Research & Innovation Information Technologies / ATHENA

GENDER EQUALITY PLAN

2022-2025

2nd Edition

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1. Introduction

This action plan sets out ATHENA RC's priorities for addressing gender equality, identifies activities and monitoring plans. Equality of opportunity is core to our organisational mission and gender balance is a critical component to ensure fair access and equity for our research, managerial, technical, administrative and support staff. Following international, community and internal standards, Athena R.C. commits to the promotion of equity for all, i.e., not merely to offering equal opportunities to all members of its staff, external collaborators and any person involved in its activities, but actually providing them with what they need to reach their potential.

2. Regulatory framework

This GE Plan legitimates and protects every strategy aiming to achieve gender equity at ATHENA RC. The GE Plan complies to national and European laws and aligns with national initiatives and initiatives focusing on equal rights, equal treatment, anti-discrimination, elimination of bias and any form of harassment in the workplace, as well as organisations' social responsibility, open science and reformulation of research assessment with the vision of a fair, diverse and inclusive research environment. Specific articles, policies and directives can be found below.

2.1. Greek Law

The Greek Constitution clearly declares non-discrimination and gender equality principles since its very first formulation (e.g., equality between the sexes in Art. 2, §4 and the right to equal pay for work of equal value regardless of gender or other differences in Art. 22, §1). In the constitutional revision process in 2001, it is explicitly foreseen that "positive measures for promoting equality between men and women do not constitute discrimination on the grounds of sex" and that "the state shall take measures to eliminate inequalities to the detriment of women that exist in practice" (Art. 116, §2). This amendment paved the way for positive measures in different domains. While National Committees on Gender Equality and Elimination of Discriminations have been working on the related issues for decades, the first National Action Plan (NAP) on Gender Equality was introduced in 2017 covering the period 2016-2020 and was updated with the follow-up NAP for the period 2021-2025. These plans have led to several new laws aiming at framing a comprehensive set of measures for promoting equality, preventing and combating gender-based violence, and acting towards gender mainstreaming (e.g. Law 4604/2019). Thus, since 2019 Greece has a legislative framework that imposes specific actions to support Gender Equality, such as use of gender-neutral language in official government documents, provisions against gender stereotypes and discrimination in mass media and advertisements, a 40% (minimum) quota system for women candidates in each electoral district in parliamentary and European elections, as well as the creation of Equality Offices in each of the 13 regions of the country.

In Research and Innovation (R&I), the Greek legislative framework indicates that at least one third of the members of the scientific councils in Research Institutes (and national or regional research advisory committees) should be from each sex "as long as the candidates have the necessary qualifications as required by each position" (Law 4386/2016, Art. 25, §13); it also encourages universities and other higher education organizations to integrate gender in their study programs (Law 4604/2019, Art. 17) and foresees an official distinction namely the "Equality Badge" for those companies (including business research) who adopt gender mainstreaming procedures (Art. 21). Furthermore, it obliges Greek Universities to establish Committees for Gender Equality (CGE) which –among others- act as consulting bodies to university administration on these issues (Law 4589/2019, Art. 33). For Greek Research Centers, it was more recently that legislation obliged them to set up Gender Equality and anti-discrimination committees (Law 5019/2023); the law describes the composition of the Committees and their duties and has been co-constructed with the "National Network of Gender Equity and Anti-discrimination Committees in Research Centers and Independent Research Institutes" (GEARnet, www.gearnet.gr) that was formed in 2022. This network sprung out of the need of the Greek Research Centers and Institutes for a more coordinated approach to overcome resistance, address resource shortages, and advocate for lasting structural reform. Athena R.C. chairs the Network since April 2024. Last, among several measures for eliminating violence and harassment at the workplace and supporting work-life balance for parents and carers, Law 4808/2021 has also made it compulsory for all organisations, including Research Centers and Institutes to have clear processes for treating cases of harassment at workplace and related complaints (Art. 5).

