

Medea
Lab



Research & policy
consultants

Gender Equality Plan



2025–2029

Executive Summary

The Medea Lab Gender Equality Plan (GEP) 2025–2029 affirms the organisation’s deep-rooted commitment to equity, inclusivity, and gender justice. Developed in line with both European Union law and the Greek national legal framework, this GEP sets out actionable strategies to address structural and intersectional inequalities within the institution. The plan moves beyond formal compliance, adopting a transformative and reflexive approach that positions Medea Lab as a leader in ethical innovation and social responsibility.

The GEP’s objectives include fostering a gender-transformative culture, for inclusive career progression, integrating gender perspectives in research and teaching, and preventing gender-based violence and harassment. A structured implementation framework provides institutional accountability, supported by dedicated resources, monitoring mechanisms, and regular training. Medea Lab aims to create a safe, empowering, and equitable work environment for all gender identities, embedding intersectional awareness and inclusive practices at all levels.

Section 1: Introduction

Medea Lab is deeply committed to the principle of equality of opportunity, recognising that gender balance –understood in its broader sense to include gender-diverse individuals– is essential to fostering fairness and inclusivity across all levels of the organisation—from research and technical aspects to the administrative and operational team. Since its founding, Medea Lab has embraced these principles as part of its core values and integrated them into its everyday activities. In response to evolving expectations and in alignment with broader legal and policy frameworks, both nationally and across the European Union — such as the Action for Gender Equality 2021–2025 and the European Commission’s Gender Equality Strategy 2020–2025 — Medea Lab is now formalising its commitment through the development of a comprehensive Gender Equality Plan (GEP).

This plan reflects our dedication to fostering a work environment in which all individuals, regardless of their gender identity, (including non-binary and gender-diverse persons) have equal access to opportunities, resources, and career advancement. The GEP aims to document the current state of gender equality within our structures and processes in order to uncover any existing barriers to equitable treatment. It also seeks to introduce and implement effective measures that address these challenges and promote a more inclusive organizational culture. By anchoring its efforts in this structured framework, Medea Lab reaffirms its dedication to cultivating a workplace where every individual, regardless of gender, can fully contribute to and benefit from the organization’s scientific and operational achievements, in spirit of justice, recognition and mutual respect.

The Gender Equality Plan (GEP) at Medea Lab provides a formal and structured foundation for all strategies aimed at promoting gender equality within the organization. It is developed in accordance with both national and European legislative frameworks and is fully aligned with broader initiatives that support equal rights for individuals of all gender identities, including women, men, non-binary and gender-diverse persons, the prevention of discrimination, the assurance of equal treatment in the workplace, and the promotion of social responsibility in institutional conduct. Recent legal and policy developments at EU level also recognise the specific challenges faced by transgender, intersex and non-binary individuals, thus broadening the scope of equality beyond binary sex categories.

This plan serves not only as a guide but also as a protective mechanism, with each action to advance gender equity grounded in recognised legal and ethical standards while acknowledging that structural, cultural and intersectional barriers still persist and must be addressed proactively as outlined in the [Section 3 Regulatory Framework](#) herein.

Section 2: The Objectives of Medea Lab GEP

Medea Lab's Gender Equality Plan (GEP) is a strategic commitment to fostering an equitable and inclusive workplace where all individuals — regardless of gender identity, gender expression, sexual orientation, or intersecting social positions — can thrive. Aligned with Greece's Law 4604/2019 and the EU's Gender Equality and LGBTIQ Equality Strategies (2020–2025), the GEP goes beyond formal equality, embedding principles of intersectionality, substantive equity, and institutional responsibility into all levels of organizational practice.

