# Thessaloniki Innovation & Technology Center



GENDER EQUALITY PLAN 2025 – 2028

#### Introduction

Thessaloniki Innovation & Technology Center (Thess INTEC) is a private sector initiative, that combines the involvement of the city's leading industries and institutions, a perfect example of the private and public sector joining forces in order to create a 4th generation Science and Technology Park, that will stimulate and host synergies amongst universities, R&D institutions, companies, the public sector, and local communities. Its main aim is to promote the culture of innovation and the competitiveness of its associated businesses and knowledge-based partners, resulting in cutting-edge products and services for the world markets.

Thess INTEC, as a forward-thinking innovation and technology hub, is committed to gender equality, fostering a diverse, inclusive, and equitable environment where all individuals, regardless of gender, can thrive. Recognizing that gender equality is fundamental to sustainable development, innovation, and economic growth, this Gender Equality Plan (GEP) 2025-2028 outlines our strategic approach to eliminating barriers, promoting equality, and ensuring equal opportunities across all levels of our organization.

This GEP is aligned with national and European policies on gender equality, addressing key areas such as recruitment, career progression, work-life balance, equal pay, and the prevention of discrimination and harassment. By implementing this GEP, we reaffirm our commitment to an inclusive and equal to all genders workplace that values diverse perspectives, fosters innovation, and drives long-term success for our employees, partners, and stakeholders.

Moreover, this GEP has been signed <u>by Nikolaos Efthymiadis</u>, it is published in Thess INTEC 's web site (<u>https://www.thessintec.eu/</u>) and it is actively communicated within the organization.

#### 1. The Regulatory Framework

The Gender Equality Plan (GEP) 2025-2028 of Thess INTEC aligns with international, European, and national legal frameworks, ensuring compliance with established policies and best practices that promote gender equality, diversity, and non-discrimination in the workplace, focusing on equality of women and men rights, discrimination barriers, equal treatment, harassment in the workplace, social responsibility of organizations. Specific articles, policies and directives can be found here below:

#### 1.1 International Frameworks

- United Nations Sustainable Development Goals (SDGs) Particularly Goal 5: Gender Equality, which advocates for equal opportunities and the elimination of gender-based discrimination.
- ILO Conventions Including Convention No. 100 on Equal Remuneration and Convention No. 111 on Discrimination in Employment and Occupation, which set standards for equal treatment in the workplace.

#### 1.2 European Union Directives & Policies

- EU Gender Equality Strategy (2020-2025) Establishing key priorities for achieving gender equality across EU member states.
- Directive 2006/54/EC (Equal Treatment in Employment and Occupation) –
   Prohibiting discrimination based on gender, ensuring equal pay and professional opportunities.
- Directive 2019/1158/EU (Work-Life Balance for Parents and Carers) —
   Promoting equal parental leave, flexible working arrangements, and shared caregiving responsibilities.
- **Horizon Europe Requirements (2021-2027)** Mandating Gender Equality Plans for organizations applying for EU research and innovation funding.

**Article 157 TFEU** states: Each Member State shall ensure that the principle of equal remuneration male and female workers for equal work or work of equal importance is applied.

For this Article, "remuneration" means the ordinary basic or minimum wage or salary

either in cash or in kind, which the worker receives directly or indirectly, in respect of his/her employment, from his/her employer. Equal payment without discrimination based on sex means:

that payment for the same work at piece rates shall be calculated on the basis of the same unit of measurement.

that payment 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 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 of employment and occupation, including the principle of equal payment for equal work or work of equal value.
- 4. Having as a purpose to ensure full equality in practice between men and women in work environment, the principle of equal treatment shall not prevent any Member State from maintaining or adopting measures providing with specific advantages to make it easier for the underrepresented sex to pursue a vocational activity or to compensate for disadvantages in professional careers."

#### 1.2.1 Chapter of Fundamental Rights of the EU

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".

