



KINDLING A BETTER **WORLD**

Gender Equality Plan (2025)

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Introduction

Gender equality requires equal enjoyment for all genders of socially-valued goods, opportunities, resources and rewards.

KMOP considers gender equality of significant importance enabling the enhancement of skills and knowledge through the inclusion of all, promoting a better and more motivating work environment. KMOP supports every initiative to ensure the promotion and incorporation of a culture of diversity and inclusion based on respect of human beings and equality of opportunities.

Therefore, KMOP has a set of initiatives that have been continuously applied and improved aiming to always adopt an equal representation of all genders (50%).

Throughout the years KMOP has a very good percentage of female employees. The strong focus on gender balance is translated into a reality in which more than 60% of the Organisation’s staff are women.

In terms of managerial positions, the Board of KMOP consists of 3 persons. Throughout the past 5 years, the Board has a minimum representation of 33.33% of women.

Indicators on gender representativeness

	Total Employees	Male Employees	Percentage of Male employees	Female employees	Percentage of Female employees
2017	105	37	35%	68	65%
2018	113	44	39%	69	61%
2019	127	44	39%	83	65%
2020	142	44	35%	93	65%
2021	175	64	37%	110	63%
2022	123	32	26%	91	74%
2023	144	39	27%	105	73%

	Female employees in Management Committee
2017	66,66%
2018	66,66%
2019	66,66%
2020	33,33%
2021	33,33%
2022	33,33%
2023	33,33%

Scope of GEP

KMOP expects employees to foster a well-organised, respectful and collaborative environment.

All who work for KMOP should respect all those we work with and serve. The Organisation will not allow any kind of discriminatory behaviour, harassment or victimisation. Employees, Interns and Volunteers should conform with equal opportunity policies in all aspect of their work, from recruitment and performance evaluation to interpersonal relations. Any behaviours found not to follow KMOP's policy constitute act of misconduct and are therefore grounds for disciplinary actions.

All Employees, Interns and Volunteers shall

- Respect the dignity and human rights of colleagues and all others they come into contact with as part of their jobs
- Treat their colleagues fairly and equally, without discrimination on the grounds of race, age, role, gender identity, colour, religion, country of origin, sexual orientation, marital status, dependants, disability, social class or political views. This includes consideration for recruitment, redundancy, promotion, rewards and benefits, training which must be based on merit.

The Organisation shall not:

- Engage in direct behaviour that is offensive, intimidating, malicious or insulting. This includes a form of sexual or any other harassment or bullying motivated by race, age, gender, gender identity, colour, religion, country of origin, sexual orientation, marital status, dependants, disability, social class or political views.
- Engage in any indirect behaviour which could be construed as sexual or other form of harassment or bullying, such as making offensive or sexually explicit jokes or insults, displaying, emailing, texting, or otherwise disturbing, offensive material, misusing personal information, creating a hostile or intimidating environment, isolating or not co-operating with a colleague, or spreading malicious or insulting rumours.

Goal set:

According to the indicators, KMOP has managed to keep a very good performance on women representation and KMOP's goal is to retain the initial goal of at least 50% female representation in the total number of employees in the coming years (period 2025-2026).

As far as the Management Board is concerned, since it consists of 3 persons it is impossible to have an equal representation in every tenure of the Board. KMOP's goal is to have an equal representation of both genders in the long term. This means that in every new board election the percentage of men and women will be switched in order to have an equal representation of all genders in a period of 10 years.

The Gender equality plan aims to:

- promote mutual respect and ensuring equality of opportunities
- value diversity within the organisation
- adopt positive discrimination policies and raise awareness internally

To this end, the main areas that are covered and addressed via concrete measures and objectives are:

- A. Strategy, mission and values
- B. Equality in access to employment
- C. Training

- D. Equality in working conditions and equal pay
- E. Work life balance
- F. Workplace harassment prevention

GEP: Objectives and Measures

A. Strategy, mission and values

Objective: Publicly state the commitment to the promotion of equality between genders

Measures:

- Registration of KMOP's commitments to protect gender equality in KMOP's code of conduct
- Publication of commitment to equality between genders externally and internally through the website and intranet revision to demonstrate a diversity inclusive work environment
- Participation in projects that promote gender equality
- Increase of posts/press releases in social media regarding gender equality issues in the society (at least 4 per year)
- Monitoring and improvement of the language used in all KMOP's communication channels and social media to ensure the use of an inclusive language
- Guarantee and monitor the implementation of initiatives, continuous improvement plans and measures regarding diversity
- Evaluation of the measures provided for the gender equality plan
- Monitoring of gender- disaggregated data on all indicators in use for reporting

B. Equality in access to employment

Objective: Contribute to a fair and objective selection and recruitment process for all candidates irrespectively of their gender identity and/or sexual orientation

Measures:

- Partnerships with Universities and other entities who share the same values and are against any discriminatory behaviour to attract candidates
- Improvement of job announcements to be equally attractive for men and women. The publication of job postings should be written in inclusive language when designating the profession and the content of vacancy notice, not directly or indirectly containing any restriction specification or preference based on gender
- Applying a standard ratio of male and female candidates invited to final interview (depending on the ratio of applications)

- Ensure that recruitment interviews include no gender -biased questions or the use of sexist or non-inclusive language

C. Training

Objective: Promote a culture of equality between all employees irrespective of their gender identity and/or sexual orientation in the workplace encouraging management and working practices in line with this

Measures:

- Carrying out training activities aimed at individuals responsible for selection and recruitment concerning non-gender biased selection and recruitment procedures.
- Training for all human resource professionals and employees and managers contributing to the awareness of potential bias in people management processes such as performance assessment, hiring, promotion, training and development. This will be a part of the on-boarding process, so as to ensure that all employees understand KMOP's values and policies from the beginning.
- Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision makers once a year.

D. Equality in working conditions and equal pay

Objective: ensure a fair and objective treatment of employees regardless their gender identity and/or sexual orientation

Measures:

- Creation of performance assessment model for the objective evaluation process for all staff irrespective of their gender identity and/or sexual orientation
- Progression of employees based on merit
- Encourage the balanced participation of women and men in decision making /strategic positions by setting minimum of 50 % representation of each gender on the management team

Salary grids according to the job description and functional contents that promote the principle of equal pay for equal work or work of equal value

E. Work life balance and organisational culture

Objective: Promote the reconciliation of professional working life with family and personal life for all employees.

Measures:

- Ensuring the right to enjoy annual or other types of leave by all employees
- Guaranteeing the right to enjoy exemptions and absences regarding parenting irrespective of their gender identity
- Ensure that the organisation of working time meets the needs of reconciling professional, family and personal life for employees irrespective of their gender, in particular those with family responsibilities
- Offer flexible work schedules

- Offer occasional work from home policy if the position allows it
- Guaranteeing the health and safety of the pregnant or postpartum or lactating employees
- Ensure protection in the dismissal of pregnant or postpartum or lactating employees

F. Workplace harassment prevention

Sexual harassment policy

The organisation follows a zero-tolerance approach to any form of Gender Based Violence (GBV) including sexual harassment. Sexual harassment and other forms of GBV constitute acts of gross misconduct. All incidents are seriously and promptly investigated.

Any person found to have sexually harassed another shall face a disciplinary action, up to and including dismissal from employment.

All complaints of Sexual harassment will be treated with respect and in confidence. No one will be (re)victimised for making such a complaint.

The General Management of the Organisation is committed to combat GBV at work place.

Definition of sexual harassment

Sexual harassment is any unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated. It includes situations where a person is asked to engage in sexual activity as a condition of that person's employment, as well as situations which create an environment which is hostile, intimidating or humiliating for the recipient. Sexual harassment can involve one or more incidents and actions constituting harassment may be physical, verbal and non-verbal. Examples of conduct or behaviour which constitute sexual harassment include, but are not limited to :

Physical conduct

- Unwelcome physical contact including patting, pinching, stroking, kissing, hugging, fondling, or inappropriate touching
- Physical violence, including sexual assault
- Physical contact, e.g., touching, pinching
- The use of job-related threats or rewards to solicit sexual favours

Verbal conduct

- Comments on an employee's appearance, age, private life, etc.
- Sexual comments, stories and jokes
- Sexual advances

- Repeated and unwanted social invitations for dates or physical intimacy
- Sending sexually explicit messages (by phone or by email)

Non-verbal conduct

- Display of sexually explicit or suggestive material
- Sexually-suggestive gestures
- Whistling
- Leering

Even though sexual harassment affects women disproportionately, anyone can be a victim of sexual harassment. LGBT people and young men are also at higher risk of experiencing sexual harassment.

KMOP recognises that sexual harassment is a manifestation of formal and informal power relationships and often occurs within unequal relationships in the workplace, for example between a manager or supervisor and employee. Anyone, including employees of KMOP, clients, customers, casual workers, contractors or visitors who sexually harasses another will be reprimanded in accordance with this internal policy.

All sexual harassment is prohibited whether it takes place within KMOP premises or outside, including at social events, business trips, training sessions or conferences sponsored by KMOP.

Complaints Procedure

A. Designated Person to receive complaints of sexual harassment

KMOP recognises that sexual harassment may occur in unequal relationships. The victim can approach the designated staff member, responsible for receiving complaints of sexual harassment. This focal person is the HR Manager who is a senior member of staff. The HR Manager will record the incident and provide support and advice to the survivors on their next steps.

When HR receives a complaint of sexual harassment, he/she will:

- immediately record the dates, times and facts of the incident(s)
- ascertain the views of the victim as to what outcome he/she wants
- ensure that the victim understands the company's procedures for dealing with the

- complaint
- discuss and agree on the next steps - a formal complaint, for example
- keep a confidential record of all discussions
- respect the choice of the victim
- ensure that the victim knows that they can lodge the complaint outside of the company
- through the relevant country/legal framework
- provide support to the victim and refer her/him to specialised support services (if convenient).

