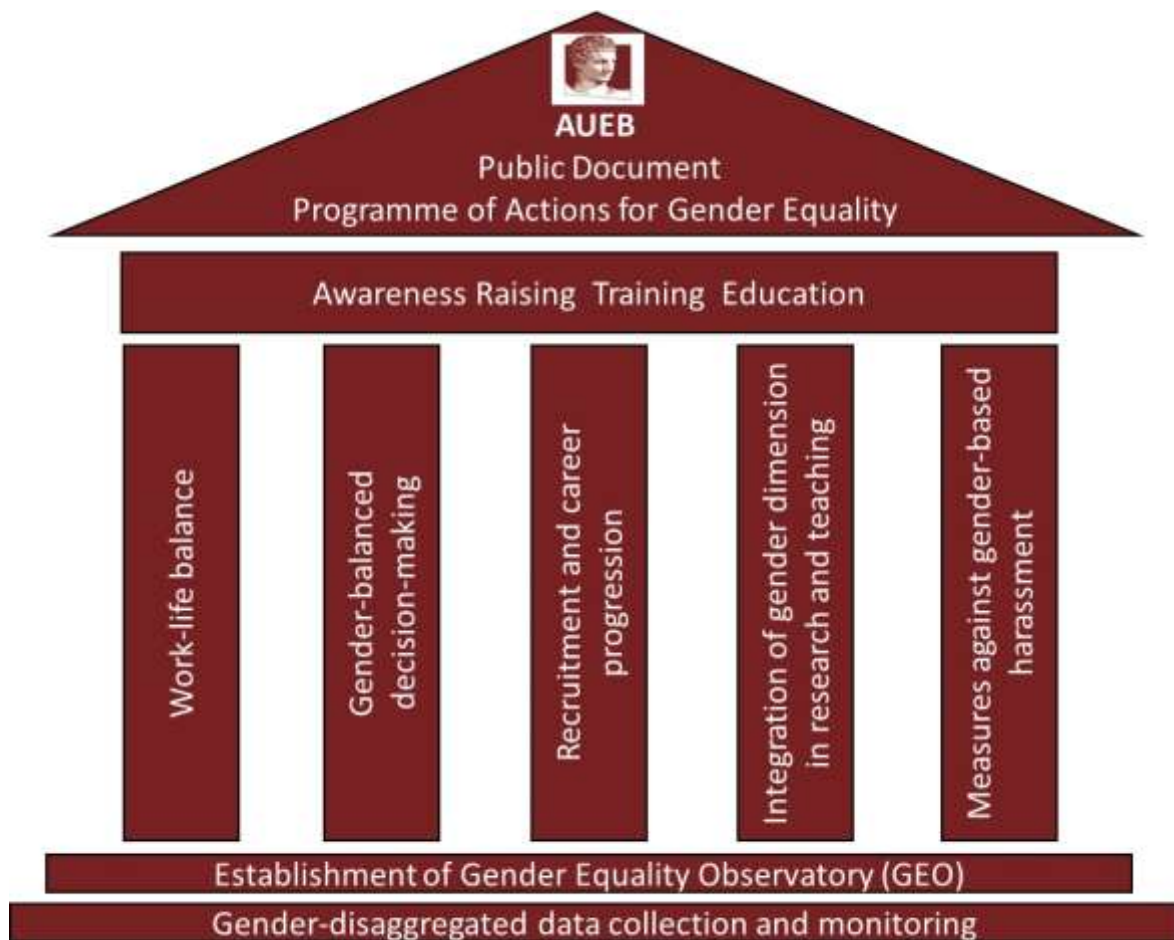# PROGRAMME OF ACTIONS FOR GENDER EQUALITY

OF THE

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

March 2022

Abbreviations

Abbreviation	Term description
ASA	Administrative Staff Association
AUEB	Athens University of Economics and Business
CRC	Career Review Committee
EDI	Equality, Diversity and Inclusion
GE	Gender Equality
GEC	Gender Equality Committee
GEO	Gender Equality Observatory
HE	Higher Education
PAGE	Programme of Actions for Gender Equality
PR	Public Relations
SDG	Sustainable Development Goal
UN	United Nations

Contents

Executive Summary

This report constitutes the Programme of Actions for Gender Equality (PAGE) of the Athens University of Economics and Business (AUEB). For the development of the PAGE of AUEB, research on Gender Equality (GE) issues was conducted at AUEB in three stages: overview of the national and European institutional framework on GE, quantitative overview of the gender distribution of the AUEB community and qualitative research aiming at an in-depth study of GE issues in AUEB. The PAGE was developed based on the research findings.