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

#### 1.2.2 Directives

- Directive (EU) 2024/1385 of the European Parliament and of the Council of 14
   May 2024 on combating violence against women and domestic violence
- Council Directive (EU) 2024/1499 on standards for equality bodies in the field of equal treatment between persons irrespective of their racial or ethnic origin, equal treatment in matters of employment and occupation between persons irrespective of their religion or belief, disability, age or sexual orientation, equal treatment between women and men in matters of social security and in the access to and supply of goods and services, and amending Directives 2000/43/EC and 2004/113/EC
- Directive (EU) 2019/1158 of the European Parliament and of the Council of 20
   June 2019 on work-life balance for parents and careers and repealing Council Directive 2010/18/EU

- Council Directive 2010/18/EU of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC (Text with EEA relevance)
- Directive 2010/41/EU of the European Parliament and of the Council of 7 July 2010 on the application of 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
- Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast)
- **Council Directive 2004/113/EC** implementing the principle of equal treatment between men and women in the access to and supply of goods and services.
- **Council Directive 2000/78/EC** of 27 November 2000 establishing a general framework for equal treatment in employment and occupation
- **Council Directive 2000/43/EC** of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin
- Council Directive 96/34/EC of 3 June 1996 on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC
- Council Directive 92/85/EEC of 19 October 1992 on the introduction of actions to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC)
- Council Directive 79/7/EEC of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social security
- Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions
- Council Directive 75/117/EEC of 10 February 1975 on the approximation of the laws of the Member States relating to the application of the principle of equal pay for men and women Greek Law

#### 1.3 Greek Law

#### 1.3.1 Constitution

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

- Article 22(1)(b) states: "All workers, irrespective of sex or other discriminations, 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 ground of sex. The State shall take measures to eliminate inequalities existing in practice, in particular those detrimental to women."

#### 1.3.2 Laws

- Law 5090/2024 Interventions in the Criminal Code and the Code of Criminal Procedure to accelerate and improve the quality of criminal proceedings Modernization of the legislative framework for the prevention and fight against domestic violence OJ A 30/24.02.2024
- Law 4808/2021 "For the Protection of Labor Establishment of an Independent Authority "Labor Inspection" Ratification of Convention 190 of the International Labor Organization on the Elimination of Violence and Harassment in the World of Work Ratification of Convention 187 of the International Labor Organization on the Promotion Framework of Safety and Health at Work Incorporation of Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on the balance between professional and private life, other provisions of the Ministry of Labor and Social Affairs and other urgent regulations .", OJ A 101/19.09.2021
- Law 4807/2021 "Institutional framework of telework, provisions for public sector human resources and other urgent arrangements", OJ A 96/11.06.2021.
- Law 4604/2019, "On the promotion of substantive gender equality etc.", OJ A 50/26.3.2019 Strengthening gender mainstreaming in public and private institutions and promoting policies to prevent discrimination and harassment.
- Law 4443/2016, "1) Transposition of Directive 2000/43/EC on the implementation of the principle of equal treatment between persons irrespective of racial or ethnic origin, of Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation and of Directive 2014/54/EU on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers (...)", OJ A 232/9.12.2016 [replacing Act 3304/2005 which had initially transposed Directives 2000/43/EC and 2000/78/EC], OJ A 16/27.1.2005]
- Law 4097/2012, "Implementation of the Principle of Equal Treatment of Men and Women Engaged in an Activity in a Self-Employed Capacity Harmonization of the legislation with Directive 2010/41/EU of the European Parliament and the Council", OJ A 235/3.12.2012 (Directive 86/613/EEC had not been transposed)

