
Gender Equality Plan

DIMITRA Education & Consulting S.A.

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A framework for advancing equality, inclusion, fair treatment and respectful working and learning environments across DIMITRA's operations.

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1. Introduction

Since its establishment in 1989, DIMITRA Education and Consulting S.A. has been guided by a strong commitment to human development, equal access to learning, social inclusion and continuous improvement. These principles have shaped not only the organisation's educational and consulting activities, but also the way it approaches employment, professional development, cooperation, and organisational culture.

Through vocational education and training, lifelong learning, consulting services, and participation in national and European initiatives, DIMITRA supports individuals and organisations in adapting to social, technological, environmental, and labour-market change. The organisation recognizes that the values promoted through its programmes and partnerships must also be reflected internally, through a working environment where all employees are treated with dignity, fairness, and respect.

Equal opportunity and merit-based advancement are essential to a responsible, resilient, and innovative organisation. They strengthen collaboration, enrich decision-making, support creativity, and allow different experiences and perspectives to contribute to more relevant and impactful outcomes. For DIMITRA, gender equality is therefore not only a matter of compliance, but a core element of organisational quality and social responsibility.

This Gender Equality Plan formalises and strengthens practices already embedded in DIMITRA's operations. It establishes a structured framework of commitments, actions, responsibilities and monitoring mechanisms, while providing a roadmap for the gradual development of complementary policies on equality, diversity and inclusion, accessibility, inclusive recruitment, and the prevention of discrimination and harassment.

As an organisation working with employees, learners, trainers, businesses, public authorities, universities, and diverse social groups, DIMITRA recognizes that gender equality must extend beyond its internal workforce. It should also inform the design and delivery of education, the development of learning materials, the implementation of European projects, and engagement with beneficiaries and stakeholders.

This Plan has been endorsed by DIMITRA's executive leadership and will be made publicly available on the organisation's website, communicated to staff and stakeholders, and integrated into its broader organisational and quality framework. Through this Gender Equality Plan, DIMITRA reaffirms that its long-term impact depends not only on the services it provides, but also on the principles by which it operates.

2. Context & Rationale

Gender equality is a fundamental right and a founding value of the European Union. It is embedded in EU law and recognised as an essential condition for democratic participation, social cohesion, institutional legitimacy, and sustainable economic and social development. The European Commission's Gender Equality Strategy 2026-2030 continues this commitment by promoting equal

rights and opportunities across areas including education, employment, leadership, health, and the digital environment.

Gender mainstreaming has also become an established principle of European policy and funding. In research and innovation, Horizon Europe addresses gender equality through institutional change, gender balance, and the integration of the gender dimension into research and innovation content. Gender Equality Plans provide organisations with a structured means of translating general commitments into defined responsibilities, resources, actions, monitoring arrangements, and measures for continuous improvement.

Despite progress, gender equality has not yet been achieved across the European Union. The 2025 Gender Equality Index records an EU score of 63.4 under its revised methodology and identifies continuing inequalities across the domains of work, money, knowledge, time, power, and health. The domain of power remains the lowest-scoring area, illustrating the continued importance of equal participation in leadership and decision-making. EIGE estimates that, at the current pace of progress, full gender equality remains at least 50 years away.

These findings demonstrate the need for organisations to examine how their structures, procedures, and everyday practices may affect equal participation and opportunity. Gender equality cannot be addressed only through general statements of non-discrimination. It requires institutional commitment, reliable information, accountable governance, staff awareness, and the periodic review of progress.

For DIMITRA, this responsibility is closely connected to its role as an employer, vocational education and training provider, consulting organisation, and participant in national and European initiatives. Its activities bring it into contact with employees, trainers, learners, jobseekers, enterprises, public authorities, educational institutions, and social groups with different experiences, responsibilities, and barriers to participation.