The research highlighted the following categories of factors that enable GE at AUEB and inform the PAGE:

i)   Work-life balance policies
ii)   Efficient control systems for gender harassment
iii)   Resources (mentoring, appropriate work space)
iv)   Transparency and fairness
v)   Networking
vi)   Inclusion climate and inclusive language
vii)   Female role models
viii)   Empowerment of women
ix)   Education and awareness raising on GE issues
x)   Proportional representation of female academics in committees and administrative bodies

Following the identification of the main areas of intervention and the relevant factors that are considered in the PAGE of AUEB, the PAGE actions were developed in a two-step process that included: a) actions based on information collected from the academic literature, preliminary research on GE issues undertaken at AUEB by AUEB's Gender Equality Committee (GEC) and the recommendations received during the focus group meetings and individual interviews with members of the AUEB community and b) check of the applicability of the actions in the context of AUEB's national legal and regulatory environment and the maturity of the organisational conditions and practices at AUEB. The actions included in the PAGE of AUEB are summarised as follows:

I.   The PAGE constitutes a public document, signed by the top management and published on the website of AUEB
II.   Adoption by AUEB of the United Nations (UN) Sustainable Development Goal (SDG) No. 5 on GE
III.   Establishment of a Gender Equality Observatory (GEO) at AUEB
IV.   Actions for awareness raising, training and education on GE
V.   Actions for improving the representation of women in all academic ranks
VI.   Actions targeting work-life balance
VII.   Measures against gender based harassment
VIII.   Introduction of inclusive language in written and unwritten communications
IX.   Actions for gender balance in decision-making and in positions of responsibility
X.   Systematic collection and use of gender-disaggregated data
XI.   Integration of the gender dimension in research and teaching

This report is structured as follows. Section 1 includes an introduction on the development framework of the PAGE of AUEB. Section 2 describes the factors that have been identified as factors that can contribute to GE in AUEB. Section 3 describes the framework for the development of the PAGE. Section 4 describes in detail the actions included in the PAGE. Section 5 presents the implementation plan for the PAGE, describing for each action the feasibility conditions, the requirements for its implementation, the resources and the time plan for its implementation.

1 Introduction

Within the framework of the development of the Programme of Actions for Gender Equality (PAGE) of the Athens University of Economics and Business (AUEB), a research on GE issues was conducted at the University. The research was conducted in three stages. The first stage involved an overview of the national and European institutional framework on GE. The second stage involved a quantitative overview of the gender distribution of the people who constitute the AUEB community. The third stage involved qualitative research (between June and November 2021) an in-depth study of GE issues in AUEB. The research findings highlighted a set of GE issues that concern the members of the AUEB community. They also highlighted a set of factors that can contribute to the treatment of problems related to GE at AUEB. Based on the above research findings, the PAGE that can be implemented by AUEB was developed. In what follows, the factors that, according to the research, can contribute to the treatment of problems related to GE at AUEB are reported first. Following, the PAGE is described.

2 Factors Contributing to Gender Equality (GE)

The analysis highlighted a set of factors that the research participants identified as factors that can facilitate GE at AUEB and provide information for the PAGE.