- Law 4075/2012, Articles 48-54, "Incorporation into Greek Law of Directive 2010/18/EU of the council of the EU Implementing the Revised Framework of the EU Implementing the Revised Framework Agreement on Parental Leave Concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and Repealing Directive 96/34/EC", OJ A 89/11.4.2012.
- Presidential Decree 80/2012, "Granting of Parental Leave and Leave of Absence to Workers under a Contract of Maritime Work on Vessels Bearing the Greek Flag, in accordance with Directive 2010/18/EU", OJ 138/14.6.2012.
- Law 3896/2010, "Implementation of the Principle of Equal Treatment of Men and Women in Matters of Employment and Occupation. Incorporating EU directives on gender equality in employment, career advancement, and work-life balance. Harmonisation of Existing Legislation with Directive 2006/54/EC of the European Parliament and the Council", OJ A 207/8.12.2010.
- Law 3769/2009, "Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Goods and Services and Their Supply", transposing Directive 2004/113/EC, OJ A 105/1.7.2009, as amended by Article 162 of Act 4099/2012 implementing the CJEU Test-Achats judgment, OJ A 250/20.11.2012
- Law 3463/2006 "Ratification of the Municipal and Communities Code" 1/3 participation by each gender on the ballots of municipal or community councils, municipal district councils and local councils. This percentage was calculated separately for municipal councils, municipal district councils and community councils.
   OJ A 114/8.6.2006
- Law 3488/2006, "Implementation of the Principle of Equal Treatment of Men and Women Regarding Access to Employment, Professional Training and Evolution and Terms and Conditions of Work", transposing Directive 2002/73/EC, OJ A 191/11.2006
- Law 3488/2006 To address domestic violence and other provisions.
- **Presidential Decree 105/2003**, "Adaptation of Domestic Law to Directive 97/80/EC on the Burden of Proof in Cases of Sex Discrimination," OJ A 96/23.4.2003; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC
- **Presidential Decree 87/2002**, "Implementation of the Principle of Equal Treatment of Men and Women in Occupational Social Security Schemes in Compliance with Directives 96/97/EC and 86/378/EEC"; repealed by Article 30(5) of Act 3896/2010 transposing Directive 2006/54/EC
- Law 2839/2000 Regulations on issues of the Ministry of Interior, Public Administration and Decentralization and other provisions", the balanced participation of men and women in the decision-making process in the Public Sector, in Legal Entities, Legal Entities as well as in first and second degree Local Authorities was

ensured. More specifically, the mandatory participation of each gender, at least 1/3, in the service councils and collective bodies of the State, Public Organizations and Local Government Organizations was established.

- Presidential Decree 176/1997, "Measures for the Improvement of the Safety and Health at Work of Pregnant Workers and Workers Who Have Recently Given Birth or are Breastfeeding in Compliance with Directive 92/85/EEC", OJ A 150/15.7.1997, as amended by Decree 41/2003, OJ A 44/21.2.2003.
- Law 1483/1984, "Protection and Facilitation of Workers with Family Responsibilities", as amended by Article 25 of Act 2639/1998, OJ A 205/2.9.1998 implementing Directive 96/34/EC and by Article 46 of Act 4488/2017,7 and Article 54(1) of Act 4075/2012 transposing Directive 2010/18/EU
- Law 1414/1984, "Implementation of the Principle of Equal Treatment of the Sexes in Employment Relationships", transposing Directives 75/117/EEC and 76/207/EEC, OJ A 10/2.1984
- Law 1329/1983 «Ratification as a Code of the Draft Law: Application of the constitutional principle of equality between men and women to the Civil Code, its Introductory Law, the Commercial Legislation and the Code of Civil Procedure, as well as partial modernization of the provisions of the Civil Code concerning Family Law».
- **Presidential Decree 1362/1981**, "Replacement of Paragraph 1 of Article 33 of Act 1846/1951 "on Social Security" in compliance with Directive 79/7/EEC", OJ A 339/30.12.1981

#### Relevant national legislation:

Act 4531/2018 (OJ A 62/5.4.2018) ratifying the Istanbul Convention on preventing and combating violence against women and domestic violence of the Council of Europe (IC), signed by Greece on May 2011.

Act 4491/2017, "Legal recognition of gender identity... etc.", OJ A 152/13.10.2017. Act 927/1979, OJ A 139/28.6.1979, implementing the CERD, as amended by Act 4285/2014, OJ A 191/10.9.2014 and Act 4491/2017, OJ A 152/13.10.2017.

