

**Gender Equality Plan
(2023-2025)**



HELLENIC REPUBLIC
REGION OF ATTICA

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Preamble

The present Action Plan for Gender Equality in the Region of Attica with a time horizon of two years (2023-2025), was implemented within the framework of the obligations of the Region of Attica and harmonized with the new National Action Plan for Gender Equality 2021-2025.

The Plan includes the following contents:

- **Introduction** - Reference to the current legal and institutional framework and the reasons for the preparation of this Plan,
- **Main objectives** - Key objectives and priority axes with regard to issues of racial inequalities, set by the Region of Attica, in accordance with the institutional guidelines and the current situation in the institution,
- **Current status** - Recording and description of the current situation of the institution with quantitative and qualitative indicators (gender distribution in the institution, in positions of responsibility, etc.), in cooperation with the Human Resources Department of the Region,
- **Main actions** - Description of proposed measures and intervention actions to ensure gender equality in the institution,
- **Conclusion** - Description of the resources to be allocated and the procedures to be defined for the management, control and updating of the Gender Equality Plan and the actions to inform the staff of the entity.

1. Introduction

1.1 Gender equality at European Level

There has been a significant amount of European legislation adopted in recent years to tackle gender discrimination. Over the years, the case law of the European Court of Justice has helped to clarify and strengthen the legal framework on the application of the principle for equal treatment of men and women in employment, vocational education and training and working conditions.

Today, equality between men and women is a general principle of EU law, recognised as one of its key objectives and efforts are being made to integrate a gender perspective into all areas of EU activity. Respect for human rights is now a fundamental obligation of every state under the rule of law. Discrimination against women, but also against any person in general, violates the principles of equality of gender rights and respect for human dignity.

Equality between women and men and non-discrimination are common values on which the European Union (EU) is founded and are firmly enshrined in the EU Treaties, the EU Charter of Fundamental Rights and secondary legislation.

From the very beginning of the EU, one of the EU's key messages has been EU gender equality and equal employment opportunities. With the founding Treaty of Rome in 1957 (Article 119 of the EEC Treaty), it became clear that a key objective of the Union is that of equality, both in terms of principles and in terms of political and social reality. The Amsterdam Treaty of 1999 promoted equality between men and women. The political, legal and social renewals and additions of such treaties define the dynamic nature of the EU and the protection of resolutions. The Treaty of Amsterdam is particularly significant as it takes place at the end of the millennium and sets out the content of the course not only for the Member States up to then, but also maps out the requirements for the ten new Member States that would join after a short time (in 2004).

In 2009, the Lisbon Treaty, among other things, re-emphasises and reaffirms the paramount importance of gender equality within the EU. It is a pan-European value, and a key criterion for the accession of new members to the Union. Whether a state is considered ready for membership depends on the rights it grants to minorities, on respect for human freedoms, and, of course, on gender equality. Among other things, it is necessary to eliminate inequalities in the workplace, and it is the duty of every country to constantly monitor and enforce the laws.

In addition to the treaties and conventions, there is many European regulations, legislation and Community directives aimed at consolidating the agreements, according to the following table:

European legislation	Expediency
76/207/EEC	To implement the principle of equal treatment between men and women as regards access to employment, vocational training and promotion, and working conditions.

79/7 EEC	For the progressive implementation of the principle of equal treatment of men and women in social security matters.
86/378/EEC	on the implementation of the principle of equal treatment for men and women in occupational social security schemes, as amended by Directive 96/97/EK.
92/85/EEC	To implement measures aimed at improving the health and safety at work of pregnant, breastfeeding and lactating workers.
96/97/EC	To implement the principle of equal treatment between men and women in occupational social security schemes.
2000/43/EC	To combat discrimination on grounds of racial or ethnic origin.
2002/73/EC	For the implementation of equal treatment and the prohibition of direct and indirect discrimination against public sector workers.
2006/54/EC	On equal opportunities and equal treatment of men and women in matters of employment and occupation (recast).(3896/2010).
2010/41/EU	Implementing the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC.

During the preparation of the Plan for Gender Equality, the **Region of Attica** has taken into account a) Directive 2006/54/EC of the European Parliament and of the Council of July 5, 2006, as applicable, for equal countries and for the implementation of the principle of equal treatment of men and women in matters of work and employment, in the private and public sector in terms of remuneration and access to work, which imposes the prohibition of any direct and indirect discrimination based on gender, harassment and sexual harassment b) the Directive 2010/41/EU, of the Parliament and of the Council of 7 July 2010 regarding the implementation of the principle of equal treatment of men and women who are self-employed or contribute to the exercise of such work, c) Directive 92/85/EEC of Council of 19 October 1992 on the implementation of measures aimed at improving the health and safety at work of pregnant, lactating and lactating women of employees, d) Council Directive 2010/18/EU of 8 March 2010 on the implementation of the revised framework agreement on parental leave, and e) Council Directive 97/81/EC of 15 December 1997. with the framework agreement on part-time work.

Also, Council Directive 2000/43/EC of June 29, 2000, on promoting the principle of equal treatment and combating discrimination based on race, colour, ethnic origin, genealogy in employment, was taken into account, as well as Directive 2000/ 78/EC of the Council of 27 November 2000, on the implementation of the principle of equal treatment and the fight against

discrimination based on religious or other beliefs, disability or chronic illness, age, family or social status, sexual orientation, identity or gender characteristics in the field of employment and work.