2.2. European Law

Equality regardless of gender and non-discrimination are common values on which the EU is founded and are firmly embedded in the Treaties of the European Union, the Charter of Fundamental Rights of the European Union and secondary legislation. The Greek legislation adopts and implements all such International Treaties and European Directives, including for example a) the ''Recast'' Directive (2006/54/EC) on equal opportunities and equal treatment of women and men in employment and occupation which requires the implementation of the prohibition of direct and indirect sex discrimination, harassment and sexual harassment in pay and access to employment b) the Directive 2010/41/EU on the prohibition of direct and indirect (sex) discrimination to self-employment, c) the discrimination prohibition Directive on Pregnancy (92/85/EEC), d) the Parental Leave Directive (2010/18/EU) and e) the Part-time Work Directive (97/81/EC). ATHENA RC considers also the e) Racial Equality Directive (2000/43/EC) that prohibits discrimination on the ground of racial or ethnic origin in employment, the f) Employment Equality Directive (2000/78/EC), covering the grounds of religion or belief, disability, age and sexual orientation.

2.3. Initiatives

- ATHENA RC has been involved in the following initiatives related to Equity and Anti-discrimination:
- It is a founding member of the Greek Innovation Lab for Women (#GIL4W) (2021 - ongoing)
- It is a founding member of the Greek Chapter of ACM Women in Computing
- It has been a key contributor in Women in AI Labs (#WAI) (2021-2024)
- It is represented in Eurogender and IEEE Women in Engineering through members of its Equity and Anti-discrimination Committee (2021)
- It participates in the COST Networking action VOICES 'Making Early Career Investigators' Voices Heard for Gender Equality (CA20137) in the Management committee representing Greece and in the 'Gender Dimension in Research" Working Group (WG2) (2021-2025)
- It coordinated an EOX funded project on "Gender Equality Know-How exchanges with Norwegian Organisations" (Jan. 2023 - Dec. 2023)
- It has founded a Research Innovation Unit for Women (WINN) (2022-ongoing)
- It has become a member of COARA, the international coalition for the reform of research assessment and has signed the related declaration (2024 - ongoing)
- It has signed the Barcelona Declaration on open science and is a key contributor in several related working groups (2024 -ongoing)
- It is a founding member of the national network of Gender Equality and Anti-discrimination Committees, which it currently heads (GEARnet) (2022-ongoing)

3. The Digital Gender Divide

The above regulatory framework serves the pressing national and European need for a digital future that will be based on equal involvement by all. Women's participation is crucial for the development of a sustainable, fair and equitable digital economy and society. Unfortunately, in the European digital economy women are underrepresented and as statistics reveal in the latest She Figures (2024), women "comprise only 25 % of self-employed professionals in science and engineering and ICT". Overall, the increasing demand of Europe in men and women digital experts has meant that "in 2021, more than 60 % of EU enterprises that recruited or tried to recruit ICT specialists had difficulties in filling ICT vacancies", as reported by Eurostat.

In Greece the Ministry of Digital Governance has designed the Digital Transformation Strategy for 2020-2025 as an attempt to address such inequalities. The Strategy was developed in close cooperation with stakeholders from the public and private sector, the academic community and civil society, and sets priorities for the digital transformation of the country, and goals for the development of the digital skills of the Greek

society regardless gender, at all levels and ages. ATHENA RC's vision is in line with the objectives of this strategy and aims through its research and training activities to contribute to national and European needs in ICT reskilling and upskilling.

As ATHENA RC is the only research and technology organisation in the country dedicated exclusively to digital technologies, its mandate is to provide an enabling and inclusive environment for researchers to excel in cutting edge research fields such as Data Science, AI, IoT, Robotics, Interaction Technologies, Cyber-physical systems. Capacities and services offered within its premises, allow researchers to innovate and commercialise their research for addressing societal and industrial challenges, meeting the demands and policies set at national and European levels. Through this Plan, ATHENA RC establishes concrete gender-oriented measures and interventions that contribute to the reduction of the Digital Gender Divide observed by empowering female researchers and providing them with the necessary resources to advance their careers.