#### 2. GEP's OBJECTIVES AND METHODOLOGY

Thess INTEC's GEP has five tangible objectives, towards:

- 1. Embedding a gender-aware culture in Thess INTEC by shifting traditional perceptions.
- 2. Fostering a work-life balance and organizational culture by becoming an attractive professional environment for women
- 3. Preventing and combating gender stereotypes, discrimination, sexism, and violence against women

- 4. Ensuring gender balance in decision-making processes and bodies, by including more women in the process.
- 5. Practicing equity and excellence at all levels through career development and training of managers and staff

The development of the Thess INTEC GEP follow the four principal steps set out by the European Institute for Gender Equality and are mentioned in the Horizon Europe Guidance on Gender Equality:

- Audit and control phase: Includes the collection of gender-disaggregated data and the a review of practices to identify gender inequalities and their causes.
   Any relevant national laws, regulations or funding requirements are also reviewed at this phase.
- Planning phase: Set the objectives and targets for the GEP as well as actions and measures. Allocate resources and responsibilities for the delivery of the GEP and specify timelines for implementation.
- Implementation phase: Publish the Plan to the organization's website, implement activities according to the timeline, including, for example, the establishment of working groups for the development and implementation of new policies and procedures. This phase includes informative, awareness-raising and training actions to achieve the GEP objectives across the organization.
- Monitoring and evaluation phase: Regularly evaluate the plan and the implementation progress concerning its objectives. An ongoing review of findings and progress will also provide feedback in order to enable adjustments and improvements to interventions.

The Thess INTEC GEP is a dynamic action plan that supports an ongoing process for improving gender equality in the organization.

#### 2.1 Current Status and Data collection

Quantitative data has been collected for period 2022-2024 by Thess INTEC, regarding:

- 1. Women/Men personnel
- 2. Composition of governing body
- 3. Women/Men personnel regarding the educational level, the type of employment, the hierarchical roles and promotions.

Qualitative data has been collected by thematic discussion groups focusing on the following four thematic key areas which are organization's priority:

- Gender balance in Leadership and decision-making
- Gender equality in Recruitment and career progression
- Work-life balance and organizational culture
- · Measures against gender-based violence, including sexual harassment

#### 2.1.1 Key Area: Gender balance in Leadership and decision-making

Decision making and governance of Thess INTEC are responsibility of Board of Directors and the Chairman of this Board. The following table present the composition of the Board of Directors. The Chairman for this period is a man.

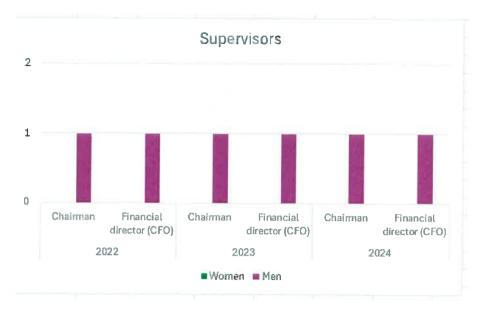
Table 1: Members of Board of Directors

	2022	2023	2024	%
Men	10	10	10	91%
Women	1	1	1	1%
Total	11	11	11	100%



Table 2: Supervisors of Thess INTEC

Supervisors	2022	2023	2024
Men	1	1	1
Women	0	0	0
Total	1	1	1



According to the tables above Women's representation is extremely low in the Members of Boards as at the period 2022-2024 there is only one position in the Board held by women and the one position of responsibility in the organization is occupied by men.

### 2.1.2 Key Area: Gender equality in Recruitment and career progression

The following tables present the distribution of Thess INTEC personnel the period 2022-2024 regarding several parameters like age, expertise, educational level, type of employment etc.

Table 3: Personnel Gender Distribution

	2022	2023	2024
Men	3	3	3
Women	2	1	3
Total	5	4	6



These Intec currently employs 6 employees, 3 women and 3 men. There is an increase in women employment over the years 2022-2024.