1.1.1 European Institute

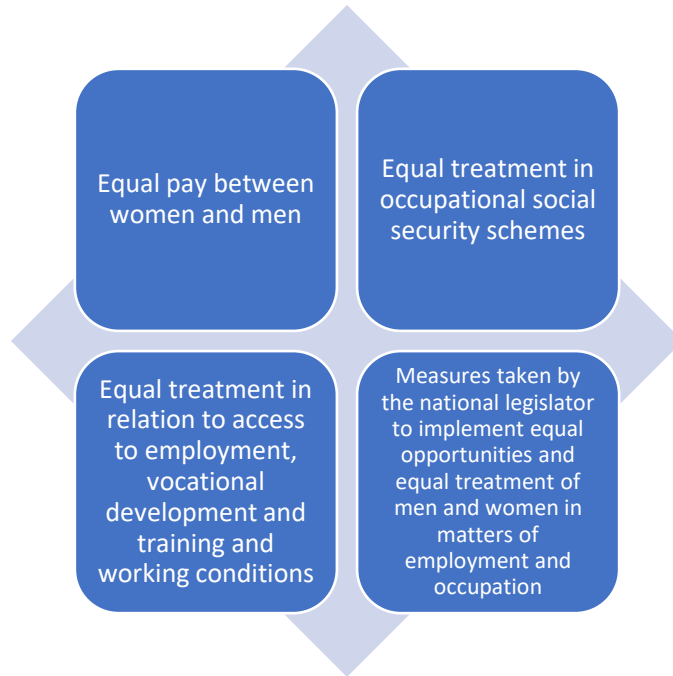
It is worth mentioning that since 2010 the European Institute for Gender Equality (EIGE) has been established to strengthen and promote gender equality in the EU. With decades of experience in collecting data, conducting research and developing resources, EIGE has evolved into the EU's knowledge centre for gender equality. This institute works to ensure equality between women and men in the EU and beyond. It wants everyone to have the same opportunities, regardless of gender. EIGE's research paves the way for better understanding and information on gender equality issues in all areas of life. It identifies gaps between women and men and collects and analyses data on gender inequalities. By providing evidence-based, practical information, it supports policy-makers in their efforts to bring Europe closer to achieving the goal of gender equality and improving the lives of both women and men.

1.2 Gender equality at National level

In the section above, the European directives on gender equality were analyzed. At the national level, the Greek Constitution guarantees equality between the sexes (Art. 4, §2) and the right to equal pay for work of equal value regardless of gender or other differences (Art. 22, §1). At the same time, the Greek Constitution recognises substantive equality between the sexes. The 2001 constitutional revision stipulated that "The adoption of positive measures to promote equality between men and women does not constitute discrimination on grounds of sex" and that "The State shall ensure the elimination of inequalities that exist in practice, particularly to the detriment of women". (Art. 116, § 2). This amendment paved the way for positive measures in various areas, such as, for example, the adoption of gender quotas for local, national and European Parliament elections, as well as the gender provision for advisory bodies and scientific councils. Consequently, new laws and provisions were adopted for research and private organisations.

According to **Law 3896/2010**, the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and labour is defined.

In particular, Law 3896/2010 amends Law 3488/2006 by regulating issues related to:



Another important law is **4097/2012**, which defines the application of the principle of equal treatment of men and women in the exercise of independent professional activity. The legislation that comes to harmonize with the Directive 2010/41/EU of the European Parliament.

In summary, it defends the following:

- A) Maternity benefits for working women
- B) Principle of equal treatment, protection of rights and compensation for women workers compensation and reparation (Article 7)

Other recent provisions are:

Provision	Expediency
4431/2018	the law concerns: <ul style="list-style-type: none"> I) The ratification of the Council of Europe Convention on preventing and combating violence against women and domestic violence and the adaptation of Greek legislation, II) The incorporation of Framework Decision 2005/214/JHA, as amended by Framework Decision 2009/299/JHA, on the application of the principle of mutual recognition to financial penalties and

	III) Other provisions under the competence of the Ministry of Justice, Transparency and Human Rights and other provisions.
4604/2019	<p>"Promotion of substantive gender equality, prevention and combating gender violence -Regulations on the granting of citizenship -Provisions related to elections in local government - Other provisions".</p> <p>The provisions of Part One (Articles 1 to 30) shall apply to all legal relations under private and public law between natural persons irrespective of gender, sexual orientation and gender identity, in addition to any other applicable provisions on gender equality or equal treatment.</p>

At the national level, the General Secretariat for Family Policy and Gender Equality (GSFPI) is the governmental body responsible for the design, implementation and monitoring of policies for equality between women and men in all sectors.

The G.S.F.P.I. is an autonomous public service and is responsible for the promotion and implementation of legal and substantive gender equality in all areas of social, political and economic life.

Its strategic objective is to formulate general policies for the promotion of substantive gender equality, provide instructions and guidelines, support and monitor actions for gender equality at central, regional and local level.

For this purpose the G.S.F.P.I.:

- It plans, develops and proposes policy priorities and action lines for gender equality and equal treatment, combating violence against women, and eliminating gender stereotypes.
- It monitors the implementation of equality policies across the whole range of public action through the development of specific tools.
- Designing and coordinating legislative and administrative initiatives relating to gender equality policies.
- Develops, studies and coordinates actions to promote equality between men and women.
- Sets new guidelines to encourage the launching of programmes and the implementation of initiatives aimed at promoting equality.
- Organising and coordinating central and local bodies on equality issues.
- It cooperates with women's organisations and non-governmental organisations (NGOs) on equality issues.
- It cooperates with the Research Centre for Gender Equality.

The "New National Action Plan for Gender Equality 2021-2025" has recently been published in order to promote a coherent set of policies that will promote the horizontal integration of a gender perspective in sectoral policies, taking into account both the rapidly changing social and economic environment, as well as all the specific circumstances brought about by the pandemic.

This is fully aligned with the National Action Plan for Gender Equality 2021-2025, which is organized around four thematic Priority Axes. Each Priority Axis focuses on a specific dimension of gender equality policies.

The **four Priority Axes** are:

1. Prevention and combating gender and domestic violence to protect women from all forms of violence and the importance of raising awareness among stakeholders and citizens.
2. Equal participation of women in decision-making/leadership roles to enable women and girls to participate in public life and to prepare them to fill positions of responsibility.
3. Equal participation of women in the labour market to enhance women's employment and entrepreneurship and to reconcile professional and personal life.
4. Integrating a gender perspective into sectoral policies in order to highlight its benefits for all stakeholders, society, the economy and development.