The core objectives of the GEP include:

1. Fostering a gender-transformative organisational culture, by actively challenging binary gender norms and promoting visibility and inclusion of gender-diverse and non-normative identities.
2. Embedding intersectional gender analysis across policies, research design, and institutional procedures, addressing how gender intersects with race, migration status, disability, and class.
3. Promoting equitable access to leadership and career advancement, with particular attention to historically marginalized or underrepresented groups.
4. Complying with Law 4808/2021 by integrating a comprehensive internal policy framework against workplace violence and harassment, including:
 - ❖ A publicly stated zero-tolerance commitment.
 - ❖ A confidential, survivor-oriented reporting mechanism.
 - ❖ Clear and fair investigative and disciplinary procedures.
 - ❖ Appointment of an internal focal point or responsible body.
5. Anticipating compliance with Directive (EU) 2023/970 by preparing pay transparency measures, closing gender pay gaps, and promoting accountability in line with the principle of equal pay for work of equal value.
6. Ensuring inclusive and participatory decision-making, by mainstreaming gender sensitivity in all committees, management structures, and evaluation panels.
7. Supporting the professional development of staff across all roles, with measures to enhance the visibility and inclusion of women, LGBTQI+ individuals, migrants, and persons with disabilities.

8. Monitoring progress using disaggregated data, combined with qualitative feedback, to ensure meaningful assessment and ongoing improvement.
9. Building institutional awareness and capacity, through ongoing training on gender equality, unconscious bias, inclusive language, and anti-discrimination frameworks.

Medea Lab commits not only to legal compliance, but to advancing gender justice through ethical innovation, institutional reflexivity, and structurally inclusive practices.

Section 3: The Regulatory Framework

In this section, the broader legal context at EU and national level that informs and supports Medea Lab's institutional commitments is outlined. These frameworks guide but are distinct from Medea Lab's internal obligations, which are detailed in earlier sections of this plan.

3.1 European Union Law

Article 157 of the Treaty on the Functioning of the European Union (TFEU) ¹

Article 157 of the Treaty on the Functioning of the European Union (TFEU) establishes the legal framework for gender equality in employment and pay across the EU. The article states:

1. Each Member State shall ensure that the principle of equal pay for male and female workers for equal work or work of equal value is applied.
2. For the purpose of this Article, "pay" means the ordinary basic or minimum wage or salary and any other consideration, whether in cash or in kind, which the worker receives directly or indirectly, in respect of his employment, from his employer.

Equal pay without discrimination based on sex means:

- (a) that pay for the same work at piece rates shall be calculated on the basis of the same unit of measurement;
- (b) that pay for work at time rates shall be the same for the same job.

3. The European Parliament and the Council, acting in accordance with the ordinary legislative procedure, and after consulting the Economic and Social Committee, shall adopt measures to ensure the application of the principle of equal opportunities and equal treatment of men and women in matters

¹ [Treaty on the Functioning of the European Union Article 157](#)

of employment and occupation, including the principle of equal pay for equal work or work of equal value.

4. With a view to ensuring full equality in practice between men and women in working life, the principle of equal treatment shall not prevent any Member State from maintaining or adopting measures providing for specific advantages in order to make it easier for the underrepresented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers.

3.2 Recent Developments

The EU has taken steps to expand the interpretation of Article 157 to address discrimination based not only on sex but also on gender identity, gender expression and sex characteristics, in line with the evolving jurisprudence of the Court of Justice of the EU and broader institutional commitments to inclusivity.

This broader scope of protection (explicitly endorsed in the European Commission’s LGBTIQ Equality Strategy (2020–2025) includes transgender, non–binary and intersex persons under the umbrella of gender–based equality.

The strategy calls for inclusive employment policies that recognize gender diversity, challenge binary norms, and promote equal access to rights for all gender identities.

Furthermore, Member States must transpose Directive 2023/970 on pay transparency into national law by June 2026, establishing binding obligations for employers to monitor, report, and eliminate gender–based pay gaps.

3.3 Chapter of Fundamental Rights of the EU ²

Article 21(1) states: “Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited”.

While the Charter uses the term “sex”, its interpretation by EU institutions and legal bodies increasingly includes discrimination on the basis of gender identity, gender expression, and sex characteristics, in line with the European Commission’s evolving legal practice and case law from the Court of Justice of the European Union and the European Court of Human Rights.

Article 23 states: “Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures

² Charter of Fundamental Rights of the European Union

providing for specific advantages in favour of the under-represented sex”.

This binary formulation — “women and men” — has been increasingly challenged by scholars and civil society advocates who call for its expansion to include non-binary and gender-diverse persons, in alignment with the EU’s LGBTIQ Equality Strategy 2020–2025 and gender mainstreaming efforts that seek to reflect the lived realities of all individuals.

