

Gender Action Plan



Περιεχόμενα

1. Introduction	2
2. KiNNO vision for gender equality.....	4
3. KiNNO GAP Objectives.....	5
4. KiNNO GAP Methodology	7
Key Area 1: Organizational structure, Reporting and Monitoring.....	8
Key Area 2: Recruitment & Hiring.....	9
Key Area 3: Career Development and Advancement.....	10
Key Area 4: Work-Life Balance and flexibility	11
Key Area 5: Education and Training.....	12
Key Area 6: Gender equality in public activities	13

1. Introduction

This Gender Action Plan (GAP) aims towards identifying activities and performance indicators for addressing and promoting Gender Equality within KiNNO Innovation Intermediaries (KiNNO). KiNNO acknowledges that ensuring gender balance and accounting for the gender dimension in fundamental areas of operation, are key elements in its operation. Therefore, KiNNO is committed to gender equality promotion within the organization. By prioritizing diversity and inclusion, we aim to harness the full potential of our workforce and contribute to more robust, innovative, and competitive solutions. This GAP outlines our strategy for achieving these goals, following EU guidelines for equal opportunities, thus ensuring that gender equality is at the forefront of our corporate agenda.

KiNNO's GAP is in accordance with Greek gender equality legislation (Law 4604/2019 - Official Gazette 50/A/26-3-2019) and adheres to European Union directives concerning gender rights and equality, including Directives 2000/78/EC, 2006/54/EC, 2010/41/EU, and 92/85/EEC². KiNNO's GAP follows the direction of "The European Institute for Gender Equality (EIGE)"¹. Furthermore, KiNNO aligns its efforts with the United Nations Sustainable Development Goals (SDGs). Specifically, the GAP is grounded in SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities)². These SDGs serve as the foundational principles for our GAP, while our progress will be monitored in alignment with the progress described in the Gender Snapshot 2021³.

¹ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/what-gender-equality-plan-gep#:~:text=a%20set%20of%20commitments%20and,a%20process%20of%20structural%20change>.

² <https://www.un.org/sustainabledevelopment/blog/2015/12/sustainable-development-goals-kick-off-with-start-of-new-year/>

³ https://unstats.un.org/sdgs/gender-snapshot/2021/UNW_GenderSnapshot.pdf



SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD



Figure 1 SDGs

2. KiNNO vision for gender equality

KiNNO acts as an intermediary between researchers, engineers, businesses, and investors to accelerate the deployment of innovations to the market, helping them reach their full potential. The company also aims at the significant enhancement of technology integration and innovation capacity, technology transfer and market uptake of research results, towards a sustainable European industry. Innovation's real value lies at its ability to improve the human condition, therefore it is vital for an innovation support services provider such as KiNNO, to embed the diversity of skill and perspectives on knowledge through equal opportunities and foster a gender equality culture to allow women to grow and reach their full potential, in a workplace where all talents are recognized, nurtured, and empowered, regardless of gender.

Despite the progress of gender equality initiatives at the European level, gender gaps are still an issue of concern in the R&I sector. Notably, in the EU there is a balance between the males and females in the tertiary educated population, nevertheless women who are employed as scientists and engineers are around 40%, making them underrepresented in the sector (*She Figures 2021*⁴). Furthermore, Greece ranks third in the European Union with a 14.5% unemployment rate among women with tertiary education, while simultaneously displaying one of the lowest levels of female representation in leadership roles within the realm of research, with only 16% of women occupying positions as heads of higher education institutions. KINNO is committed to playing a role in rectifying the gender imbalance prevalent in the field of Research and Innovation (R&I) both nationally and within the European Union. This commitment is in accordance with the pertinent legislative frameworks⁵.

At KINNO we recognize that our full potential to achieve R&I excellence can only be realized when we embrace the principles of diversity, equity, and inclusion as a priority. KINNO also perceives the gender spectrum as a cradle of diversity and remains committed to achieving fair and equitable conditions for its personnel and collaborators in every aspect of work, regardless of their gender identity. Consequently, at KINNO, women are actively placed in key positions within collaborations between academia and businesses, giving them responsibility for their successful management, and assigning them at the forefront of technology developments through strategic, organizational, cultural, and operational standards deliberately designed towards that goal. This GAP document aims to outline the actionable roadmap KINNO has designed, to accomplish gender equality, with clearly defined steps and monitorable expected outcomes, in alignment with the UN Sustainable Development Goals¹⁵.

⁴ <https://op.europa.eu/en/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1/language-en/format-PDF/source-search#>

⁵ <https://isotita.gr/en/new-legislation-greek-government-substantive-gender-equality-sgbv-athens-march-2019/>

3. KiNNO GAP Objectives

KiNNO based its operation on equal opportunity and a non-discriminatory corporate culture since its inception. However, to ensure the efficient implementation of the GAP developed, KiNNO established a team focused on the gender equality roadmap, namely the Team for Gender Equality (TEG). The TEG initiative is approved by the KiNNO Management and is comprised by a gender balanced group of KiNNO FTEs. For the successful completion of TEG's task, the group will be assisted by the Administration, the Team Leaders, and the Accounting team.