Table 4: Gender Distribution according to expertise (2022)

	Men	Women
Chief Financial Officer	1	
Commercial Director	1	
Financial Officer		1
Executive Secretary		1
Strategy Consultant	1	
Total	3	2

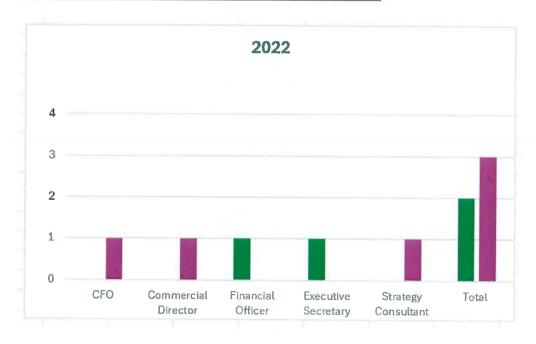


Table 5: Gender Distribution according expertise (2023)

	Men	Women
Chief Financial Officer	1	
Commercial Director		
Controller	1	
Executive Secretary		1
Ecosystem Development	1	
Total	3	1

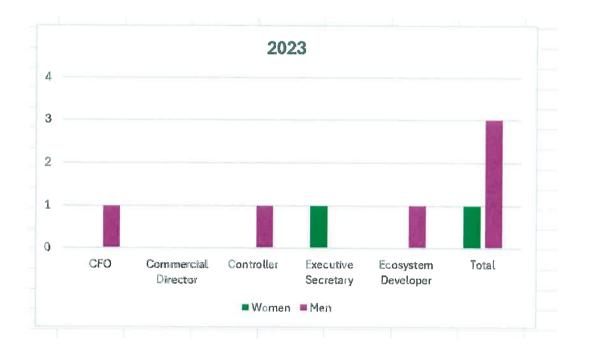
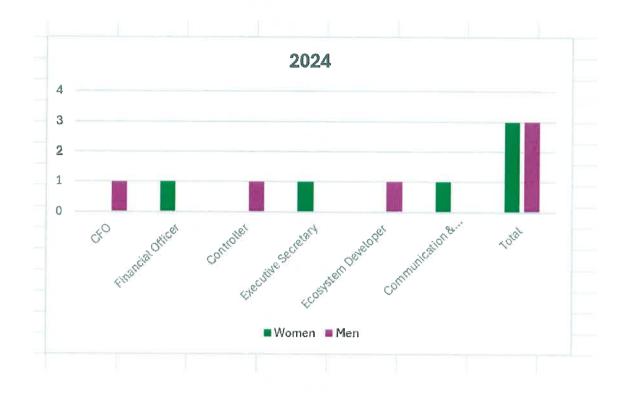


Table 5: Gender Distribution according expertise (2024)

	Men	Women
Chief Financial Officer	1	
Financial Officer		1
Controller	1	
Executive Secretary		1
Ecosystem Development	1	
Communication & Partner Relations Officer		1
Total	3	3



Regarding the gender distribution according expertise over the years it's worth saying that there is an improvement as women don't occupy only secretarial roles.

Table 7: Gender / Level of Education (2022)

	Men	Women
Technical Education		1
University		1
Master	3	

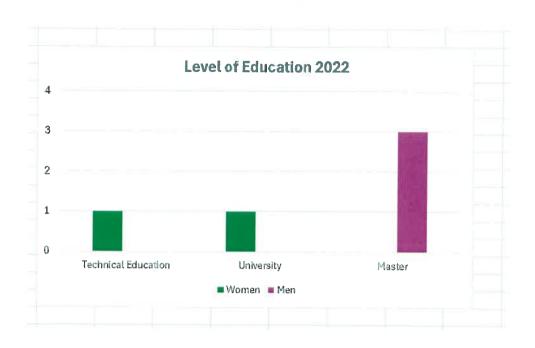


Table 8: Gender / Level of Education (2023)