Despite these legal provisions, equality in practice remains uneven, particularly for individuals at the intersection of gender, race, migration status, and socioeconomic background. Medea Lab recognizes the need to go beyond formal guarantees and work towards meaningful inclusion, structural transformation, and reflexive institutional accountability.

3.4 Greek Law

The Greek Constitution and related legislative frameworks formally guarantee gender equality, particularly in working environments, yet significant gaps persist in implementation, especially in relation to structural inequalities and the needs of marginalized gender identities.

3.4.1 Constitution

Article 4 (2) provides: “Greek men and women have equal rights and obligations”

While the Constitution refers to “men and women”, gender equality is increasingly interpreted in Greece – as in EU law– as encompassing the rights of all gender identities, including transgender, non-binary and intersex persons.

Article 22 (1)(b) states: “All workers, irrespective of sex or other distinctions, have a right to equal pay for work of equal value”

Article 116(2) states that: “Positive measures aiming at promoting equality between men and women do not constitute discrimination on grounds of sex. The State shall take measures to eliminate inequalities existing in practice, in particular those detrimental to women”.

This article is a key constitutional provision that enables the adoption of affirmative actions not only for women but for all underrepresented gender identities, in order to redress systemic disadvantage.

3.4.2 Legislative Measures³

Greece has progressively developed a legislative framework to safeguard gender equality, sexual and bodily integrity, and non-discrimination in the workplace and beyond. While early laws were grounded in

³ [Gender Equality at Workplaces: The Case of Greece](#)

a binary understanding of gender and often focused on formal equality, more recent developments reflect the evolving social and legal recognition of gender diversity, intersectional discrimination, and structural exclusion. Below is a selection of key laws and strategies shaping the national gender equality landscape.

3.4.3 Law 1414/1984

One of the earliest laws prohibiting gender-based discrimination in employment.

Abolished gender-based job classifications and prohibited differential treatment based on sex in recruitment and work conditions.

However, it did not address issues of gender identity or expression, nor did it consider structural or intersectional dimensions of inequality.

Law 3488/2006 (amended by Law 3896/2010)

Defines sexual harassment as a criminal offense, subject to both civil and penal sanctions. Employers are required to take preventive and compensatory action in cases of harassment. The law recognizes sexual harassment as a systemic form of gender-based violence in the workplace, but does not explicitly address transphobic or homophobic harassment, nor the vulnerabilities of precarious, racialized or migrant workers.

Law 3896/2010

Expanded previous protections to include equal access to jobs, career advancement, and social security. It reaffirmed the prohibition of indirect discrimination and introduced the concept of burden of proof in gender equality claims. However, the law remains oriented toward binary understandings of gender.

Law 4491/2017 Legal Gender Recognition

Introduced a legal procedure for transgender persons to change their gender marker on official documents without requiring surgical interventions.

While an important step forward, the law has been criticized for its medicalized and binary framing, its age restrictions, and for failing to include non-binary and intersex persons.

Law 4604/2019 Enhancement of Substantive Gender Equality

Introduced an explicitly intersectional approach to gender-based discrimination, acknowledging how gender interacts with race, class, disability, and other social positions.

Mandated gender mainstreaming in public administration, promoted gender budgeting, and reinforced mechanisms to combat violence against women.

The law remains one of the most progressive instruments in Greek legislation, although its implementation has been uneven.

Law 4808/2021 Protection Against Violence and Harassment in the Workplace

This law implements ILO Convention 190 and introduces a comprehensive national framework for the prevention and redress of workplace violence and harassment.

It explicitly includes sexual harassment, gender-based violence, and discriminatory treatment based on gender, gender identity, or sexual orientation.

Crucially, it mandates that all private and public sector organizations with more than 20 employees adopt an internal policy against violence and harassment, including a zero-tolerance statement, mechanisms for reporting incidents, and procedures for investigation and redress.

This law marks a critical shift toward institutional accountability and codifies the employer's duty of care toward all workers, including those of diverse gender identities.

National Strategy for Gender Equality (2021–2025)

Adopted by the General Secretariat for Demographic and Family Policy and Gender Equality, the strategy includes goals such as economic empowerment, combating gender-based violence, and promoting gender mainstreaming. However, civil society organizations have criticized the strategy for its vagueness, lack of binding mechanisms, and limited reference to LGBTQI+ persons.

