



GENDER EQUALITY PLAN



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VERSION 1.0

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2 Introduction

This plan describes CTI-DIOPHANTUS'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-DIOPHANTUS following national, international and internal standards, is strongly committed to the promotion of gender agnostic equality of opportunities in its principles and priorities.

3 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-DIOPHANTUS. 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, harassment in workplace, social responsibility of organizations etc. Specific articles, policies and directives can be found below.

3.1 Greek Constitution

<https://www.hellenicparliament.gr/UserFiles/f3c70a23-7696-49db-9148-f24dce6a27c8/FEK%20211-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*

3.2 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.”.

3.3 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.

3.4 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.

3.5 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.

3.6 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)

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.”

3.7 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”

3.8 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”

3.9 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)

4 POLICIES / PROCEDURES / INITIATIVES - PROJECTS

4.1 POLICIES

CTI-DIOPHANTUS 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:

4.1.1 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-DIOPHANTUS, 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>).

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.

4.1.2 Balance between work and family life

As a public sector organization, the CTI-DIOPHANTUS 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-DIOPHANTUS 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.

4.2 PROCEDURES

CTI-DIOPHANTUS has standardized the procedures related to its activity, a significant part of which is served by specialized information systems. On top of that CTI-DIOPHANTUS has been certified according to ISO27001:2013 on Information Security and ISO9001:2015 on Quality. 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.

4.2.1 Regulation of Administrative and Technical Procedures

Within legal framework, the Board of Directors of CTI-DIOPHANTUS 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.

4.2.2 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

4.3 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-DIOPHANTUS 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: STEAMonEDU (<https://steamonedu.eu/>), CRAFT: Co-working in rural areas to prepare young people for future trends (<https://craft-project.eu/>), Entrepreneurship4Woman-E4W (Erasmus +, 2018-1-LT01-KA204-047019), etc.

5 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-DIOPHANTUS'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-DIOPHANTUS 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-DIOPHANTUS 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.

6 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-DIOPHANTUS's Administration Services. The GE Plan was approved on the 05-05-2022 during the 29th meeting of the Board of Directors of the Institute.

7 Objectives

The CTI-DIOPHANTUS 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-DIOPHANTUS 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-DIOPHANTUS 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

8 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.

8.1 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-DIOPHANTUS is doing regarding the promotion of gender equality. After assessing the *modus operandi* for CTI-DIOPHANTUS, we will know which measures need to be implemented.

As a first step towards this direction, CTI-DIOPHANTUS 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-DIOPHANTUS 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.

8.2 A planning phase

After carrying out an initial assessment of the gender equality modus operandi for CTI-DIOPHANTUS, 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-DIOPHANTUS considering this initial assessment as well as the available resources.

8.3 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-DIOPHANTUS 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.

8.4 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.

9 Key areas of study

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

9.1 Key Area 1: Governance and decision making

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

The following tables present the composition of the BoD and the Directors for the period 2010-2021.

1. The composition of the BoD (*)

CTI-DIOPHANTUS	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
TOTAL	9	9	9	9	9	9	9	9	9	9	9	9
WOMEN	1	1	1	1	1	1	1	1	1	1	1	2
MEN	8	8	8	8	8	8	8	8	8	8	8	7

2. The composition of the Directors (*)

CTI-DIOPHANTUS	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
TOTAL	7	7	7	7	7	7	7	7	7	7	7	7
WOMEN	2	2	2	2	2	2	2	2	2	2	2	2
MEN	5	5	5	5	5	5	5	5	5	5	5	5

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-DIOPHANTUS.

3. Employees with managerial or not managerial duties.

Key positions (Managerial Duties)	WOMEN	MEN	% WOMEN	% MEN
BoD members	2	7	22%	78%
Directors / Deputy Directors	2	5	29%	71%
Head of Department	9	9	50%	50%
TOTAL	13	21	38%	62%
Personell with no managerial duties - total	122	168	42%	58%
TOTAL:	135	189	42%	58%

It displays the participation of women and men with managerial duties in CTI-DIOPHANTUS, incorporating lower administrative positions (Head of Department).

The participation rate of women - men with managerial duties differs in relation to Tables 1 and 2.

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

Key positions (scientific managers)	WOMEN	MEN	% WOMEN	% MEN
Scientific project managers (and deputies)	7	31	18%	82%

We can observe a significant lack of women in the area of Scientific Project Managers.

9.2 Key Area 2: Recruitment, Selection procedures, and Career Progression

The following tables depict the gender distribution of CTI-DIOPHANTUS's personnel on 20/2/2022, in relation to several parameters like expertise, level of education, type and years of employment and age.

5. CTI-DIOPHANTUS's personnel in Stem professions /job positions

CATEGORY of EXPERTISE	WOMEN	MEN	% WOMEN	% MEN
STEM professions	62	165	27%	73%
Science, Technology, Engineering, Mathematics	62	165	27%	73%
Non STEM professions	73	24	75%	25%
Social Sciences, Humanities & Art	23	6	79%	21%
Legal Sciences	2	2	50%	50%
Financial, Administrative & Secretarial Personnel	47	11	81%	19%
Other	1	5	17%	83%
TOTAL:	135	189	42%	58%

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

6. CTI-DIOPHANTUS's vs Level of Education

LEVEL of EDUCATION	WOMEN	MEN	% WOMEN	% MEN
PHD	12	49	20%	80%
Postgraduate	57	71	45%	55%
Engineering Degree	12	26	32%	68%
University Degree	28	16	64%	36%
Technical Education	15	8	65%	35%
Second grade Education	11	18	38%	62%
Basic Education	0	1	0%	100%
TOTAL:	135	189	42%	58%

We can observe a significant lack in the number of women holding a PHD and somewhat less in Engineering Degree, whereas in the other levels the differences are not so intense.