The main categories of these factors include:

i) **Work-life balance policies** that alleviate the family responsibilities that women have; these policies could comprise child care services, and a grace period from administrative duties after maternity leave.

ii) **Efficient behaviour control systems** that protect women from harassment at the workplace and whose existence should be known to all stakeholders; a control system that would be strict, clear, effective and secure accountability.

iii) **Resources**, mainly **mentoring**, that is institutionalised and tailored to the needs of the mentee; another resource that would help women in AUEB is the **appropriate work space / office** that facilitates networking, collaboration and productivity.

iv) **Transparency and fairness**, that is, well-defined criteria of evaluation and promotion, and transparent and fair allocation of academic roles and duties.

v) **Networking in the form of internal female networks** or academic and research networking that empowers the position of women in the university as well as broader academic and research networks.

vi) **Inclusion climate and inclusive language.** Both facilitate GE at AUEB.

vii) **Female role models such as successful female leaders and success stories** of women in academia.

viii) **Empowerment of women** to pursue a career in male-dominated environments, improve their skills and become more assertive.

ix) Education and awareness raising in GE issues were repeatedly mentioned by the participants as an important enabling factor of GE.

x) The **proportional representation** of female academics in **committees and administrative bodies** was mentioned as a factor that enables the increased participation of women in important decision-making positions.

3 Development of the Programme of Actions for Gender Equality (PAGE)

Following the identification of the main intervention areas and the associated factors that should be considered in AUEB's PAGE, the PAGE actions are identified next. In order to better target the PAGE actions to identified GE issues, the identified GE issues in each of the main intervention areas were further analysed. The actions included in the PAGE of AUEB were identified following a two-step process. In the first step, the actions were based on i) the information collected from the academic literature and the organisational practices that were reviewed and synthesised as part of the State-of-the-Art review, ii) the preliminary research on GE issues at AUEB, and iii) the recommendations made during the focus group meetings and interviews, which were analysed and synthesised. The second step involved the check of the applicability of the identified actions in the context of AUEB's national legal and regulatory environment and the maturity of the organisational conditions and practices at AUEB. The results of the second step (feasibility check) led to the identification of the actions that are included in the PAGE of AUEB. Here it should be noted that the PAGE is developed in two phases that include a complete planning-implementation-monitoring-evaluation cycle; the first phase begins after the approval of the PAGE by the University Senate and the second phase begins in April 2023.

4 Selection of the Actions Included in the PAGE

This section presents the actions that are included in the PAGE of AUEB.

I. The first action involves the development of a **public document** signed by the top management and published on the website of AUEB proving top management's commitment to implement the PAGE; that is, the PAGE becomes a **formal published document**[1]. This a very important action, as it sets ground for the PAGE's acceptance, given the total lack of GE policies in AUEB.

II. The second action plan is the **adoption by AUEB of the fifth Sustainable Development Goal (SDG) of the United Nations (UN's SDG 5) on GE.** In the framework of its social responsibility, AUEB has so far adopted a number of UN SDGs. However, AUEB has not adopted SDG 5. The adoption of SDG 5 further corroborates AUEB's commitment to the PAGE.

III. The establishment of an organisational unit/structure titled **Gender Equality Observatory (GEO)** is the third action plan. The establishment of this structure is necessary as it contributes

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[1] *Mandatory action for Horizon Europe.*

resources for the implementation of the PAGE, along with other resources from AUEB, and will monitor the implementation of the PAGE[2].

IV. The fourth action plan targets the cultural context in AUEB and the concomitant underlying values, assumptions and unconscious biases regarding women's roles in the university and comprises the following three groups of actions[3]:

A. Awareness raising
B. Training and
C. Education

A. Awareness raising with regard to gender stereotypes, inclusive language, positive role models in Higher Education (HE), work-life balance and gender-based harassment involves the following actions:

IV.1. Communication activities for all internal stakeholders.

IV.2. Participatory theatre / role playing for all internal stakeholders.

IV.3. Promotion of female role models – by showcasing positive images/symbols of women in male-dominated fields in the newspaper of AUEB at regular intervals and by inviting and highlighting women with successful careers in relevant fields.

IV.4. Establishment of a day to celebrate Equality, Diversity and Inclusion (EDI) at AUEB (e.g., there might be a UN occasion to celebrate).

IV.5. Awareness raising of existing family-friendly policies at AUEB and encouragement of their uptake by the persons interested.