National Strategy for LGBTQI+ Equality (2021–2025)

Developed by the Greek Government following the recommendations of a dedicated advisory committee.

It recognizes gender identity, gender expression and sex characteristics as protected categories and calls for inclusive public services, equal access to healthcare, and legal recognition of same-sex parenthood. Despite this progress, the implementation has been slow and limited, and the strategy remains non-binding. The evolving Greek legislative landscape demonstrates a gradual shift from formal equality to a more substantive and inclusive understanding of gender justice. Yet significant gaps remain—particularly in the recognition and protection of non-binary, intersex, migrant, and precariously employed persons. For a Gender Equality Plan to be meaningful, it must align with these contemporary frameworks while also critically addressing the structural and cultural limitations of existing laws.

3.5 Recent Developments ⁴

- **Law 4604/2019** ("Enhancement of Substantive Gender Equality"):
 - Introduces intersectional approaches to discrimination (e.g., addressing race, disability, and sexual orientation).

⁴ <https://www.ohchr.org/en/statements-and-speeches/2019/04/end-mission-statement-un-working-group-issue-discrimination-against>

- Mandates a 40% gender quota for political party candidates.

Section 4: The Gender Gap in Medea Lab Research and Policy Making

Aligned with the EU Gender Equality Strategy and Greece’s Law 4604/2019, Medea Lab’s GEP transforms equality from principle to practice, positioning the company as a proactive actor in ethical innovation, social responsibility, and institutional equity. It embeds a structural, intersectional, and reflexive approach to gender equality that seeks to challenge binary norms, dismantle systemic exclusions, and cultivate a workplace rooted in dignity, safety, and equity for all.

4.1 Institutional Commitments and Implementation Framework

To move from intention to action, Medea Lab recognises the importance of embedding process-related mechanisms that support the effective implementation, sustainability, and accountability of its Gender Equality Plan (GEP). In line with the European Commission’s scope and guided by best practices across the EU, the following foundational building blocks form the structural core of Medea Lab’s GEP:

4.1.1. Publication and Institutional Endorsement

Medea Lab’s Gender Equality Plan is a formal and public document, published on the institution’s website, and endorsed by senior leadership. It reflects a top-level commitment to institutional transformation, ethical integrity, and accountability to all employees and stakeholders. The plan will be revised and updated periodically, ensuring ongoing relevance and responsiveness to internal and external developments.

4.1.2. Dedicated Resources

Medea Lab allocates specific human and financial resources to support the implementation of the GEP. A designated Gender Equality Officer and an interdisciplinary Gender & Equity Working Group will oversee the execution of the plan, offering expertise, coordination, and continuity. This structure ensures that gender-related concerns are integrated into all levels of decision-making, research, operations, and administration.

4.1.3. Data Collection, Monitoring, and Evaluation

The GEP will be supported by systematic data collection, using sex/gender-disaggregated indicators across staff categories (and students where relevant). This includes recruitment, career progression, pay levels, representation in decision-making bodies, and work-life balance. Annual monitoring reports will evaluate progress, identify gaps, and inform strategic adjustments. Quantitative data will be complemented by

qualitative feedback mechanisms, ensuring that lived experiences and organisational culture are meaningfully captured.

4.1.4. Training and Awareness Raising

Mandatory gender equality and unconscious bias training will be delivered to all staff, including researchers, technical personnel, administrative employees, and management. Special focus will be placed on sensitising decision-makers, evaluators, and recruitment committees. Additional workshops will cover inclusive language, intersectionality, and anti-discrimination frameworks, supporting the development of an informed and reflexive organisational culture.

4.2 Priority Areas and Thematic Measures

To comprehensively promote gender justice and equity, Medea Lab's GEP includes targeted actions across the following key priority areas, each supported by specific goals, indicators, and timelines:

4.2.1 Work-Life Balance and Organisational Culture

- A. Promote flexible working arrangements and caregiver-friendly policies.
- B. Address structural barriers that disproportionately affect women and gender-diverse employees.
- C. Normalise inclusive language and support visibility of non-binary and LGBTQI+ staff.

4.2.2 Gender Balance in Leadership and Decision-Making

- A. Set and monitor targets for balanced representation in leadership roles, committees, and governance bodies.
- B. Develop mentoring and leadership programmes for underrepresented gender identities.
- C. Ensure transparent and participatory processes for selection and appointment.