1.3 Gender equality at regional level

Reaching the regional level, local and regional authorities, as the levels of government closest to citizens, are the most appropriate arena for combating the reproduction of gender inequalities and discrimination. Through a well-designed set of actions they can help to promote a truly equal and equitable participation of all citizens in the development and progress of society. They can also, using their competences and in cooperation with the whole range of local stakeholders, but also in coordination with national-central governance, undertake concrete actions in favour of gender equality and gender mainstreaming in all regional and local public policies.

According to Law **3852/2010** (Article 186), a **Regional Committee for Gender Equality** is established and operates in each Region. This Committee is established by decision of the Regional Council and consists of the following members:

- the competent thematic deputy regional governor or designated regional councillor, as chairman, as appointed by the regional governor concerned
- one (1) representative of the municipalities of the region, nominated by the relevant Regional Association of Municipalities, who is a member of the Municipal Equality Committee of the municipality of the region concerned
- one (1) official from the subordinate unit for the implementation of social and gender equality policies or the autonomous Equality Office or the Directorate for Internal Organisation and Operation or Public Health and Social Welfare or Development Planning of the region concerned
- one (1) joint representative of the professional chambers of the region concerned
- one (1) representative of the Regional Directorate of Education of the Regional Directorate of Education in case (a) of paragraph 1. 1 of Article 3 of Law No. 4547/2018 (A 102), which is located at the headquarters of the region
- one (1) joint representative of the Higher Educational Institutions (HEIs) of the region concerned
- one (1) joint representative of the bar associations of the region concerned
- one (1) representative of a representative women's/feminist organisation or a non-governmental organisation active in the field of gender equality in the region designated by the representative of the women's/feminist organisation
- one (1) representative of the General Secretariat for Gender Equality designated by the Secretary General for Gender Equality

The **Regional Commission for Gender Equality** has the following **responsibilities**:

- consider the policies of the General Secretariat for Gender Equality and the National Action Plan for Gender Equality, with a view to integrating gender equality into the policies of the region
- recommending and participating in the preparation of a regional equality plan

- formulating proposals and recommending to the competent bodies of the region the adoption of the necessary measures to promote effective gender equality in all areas of economic, political and social life
- cooperating with the Municipal Equality Committees, the competent administrative units of the Region, the Regional Equality Office, as well as with other structures and associations active in the field of promoting gender equality and women's rights
- recommends to the Regional Council the inclusion of projects in the Regional Collective Project Decisions (RPCs) that promote the above measures and the relevant information and awareness-raising activities for citizens
- cooperate with the structures of the GIEF Network for the prevention and combating of violence against women in the region, as well as with civil society organisations
- seeks to ensure and promote gender equality and the elimination of gender stereotypes through communication and awareness-raising actions for citizens in the region

In addition, an Equality Office is established in each Region, which reports directly to the Regional Governor.

The Independent Equality Office is staffed by at least two (2) employees of the Region by decision of the Regional Governor and has the following **responsibilities**:

- collect and process data relating to the integration of gender equality in the policies, actions and programmes of the Region
- evaluating the policies and actions of the Region to eliminate discrimination and promote equality between men and women and preparing a report which the Head of the Region shall submit to the Regional Council in December each year
- cooperate with the Regional Commission for Gender Equality
- ensure cooperation between the regional services and the General Secretariat for Gender Equality in order to facilitate the development at regional level of actions and programmes relating to the policies of the General Secretariat for Gender Equality and the guidelines of the National Action Plan for Gender Equality, as they are formulated from time to time

2. Main objectives

In November 2021, as mentioned in a previous section, the **National Action Plan for Gender Equality (NAPG)** was drafted, which not only protects and defends women's rights but also strengthens their position and development in society. The NAPG aims to combat the gender imbalances that give rise to inequalities and exclusions by harnessing women's many potentials. It breaks down institutional barriers and social stereotypes that construct predetermined gender roles, ensures equal access for all women to work, innovation and science, their free participation in decision-making centres, their promotion to positions of responsibility, in short, their active presence in the social, economic and political life of the country.

Thus, taking into account the priority axes of the National Action Plan for Gender Equality 2021-2025, the European Strategy, the national institutional framework for gender equality and based on the data collected by the organization of the Region of Attica, the following objectives are defined within the framework of the Gender Equality Plan of the Region of Attica (2023-2025):

Goals

1. The cultivation and consolidation of an organisational culture of gender awareness and the elimination of unconscious gender biases in the management of human resources (e.g.: traditional gender perceptions).

2. To improve the quality of operation in the Agency by ensuring the formation of heterogeneous groups and equal opportunities.

3. The empowerment of women at all levels, through career development and training for women in all sectors.

4. Increasing the participation of women in decision-making processes, thus ensuring pluralism and equal representation of views.

5. Strengthening and encouraging them to innovate.

6. The creation of conditions that will make the Region's organization an employment agency for female specialists and talents from Greece and abroad, also contributing to the prevention of the leakage of scientists abroad.

7. Ensuring that women experts contribute to national and European needs in education, training and employment.

3. Priority axes

To achieve the specific objectives, the Region's organisation focuses on 4 Priority Axes, following the recommendations of the European Institute of Gender Equality (EIGE), with the ultimate aim to "identify and implement innovative strategies to promote a culture of change and equal opportunities at regional level". The axes referred to are the following:

Priority Axes



4. Current status

To achieve a comprehensive assessment of the current situation in the Region of Attica regarding the participation of women in administrative and non-administrative positions and the perception of the concept of gender equality in the Organization, a thorough survey was conducted using quantitative indicators. These indicators reflect the current situation per objective as per the above report. Subsequently, statistical data was collected between different categories of positions and hierarchies found in the Agency.