DIMITRA therefore recognizes that the principles promoted through its educational programmes and European cooperation must also be reflected in its own organisational structures and practices. Equal opportunity, merit-based advancement, inclusion, and respect contribute to organisational quality, effective cooperation, and the creation of working and learning environments in which individuals can participate and develop their potential.

This Gender Equality Plan provides the framework through which DIMITRA will formalise existing practices, identify areas for further development, and establish clear responsibilities, actions, indicators and monitoring procedures. It also supports the progressive development of complementary equality and inclusion policies.

DIMITRA's approach acknowledges that gender may interact with other personal and social factors, including age, disability, socioeconomic circumstances, national or ethnic origin and caring responsibilities. This inclusive perspective will inform the implementation of the Plan where relevant, while maintaining gender equality as its principal focus.

Through this Plan, DIMITRA aims not only to align its governance with European principles and programme expectations, but to strengthen the consistency between its institutional values, internal

practices, educational mission, and wider contribution to social inclusion and human-capital development.

2.1 The Greek Legal & Policy Context

DIMITRA Education & Consulting S.A. operates in Greece, where gender equality is protected at constitutional, legislative, and policy levels. **Article 4 of the Greek Constitution** establishes that Greek women and men have equal rights and obligations. **Article 116** further clarifies that positive measures aimed at promoting equality do not constitute discrimination and requires the State to address inequalities that exist in practice, particularly those affecting women.

In employment and vocational training, **Law 3896/2010** establishes the principle of equal opportunities and equal treatment of women and men. It prohibits direct and indirect discrimination based on sex, including discrimination connected with family status, and applies to access to employment, vocational training, working conditions, professional development, and remuneration. The Greek Labor Inspectorate identifies this law as the specific national framework implementing equal treatment in employment and vocational education.

Law 4604/2019 provides a broader framework for substantive gender equality and for the prevention and combating of gender-based violence. Its gender-equality provisions apply across private- and public-law relationships and complement the existing rules on equality and equal treatment. The law also embeds gender mainstreaming in public policy and recognizes the need to move beyond formal equality towards the identification and removal of inequalities in practice.

Law 4808/2021 strengthened the protection against violence and harassment in the world of work and incorporated measures concerning work-life balance. All private-sector employers are required to prevent and address violence and harassment, including gender-based and sexual harassment. Private enterprises employing more than twenty people must additionally adopt written policies on prevention and on the receipt and examination of internal complaints. The implementing framework expressly covers employees under different contractual arrangements, applicants, trainees, interns, apprentices, and other persons connected with the workplace.

At policy level, the **General Secretariat for Equality and Human Rights** is the competent national authority for designing, implementing and monitoring policies on equality between women and men. **The National Action Plan for Gender Equality 2021-2025** set priorities concerning gender-based violence, women's participation in employment and decision-making, and the integration of gender into sectoral policies. DIMITRA will review this section when a successor national framework is formally adopted.

This Gender Equality Plan supports DIMITRA's compliance with the applicable framework while providing a broader organisational mechanism for prevention, accountability, monitoring, staff awareness, and continuous improvement. It does not replace any separate policies or procedures required by Greek employment law; rather, it connects them within a coherent institutional approach to gender equality.

2.2 Rationale

This Gender Equality Plan responds to DIMITRA's institutional responsibilities and commitment to continuous organisational improvement. It moves beyond formal compliance by providing a systematic framework for documenting practices, clarifying responsibilities, monitoring progress and addressing identified needs.

The European Institute for Gender Equality recognises a Gender Equality Plan as a strategic instrument grounded in organisational assessment and supported by concrete objectives, measures, responsibilities, timelines and indicators. Its value therefore lies in implementation, monitoring and review rather than in publication alone.

This approach is particularly relevant to DIMITRA as an employer, VET and lifelong-learning provider, and participant in national and European projects. Its internal arrangements and external activities should consistently reflect equal treatment, merit-based opportunity, dignity and inclusion.