	Men	Women
Technical Education		1
University		
Master	3	

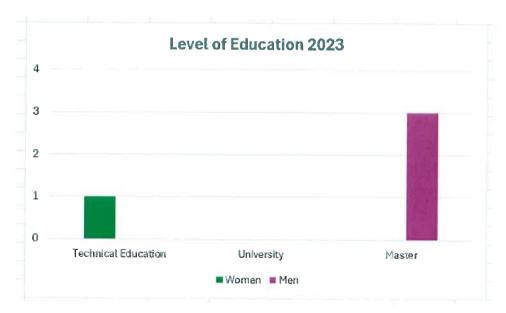


Table 9: Gender / Level of Education (2024)

	Men	Women
Technical Education		1
University		
Master	3	2



It's worth mentioning that among the 3 women that currently are working in Thess Intec 2 are holding a master degree, which is an great improvement from the two previous years and in good working balance with their men colleagues.

Regarding the promotions it must be noted that there aren't any these three years both for men and women.

#### 2.1.3 Key Area: Work-life balance and organizational culture

Table 10: Employment status(2022)

	Men	Women
Indefinite term contracts	3	2
Definite term contracts		

Table 11: Employment status (2023)

Men	Women

Indefinite term contracts	3	1
Definite term contracts		

Table 11: Employment status (2024)

	Men	Women
Indefinite term contracts	3	3
Definite term contracts		0

Staff members with childcare responsibilities are entitled to the benefits that are provided by Greek legislation which is confirmed by EU prerequisites (for example maternity leave before and after giving birth). Moreover, parents with children with disability are entitled with all the benefits the Greek law provides.

In Thess Intec exist agile and flexible working possibilities among the employees of both sexes ( for example definite term contracts) .

Furthermore, the work-life balance is promoted by a variety of policies such as flexible working hours, regular leaves, teleworking etc.

# 2.1.4 Key Area: Measures against gender-based violence, including sexual harassment

Thess Intec promotes a dignified environment, with respect to all genders and against any kind of harassment. Since the establishment of the center there no such incident addressed from the employees. It is in Thess Intec intentions in the future to establish a zero tolerant culture towards sexual harassment and gender violence creating procedures and a supporting framework according all relevant national laws and regulations.

# 3. Proposals for GEP implementation, targeting and monitoring

# 3.1 Key Area: Gender balance in Leadership and decision-making

Objectives	Measures	2025	2026	2027
I. Gender Balance in positions of responsibility	1.Appointment of a Gender Equality Officer	х		
II. Creation of structures to support gender equality	2.Monitoring the implementation of Gender Equality Plan		х	
III. Oversight of organizational procedures relating to Gender	3.Equality, diversity and inclusion of embedded principals in institutional Codes and Documents	х	х	×
	4.Updating of Gender Equality Plan (if required)		х	х
Who: -Board of Directors/ Chairman -Gender Equality Officer -Financial and Administrative department	KPIs & Targets 1.Completed by the end of 2025 2.Annual Revision of GEP 3.In progress 4.Annually	SDGs  5 CENDER SQUALITY	10 REDUCED INCOLUTES	

## 3.2 Key Area: Gender equality in Recruitment and career progression

Objectives	Measures	2025	2026	2027
I. Balance gender representation across staff categories.  II.Gender proof recruiting procedures  III. Monitoring pay gap	1. Encourage balanced gender representation in job applications through gender-neutral vacancy descriptions and through the design of attractive employment packages (with emphasis on flexibility at the workplace and benefits beyond financial compensation).	х	x	х
IV. interventions for women professional support	2.Monitor gender balance across staff categories, as well as retention rate, career progression and remuneration	х	Х	Х
V. Attracting female applicants in positions of responsibility	2.Review of pay gaps	х	х	x
	3.Good practices and education of women based on women role models. Raising awareness to personnel and directors	х	х	x
	4. Analysis of applications for decision-making positions by women occupying these positions			
Who: -Board of Directors/ Chairman -Gender Equality Officer -Financial and Administrative department	KPIs & Targets  1.Benefits to employment packages (according national and EU legislation).  2.Annual analysis of staff applications, retention and progression  3.Annual review  4. 1 event per year	SDGs 5 GENDER FOUGLITY	8 BECENT W	MORK AND C GROWTH

