

# **ACTION PLAN FOR GENDER EQUALITY**



**ORGANIZATION FOR  
LOCAL DEVELOPMENT**

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# 1. INTRODUCTION – LEGAL AND INSTITUTIONAL FRAMEWORK

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Gender equality is a global, social, political, and economic issue affecting all societies. It refers to a society in which men and women equally share goods, responsibilities, and rights in work, politics, leadership, leisure, care, family, and personal life.

The Greek State complies with the EU Gender Equality Strategy 2020–2025 and the Council of Europe’s Istanbul Convention on preventing and combating violence against women and domestic violence. These are reflected in the National Action Plan for Gender Equality (NAPGE) 2021–2025 of the Ministry of Social Cohesion and Family.

**The National Action Plan for Gender Equality 2021–2025** is based on a specific legislative framework at national and international level, primarily Law 4604/2019 and Law 4531/2018, and is fully aligned with European policies and international commitments.

## 1.1. Greek Legislation

- **Law 4604/2019:** “Promoting substantive gender equality and preventing and combating gender-based violence.” It established the framework for gender mainstreaming in public policies and provides for the establishment of Municipal and Regional Gender Equality Committees.
- **Law 4531/2018:** Ratification of the Istanbul Convention (Council of Europe) on preventing and combating violence against women and domestic violence.

## 1.2. European Framework

- i. **EU Gender Equality Strategy 2020–2025**, defining European Commission priorities for equality in employment, participation, and protection from violence.
- ii. **European Institute for Gender Equality (EIGE)** Gender Equality Index, used to assess Member States’ progress.
- iii. EU Treaties and the **Charter of Fundamental Rights** of the European Union, which establish equality as a fundamental principle.

On March 7, 2025, the European Commission adopted the Roadmap for Women’s Rights, presenting a long-term vision for achieving gender equality and addressing emerging challenges such as technology-facilitated bias, discrimination, and violence.

The **European Parliament** promotes women’s rights across the EU, contributing to landmark legislation addressing:

- ⇒ Ending unequal pay
- ⇒ Eliminating gender discrimination
- ⇒ Increasing women’s representation on corporate boards
- ⇒ Combating violence against women

### **1.3. Gender Mainstreaming in European Programs**

Gender is integrated into all EU policies and funding programs, including Horizon Europe (research and innovation) and the “Citizens, Equality, Rights and Values” (CERV) program.

In Horizon Europe, gender mainstreaming is applied as a horizontal principle. It requires:

- Gender analysis in research content and objectives
- Adoption of Gender Equality Plans (GEPs)
- Use of gender-sensitive tools and methodologies

Since 2022, research organizations and universities applying for Horizon Europe funding must have an approved Gender Equality Plan (GEP).