Quantitative indicators were used to determine:

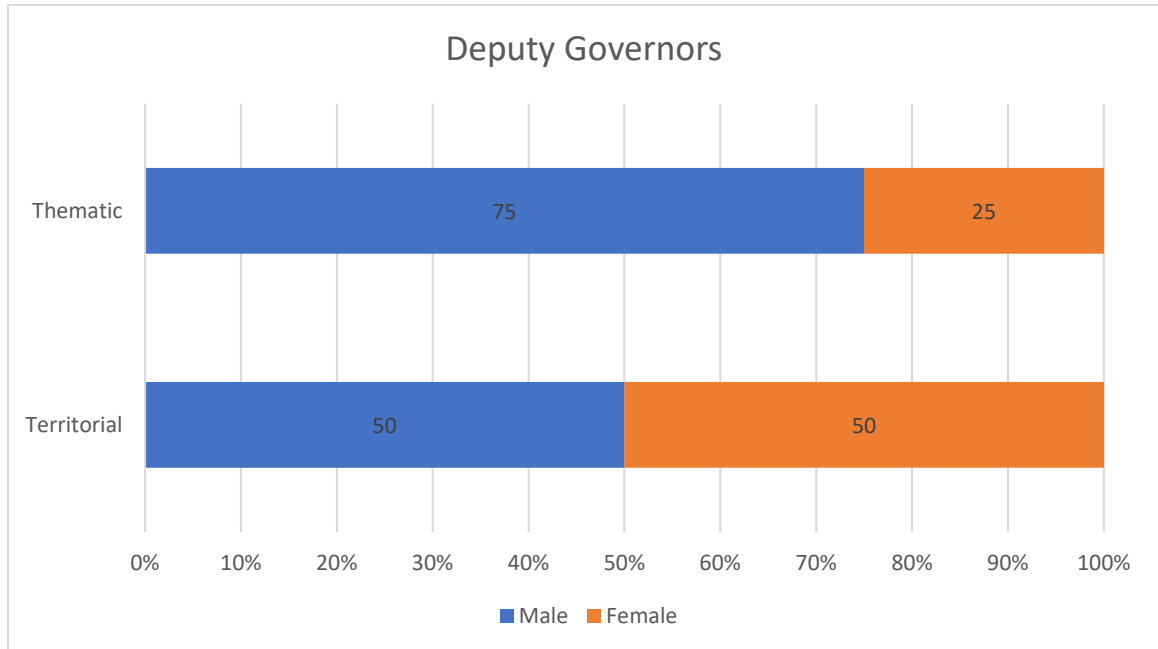
- The total number of employees in the Region
- The distribution of women and men holding positions of management responsibility
- The distribution of women and men by educational level and age group.

The current situation of the Region of Attica is presented below:

4.1 ADMINISTRATIVE AND DECISION-MAKING POSTS

Deputy governors

The table below shows the percentage of Territorial and Thematic Deputy Governors by gender.

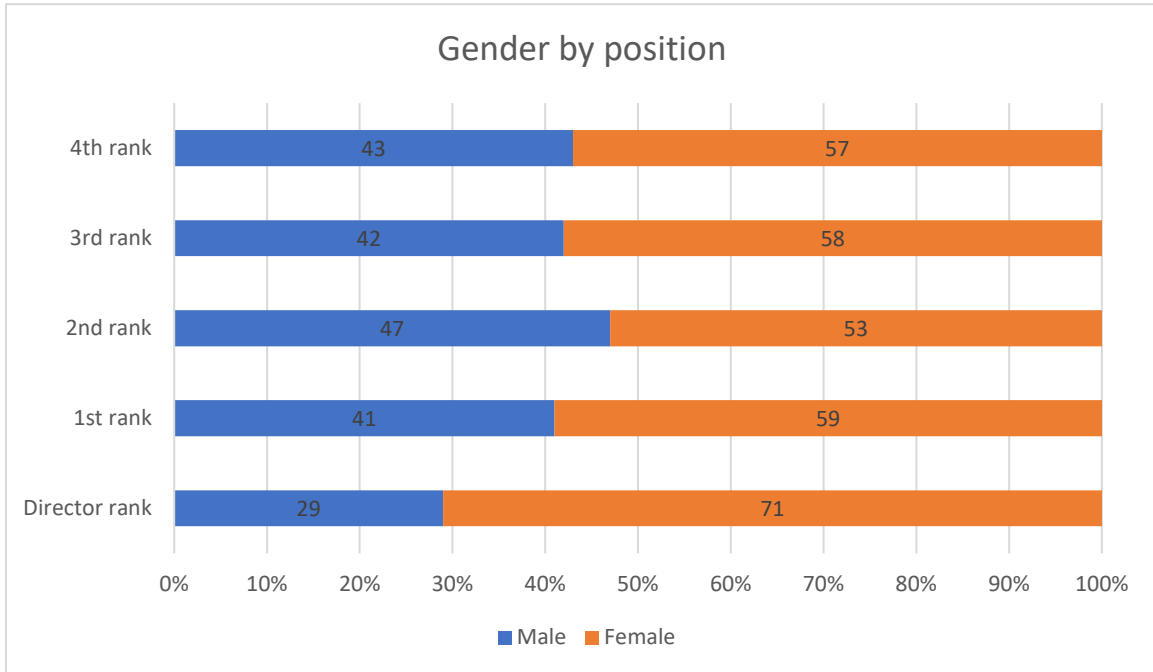


In the field of Vice-Regional Directors, there is an equal distribution of Village Vice-Regional Directors, while men are in the majority of thematic Vice-Regional Directors compared to women.

Nevertheless, it should be noted that the Deputy Regional Directors are appointed by the Regional Governor concerned. Therefore the issue of under-representation of women in the area of thematic deputy regional governors should be taken into account in future appointments.

Grade of employee

The following is a breakdown of the percentage by gender in the Grades of the Region's Organization.