B. Training on unconscious bias and gender-inclusive language. This training comprises the following actions:

IV.6. One workshop every year for undergraduate students on unconscious bias.

IV.7. One workshop every year for administrative staff on unconscious bias and gender-inclusive language.

IV.8. One workshop every year for academic staff, Heads of Departments, Deans, Rectors/Vice-Rectors, Committee Chairs and Directors of Graduate Programmes on unconscious bias and gender-inclusive language.

C. Education on female leadership and GE includes the following actions:

IV.9. One 3-hour seminar, every year, on female leadership for early career academic women and female doctoral students.

IV.10. Introduction of GE-related content/modules in at least 1 undergraduate and/or graduate course.

V. The fifth action plan **targets the improvement of the representation of women** in all academic ranks, and especially in the rank of Assistant Professor, and their career progression at AUEB,

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[2] *Mandatory action for Horizon Europe.*
[3] *Mandatory actions for Horizon Europe.*

based on the findings from the preliminary and main research, and includes the following actions:

V.1. Networking: Establishment of an internal women's support network – AUEB Women's Forum – that meets twice a year (September and February), for half a day (ideally outside AUEB premises) to discuss GE and career issues. In special occasions, members meet ad-hoc.

V.2. Proactive approach of female candidates with high quality credentials for academic/research positions. Proactively approaching potential female candidates for academic positions via personal communication and/or using national and international networks and/or professional organisations that specialise in diversity helps to identify potential female candidates and encourages them to apply for open positions at AUEB and thus increases the possibility of hiring more women.

V.3. Establishment of Career Review Committees (CRC) in the academic departments of AUEB, for career guidance and support. All female and male Assistant and Associate Professors will meet once a year with a team of 2-3 professors of higher rank to receive guidance and feedback on their career progression. This structured process as compared to informal advising has proved to be successful in organisational settings.

V.4. **Establishment of promotion criteria** adjusted to the academic/research fields and/or subfields of each academic department of AUEB. The criteria must be **clear and public**, that is, known in advance to all stakeholders, possibly on the department's website. This structured and transparent practice along with the review committees will help early career academics to plan their career accordingly.

V.5. Introduction of mentoring schemes for female early career academics. Early career female academics of AUEB point to the need for institutionalised mentoring, tailored to their needs, while early career males mentioned informal/friendly mentoring and career advice from senior male colleagues.

V.6. **Establishment of policies to support early career academics (female and male) hired at the rank of non-tenured Assistant Professor to start up their career.** This policy involves zero administrative load for the first two semesters.

VI. The sixth action plan involves actions that target **work-life balance issues**. All female academics mentioned the huge conflict between a very demanding career and family responsibilities. In addition, women in administrative positions mentioned child care issues when schools are closed. Based on the research findings, the PAGE includes the following actions:

VI.1. Establishment of an **official policy** (in contrast to ad-hoc arrangements) according to which **during the course timetabling** special consideration is given to academic and teaching staff with care responsibilities for children or other family members. This will help academics with non-flexible caring/family responsibilities to avoid work-life conflict. The unbalanced allocation of time between work and life is one of the factors contributing to this conflict.

VI.2. Reinstitution of summer camp for children of administrative staff, doctoral students, postdoctoral, and academic staff. As public elementary and high schools in Greece close from early June till September, parents, and especially women who are the primary child care givers, face the problem of caring for their children during this

period. The summer camp of AUEB was very successful before closing down because of the Covid-19 pandemic.

VI.3. Establishment of a break / lunch / coffee space with small refrigerator, microwave oven and coffee maker for administrative and academic staff. Lack of common-space facilities is an acute problem in AUEB. Such a space will meet the need for socialising and networking at the workplace, with positive influence on the **well-being** of AUEB employees.

VI.4. Reduction of work load for female academics who return from **maternity leave**. Zero administrative duties for the first two semesters to support them to return to their research activity.

VII.   **Measures against gender based harassment**

VII.1. Different types of harassment were mentioned during the focus groups and the interviews. Also it was mentioned – in particular from male academics – the need for clear procedures on how AUEB manages gender-based harassment incidents. This action includes the **creation and publicising** on AUEB's website of a **Code of Conduct** and **a procedure for addressing incidents of work-place and sexual harassment.** In addition, this action is accompanied by the training of the AUEB community in the context of training actions IV.6, IV.7 and IV.8.