### **1.4. International Framework**

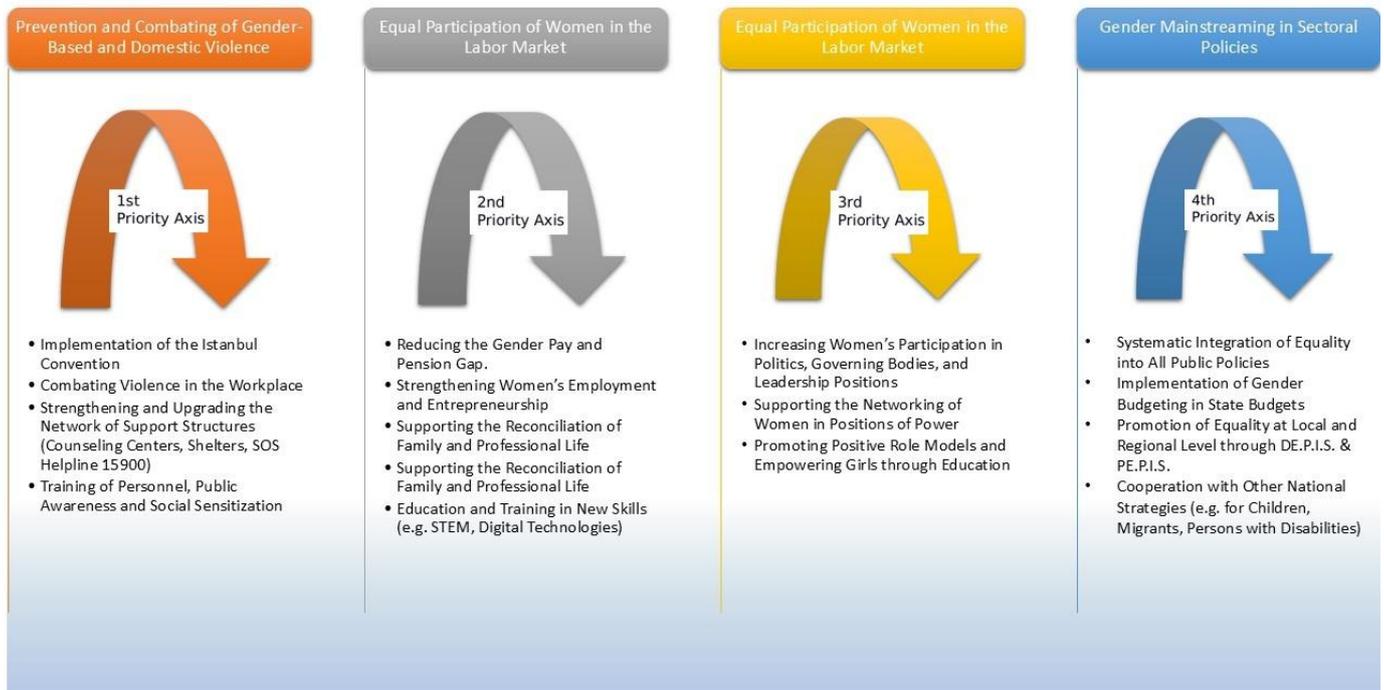
- UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979), ratified by Greece.
- UN Sustainable Development Goals (SDGs) 2030, especially Goal 5: Gender Equality.

## 1.5. National Action Plan 2021–2025

The Plan was designed during the COVID-19 pandemic period. It is supervised by the General Secretariat for Demographic and Family Policy and Gender Equality.

It is structured around four (4) priority axes:

1. **Prevention and combating gender-based and domestic violence**
2. **Equal participation of women in the labor market**
3. **Equal participation of women in decision-making and leadership roles**
4. **Gender mainstreaming in sectoral policies**



However, the promotion of gender equality at the local level constitutes the main challenge for the substantial improvement of women's position in local communities. In this direction, **Municipal and Regional Gender Equality Committees** serve as key hubs for networking and the implementation of projects and actions.

According to Article 7 of Law 4604/2019, each Region is required to **establish a Regional Gender Equality Committee (RGEQ -ΠΕΠΙΣ)**, by decision of the Regional

Governor. At the same time, Article 6 of Law 4604/2019 added, following Article 70 of Law 3852/2010, a new Article 70A, under which a “Municipal Gender Equality Committee” (MGEQ) is now established in every Municipality, as its establishment in all Municipalities is deemed imperative.

Both the MGEQs and the RGEQs:

- take into account the policies of the General Secretariat for Gender Equality and Human Rights and the National Action Plan for Gender Equality, with the aim of integrating gender equality into Regional policies,
- submit recommendations and participate in the drafting of Regional and Municipal Equality Plans,
- formulate proposals and submit recommendations to the competent bodies of the Regions and Municipalities for the adoption of necessary measures to promote of substantive gender equality in all sectors of economic, political, and social life.
- seek to ensure and promote gender equality and eliminate gender stereotypes through communication and awareness-raising actions aimed at the citizens of the Region.