B. KMOP's complaints mechanism

The survivor may choose to follow the Organisation procedures to report the incident. This does not deprive the survivor of the right to appeal to the authorities and court and report the incident at any time. If the survivor asks the designated person to follow KMOP's complaints mechanism, the designated person will refer the matter to the senior human resources manager to instigate a formal investigation. Human Resources Manager may deal with the matter him/herself, refer the matter to an internal or external investigator or refer it to the Board of Directors who will have the overall responsibility to oversee and ensure the Policy's implementation.

Sexual harassment and other forms of Gender based violence constitute acts of gross misconduct and are therefore grounds for disciplinary actions.

Gross Misconduct is misconduct of such a nature that the Organisation is justified in no longer tolerating the continued presence at the place of work of the employee who commits such an offence. Definition: "It means misbehaviour which is deliberate, reckless or grossly negligent in regard to persons or property and which is against the interests of an employee's fellow workers, students and/or the employers".

If an employee is accused of an act of gross misconduct, they may be suspended from work normally for no more than 5 working days, whilst the alleged offence is investigated. If on completion of the investigation and full disciplinary procedure General Management is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice.

If special mitigating circumstances are present, General Management may issue a final written **warning which shall** not be subject to a time limit and which shall continue to remain in effect unless the employee is informed otherwise after a review.

The person carrying out the investigation will:

- interview the victim and the alleged perpetrator separately

- interview other relevant third parties separately; confidentiality declaration to be signed by every one of them
- decide whether or not the incident(s) of sexual harassment took place
- produce a report detailing the investigations, findings and any recommendations. The investigation report should be strictly confidential on the 'need to know' principal basis
- if the harassment took place, decide what the appropriate remedy for the victim is, in
- consultation with the victim (i.e., a change to working arrangements, a promotion if the victim was demoted as a result of the harassment, training for the perpetrator, discipline, suspension, dismissal)
- follow up to ensure that the recommendations are implemented, that the behaviour has
- stopped and that the victim is satisfied with the outcome
- if they cannot determine that the harassment took place, he/she may still make
- recommendations to ensure the proper functioning of the workplace
- keep a record of all actions taken
- ensure that all the records concerning the matter are kept confidential
- ensure that the process is done as quickly as possible

C. Sanctions and disciplinary measures

The disciplinary procedures will be applied equitably irrespective of race, ethnic origin, nationality, sex, marital status or disability.

Employees who are accused of sexual harassment at work will be liable to disciplinary action under the Organisation's Disciplinary Procedures and may be subject to the following:

- verbal or written warning
- adverse performance evaluation
- demotion
- suspension
- dismissal

D. Public authorities responsible to receive complaints for SH

A person who has been subject to sexual harassment can also make a complaint outside the Organisation (e.g. General Secretariat for Demographic and Family Policy and Gender Equality (hotline 15900), Research Centre for Gender Equality ("KE.TH.I." counselling centres, Labour Inspectorate, Policy/ Prosecutor etc.).

Implementation of GEP

The above measures are implemented by the Gender Equality Committee, which is formed by KMOP employees and specifically by

- HR Manager
- Communication Expert
- Human Rights Expert
- Member of upper Management

The Committee shall have regular meetings (on a quarterly basis) in order to plan and design the activities to be followed throughout the year as well as to discuss the progress and identify the needs for improvement during GEP's implementation.

In order to have a successful implementation of the GEP, during the first Gender Equality Committee meeting, the responsible person for each measure of the plan will be appointed.

Employees who are not part of the Committee can be engaged in the implementation stage if need be and will work closely with the Committee member responsible for the specific task. Workplan with specific deadlines should also be decided and relevant reports shall be produced for each measure.

The HR Manager is also appointed as the focal point person for any issues concerning any kind of inequalities and discrimination within KMOP and to whom employees, interns and volunteers can refer to.

Monitoring & Evaluation of GEP

The measures provided for in the Gender Equality Plan are regularly evaluated and monitored to ensure their full compliance and to identify opportunities for improvement.

This monitoring is provided by Gender Equality Committee, which is responsible for:

- Guaranteeing and monitoring the implementation of initiatives, continuous improvement plans and measures regarding diversity.
- Ensuring the dissemination of the initiatives among KMOP people.
- Monitoring the impact of the gender equality plan with annual reporting which will include indicators that will be set by the Gender Equality Committee, such as:

Number of female employees for all positions

The number of men and women in selection panels (recruitment and promotion)

Gender pay gap

Assessment of reported cases and resolution mechanisms

- Presenting the implementation and impact of the GEP to Management Board annually.
- Consulting yearly employee survey to measure the impact of the gender equality plan and assess how employees feel about it.
- Identifying best practices that other Organisations implement and adopt them to KMOP's Gender Equality Plan.



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