. GEB and HR 3. GEB	KPIS and Targets: 1. In place since 2020 2. In compliance with all applicable EU and national laws and Directives 3. In place since 2020	SDG		
				

Key area 4 : Gender Strategy in Workplace				
Objectives	Measures	2020	2021	2022
I. Gender monitoring in professional processes II. Women hired in research positions III. Women career development IV. Connection with industry /women practice V. Better access to resources	1. Monitoring applications' gender balance received in research positions		✓	✓
	2. Applying for funding in national/European calls targeting female employees		✓	✓
	3. Promoting women in open posts for research / research projects		✓	✓
	4. Facilitating access to funding, computer time, enabling research group set up	✓	✓	✓
	5. Supporting women returning from maternity leave		✓	✓
Who: 1. GEB 2. GEB 3. GEB 4. GEB 5. HR and GEB	KPIS and Targets: 1. In progress 2. In progress 3. To the maximum extend possible 4. Offering extra resources (- esp. on new mothers) 5. Sessions with the HR	SDG		
		 		

Key area 5 : Gender in events and activities				
Objectives	Measures	2020	2021	2022
I. Participation of balanced number of men/women in events/business days etc. II. Visibility of women in the activities of the Company III. Exposure of women in media and social media.	1. Monitoring participation M/F in the Company's events/campaigns/info days		✓	✓
	2. Appoint women in leading positions of research and communication activities			✓
	3. Assign women to manage research projects			✓
	4. Make visible women and their contribution to the results and success of the company in the website/ center screens/ local press.		✓	✓
	5. Participation of women in events targeting female access to R & I		✓	✓
Who: 1. GEB + Marketing and Communication Associate (MCA) 2. GEB and MCA 3. GEB and BoC 4. GEB and MCA 5. GEB	KPIS and Targets: 1. To the maximum extend possible 2. To the maximum extend possible 3. To the maximum extend possible 4. Biannual newsletter flagging the contribution of outstanding research of woman in the Company 5. To the maximum extend possible	SDG  		

Key area 6 : Gender in Organisation Culture				
Objectives	Measures	2020	2021	2022
I. Diffusing /publishing current plan II. Create event on sensitive topics III. Encourage women report incidents IV. Designated area for women and child care	1. Publication of current plan and future versions on website		✓	✓
	2. Organisation of events on diversity and gender for raising awareness			✓
	3. Offering a support service for the prevention, detection and report of discrimination and behaviors of harassment or violence based on gender		✓	✓
Who: 1. GEB and MCA 2. GEB and MCA 3. HR and GEB	KPIS and Targets: 1. 1 update per year 2. 1 per year 3. Board of 3 members (Gender Equality Board) and yearly evaluation of services by the Company	SDG		
		 		

Definitions

Binary construct (relating to gender) is a social construct that identifies an individual as either male/man or female/woman, and does not take account of other sex or gender identities or presentations.

Gender is part of a person's social and personal identity. It is typically used with reference to social and cultural differences rather than biological, referring to the characteristics that a culture delineates as masculine/male or feminine/female (see definition f or 'gender diverse').

Gender diverse is a term used to recognise people who do not fall within the gender binary construct of male and female.

Intersex refers to people who have genetic, hormonal or physical characteristics that are not exclusively 'male' or 'female'. A person who is intersex may identify as male, female, intersex or as being of indeterminate sex.

Pay equity means individuals receiving equal pay for work of equal or comparable value and there is no gender bias at any point in the remuneration process (for example at commencement, base salary, out-of-cycle pay reviews, discretionary loadings and bonuses, and movement within the total remuneration range).

Sex means the characteristics associated with biological sex, generally assigned at birth usually described as being male or female. A person's sex and gender identity or presentation may not necessarily be the same.

Transgender is a general term for a person whose gender identity is different from their sex assigned at birth. A transgender person may take steps to live permanently in their nominated sex, with or without medical treatment.

Unconscious bias is a form of discrimination also known as implicit bias or implicit social cognition. It arises from the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

References

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- [https://www.europarl.europa.eu/RegData/etudes/STUD/2018/604940/IPOL_STU\(2018\)604940_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2018/604940/IPOL_STU(2018)604940_EN.pdf)
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