ATHENA RC:

- Offers a welcoming work environment providing pay equity, flexibility, parental policies, and inclusion.
- Provides women with career advancement pipelines, continued professional development and leadership training.
- Makes women more active in decision making by including them into boards and processes thus changing power dynamics.
- Develops schemes for mentorship for female researchers and female students wishing to undertake courses (MSc, PhD) in ATHENA RC premises.
- Assists researchers affected by career breaks and leaves in regaining research momentum as quickly as possible on return.
- Protects them through anti-discrimination and anti-harassment policies.
- ATHENA RC recognises that its community may include people who do not identify with the binary construct of being either male or female, and who may be gender diverse, including those who affirm their gender as being different to the sex assigned at birth; who were born intersex or whose sex is indeterminate; or who identify as transgender or no gender.

4. Operational regime

The GE Plan applies to all Institutes and Units of ATHENA RC, namely the:

- Institute for Language and Speech Processing (ILSP)
- Industrial Systems Institute (ISI)
- Institute for the Management of Information Systems (IMIS)

- Institute of Robotics (IRO)
- Technology Clusters Initiative Unit (Corallia)
- Space Programmes Unit (SPU)
- Pharma-Informatics (PHARMAINF)
- Environmental and Networking Technologies and Applications Unit (ENTA)
- Sustainable Development Unit (SDU)
- Artificial Intelligence, Data Science and Algorithms Unit (Archimedes)
- Innovation Unit for Women (WINN)

The Plan is monitored by the Gender Equality Board (GEB) with support by a) the Board of Directors and b) the ATHENA RC's administration services. The first GE Plan was approved on the 11-11-2021 during the 311st meeting of the Board of Directors of the Centre. The current update and extension is the second edition, which was approved on the 424th meeting of the Athena Board of Directors. The work suggested under the GE Plan complements and operates in parallel with a number of ATHENA RC policies and plans: Gender Equity and Anti-discrimination Committee Internal Regulations, Violence and Harassment Procedures, Gender Sensitive Language Guide, Digital and Physical Accessibility Plan, Quality Assurance Plan, Ethics Plan and Procedures, and Recruitment Strategy.

5. Objectives

The ATHENA RC GE Plan has eight tangible objectives, towards:

- Embedding a gender and anti-discrimination aware culture in the Centre by shifting traditional perceptions
- Improving the research quality of the Centre by ensuring the formation of heterogeneous research groups
- Practicing excellence at all levels through inclusive career development and training of researchers, managers and support staff
- Achieving inclusivity in decision-making thus ensuring diversification of views
- Strengthening links with industry by encouraging female and other under-represented groups of members of staff to collaborate with private entities and innovating by translating their research into tangible products
- Becoming an attractive Research Centre for diverse experts and talents from Greece and abroad, also assisting in brain-gain
- Contributing to the national and European needs for female experts in digital sciences and diverse & inclusive research workforce

To achieve those objectives ATHENA RC focuses on six key areas, following the guidelines of the European Institute for Gender Equality (EIGE) aiming to "identify and implement innovative strategies to promote cultural change and equal opportunities in Universities and Research Centers" (EIGE, http://eige.europa.eu):

Key Area 1: Gender Balance in Leadership and Decision Making

Key Area 2: Gender Equality in Recruitment and Career Progression

Key Area 3: Work-Life Balance

Key Area 4: Gender Dimension in Research, Innovation and Teaching Content

Key Area 5: Organisational Culture

Key Area 6: Measures against Gender-based violence, including Sexual Harassment

6. Methodology

For the development of the first edition of the GE Plan, several internal procedures and measures had to be defined and set up. The GEB based the methodology for the compilation of the Plan on the GEAR toolkit (Gender Equality in Academia and Research) designed by EIGE. The Plan is developed on three axes: 1. Understanding, 2. Implementing and 3. Monitoring.

6.1. Understanding

As a first step towards this direction, ATHENA RC established the Gender Equality Board (GEB) in March 2021 consisting of 4 members (3 women and 1 man). The GE Board set up an informal focus group consisting of female researchers from ATHENA RC to advocate its establishment and objectives across its three sites in Athens, Patras, Xanthi. Furthermore, it organized an event to celebrate the International Women's Day that kickstarted a structured discussion on gender equality, the establishment of the GE Plan, and the specific needs of the organisation.