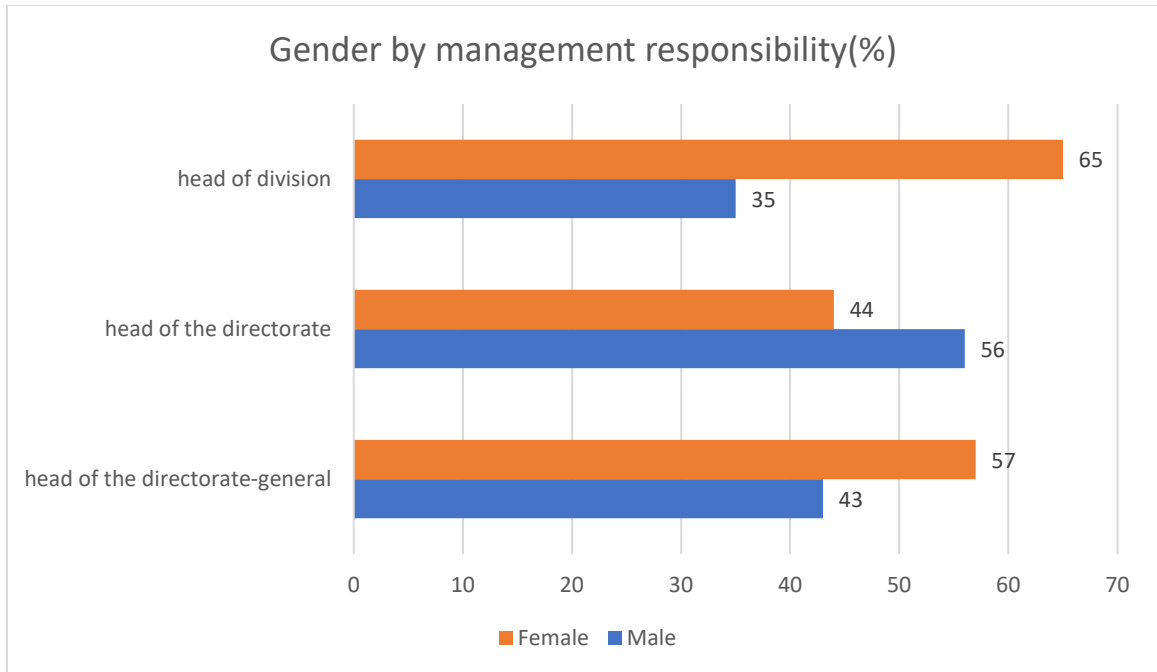


- There is an impressive representation of women at all levels.
- Especially at grade A the percentage of women is quite high compared to men. Further investigation of this data would be useful to explain this phenomenon in relation to gender equality (men/women).
- In the other grades there is a more balanced gender ratio but in all grades women are predominant.

The higher number of women in all grades could be attributed to the fact that most of the staff of the Attica Region are women.

Allocation of staff to posts of management responsibility

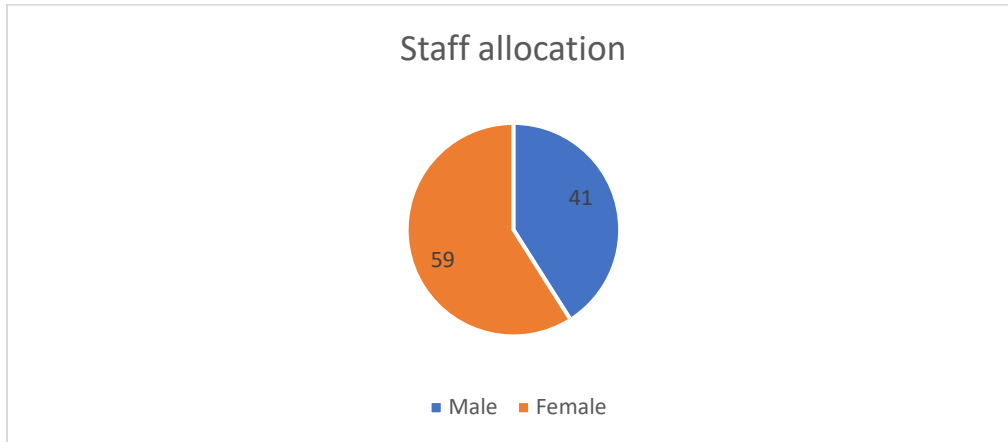
For the table below, data was collected for the management responsibility positions and the percentage distribution by gender in these positions is presented.



- Regarding the participation in the positions of responsibility of the Region of Attica, there is, in relation to the previous action plan, a tendency to reverse the under-representation of women.
- In the current situation, there is an equal distribution or over-representation of women at the level of Head of Department, which is highly encouraging.