VIII.   **Introduction of inclusive language in written and unwritten communications.** The Greek language has male and female versions for nouns such as student, professor, Dean, Chair, rector etc. However, in almost all cases in written documents as well as in unwritten communication the male version is used indiscriminately, ignoring the presence and the role of women in the University. The actions include:

VIII.1. Introduction of gender appropriate language in written documents, following training of the administrative staff on why and how to do it, taking into consideration the resulting linguistic complexity in many instances.

VIII.2. Introduction of mandatory references to GE in all recruitment advertisements and calls, including doctoral positions, as the language that is used may make female candidates shy away from applying for a position.

IX.   **Gender-balanced decision-making.** To ensure **gender balance**, the following actions are considered necessary:

IX.1. Provision by the General Assemblies of the academic departments for the satisfactory representation of women in Electoral Bodies for the election, promotion and tenure of faculty members.

IX.2. Provision by the Electoral Bodies for the satisfactory representation of women in the three-member recommendation committees for the election, promotion and tenure of faculty members.

IX.3. Provision for the satisfactory representation of women in administrative bodies.

X. **Gender-disaggregated data**[4]. Gender-disaggregated data are needed throughout the GE action lifecycle, i.e. planning-implementation-monitoring-evaluation. Therefore, a system for the systematic collection and use of the data should be established. This system should be able to evaluate, using specific indicators, the results of the GE actions at AUEB. A data collection protocol should be established to address issues such as the frequency, time-plan and granularity of the different categories of data that will be collected. This action includes the following activities:

> **X.1.** Selection of indicators and associated data for measuring and monitoring the PAGE's performance.
> **X.2.** Establishment of a new protocol that specifies the data collection process requirements and characteristics.
> **X.3.** Implementation of the GE data collection system.
> **X.4.** Data collection and monitoring.

XI. **Integration of the gender dimension in research and teaching.** To ensure that the gender dimension is included the AUEB's research and educational outputs, the following two actions are included in AUEB's PAGE:

> **XI.1.** One 3-hour workshop for researchers on how to integrate the gender dimension in research.
> **XI.2.** One 3-hour workshop for teaching staff on how to integrate the gender dimension in teaching.

In the subsequent table, the plan for the implementation of the PAGE of AUEB is presented. In specific, Table 1 summarises the feasibility check of the PAGE actions and provides information on the implementation requirements of each action, the resources that need to be provided by the various AUEB organisational units for implementing the action, and the time plan for the implementation of the PAGE.

It is worth repeating that the information included in this Programme summarise the results of the research performed according to the action-based research methodology, which included the participation of the relevant stakeholders from AUEB.

It is also important to note that the PAGE implementation methodology foresees two phases of implementation of the PAGE actions, which involve planning, implementation, monitoring, and evaluation; the outcome of the first phase provides essential input and guides the second phase.

5 Implementation of PAGE for AUEB

The implementation of the actions included in the PAGE of AUEB requires: i) the investigation of the feasibility and the implementation requirements in terms of organisational structures and decisions that need to be in place in order to implement each action, ii) the development of a time plan for the implementation of each action, and iii) the allocation of responsibilities and appropriate resources for

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[4] *Mandatory action for Horizon Europe*

implementing the proposed actions. The feasibility check and the respective implementation requirements are presented in Table 1. In addition, Table 1 provides information regarding the resources that are needed for the implementation of each action and the corresponding AUEB organisational units that will be involved in the implementation of this action. Finally, Table 1 presents the time plan for the implementation of the actions. It is worth noting that as part of the development and implementation of the PAGE of AUEB, AUEB will provide resources for the operation of the Gender Equality Observatory (GEO) that will have an important role in the implementation and monitoring of the PAGE of AUEB.