This GAP represents the culmination of equality ideals and goals that have been evolving in the KiNNO fold, during its operation since 2007, and the intent of the company to put said goals in practice. Therefore, this section of the GAP articulates the specific, measurable, achievable, relevant, and time-bound (SMART) objectives required in alignment with our gender equality strategy:

- Establish the transparency of the GAP, with communication to all employees, and regular reports on progress toward gender equality goals, with key indicators, such as the gender composition of the workforce and in leadership roles.
- Include feedback from female and non-binary/gender-fluid employees to make any necessary adjustments to the action plan.
- Promote an inclusive gender culture through internal communication and gender balance in all positions within the company, focusing on decision-making roles.
- Embrace gender equality in recruitment procedures, by implementing hiring strategies to attract talent of all genders and establish bias-free and inclusive recruitment processes, thus providing equal opportunities for aspiring professionals.
- Promote equal gender opportunities for career development within KiNNO, and visibility in the R&I sector.
- Promote equal gender opportunities in company activities (trainings, meetings, travels etc).
- Support family structures & caretakers. Implement policies for work/life balance, including maternity and paternity leave.
- Integrate the gender dimension into educational training activities. Promote a gender educated environment.
- Gender balanced representation of KiNNO.
- Promote the work of women personnel through KiNNO media, eliminating the gender bias in the content.

These objectives can be divided into six Key Areas, to each of which a set of actions will be designated and consequently monitored within a specified time plan, following the

methodology described in the next Chapter.

4. KiNNO GAP Methodology

The European Institute for Gender Equality sets the policy grounds for any GAP development, through the Gender Mainstreaming Cycle⁶. The TEG followed this approach, which expands in four steps, as described below:

Step 1 - Define: Effective assessment of the gender gaps and needs in relevant policies.

Step 2 - Plan: Specific actions to form the GAP.

Step 3 - Act: Implementation of the GAP.

Step 4 - Check: Follow up and monitor of GAP implementation.

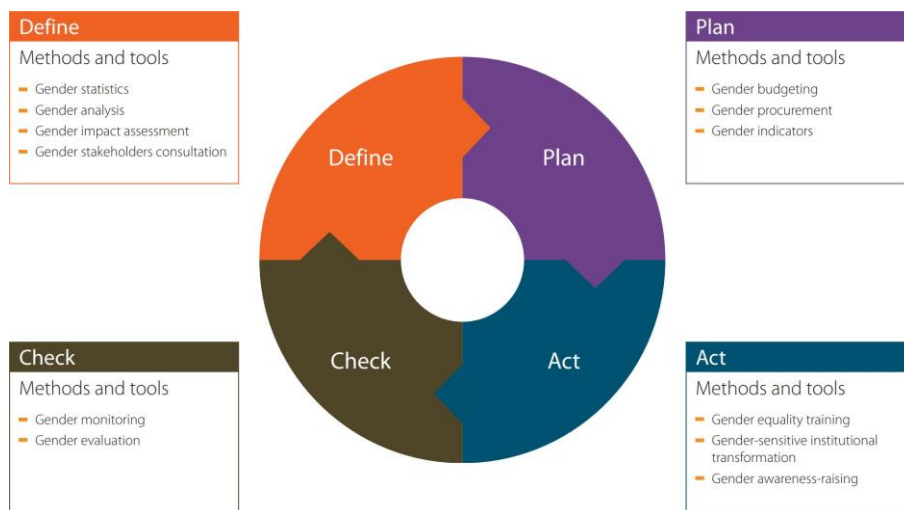




Figure 2 The Gender Mainstreaming Cycle



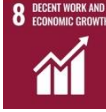
For the GAP design, it was imperative that the TEG concludes first an assessment of the KiNNO state regarding the gender equality status. Consequently, the SMART Objectives described, led to the development of six Key Areas of focus to be addressed. Specific Measures were accordingly corresponded to the Key Areas, in the scope of efficient implementation and monitoring, with specified responsibilities. Additionally, a timeframe for the completion of the Key Areas Measures was outlined. This has been determined based on KINNO's requirements, available resources, and strategic considerations, with a primary focus on addressing critical domains.