### ***1.5.1. Responsibilities of the Regional Gender Equality Committee***

1. Takes into account the policies of the General Secretariat for Family Policy and Gender Equality and the National Action Plan for Gender Equality, with the aim of integrating gender equality into the policies of the Region of Western Macedonia.
2. Submits recommendations and participates in the drafting of the Regional Equality Plan.
3. Formulates proposals and submits recommendations to the competent bodies of the Region for the adoption of the necessary measures to promote substantive gender equality in all sectors of economic, political, and social life.
4. Cooperates with the Municipal Gender Equality Committees, the competent Service Units of the Region, the Autonomous Office for Gender Equality of the

Region, as well as other structures and collective bodies active in the field of promoting gender equality and women's rights.

5. Recommends to the Regional Council the inclusion of projects in the Region's Collective Project Decisions (SAEP) that promote the above measures, as well as related citizen information and awareness actions.
6. Cooperates with the structures of the Network of the General Secretariat for Family Policy and Gender Equality for the prevention and combating of violence against women at the regional level, as well as with Civil Society organizations.
7. Seeks to ensure and promote gender equality and eliminate gender stereotypes through communication and awareness-raising actions aimed at the citizens of the Region.

## **2. GENDER EQUALITY ACTION PLAN AT ANKO WESTERN MACEDONIA**

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The Gender Equality Action Plan of the Development Organization of Western Macedonia is a structured approach to addressing gender discrimination and promoting substantive equality across all areas of operation — from recruitment to decision-making and gender mainstreaming in all managed actions and programs.

The goal is to create a fair and inclusive working environment, fully utilize human capital, and strengthen development and innovation.

In 2023, the Board of Directors adopted the “Policy Regulation for the Prevention and Combating of Violence and Harassment at Work and the Management of Internal Complaints.”

### **2.1. Quantitative and qualitative characteristics of the organization’s employees.**

At ANKO, 42 people are employed under salaried employment contracts, of whom 26 are men and 16 are women. Two (2) company executives are members of the Management. The company also collaborates with scientific personnel through project-based contracts.

The organization also has an Occupational Physician.

## EMPLOYMENT AT ANKO



**42** Employees

**26** Men  
**16** Women

Under Salaried Contracts



**2** Executives  
in Management



**Scientific Personnel**

Project-Based Contracts



**Occupational Physician**

### Education Level



**University Graduates**

**26** Employees

(15 hold a Master's degree)



**Technological Education Graduates**

**9** Employees

(1 holds a Master's degree)



