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GENDER EQUALITY PLAN

2026-2028

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The current document is the official Gender Equality Plan for Tero PC, which has been adopted by the organisation and formally signed by Tero's Director, Efstratios Arampatzis, and the Gender Equality Officer, Konstantinos Nikolaidis-Konstas.

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Efstratios Arampatzis
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A handwritten signature in blue ink, appearing to read "Efstratios Arampatzis".

Konstantinos Nikolaidis-Konstas
Gender Equality Officer

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Introduction

This document sets the ground for the implementation of the Gender Equality Plan for Tero PC. It aims to integrate gender mainstreaming into the functions of the company, including practices, HR management and all forms of gender-based discrimination and violence through the establishment of a gender-sensitive environment. While GEPs may be enforced by each country's laws, Tero developed and implements its GEP following the guidelines of Horizon Europe, the new European Union Framework Programme for Research and Innovation 2021-2027 and meets the four (4) mandatory requirements:

- It constitutes a strategic document about the organisation, signed by the Director and the Gender Equality Officer and has been published on the official website of the organization and actively communicated to all employees.
- It provides dedicated resources and expertise in gender equality to implement the plan and support organisational change.
- It provides for the collection and analysis of data on each gender related aspect.
- It includes information, awareness-raising and training actions on gender equality which engage and address all employees and constitute an ongoing and long-term process.

Tero adopts its GEP for the period 2026-2028, taking special care to comply with Horizon Europe's respective guidance. Once Horizon Europe updates its Gender Equality Strategy for 2028 and onwards, Tero will revise its GEP and update it according to the new requirements and provisions. The Plan is based on the results of the internal analysis conducted within the company as well as the national environment where the company operates. The analysis was conducted in late 2025, and the GEP was finalised in January 2026. For the development of the present GEP (2026–2028), Tero conducted a light internal reflection on the implementation of the previous plan (2023–2025). The organisation identified strengths in flexible working arrangements, while recognising the need to further formalise certain processes, such as recruitment practices, internal monitoring, and reporting mechanisms. Given the small size of the organisation, this GEP adopts a proportionate and realistic approach, focusing on targeted, high-impact actions that can be effectively implemented and monitored.

The development and implementation phases of the current GEP follow key steps set out in the tool for Gender Equality in Academia and Research, proposed by the European Institute for Gender Equality and are mentioned in the Horizon Europe guidelines and specifications as follows:

- Audit and control phase: Includes the collection of gender-disaggregated data and the conduction of a critical analysis to identify gender-based inequalities and biases.
- Planning phase: Sets objectives and plans actions and measures to address identified issues, allocate resources and responsibilities, and specify timelines.
- Implementation phase: Publish GEP and implement activities according to the timeline.
- Monitoring and evaluation phase: Regular evaluation of the GEP's progress and yearly updates.



Content of Tero’s GEP 2026-2028 includes:

- Chapter 1: Status quo in Greece
- Chapter 2: Administrative/Organisational structure
- Chapter 3: Human Resources
- Chapter 4: Organisational Communication
- Chapter 5: Gender and Sexual Discrimination and Harassment

1. Status Quo in Greece

Greece scores 57.0 out of 100 in the Gender Equality Index, ranking 22nd among EU Member States. While the country has shown progress over time, with an increase of 7.3 points since 2015 and 5.7 points since 2020, it continues to perform below the EU average, with a widening gap in comparison. Recent improvements are mainly attributed to advancements in the domain of power, while challenges remain particularly in the domains of time and work, where Greece ranks among the lowest-performing countries. These structural imbalances, combined with the lasting effects of the financial crisis and the COVID-19 pandemic, underline the need for targeted and sustained efforts to promote gender equality. In this context, the present Gender Equality Plan represents an important step towards fostering a more inclusive and balanced organisational environment and contributing to broader societal progress.

2. Administrative/Organisational structure

Organisational governance in Tero is based on internal regulations of operation. Tero is governed by one shareholder, a male director, including the company’s rights and obligations. Therefore, there is an imbalance in decision-making. For this reason, Tero has organised a decision-making committee which in cases where gender equality can be undermined, the committee suggests actions and measures to ensure promotion of gender equality. Moreover, Tero has implemented several European research projects during the last years, in topics that handled gender equality issues and through the experience gained through them, the company is now in place to handle both internally as well as among members of various consortia gender-sensitive subjects of research and policymaking. Finally, up until the development of Tero’s Gender Equality Plan, the company did not gather gender disaggregated data systematically, and thus certain priorities and measures have been established to cope with any challenges identified and to mitigate gender imbalances throughout Tero’s organisational and operational structure. For the period 2026–2028, Tero will strengthen its governance approach by maintaining the role of the Gender Equality Officer, supported by one additional staff member acting as a contact point for gender-related matters. The implementation and progress of the GEP will be reviewed annually during an internal staff meeting, ensuring transparency and collective engagement. These changes can be found in the table below:

Table 1: Administrative/Organisation structure actions and measures

Measure	Objective	Timeframe	Target	Responsible person
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Gender Equality Officer (GEO)	Create a gender equality responsible position	January 2026	1 position of Gender Equality Officer	Konstantinos Nikolaidis-Konstas
Backup Gender Equality Officer (BGEO)	Support the efforts of the GEO and enhance transparency	January 2026	1 position of Backup Gender Equality Officer	Olympia Papadopoulou
Gender Equality Plan	Gender Equality Plan for Tero to be developed and implemented	January 2026	Yearly monitoring and evaluation	Gender Equality Officer
Collection of gender disaggregated data	Annual internal overview of gender distribution	June 2026 and once (1) per year	Simple internal record updated annually	Gender Equality Officer
Annual GEP Review Meeting	Monitor progress and discuss improvements	Annually	1 internal meeting per year	Gender Equality Officer and Management