The GE Board members decided on the types of data that need to be collected, the KPIs to be defined, the data gathering procedures, and arranged a series of online meetings with the focus group to obtain feedback. To produce the initial version of the GEP, the GE Board collected data on Gender-related aspects for the years 2018, 2019, 2020. However, the GE Plan constitutes a living document that is updated periodically. The financial and administrative data are collected by the Central Administration of ATHENA RC and comprise the composition of staff, candidacies and recruitments, retention rate of staff, governance, leaves, payments, work options, grant acquisition, patents, among other. Regarding research output as reflected in articles, journals, conferences, books and other publications, relevant data were gathered by each one of the Institutes and Units of ATHENA RC. With respect to the list of KPIs, the GE Board surveyed existing toolkits, methodologies and available GE Plans from several universities and institutes in Europe. Although the GEB considered the available indicators, it compiled custom lists of KPIs

pertaining to the peculiarities of a research institute and of certain aspects of the national law, such as the procedures related to staff recruitment and job contracts. All the information obtained was processed by the members of the GE Board that analysed the state of play in ATHENA RC with the aim to address the observed imbalances. The data were organised and distributed across the aforementioned Key Areas.

Following on the direction mentioned in the first version of the GEP that additional sets of qualitative data should be collected for the future versions of the Plan, specifically through questionnaires and interviews reflecting researchers' responses on their sense of belonging and safety in the workplace, an extensive questionnaire was produced and made public during the summer 2022. It was produced following related examples available by EIGE and was further adapted to the realities of research organizations, since the entirety of available examples at the time were addressed at European universities, which in many cases possess different characteristics, or present different issues than research centers.

Overall, the questionnaire was administered to the entirety of ATHENA RC and was answered by almost 30% of its personnel. It had the following main goals:

- Record the views and experiences of ATHENA RC's people on aspects mainly related to gender equality, but also to diversity and inclusion.
- Set a path towards defining working environment and collaboration conditions within ATHENA RC based on equality, respect to diversity and participation.
- Identify crucial aspects towards drafting a GEP that will help tackle gender equality challenges in a way that addresses the entirety of ATHENA RC and its people.

After a multidimensional analysis of the data collected, an internal event was held within the RC in order to present the findings of the questionnaire and discuss them with the personnel. It also served as a means to kickstart internally a broader discussion regarding issues such as harassment in the workplace. This was the first questionnaire of its kind run within the Center, and one of the few run by Greek Research Centers/Institutes; as such it has set a baseline and has contributed to similar endeavours in other Research Centers/Institutes nationwide.

Detailed analyses of both the quantitative and the qualitative data collected for the audit of the Center with regards to Gender Equality and Anti-discrimination are available in the internal audit documentation.

6.2. Implementing

During the implementation of the GE Plan, ATHENA RC embeds and institutionalizes as many actions proposed as possible in order to ensure their sustainability. The GE Board meets regularly to plan activities in a participatory way, discuss progress, achievements and aspects that can be improved. Training and meetings with senior management, human resources staff, events and communications office are foreseen to maximise the impact of the GE Plan's actions and provide insights about the measures implemented. Beyond those, other activities such as events, communication actions and employment of digital means ensure constant visibility of the Plan, promote its main areas of intervention and layout the timeframe for compliance purposes.

6.3. Monitoring

GEB is committed to report periodically about the progress towards gender equality and anti-discrimination and share the findings with the organization. The monitoring is based on derived qualitative and quantitative indicators and on follow-up instruments adapted to the purposes of the proposed actions. For 2026 and on, an external advisor is foreseen to assist with constructive reviewing of the measures proposed by the GE Board, co-designing and evaluating the monitoring instruments and channels, overlooking the implementation of the actions proposed and providing input for an effective and uniform application across all sites.

7. Key areas of study

The following tables present needs-based objectives for ATHENA RC, track the development in the gender distribution of personnel at different stages of their careers within the organisation, monitor ATHENA RC's progress in relation to equal representation through KPIs and targets, create actions to remedy any shortcomings, provide the respective timeline, assign responsibility to the personnel for each action, and present their relevance to SDGs.

Key Area 1 : Leadership and Decision Making

Objectives

I. Proportional gender representation in key leading positions, and governance bodies
II. Proportional gender representation in decision-making committees
III. Gender balance in submitted candidatures for I and II.