4.2 Recruitment, selection procedures and career progression

Overall breakdown of staff by gender



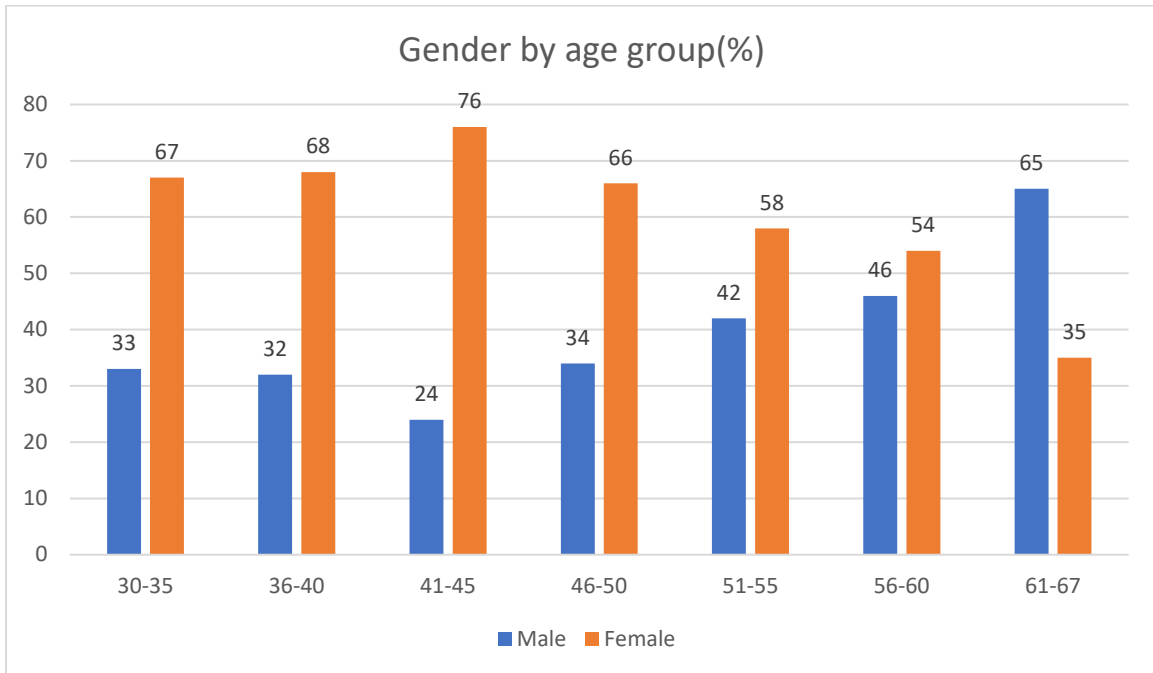
TOTAL STAFF	MALE	FEMALE
1931	795	1136

- The total number of employees is 1,931.
- The total gender breakdown of the staff of the Region, according to the personnel records, is 1,931 employees in total, of which 795 are men and 1,136 are women.

In percentage terms, the percentage of men is 41%, while that of women is 59%.

Overall breakdown of staff by age group

An equally important data set is the one below, which separates the age ranges and shows the distribution by gender.



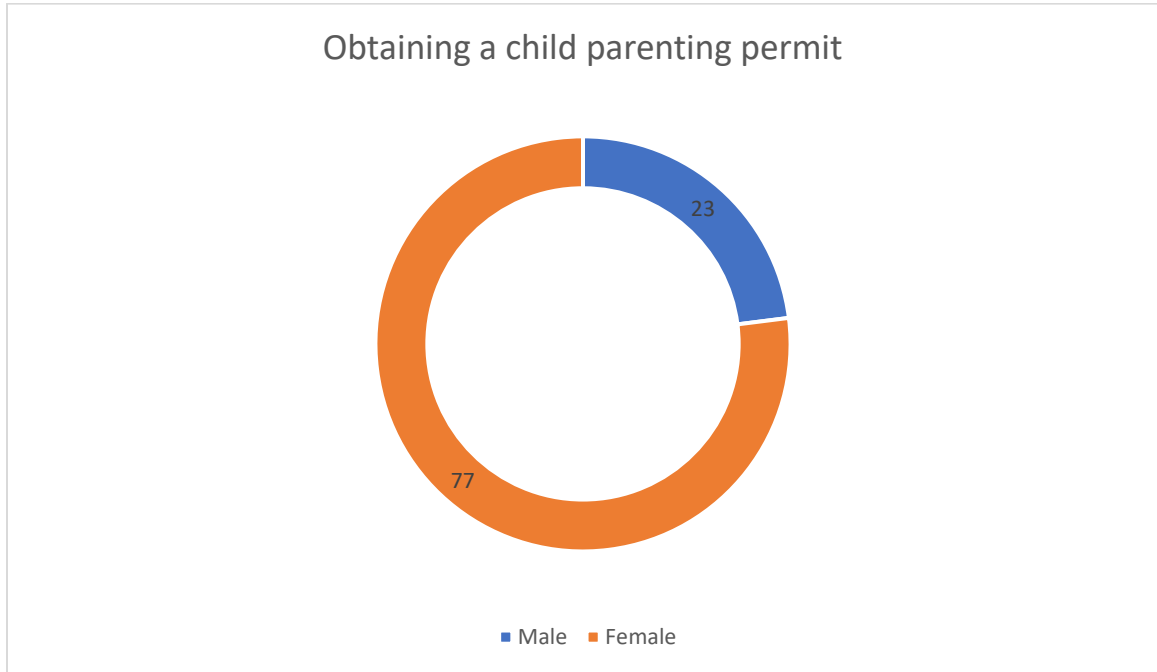
Looking at the above table, one can distinguish the following characteristics:

- For the range 30 to 60 years it appears that in all intermediate age groups women outnumber men.
- The only age group where men are more numerous is that of 61 years and over.
- In percentage terms, therefore, we have: for the age range up to 60 years, women make up 63%, while men make up 37%.
- The reverse is true for the age range 61 and over, where 65% of men and 35% of women are men and women respectively.

The above indicators can illustrate the alignment of the Region with European and national strategies in terms of gender equality, as over the years the percentage of women balanced that of men.

4.3 Work and reconciliation of family and professional life

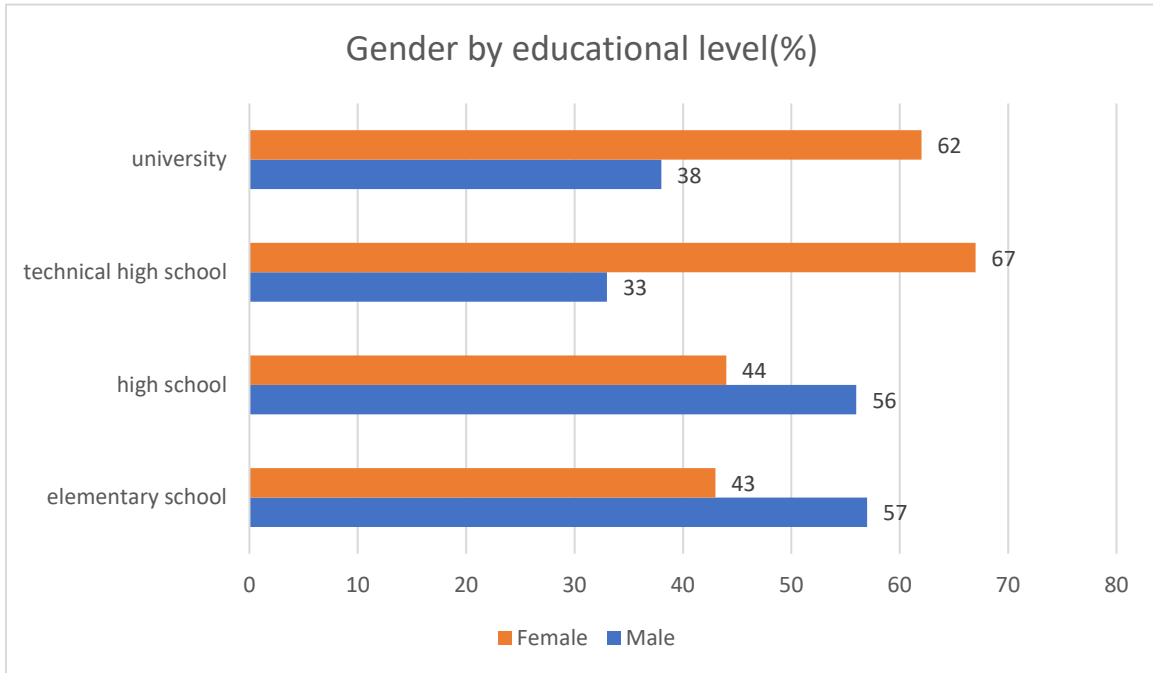
Breakdown of staff taking parental leave