Through this Plan, DIMITRA will consolidate existing practices within a transparent and accountable framework, supported by proportionate data, measurable actions, allocated responsibilities and resources, and periodic review. It will also provide a common reference point across employment, education, European projects, communication and stakeholder engagement, while supporting the gradual development of complementary equality and inclusion policies.

By adopting this Plan, DIMITRA strengthens the consistency between its educational and social mission, internal governance, and cooperation with national and European partners. The GEP is therefore both an accountability mechanism and a practical roadmap for maintaining and improving a fair, respectful and inclusive working and learning environment.

3. Baseline Assessment

To conduct this baseline assessment, DIMITRA reviewed its available internal organisational and HR data, examining gender distribution across staff roles, departments, leadership positions, professional development and other relevant employment indicators.

To provide a clear overview of the organisation's current structure, **DIMITRA has 53 permanent employees**, distributed across the following **organisational areas**:

- Executive Management: 22.6%
- Design & Implementation of Training Programs/ Employment Support Services: 49.1%
- Development and EU Projects Department: 11.3%
- Higher Vocational Training School – SAEK: 9.4%
- Accounting & Financial Management: 7.6%

The total workforce consists of 14 male employees (26.4%) and 39 female employees (73.6%). The strong representation of women is consistent with DIMITRA's longstanding support for women's participation and professional development in the labour market, especially in rural areas of Greece

where women may face greater barriers to employment and career progression. Through this Plan, DIMITRA aims to monitor, maintain, and further strengthen these positive practices by introducing more specific indicators and systematic monitoring procedures.

DIMITRA's workforce is based in Greece, while its broader international and intercultural dimension is reflected in its extensive participation in European projects and its cooperation with organisations and individuals representing 38 different nationalities.

DIMITRA's wider contribution to equality and inclusion is reflected in a project portfolio addressing barriers faced by women, migrants and refugees, young people at risk of unemployment, low-skilled adults, long-term unemployed people, and learners excluded from conventional education. Through vocational guidance, skills development, reskilling, mentoring, entrepreneurship support, and inclusive learning approaches, these initiatives promote access to education, employment, professional development, and social participation.

These findings provide the baseline for the Plan's indicators and future monitoring, while informing the gradual formalisation of complementary equality and inclusion policies.

4. Objectives & Strategic Priorities

DIMITRA's Gender Equality Plan adopts an institutional and intersectional approach, recognising that gender may interact with age, disability, socioeconomic circumstances, national or ethnic origin, and caring responsibilities. Meaningful equality depends not only on overall workforce representation, but also on how opportunities, responsibilities, professional development, remuneration and decision-making roles are distributed across the organisation.

The overarching objective is to integrate gender equality into DIMITRA's governance, employment practices, organisational culture, and educational and project activities. Equality will not be treated as a stand-alone commitment, but as a continuing consideration in recruitment, professional development, remuneration, leadership, working conditions, training provision, and European cooperation.

4.1 Ensure Equality in Recruitment, Retention and Professional Development

DIMITRA aims to ensure that recruitment, retention, professional development and access to positions of responsibility are based on transparent, relevant and merit-based criteria. While the organisation has strong overall female representation, it will monitor representation and opportunity across departments, roles and levels of responsibility to identify any specific barriers or imbalances.

4.2 Promote Inclusive Leadership and Decision-Making

DIMITRA seeks to ensure equitable access to leadership, management, project coordination, committees and other decision-making functions. Representation and opportunity will be monitored across levels of responsibility, while appointments and role allocation will remain based on competence, experience, transparent criteria and organisational needs.

4.3 Safeguard Pay Equity and Fair Employment Conditions

DIMITRA is committed to equal pay for equal work or work of equal value and to fair employment conditions. Proportionate, aggregated monitoring will be used to identify and address any unexplained differences while protecting confidentiality and personal data.

4.4 Support Work-Life Balance and an Inclusive Organisational Culture

DIMITRA aims to maintain a working environment in which employees can balance professional, family, personal and caring responsibilities without disadvantage or stigma. Available rights and flexible arrangements will be communicated and applied transparently, consistently and without gender-based assumptions.