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
I. Public document proving commitment of top management: the PAGE is a formal document signed by the top management and published on the institution's website	Decision of the top management (Rector) for AUEB to address GE issues and introduce appropriate institutional changes through the PAGE.	Approval of the PAGE by AUEB's Senate	- GEC - TARGETED-MPI - AUEB Public Relations (PR) / Communications Unit - TARGETED-MPI to monitor the change	12/2021-03/2022
II. Adoption of SDG 5 on Gender equality	Decision of the top management (Rector) to revise AUEB's strategy on social responsibility	Approval of the revision of the AUEB's strategy on social responsibility	- GEC - AUEB administrative staff - AUEB PR / Communications Unit - TARGETED-MPI to monitor the change	12/2021-03/2022
III. Establishing an organisational unit/structure – Gender Equality Observatory (GEO) – to oversee the implementation of the PAGE	Decision of the top management (Rector) for AUEB to address GE issues and introduce appropriate institutional changes through the PAGE.	Approval of the establishment and operation of the GEO in AUEB	- AUEB administrative staff - GEC - AUEB – Space for housing the GEO - AUEB – IT infrastructure - TARGETED-MPI to monitor the establishment	12/2021-03/2022

Table 1. Programme of Actions for Gender Equality at AUEB and implementation plan (1 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
IV. A. Awareness raising with regard to gender stereotypes / inclusive language / positive role models in HE / work-life balance / gender-based harassment	Approval of AUEB's PAGE			
IV.1. Communication activities for all internal stakeholders		Development of the content of the materials to be used in the awareness raising campaign Approval of the content by top management	- GEC - GEO / TARGETED-MPI - AUEB volunteers - AUEB PR / Communication Unit - GEO / TARGETED-MPI to monitor the implementation	05/2022-03/2023
IV.2. Participatory theatre / role playing for all internal stakeholders		Development of the concept	- GEO / TARGETED-MPI - AUEB PR / Communication Unit - AUEB Volunteers - AUEB - space for the performance - GEO / TARGETED-MPI to monitor the implementation	05/2022-03/2023

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (2 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
IV.3. Promotion of female role models – positive images/symbols of women in male dominated fields – in AUEB's Newspaper		Content development	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - AUEB Volunteers - GEO / TARGETED-MPI to monitor the implementation	05/2022-08/2024
IV.4. Establishment of a day to celebrate EDI at AUEB (e.g. there might be a UN occasion to celebrate)		Content development	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - AUEB Volunteers - GEO / TARGETED-MPI to monitor the implementation	05/2022-08/2024
IV.5. Awareness raising of existing family-friendly policies at AUEB and encouragement of their uptake by the persons interested		Content development	- GEC - AUEB HR department - AUEB PR / Communication Unit - GEO / TARGETED-MPI - GEO / TARGETED-MPI to monitor the implementation	05/2022-12/2022

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (3 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
IV. B. **Training on unconscious bias and gender-inclusive language**	Approval of AUEB's PAGE			
IV.6. One workshop every year for undergraduate students on unconscious bias		Content development	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - AUEB Volunteers - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**
IV.7. One workshop every year for administrative staff on unconscious bias and gender-inclusive language		Content development	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - AUEB Administrative Staff - GEO / TARGETED-MPI to monitor the implementation	01/2023-05/2023
IV.8. One workshop every year for academic staff, Heads of Departments, Deans, Rectors/Vice-Rectors, Committee Chairs and Directors of Graduate Programmes		Content development	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (4 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
IV. **C. Education on Female Leadership and GE**				
IV.9. One 3-hour seminar, every year, on female leadership for early career academic women and female doctoral students		Content development	- GEC - GEO / TARGETED-MPI - AUEB Women's Forum - AUEB PR / Communication Unit - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**
IV.10. Introduction of GE-related content/modules in at least 1 undergraduate and/or graduate course		Relevant seminar completion Commitment of academic staff to implement it	- Academic staff - GEC - GEO / TARGETED-MPI - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**
V. **Recruitment and career progression**	Approval of AUEB's PAGE			
V.1. Networking: Establishment of an internal women's support network – AUEB Women's Forum – that meets twice a year (September and February) to discuss GE and career issues. In special occasions, members meet ad-hoc.		Commitment of AUEB's female academics to participate	- GEC - GEO / TARGETED-MPI - AUEB PR / Communication Unit - GEO / TARGETED-MPI to monitor the implementation	09/2022-08/2024