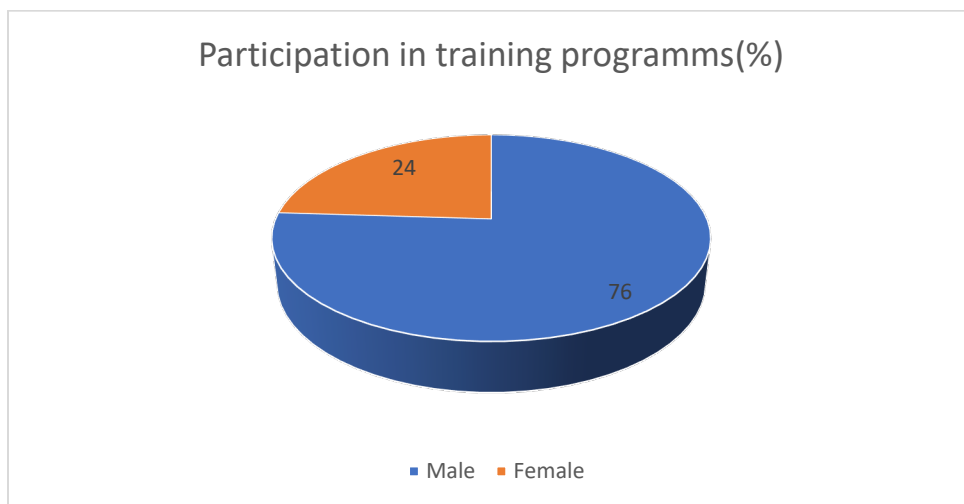
In the area of taking parental leave there is a large under-representation of men and it is important to take actions to reduce this gap (see next section "Intervention actions").

4.4 Access to training opportunities

a) Breakdown of staff by gender and educational level

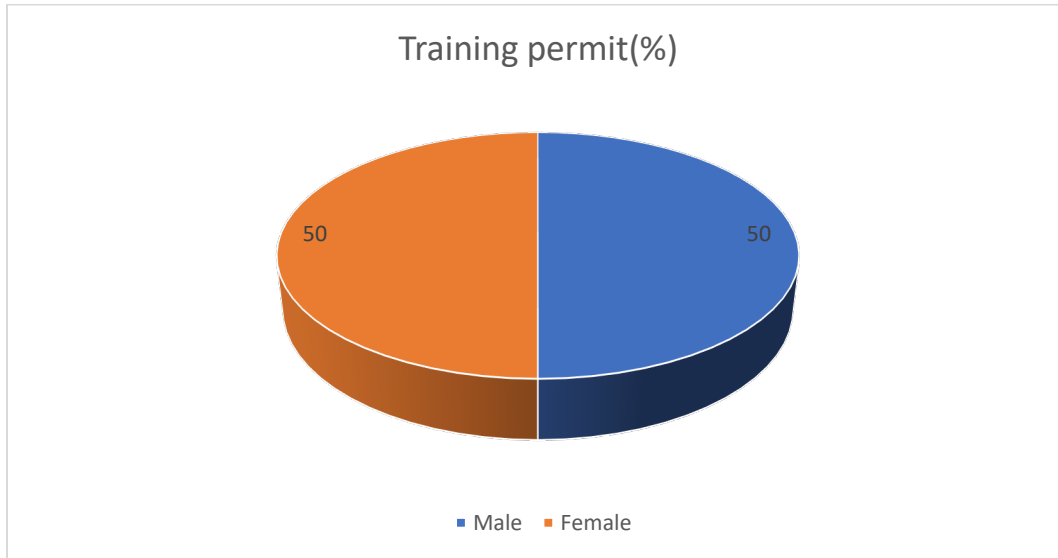


b) Allocation of staff to training programmes



c) Distribution of staff in terms of receiving a Training Licence

TAKING UP OF A TRAINING PERMIT			
	Total	Male	Female
	2	1	1



(a) educational level

- With regard to access to the educational process, we observe that women are over-represented at the higher educational levels (PE, TE), while the proportion of men is higher in compulsory education (PE) and secondary education.

Speaking in numbers it follows that:

- Men in the categories that are overrepresented (TE and TE) show the same percentage (56%).
- In the top two grades the percentage of women is 67% and 63% for TE and PE respectively.

b) Training programmes

- Regarding the participation of women in training programmes, women are underrepresented, an imbalance that has been taken into account in the measures proposed herein.

- In the above mentioned fact, a possible explanation is that women are correspondingly outnumbered in the higher levels of education as we saw in point (a).

c) Education License

- In this table it is not the percentage of Men versus Women that is of value, but the very low (minimum) participation in Education Licences.
- It is a matter that should be taken into account regarding the reason for this rate. Relevant measures encouraging equal opportunity in training and development of employees are presented herein.