7. CTI-DIOPHANTUS's Type of Employment

EMPLOYMENT/WORKING STATUS	WOMEN	MEN	% WOMEN	% MEN
Indefinite Time Employment	22	21	51%	49%
Fixed Time Employment	34	26	57%	43%
Members of BoD	2	7	22%	78%
Secondmented Civil Servants	2	3	40%	60%
Working Contract Personnel	38	62	38%	62%
Faculty Members	3	19	14%	86%
Freelance Workers	11	21	34%	66%
Employees Paid with Documents of Services Provided	23	30	43%	57%
ΣΥΝΟΛΟ	135	189	42%	58%

The vast majority of Bod and Faculty members are men. In all other categories we see a more balanced representation.

8. CTI-DIOPHANTUS's vs Age

AGE (in years)	WOMEN	MEN	% WOMEN	% MEN
<26	1	7	12%	88%
27-30	7	12	37%	63%
31-35	15	20	43%	57%
36-40	32	34	48%	52%
41-45	24	36	40%	60%
46-50	19	22	46%	54%
51-55	18	29	38%	62%
56-60	12	21	36%	64%
61-64	7	4	64%	36%
>65	0	4	0%	100%
TOTAL:	135	189	42%	58%

There are no any major differences regarding gender equality according to age.

9. CTI-DIOPHANTUS's vs Years of Employment

YEARS of EMPLOYMENT	WOMEN	MEN	% WOMEN	% MEN
<4	70	94	43%	57%
5-9	21	19	53%	48%
10-14	15	26	37%	63%
15-19	7	21	25%	75%
20-24	13	22	37%	63%
25-29	4	5	44%	56%
>30	5	2	71%	29%
TOTAL:	135	189	42%	58%

There are no major issues regarding gender equality in this area of control.

10. CTI-DIOPHANTUS's vs Geographical Location of Employment

GEOGRAPHICAL LOCATION of EMPLOYMENT	WOMEN	MEN	% WOMEN	% MEN
Patras site - Rio	76	114	40%	60%
Athens site - Mitropoleos	35	47	43%	57%
Aspropyrgos site	4	9	31%	69%
Teleworking	20	19	51%	49%
TOTAL:	135	189	42%	58%

There are no any major issues regarding gender equality in this area of control.

11. CTI-DIOPHANTUS's vs Structure(/Division/Unit) of Employment and vs Managerial Duties

STRUCTURE (DIVISION/UNIT)	TOTAL NO OF EMPLOYEES	GENDER	EMPLOYEES vs GENDER	EMPLOYEES vs GENDER %	MANAGERIAL DUTIES vs GENDER	MANAGERIAL DUTIES vs GENDER %
Central Administration	10	WOMEN	2	20%	2	22%
		MEN	8	80%	7	78%
Directorate of EDUCATIONAL TECHNOLOGY	21	WOMEN	11	52%	1	21%
		MEN	10	48%	3	63%
Directorate of PUBLICATIONS	51	WOMEN	25	49%	0	0%
		MEN	26	51%	2	100%
Directorate of GREEK SCHOOL NETWORK DIVISION	70	WOMEN	27	39%	1	25%
		MEN	43	61%	3	75%
Directorate of TRAINING & CERTIFICATION	34	WOMEN	16	47%	2	67%
		MEN	18	53%	1	33%
Directorate of STRATEGY & DIGITAL ASSETS	27	WOMEN	10	37%	1	100%
		MEN	17	63%	0	0%
Directorate of TELEMATICS & REGIONAL APPLICATIONS DEVELOPMENT	39	WOMEN	11	28%	0	0%
		MEN	28	72%	2	100%
Directorate of ADMINITRATIVE & FINANCIAL SERVICES	26	WOMEN	20	77%	6	100%
		MEN	6	23%	0	0%
Directorate of TECHNICAL SERVICES	9	WOMEN	2	22%	0	0%
		MEN	7	78%	3	100%
UNIT of NETWORK SECURITY	15	WOMEN	3	20%	0	0%
		MEN	12	80%	0	0%
INTERNAL AUDIT UNIT	1	WOMEN	0	0%	0	0%
		MEN	1	100%	0	0%
RESEARCH UNIT 1	11	WOMEN	5	45%	0	0%

		MEN	6	55%	0	0%
RESEARCH UNIT 2	1	WOMEN	0	0%	0	0%
		MEN	1	100%	0	0%
RESEARCH UNIT 3	9	WOMEN	3	33%	0	0%
		MEN	6	67%	0	0%
TOTAL:	324				34	
		WOMEN	135	42%	13	38%
		MEN	189	58%	21	62%

From the inspection of the above combinatory table the obvious outcome is that, there are fewer women than men in some divisions whereas others show a more balanced view and only in three divisions (namely, Directorate of Administrative & Financial Services, Directorate of Training and Certification, Directorate of Strategy & Digital Assets) the women are overcoming men in terms of employees' w/t managerial duties.