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (5 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
V.2. Proactive approach of female candidates with high quality credentials for academic / research positions. Proactively approaching potential female candidates for academic positions via personal communication and/or using national and international networks and/or professional organisations that specialise in diversity helps to identify potential female candidates and encourages them to apply for open positions at AUEB and thus increases the possibility of hiring more women.		Commitment of AUEB's female academics to participate	- GEC - GEO / TARGETED-MPI - Heads of AUEB's Academic Departments Secretariats of AUEB's Academic Departments - AUEB Women's Forum-task force - GEO/TARGETED-MPI to monitor the implementation in cooperation with Academic Departments' Secretariats	01/2023-08/2024

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (6 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
V.3. Establishment of Career Review Committees for career guidance and support. **All female and male Assistant Professors will meet once a year with a team of 2-3 professors of higher rank to receive guidance and feedback on their career progression.**		Commitment of AUEB's Academic Departments to implement the scheme	- Departmental academic staff and administrative staff - GEC - GEO / TARGETED MPI - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**
V.4. Establishment of promotion criteria adjusted to the academic / research fields and/or subfields of each academic department of AUEB. The criteria must be clear and public, that is, known in advance to all stakeholders, possibly on the department's website.		Commitment of AUEB's Academic Departments to implement the scheme	- Deaneries - Departmental academic staff and administrative staff - GEC - GEO / TARGETED MPI - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**
V.5. Introduction of mentoring schemes for newly recruited female Assistant Professors		Commitment of AUEB's Academic Departments to implement the scheme Development of the mentoring scheme	- Departmental academic staff and administrative staff - GEC - GEO / TARGETED MPI - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (7 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
V.6. Establishment of policies to support early career academics (female and male) hired at the rank of non-tenured Assistant Professor to start up their career. This policy involves zero administrative load for the first two semesters.		Commitment of the General Assemblies of AUEB's Academic Departments to implement the action	- Departmental academic and administrative staff - GEC - GEO / TARGETED MPI - GEO / TARGETED-MPI to monitor the implementation	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (8 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
VI. **Work-life balance**	Approval of AUEB's PAGE			
VI.1. Establishment of an official policy (in contrast to ad-hoc arrangements) according to which during the course timetabling special consideration is given to academic and teaching staff with care responsibilities for children or other family members		Commitment of AUEB's Educational Unit to consider this criterion in course timetabling	- AUEB Educational Unit - AUEB PR / Communication Unit - GEC - Academic Departments' Secretariat - GEO / TARGETED-MPI to monitor the change	05/2022-12/2022
VI.2. Reinstitution of summer camp for children of administrative staff, doctoral students, postdoctoral students, and academic staff		Commitment of AUEB's Administrative Staff Association (ASA) to organise the summer camp AUEB's top management decision to allocate the required space, personnel and funds	- AUEB: Space allocation - AUEB: Financial resources to run the Summer Camp activities - ASA - GEC - GEO / TARGETED-MPI to monitor the change	04/2022-06/2022