4.5 Prevent and Address Discrimination, Violence and Harassment

DIMITRA is committed to working and learning environments based on dignity and respect. It will prevent and address discrimination, gender-based violence, sexual and gender-based harassment, bullying, victimisation and retaliation through clear responsibilities, accessible reporting procedures, confidentiality, impartial handling and appropriate awareness activities.

5. Actions & Measures for Implementation

To translate its strategic priorities into practice, DIMITRA will implement a focused set of actions supported by clear responsibilities, measurable indicators, periodic monitoring, and annual review. The measures are proportionate to the organisation's size and activities and will be progressively strengthened during the implementation period of the Plan.

5.1 Recruitment, Retention and Professional Development

DIMITRA will review its recruitment and career-development practices to ensure that they are transparent, inclusive, and based on merit.

Key measures will include:

- Using gender-neutral and inclusive language in job advertisements
- Applying clear and job-related selection criteria
- Monitoring gender representation across departments and levels of responsibility
- Ensuring equal access to training, reskilling, and professional-development opportunities
- Introducing more transparent criteria for promotion, project coordination, and other positions of responsibility
- Ensuring that maternity, paternity, parental, or care-related leave does not disadvantage career progression

Relevant recruitment, retention, training, and progression data will be reviewed periodically in aggregated form.

5.2 Pay Equity and Fair Employment Conditions

DIMITRA will support the principle of equal pay for equal work or work of equal value and will progressively strengthen its monitoring of remuneration and employment conditions.

The organisation will:

- Review available pay data by comparable role and level of responsibility
- Examine access to allowances, additional responsibilities, and employment benefits
- Identify any unexplained disparities
- Take corrective action where an unjustified difference is identified

All reviews will respect confidentiality and data-protection requirements. Individual salary information will not be publicly disclosed.

5.3 Work-Life Balance and Organisational Culture

DIMITRA will maintain a working environment that supports employees in balancing professional, family and caring responsibilities.

Measures will include:

- Clear communication of maternity, paternity, parental, and care-related rights
- Consistent application of leave and work-life balance arrangements
- Consideration of flexible working measures where operationally feasible
- Support for employees returning from extended family-related leave
- Avoidance of assumptions that caring responsibilities concern women alone
- Awareness activities on inclusion, respectful communication, and shared responsibility
- Periodic staff feedback on organisational culture and access to available arrangements

Work-life balance measures will be available on equitable terms and applied according to transparent organisational criteria.

5.4 Prevention of Harassment and Discrimination

DIMITRA will maintain and periodically review its procedures for preventing and addressing discrimination, violence, harassment, and retaliation.

The organisation will ensure:

- Clear internal policies and reporting procedures
- An identified and appropriately informed point of contact
- Confidential and accessible reporting channels
- Prompt, impartial, and documented handling of complaints
- Protection of personal data and the rights of all parties
- Prohibition of retaliation against complainants and witnesses
- Awareness and training for employees, managers, trainers, and other relevant personnel
- Referral to external expertise or competent authorities where necessary

The GEP will complement, but not replace, the specific policies and procedures required under Greek employment law.

5.5 Leadership and Decision-Making

DIMITRA will promote equitable access to leadership, project coordination, committees, and other decision-making roles.

Measures will include:

- Monitoring gender representation across management and positions of responsibility
- Applying transparent and competence-based criteria for appointments and role allocation
- Providing access to leadership, communication, negotiation, and project-management training
- Encouraging mentoring, knowledge transfer, and broader participation in strategic activities
- Ensuring that flexible work or family-related leave does not create unjustified barriers to advancement
- Reviewing the distribution of visible assignments, coordination responsibilities, and professional-development opportunities
- Considering corrective or support measures where persistent underrepresentation is identified

Progress under all five areas will be reviewed annually through defined indicators, responsible persons, implementation timelines, and documented follow-up actions. Where monitoring reveals a gap or an unintended effect, DIMITRA will revise the relevant measure and record the corrective action taken.