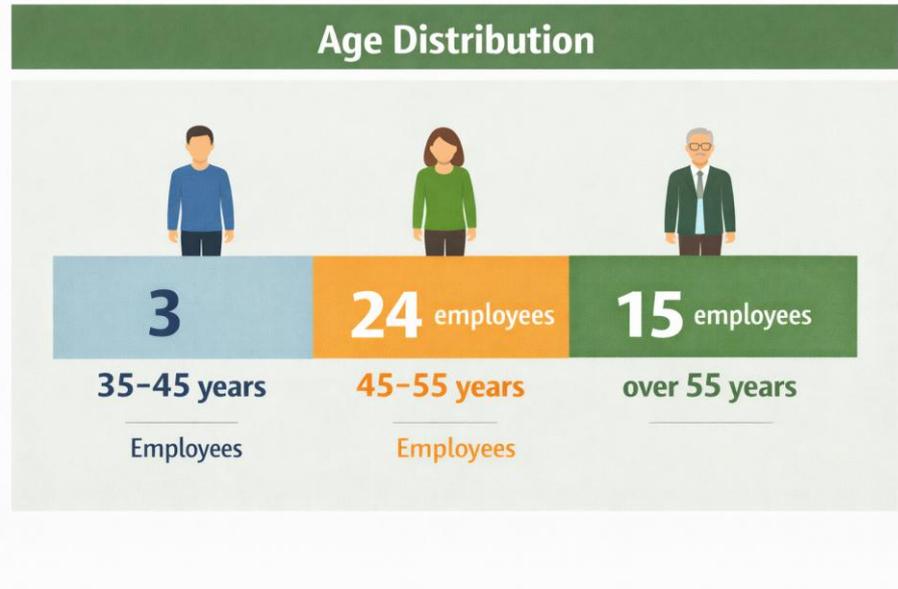
**Secondary Education Graduates**

**7** Employees

### Positions of Responsibility



2.2. Age Distribution



## 2.3. Marital Status



### 3. ACTION PLAN - OBJECTIVES & PILLARS

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Gender equality is not only a moral or legal obligation; it is a catalyst for development, innovation, and social cohesion. ANKO of Western Macedonia S.A., as a Development Organization, is committed to creating an environment in which every individual, regardless of gender, can develop their potential without obstacles or prejudice. After all, the organization, by decision of its Board of Directors, implemented in 2023 the **"Policy Regulation for the Prevention and Combating of Violence and Harassment at Work and the Handling and Management of Internal Complaints Regarding Incidents of Violence."**

A key priority remains the assurance of a healthy work environment based on human dignity and mutual respect, demonstrating zero tolerance for all forms of violence, harassment, and workplace bullying.

The vision of the Action Plan for Gender Equality at ANKO of Western Macedonia S.A. is:

**ANKO – A modern organization where gender equality is integrated into every strategy, process, and policy.**

## **4. STRATEGIC OBJECTIVES**

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1. Integrate gender perspective in all policies and actions
2. Ensure equal participation of men and women in decision-making positions
3. Combat stereotypes and strengthen equal representation
4. Eliminate gender inequalities in employment, pay, and career development
5. Establish monitoring and evaluation mechanisms

## 5. ACTION PILLARS & MEASURES

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### **Pillar 1: Institutional Strengthening**

- Establishment of an Equality Committee
- Inclusion of gender equality clauses in contracts and calls
- Adoption of a Code of Conduct against harassment

### **Pillar 2: Equality at Work**

- Transparent and equal pay policies
- Flexible working arrangements
- Mentoring programs for women in leadership
- Implementation of parental and caregiver support policies

### **Pillar 3: Physical Accessibility**

- Accessibility infrastructure (ramps, elevators, facilities)
- Digital accessibility tools for visually impaired persons

### **Pillar 4: Education & Awareness**

- Annual seminars on equality and diversity
- Awareness actions on disability issues
- Informational material for gender mainstreaming in development projects

### **Pillar 5: Communication & Visibility**

- Publication of good practices
- Collaboration with NGOs and educational institutions

### **Pillar 6: Monitoring & Evaluation**

- Establish equality indicators and annual progress reports
- Continuous policy improvement

### **5.1. Supporting Actions**

- Issue guidelines for preventing and combating workplace violence
- Standardized reporting procedures (confidential complaint mechanisms)

Ensuring:

- No barriers to submitting complaints
- Confidential handling
- Clear management responsibilities

## 6. TIMELINE 2026

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<b>Quarter</b>	<b>ACTIONS</b>
<b>Q1</b>	Establish Equality Committee; internal awareness actions
<b>Q2</b>	Training seminars; develop Code of Conduct
<b>Q3</b>	Implement equal pay and career policies
<b>Q4</b>	Evaluation, reporting, and revision of objectives

## 7. EXPECTED RESULTS

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- Increased participation of women in actions and leadership roles
- Implementation of equal pay and career development policies
- Regular staff awareness and inclusive organizational culture
- Intergenerational equality and knowledge transfer
- Inclusive and attractive workplace for all employees regardless of age

## **8. CONCLUSION**

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Gender equality is not a one-day project but a continuous process of changing mindset, policy, and practice.

With the ANKO 2025 Action Plan, the Development Organization aims to serve as a model of social responsibility, demonstrating that development without equality is incomplete.