⁶ https://eige.europa.eu/gender-mainstreaming/policy-cycle?language_content_entity=en



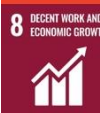
Key Area 1: Organizational structure, Reporting and Monitoring

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Establish the transparency of the GAP II. Include GAP Feedback III. Promote an inclusive culture	1. Thorough assessment of the current gender diversity landscape in KiNNO & Formation of the Team for Gender Equality (TEG).	✓	✓	✓	✓	✓	Completed	 
	2. Establishment of a system for regular reporting on progress toward gender equality goals in the work environment.		✓	✓	✓	✓	Planned - yearly reviews	
	3. Monitoring of key metrics, such as the gender composition of the workforce and leadership roles.		✓	✓	✓	✓	Planned- F/M ratio monitoring in all positions	
	4. Use feedback and data to make necessary adjustments to the action plan.		✓	✓	✓	✓	Planned	
	5. Design and diffuse a code of conduct to eliminate gender bias and stereotypes in internal communication.		✓	✓	✓	✓	Planned	



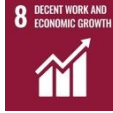
Key Area 2: Recruitment & Hiring

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Embrace gender equality in recruitment procedures II. Equal opportunities for professionals	1. Embed current plan in company’s introduction training scheme for new employees.		✓	✓	✓	✓	Planned	  
	2. Implement strategies to attract diverse talent, including women, non-binary, and gender fluid individuals.	✓	✓	✓	✓	✓	In progress	
	3. Promote bias-free recruitment processes and consider the use of blind hiring techniques.	✓	✓	✓	✓	✓	In progress	
	4. Provide training for interviewers on inclusive interviewing practices		✓	✓	✓	✓	Planned	
	5. Monitor gender balance ratio from applications to recruitment	✓	✓	✓	✓	✓	Completed	



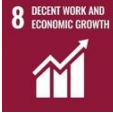
Key Area 3: Career Development and Advancement

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Promote equal gender opportunities for career development and visibility in the R&I sector	1. Develop mentoring and sponsorship programs to support the career growth of women within KiNNO.		✓	✓	✓	✓	Planned	  
	2. Ensure equal access to training and development opportunities.	✓	✓	✓	✓	✓	Completed	
II. Promote equal gender opportunities in activities (meetings, travels etc)	3. Monitor and address any gender-based pay gaps.	✓	✓	✓	✓	✓	Completed - Annual review	
	4. Measure and monitor career progress & female employees retention rate using appropriate indicators and follow up tools.		✓	✓	✓	✓	Planned - F/M retention rate & managerial positions monitoring	
	5. Share gender-neutral career good practices.			✓	✓	✓	Planned	



Key Area 4: Work-Life Balance and flexibility

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Support family structures & caretakers II. Implement policies for work/life balance, including maternity and paternity leave	1. Promote work-life balance initiatives and flexible work arrangements to support all employees.	✓	✓	✓	✓	✓	Completed - Planned creation and implementation of an ESI (employee satisfaction index)	  
	2. Encourage shared caregiving responsibilities.	✓	✓	✓	✓	✓	In-progress	
	3. Implement policies for maternity and paternity leave.	✓	✓	✓	✓	✓	All employees who became parents can take parental leave according to Greek legislation	

Key Area 5: Education and Training

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Integrate the gender dimension into educational training activities II. Promote a gender-educating environment	1. Conduct gender sensitivity training for all employees to raise awareness and reduce biases.			✓	✓	✓	Planned - 1 per year	  
	2. Provide training programs to promote leadership & managerial skills for female/non-binary/gender-fluid personnel with a focus on diversity and inclusion.		✓	✓	✓	✓	Planned - 1 per year	
	3. Encourage employees to attend workshops and conferences on gender equality.		✓	✓	✓	✓	Planned - 1 per year	
	4. Encourage women in undertaking leading R&I activities and research publications	✓	✓	✓	✓	✓	In progress	
	5. Select women in leading positions in work groups, task assignments, projects	✓	✓	✓	✓	✓	Completed	

Key Area 6: Gender equality in public activities

Objectives (Why?)	Measures (What?)	Timeline (When?)					KPIs & Goals	SDGs
		2023	2024	2025	2026	2027		
I. Promote the work of women employees through KiNNO media, eliminating the gender bias in the content II. Gender balanced representation of KiNNO	1. Participate in consortia for national/European funding targeting female researchers.	✓	✓	✓	✓	✓	In-progress	 
	2. Consider partnerships and collaborations with women-led startups or organizations & organizations and networks focused on gender equality.		✓	✓	✓	✓	Planned	
	3. Promote balanced project teams for participation in national/European funded projects.	✓	✓	✓	✓	✓	Completed	
	4. Convey the enhanced female presence & contribution regarding the results and success of KiNNO, on the website or other forms of media.	✓	✓	✓	✓	✓	In-progress	

	5. Communicate KiNNO's gender equality culture through digital content auditing (website, posts, photos, language etc).		✓	✓	✓	✓	Planned	
--	---	--	---	---	---	---	---------	--