5. Proposed intervention actions

Recruitment, Selection Procedures and Career Development

Objectives: to adopt procedures to attract suitable candidates to senior positions based on gender equality and to provide professional support for both women and men.

Specific measures include:

- Evaluating the recruitment of women and men in relation to the declaration of candidatures in calls for expression of interest, recording the ratio of applications received versus candidates selected, in terms of gender.
- Wording of the text of the calls so as to encourage women into positions where they are under-represented. The application could include: "facilities will be provided for parents with young children (childcare facilities, etc.)".
- Promote an inclusive culture that values and respects diversity, promotes equal treatment and opportunities and is free from harassment and discrimination.

Access to training programmes

Objectives: Provide training and development opportunities for all employees regardless of gender, and ensure women's representation at all levels of the organisation.

Specific measures include:

- Providing training on unconscious bias. Unconscious bias can be a significant barrier to gender diversity and inclusion. To overcome this, it is important to provide training to all employees on unconscious bias, including how to recognise and overcome it.
- Provide training and development programmes for all employees as it is important to provide such opportunities to all employees, regardless of gender. This may include programmes on leadership, communication, technical skills and other areas related to the organisation's objectives and career development of employees.
- Provide education and training to employees and managers on gender equality and diversity to increase awareness and understanding of the issues and equip them with the skills and knowledge to promote gender equality in the workplace.

Women's participation in public life

Gender mainstreaming is important to be strengthened through training and capacity building of those involved in the decision-making process, with a view to making more effective use of this instrument for gender mainstreaming in all policies and actions.

The development of gender statistics and indicators, based on existing data, but also the integration of a gender perspective in policy analysis, as well as a better knowledge and understanding of gender issues, raises awareness among the services/structures involved and the wider community, improves monitoring of policy implementation and contributes to more effective design of new policies.

There is a need to inform and raise awareness in society and among citizens of the need for equal gender representation in political life and decision-making centres. This objective is particularly important since the socio-economic crisis is having an inhibiting effect on women's participation in public life and reinforces gender stereotypes.

Objectives: Encourage women's participation in decision-making centres, promote and implement the principle of balanced representation in the election of collective bodies of local government, achieve maximum participation of women in municipal and local councils of the Municipalities and Local Councils, eliminate stereotypes regarding the role of women in public life, agreement of municipal factions to implement a more advanced ratio.

Specific measures include:

- Organizing an awareness campaign on women's participation in elections.
- Observance of a campaign to organise an awareness campaign to promote an electoral campaign for women and men in elected bodies, committees and senior management positions in the Municipal Council.
- The timetables of district/municipal councils and district/municipal committees to allow all elected representatives to participate.
- Operating social care facilities in parallel with the meetings of regional/municipal bodies.

Work and reconciliation of family and professional life

Objectives: Promote measures that ensure a balance between work, family and personal life and support the "well-being" of staff in the workplace.

Specific measures include:

- The introduction of flexible working (flexible working hours, teleworking, distance working).
- Coordination and clear definition of work tasks and responsibilities.
- Providing guidance on achieving a work-life balance.
- ICT training for employees.

Public Document Stereotypes

Eliminating stereotypes in public records is an ongoing process that requires constant commitment and effort.

Objective: To eliminate stereotypes in the style and content of public records.

Specific measures include:

- Providing education and awareness training to those who create and manage them. This may include providing training on cultural competence and diversity, and on how to recognise and eliminate stereotypes in writing and communication.
- Agencies and institutions can establish guidelines and policies for the use of language and images in public records to ensure that they are inclusive and respectful.
- It is also important to ensure that public records reflect the diversity of the population they serve. This may include collecting and analyzing data on population demographics, as well as seeking information from various stakeholders about the content of public records.

The Gender Dimension in the Organizational Culture of the Region of Attica

Objectives: Equality education to prevent, deter and address racial discrimination and gender-based violence. Establishment of structures to protect employees from behaviours of racial discrimination and harassment (sexual or otherwise).

Specific measures include:

- Organisation of training seminars aimed at raising staff awareness of gender equality issues and eliminating racial stereotyping and discrimination.
- Establishing the use of inclusive language in all official documents of the district, and in external communication channels (website, social media), as proposed in the article 12 (Chapter B of Law 4604/2019 of Law 4604 on the Promotion of Substantive Gender Equality and the Fight against Gender Violence.
- Informing staff about the Regional Equality Commission.
- Posting of this SIF and all future updated versions on the official website of the Agency.
- Establish a support structure under the supervision of the Regional Equality Commission for reporting incidents of racial discrimination and harassment (gender and other types). In addition, mediation procedures will be established to deal with each incident before it is formally reported to the regional equality commission.

6. Closure

Gender equality is an important asset for the Region of Attica, as it is for many organisations around the world. Despite the progress made in recent years, no institution should be complacent and should aim to address any challenges. It is important for organizations to conduct diversity and gender inclusion assessments, develop comprehensive strategies to promote diversity and gender inclusion, and offer training and development programs for all employees. By taking these steps and establishing a culture of inclusion and equality, the Attica Region can work to promote gender equality and create a more equitable and just workplace for all.

At the same time, the Regional Equality Committee of the Region will be continuously developed and enriched. Monitoring and reporting on progress against gender equality will be carried out periodically and findings will be made public to the Agency. The monitoring will be based on measurable qualitative and quantitative indicators and the monitoring of instruments and procedures adapted to the objectives of the proposed actions.

The Region of Attica will develop annual measurable procedures and indicators of effectiveness in subsequent phases of the implementation of the equality plan (implementation phase), using both qualitative and quantitative indicators to measure efficiency, effectiveness and impact. In addition, the regional equality committee will contribute by creating an enabling environment for the effective implementation of the actions of the equality plan. It will organise biannual meetings, as well as ad hoc meetings when needed, will be an important place for discussion, reporting and evaluations of progress, and key successes and issues can be improved. This will allow early identification of potential problems as well as proactive action against them.