3. Human Resources

Tero is aware of the European policy of equal opportunities between women and men, as it is enshrined in the Treaty on European Union, Articles 2 and 3. In this respect, Tero is committed to promote gender equality in Research, and to correct existing imbalances in the female and male distribution. Such imbalances may exist in the power distribution, cultural, political, social and physiological differences between genders. As of 2025, Tero did not have gender-sensitive recruitment policies or policies to prevent gender bias in recruitment. There is an existing employment policy that includes the following and which are gender neutral:

- Personnel monitoring and time recording
- Location-independent working
- General operating regulations

To address the lack of a gender-related recruitment policy for the period 2026–2028, Tero will introduce simple safeguards to reduce potential bias in recruitment processes. These include the use of gender-neutral language in job descriptions and the involvement of at least two staff members in candidate evaluation, where feasible.

Tero does not and shall not discriminate based on gender or gender expression, race, colour, national origin, religion, age, disability status, marital status, or sexual orientation, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, and the selection of vendors and service providers.



Cooperation between Tero’s employees and with external collaborators and clients is handled by means of digital networks and phone conferences where possible, so that the number of journeys is limited to ease participation of parents. The schedule for phone conferences takes into account time restrictions of the participating parents who have to take care of children. As far as possible, Tero’s meetings and events –from small working meetings to large events– take into account childcare needs to enable the participation of those female and male project members who are accompanied by their children. The location as well as the schedule of a meeting are chosen also according to childcare needs; organisers of meetings try to organise childcare services if requested; travel limitations of pregnant female project members and of project members accompanied by small children are taken into account.

The company applies national laws regarding equal pay. In addition, Tero is committed to ensuring equal pay for equal work through internal consistency checks carried out periodically by management. Moreover, Tero is officially promoting flexible working hours, which allow employees to work remotely. This applies to all employees. Given the small size of the organisation, career development and promotion opportunities are discussed informally but regularly. Tero will introduce a short annual discussion with each employee to reflect on professional development, responsibilities, and future opportunities, ensuring transparency and equal treatment. The company is further promoting the strengthening of relationships between the employees through various social events, and the fact that the majority of past and current employees spend 5-10 years on average working at the company, proves the positive working environment. To cope with challenges as they are identified through the aforementioned, the following measures have been designed:

Table 2: Human Resources actions and measures

Measure	Objective	Timeframe	Target	Responsible person
Training to avoid gender biases in recruitment and workplace practices	Raise awareness and promote fair practices	September 2026 and once (1) per year	At least 1 internal session annually	Gender Equality Officer
Annual staff development discussion	Ensure transparent and fair career development opportunities	Annually each September	1 discussion per employee per year	Management
Document to be shared with new hires	Info package in relation to employee rights & benefits	After the hiring of a new employee	1 Document shared per new hire	Financial department

4. Organisational Communication

Tero is constantly developing communication material in relation to its research activities. Through this material, Tero commits to integrate a gender related aspect to reflect diversity,



ethnicity, disability as well as additional gender aspects. This will be highlighted through Tero’s social media and other communication channels. Tero also commits, where relevant, to considering gender aspects in the design and implementation of research and innovation projects. This includes promoting balanced participation and reflecting gender perspectives when appropriate. In relation to internal communications, Tero has an informal code of good behaviour among all employees, but on the other hand, there was no formal complaint mechanism to cope with cases of gender and/or sexist discrimination and inappropriate behaviour before 2023, which was amended in Tero’s GEP for 2023-2025. To enhance this effort, Tero will establish a simple and confidential complaint mechanism, ensuring that all employees can report inappropriate behaviour safely and that cases are reviewed in a timely and fair manner. In this manner, the following actions and measures have been designed:

Table 3: Organisational Communication actions and measures

Measure	Objective	Timeframe	Target	Responsible person
Training to avoid gender biases and be gender inclusive in terms of communication	To establish gender inclusive language and communication material as well as appropriate methods of communication	September 2026	Info material to be developed and circulated internally across all employees	Gender Equality Officer
Formal complaint mechanism	Establish a clear and confidential process for reporting and addressing concerns	November 2026	Simple written procedure available to all staff	Gender Equality Officer
Promotion of inclusive communication practices	Encourage gender-inclusive and respectful communication	Ongoing	Internal awareness and guidance shared with staff	Gender Equality Officer

5. Gender and Sexual Discrimination and Harassment

Tero has a zero-tolerance policy against gender and sexual discrimination and harassment. While there are no available statistics, during the data collection process of Tero’s GEP, no cases have been noted during the last decade. To guarantee that this remains true, the organisation will ensure that all employees are informed about the reporting process and that confidentiality and protection against retaliation are guaranteed. Due to the small size of the organisation, procedures will remain simple but clear and accessible.. The following actions and measures have been planned to cope with discrimination and harassment issues:

Table 4: Gender and Sexual Discrimination and Harassment actions and measures

Measure	Objective	Timeframe	Target	Responsible person
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Training about gender and sexual discrimination and harassment	Maintain awareness and prevention	November 2026 and once (1) per year	1 short training or awareness session annually	Gender Equality Officer
Formal discrimination and harassment mechanism	Provide a clear, confidential and accessible reporting process	November 2026	Simple documented process shared with all employees	Gender Equality Officer

6. Monitoring and Implementation

Given the size of the organisation, Tero adopts a simple and proportionate monitoring approach. The following elements will be reviewed once per year:

- Gender distribution among staff
- Participation in gender-related training activities
- Any reported cases related to discrimination or harassment

The results of this review will be discussed internally and used to improve the implementation of the GEP. Tero is committed to ensuring that this Gender Equality Plan remains a living document, adapted to the organisation's needs and capacities.