4.2.3 Gender Equality in Recruitment and Career Progression

- A. Integrate gender-sensitive language and evaluation criteria in job postings and selection processes.
- B. Apply bias-aware procedures for hiring, performance appraisal, and promotion.
- C. Monitor gender representation across career stages, with corrective measures as needed.

4.2.4 Integration of the Gender Dimension in Research and Teaching Content

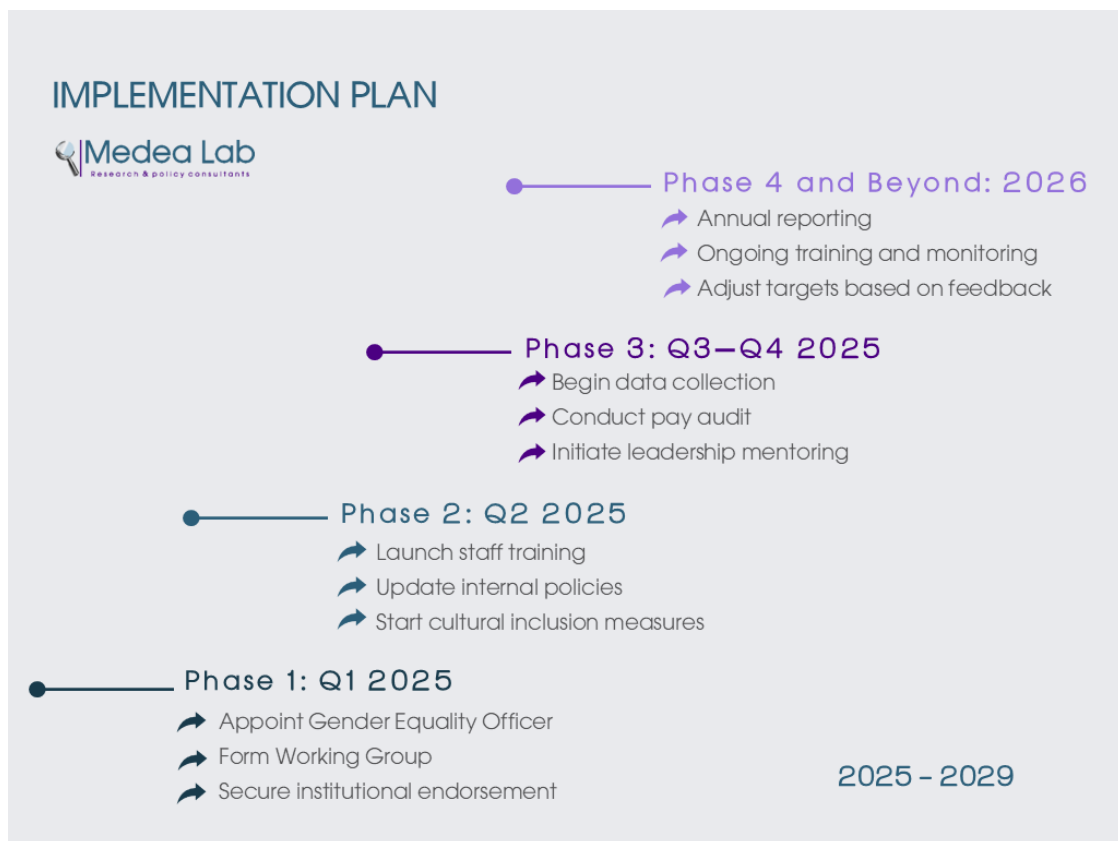
- A. Promote gender-sensitive methodologies, particularly in social and technical sciences.

- B. Include gender perspectives in curriculum development, research design, and evaluation.
- C. Offer training for researchers on how to apply intersectional gender analysis in their fields.

4.2.5 Measures Against Gender-Based Violence and Harassment

- A. Enforce the internal zero-tolerance policy outlined under Law 4808/2021.
- B. Establish accessible, confidential reporting channels and survivor-centred support mechanisms.
- C. Conduct annual climate assessments on workplace safety, discrimination, and harassment.

Section 5: Implementation



Gender Equality Plan 2025 – 2029