5.6 Implementation Matrix

Priority	Key Action	Responsible	Indicator	Timeline
Recruitment & development	Review recruitment language, criteria and access to development	Department Managers	Review of recruitment and training data	Annual
Pay & conditions	Review comparable remuneration and employment conditions	Executive Management	Review and corrective action where needed	Annual
Work-life balance	Communicate rights and review access to arrangements	Department Managers	Staff information and feedback reviewed	Annual
Harassment & discrimination	Maintain reporting procedures and awareness activities	Executive Management / Designated Contact	Procedures reviewed; training/awareness recorded	Annual
Leadership & decision-making	Monitor representation and access to responsibility roles	Executive Management / GEP Coordinator	Representation and role-allocation review	Annual

6. Governance, Roles & Responsibilities

DIMITRA's Executive Management endorses this Gender Equality Plan and is responsible for ensuring that it is integrated into the organisation's governance and strategic priorities.

Executive Management will appoint a Gender Equality Coordinator to oversee implementation, coordinate monitoring and reporting, support awareness and training activities, and liaise with the relevant departments.

A small **GEP Working Group**, composed of representatives from Management, Training, European Projects and other relevant functions, will support implementation and review progress at least once a year.

Department managers are responsible for applying the Plan within their areas, providing relevant data, and supporting agreed actions.

All employees, trainers, and collaborators are expected to uphold the principles of equality, respect, and non-discrimination and to contribute to the effective implementation of the Plan.

7. Communication

DIMITRA's Gender Equality Plan is formally endorsed by Executive Management, and will be communicated to all employees, and published on the organisation's official website. It will remain accessible to staff, trainers and collaborators across all departments and locations.

Updates on implementation, training activities and progress will be communicated internally, while a summary of the annual review may be published where appropriate.

8. Evaluation & Review

The implementation of DIMITRA's Gender Equality Plan will be monitored on an ongoing basis and reviewed annually against the agreed actions, indicators, responsibilities, and timelines.

A formal mid-term review will assess progress, identify gaps, and revise measures or targets where necessary. The results will be shared with Executive Management and the GEP Working Group, and a summary may be communicated internally or published where appropriate.

At the end of the implementation period, DIMITRA will conduct a final evaluation of the Plan and use the findings, staff feedback, and monitoring data to prepare the next Gender Equality Plan.

The GEP Working Group will meet at least once a year to review implementation, while staff feedback may be collected through consultations, surveys or other appropriate channels.

8.1 GEP Implementation Timeline

2026

August: Formal endorsement and publication of the Gender Equality Plan; appointment of the Gender Equality Coordinator; establishment of the GEP Working Group; communication of the Plan to staff.

2028

February: Mid-term review of implementation, assessment of indicators and progress, identification of gaps, adjustment of actions and targets where necessary.

2029

June: Final evaluation of the GEP implementation cycle, staff consultation, review of outcomes, challenges, and lessons learned, preparation of recommendations for the next Plan.

2030

January: Adoption and publication of the new Gender Equality Plan.



This Gender Equality Plan has been formally endorsed by DIMITRA's executive leadership and reflects the company's collective commitment to equality, inclusion, and respect.

Together, we commit to translating these principles into daily action, ensuring that DIMITRA remains a place where every person is treated with dignity, fairness, and equal opportunity.

Signed in Larissa, August 2026

A blue ink signature of Nikolaos Pitsoulis, consisting of several overlapping loops and a long horizontal stroke at the end.

Nikolaos Pitsoulis

A blue ink signature of Vasileios Zarkos, featuring a series of vertical and horizontal strokes that form a stylized, elongated shape.

Vasileios Zarkos

A blue ink signature of George Petrou, showing a large, sweeping loop followed by a series of smaller, more intricate strokes.

George Petrou



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