## 3.3 Key Area: Work-life balance and organizational culture

Objectives	Measures	2025	2026	2027
I. Supporting personnel that provides care to third parties (for	1.Flexible models and working hours (according to the legislation)	x	x	х
example children or/and parents) II. Promoting	2.Supporting men's parental leave	х	х	Х
integration and achieving a balance between work and personal life	3.Possibility of remote working	x	х	х
	4. Clear assignment of responsibilities	х	×	х
Who: -Board of Directors/ Chairman -Gender Equality Officer -Financial and Administrative department	KPIs & Targets  1.Creation of a regulatory framework  2. Creation of a regulatory framework  3. It is possible since 2022  4.Detailed job description	SDGs  5 GENDER RECONOMIC GROWTH  CONOMIC GROWTH		

#### 3.4 Key Area: Measures against gender-based violence, including sexual harassment

Objectives	Measures	2025	2026	2027
I. Promoting	1.Organization of			
Gender Equality	events/workshops/			1
and strategies to	activities/courses to raise	х	Х	X
break bias	awareness regarding gender			
II. Encourage	equality and diversity and			
personnel to report	monitoring the participation			
incidents of				
harassment	2.Procedures for reporting			
III. Procedures for	and managing incidents of			
managing	gender discrimination,	Х	X	X
discrimination and	behaviors of harassment and			
harassment	gender-based violence and			
incidents and	creation of support services			
development of a				
supporting system	3.Policies for use of non-			
for the victims	sexist language (e.g. a gender			
	equality code of conduct)	X	Х	X
Who:	KPIs & Targets	SDGs		
-Board of	1. 1 per year			
Directors/	2. Gender Equality Officer	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	S
Chairman	3. Gender Equality Officer	CT'	<u> </u>	
Gender Equality		9		
Officer			4	
Financial and				
Administrative				
department				

## 4. Monitoring and evaluating the implementation of the GEP

Monitoring and evaluating the implementation of a **Gender Equality Plan (GEP)** is crucial to ensure its effectiveness and sustainability. Monitoring will be based on the indicators, both qualitative and quantitative. Regular data collection through HR records, surveys, and workplace reports helps assess progress. Periodic reviews, stakeholder engagement, and transparent reporting ensure accountability and continuous improvement. Challenges should be identified and addressed, with

strategies adjusted as needed. Adopting best practices can enhance effectiveness, while long-term assessments help measure cultural shifts and policy sustainability.

To drive meaningful progress in gender equality, Thess INTEC will adopt a structured, data-driven approach to monitor representation and participation at all organizational levels. Gender-disaggregated data will be collected annually on recruitment, promotions, leadership appointments, with a goal of achieving 35–40% representation of each gender in decision-making roles by 2028. This will be complemented by biannual anonymous employee surveys and focus groups to assess workplace climate, identify barriers to advancement, and evaluate the effectiveness of policies such as flexible work arrangements and anti-harassment measures. Exit interviews, where applicable, will be systematically conducted to detect gender-related attrition trends, including differences in retention rates and reasons for leaving, with quarterly reports submitted to senior management.

These insights will feed into a continuous improvement cycle. At the close of each fiscal year, the Gender Equality Officer will lead a comprehensive review of progress, publish an annual Gender Equality Report, and revise relevant policies as needed—such as enhancing recruitment strategies or expanding leadership development programs.

Thess INTEC is committed to transparently reporting on the implementation and outcomes of its Gender Equality Plan (GEP) each year, ensuring that gender equality principles are embedded, evaluated, and continuously strengthened throughout the organization.

Nikolaos Efthymiadis

Chairman & CEO