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (9 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
VI.3. Establishment of a break / lunch / coffee space with small refrigerator, microwave oven and coffee maker for administrative and academic staff		Commitment of AUEB's Administrative Staff Association to organise and manage the space AUEB's top management decision to allocate the required space and funds	- AUEB: Space allocation - AUEB: Financial resources to run the staff lounge activities - ASA - GEC GEO/TARGETED-MPI to monitor the change	**2nd Phase From 04/23 onwards**
VI.4. Reduction of work load for female academics who return from maternity leave. Zero administrative duties for the first two semesters to support them to return to their research activity.		Commitment of AUEB's Academic Departments to implement the action	- Departmental administrative staff - GEC / GEO /TARGETED-MPI to monitor the action	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (10 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
VII. **Measures against gender based harassment**	Approval of AUEB's PAGE			
VII.1. Creation and publicising on AUEB's website of a Code of Conduct and a procedure for addressing incidents of work-place and sexual harassment		Code of conduct and procedures content development	- AUEB Legal Services staff - GDPR Officer - AUEB HR department - GEC's Task Force - GEO / TARGETED-MPI to monitor the action	05/2022-05/2023
VIII. **Introduction of inclusive language in internal and external communications**	Approval of AUEB's PAGE			
VIII.1. Introduction of gender-appropriate language in AUEB's communication documents		Staff training in the use of gender appropriate language	- AUEB Administrative staff - GEO / TARGETD-MPI to monitor sample of documents in cooperation with AUEB-RC Administrative support and AUEB Academic Departments Administrative staff	**2nd Phase From 04/23 onwards**
VIII.2. Introduction of mandatory references to GE in all recruitment advertisements / calls including doctoral positions		Development and approval by the top management of the relevant statement	- AUEB Legal Services staff - AUEB HR department - GEC - Departmental administrative staff - GEO / TARGETED-MPI to monitor the change	05/2022-09/2022

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (11 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
IX. **Gender-balanced decision-making**	Approval of AUEB's PAGE			
IX.1. Provision by the General Assemblies of the academic departments for the satisfactory representation of women in Electoral Bodies for the election, promotion and tenure of faculty members		Communication of this policy to AUEB's academic community	- AUEB PR / Communication Unit - GEC - General Assemblies of Academic Departments - Departmental administrative staff - GEO / TARGETED-MPI to monitor the change	**2nd Phase From 04/23 onwards**
IX.2. Provision by the Electoral Bodies for the satisfactory representation of women in the three-member recommendation committees for the election, promotion and tenure of faculty members		Communication of this policy to AUEB's academic community	- AUEB PR / Communication Unit - GEC - General Assemblies of Academic Departments - Departmental administrative staff - GEO / TARGETED-MPI to monitor the change	**2nd Phase From 04/23 onwards**
IX.3. Provision for the satisfactory representation of women in administrative bodies		Communication of this policy to AUEB's academic community	- AUEB PR / Communication Unit - GEC - General Assemblies of Academic Departments - Departmental administrative staff - GEO / TARGETED-MPI to monitor the change	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (12 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
X. Gender-disaggregated data	Approval of AUEB's PAGE		-	
X.1. Selection of indicators and associated data for measuring and monitoring the PAGE's performance		Consultation / agreement on the Agreement on the types of indicators and data that will be collected	- AUEB Quality Assurance Unit - AUEB HR Department - GEC - Monitoring: GEO / TARGETED-MPI / GEC	5/2022-8/2022
X.2. Establishment of a new protocol that specifies the data collection process requirements and characteristics		Selection of indicators X.1	- AUEB Quality Assurance Unit - AUEB HR Department - GEC - Monitoring: GEO / TARGETED-MPI / GEC	9/2022-12/2022
X.3. Implementation of the GE data collection system		Approval of X.1. and X.2	- AUEB Quality Assurance Unit - Monitoring: GEO / TARGETED-MPI / GEC	1/2023-8/2023
X.4. Data collection and monitoring		Completion of X.3	- AUEB Quality Assurance Unit - AUEB HR Department - Monitoring: GEO / TARGETED-MPI / GEC	9/2023 (ongoing)

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (13 of 14)

Description of Action	Feasibility Conditions	Implementation Requirements	Resources	Time Plan
XI. **Integration of the gender dimension in research and teaching**	Approval of AUEB's PAGE			
XI.1. One 3-hour workshop for researchers on how to integrate the gender dimension in research		Development of the workshop content	- AUEB-RC to provide financial resources and staff resources - GEO / TARGETED – MPI to monitor the process	10/2022-12/2022
XI.2. One 3-hour workshop for teaching staff on how to integrate the gender dimension in teaching		Development of the workshop content	- GEC - GEO / TARGETED-MPI - GEO / TARGETED-MPI to monitor the process	**2nd Phase From 04/23 onwards**

Table 1. Programme of Actions for Gender Equality of AUEB and implementation plan (14 of 14)