Who

- ATHENA R.C. GEB (GE Board)
- ATHENA R.C. Media & Communications Office
- ATHENA R.C. Researchers, Administrators and Technical Staff

Actions

1. Encourage balanced gender representation in candidatures for governance and decision making through gender-neutral vacancy descriptions and information campaigns, as well as pro-active nominations.
2. Support balanced gender representation in candidatures through incentives that will be properly identified and communicated
3. Organize events that establish direct contact with corresponding role models
4. Monitor gender balance in key leading positions, governance bodies and decision-making committees

2022	2023	2024	2025
			✓
	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓

KPIs and Targets

1. At least 10% annual increase in gender representation in candidatures for leading, governance and decision-making positions towards a 50:50 male-female ratio
2. Organisation of at least 2 events per year hosting talks by corresponding role models and providing information on the profiling of such positions (e.g., requirements and gains etc.)

SDG

Key Area 2 : Recruitment and Career Progression

Objectives

I. Balanced gender representation across staff categories
II. Gender balance in job applications
III. Equality in staff retention and career progression
IV. Equality in payment rate

Who

- GEB
- Human Resources Management Office
- Media and Communications Office
- Staff selection and evaluation committees

Actions

1. Encourage balanced gender representation in job applications through gender-neutral vacancy descriptions and presentation of the DEI (diversity, equality, inclusion) supporting profile of ATHENA
2. Support balanced gender representation in job applications through the design of attractive employment packages (with emphasis on flexibility at the workplace and benefits beyond financial compensation)
3. Organize events that present the humane profile of ATHENA, including key-personnel employment stories, social life at ATHENA, and others
4. In depth study of gender-related parameters affecting staff retention and career progression and design of corrective measures
5. Design and use of a detailed payment rate methodology for fixed-term contract staff
6. Monitor gender balance across staff categories, as well as retention rate, career progression and remuneration

2022	2023	2024	2025
		✓	✓
			✓
✓	✓	✓	✓
✓	✓	✓	✓
			✓
✓	✓	✓	✓

KPIs

1. At least 10% annual increase in gender representation in job applications (targeting a minimum of 60:40 male-female ratio)
2. Organisation of at least 2 events per year presenting the humane profile of ATHENA
3. Annual updates/additions of benefits to employment packages
4. Annual update of the staff retention and progression study; Corrective measurements document by the end of 2023
5. Adoption of a detailed payment methodology for fixed-term contract staff by the end of 2025

SDG

Key Area 3 : Work-life Balance

Objectives

I. Raised awareness of rights, opportunities and practices for flexible and agile working
II. Enhancement of flexible and agile working practices and infrastructure
III. Facilitation of achieving work-life balance

Who

- GEB
- HR
- Computer Support Office
- Media and Communications Office

Actions

1. Organize events for raising awareness of leaves entitled according to national law, available flexible working models (part time/teleworking etc), agile working infrastructure and suggested best practices
2. Design guidelines for achieving work-life balance incorporating international best practices (a) tuned to the Greek reality & the idiosyncrasies of working in a research center and (b) enhanced with staff input
3. Upgrade /update digital tools for remote working and staff member connectivity and provide training and support in their use
4. Monitor the uptake of the above
5. Establish dedicated spaces facilitating individual and peer group activities beyond working needs (e.g. child friendly spaces)

2022	2023	2024	2025
✓	✓	✓	✓
			✓
		✓	✓
✓	✓	✓	✓
			✓

KPIs and Targets

1. Increase in the diversity of type of leaves per gender
2. Organisation of at least 2 events per year for raising awareness on work-life balance issues and for providing related training
3. Work-life balance guidelines by the end of 2022 and annual update afterwards
4. Annual qualitative survey for capturing staff perceptions and feedback on the implementation of flexible and agile working practices in ATHENA R.C.
5. Inclusion of dedicated areas supporting the work-life balance of staff within ongoing ATHENA re-housing plans (e.g. child friendly spaces, breastfeeding areas, socialising areas for peer group activities, etc.)

SDG

Key Area 4 : Gender Dimension in Research, Innovation and Education

Objectives

I. Facilitation of balanced gender representation in research productivity (publishing, acquiring grants, teaching, supervision, patenting, technology transfer activities)
II. Balanced gender representation in research and development activities
III. Balanced gender representation in entrepreneurship
IV. Balanced student & lecturer representation in MSc programmes co-organized by ATHENA R.C.

Who

- GEB
- Research Grants Support Office
- Technology Transfer Office
- Media and Communication Office
- ATHENA R.C. Staff representatives
- MSc programmes directors in ATHENA R.C.

Actions

1. Undertake a large-scale qualitative study of the reasons affecting research productivity of ATHENA R.C. staff and design measures for support
2. Communicate and implement the supporting mechanisms indicated in the study
3. Organise events for raising awareness of the benefits of balanced gender representation in research and development, tuned to the needs of the research topics/disciplines served in ATHENA R.C.
4. Establish a mentoring scheme for formal personal development planning
5. Encourage the creation of peer groups and get-together events for informal consultation on research productivity and work-life balance issues
6. Promote gender representation in entrepreneurship through dedicated (and even proactive) consultation and support
7. Monitor gender representation in research and innovation
8. Monitor gender representation in educational programmes

2022	2023	2024	2025
✓	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
		✓	✓
		✓	✓
	✓	✓	✓
✓	✓	✓	✓
			✓

KPIs and Targets

1. Qualitative study on productivity and design of corresponding measures by the end of 2023 (annual update afterwards)
2. Implementation of the supporting mechanisms from 2024 and on
3. Organisation of at least two events per year raising awareness on gender representation in R&D
4. Mentoring scheme in place from 2024 and on
5. Creation of at least 2 peer groups and 2 social-get-together events for supporting gender representation in research and innovation per year
6. At least 15% annual increase of the number of staff involved in Technology Transfer Officers meetings and activities

SDG

Key Area 5 : Organisational Culture

Objectives

I. Balanced gender participation (of staff) in events organized by the centre
II. Equal exposure of the research results/activities, expertise and achievements of staff
III. Use of gender-sensitive language and visuals

Who

- 1. GEB
- 2. Media and Communication Office

Actions

1. Enhance the equal promotion of research contribution/results/success stories in ATHENA's social media accounts, website, and science communication network.
2. Implement a gender balance informed strategy in recruiting staff for the ATHENA R.C. events/campaigns/information days.
3. Study the reasons affecting staff participation in ATHENA events and design support measures
4. Monitor gender active and passive participation in ATHENA events, courses, activities
5. Produce a guide for gender-sensitive language and visuals

2022	2023	2024	2025
✓	✓	✓	✓
	✓	✓	✓
		✓	✓
✓	✓	✓	✓
			✓

KPIs and Targets

1. At least 15% annual increase of gender balance in the collective online presence of ATHENA R.C. material (towards the aim of a proportional to the research staff gender rate)
2. Design and adoption of a process and strategy for equality in ATHENA R.C. staffing events by the end of 2023
3. Design and adopt a gender-sensitive approach in verbal and visual files, including all formal documents of ATHENA R.C. by the end of 2024

SDG

Area 6 : Gender-based Violence and Sexual Harassment

Objectives

I. Raised awareness of related concepts/issues, rights, and processes for digital misconduct & case management
II. Facilitation of misconduct reporting and conflict resolution
III. Establishment of a 'safe space' culture employing best practices

Who

- GEB
- Board of Directors
- Misconduct & Harassment Office
- HR
- ATHENA R.C. Staff representatives
- ATHENA R.C. Legal Officer

Actions

1. Establish clear processes for misconduct and harassment case management
2. Run information campains and training events on key related topics, such as implicit bias, active bystanders, types of harassment etc.
3. Run qualitative survey collecting staff's voice (perceptions, needs, suggestions and experiences) on violence and harassment.
4. Develop an internal "How to" guide on all these issues, for the different staff categories, including visitors to Athena RC, students etc.
5. Monitor how the organisation's processes for misconduct reporting are being used

2022	2023	2024	2025
		✓	✓
	✓	✓	✓
✓	✓	✓	✓
		✓	✓
		✓	✓

KPIs and Targets

- Detailed documentation on internal processes for misconduct and harassment by end of 2024
- At least one event on related topics to inform all members of staff per year
- A large scale survey capturing staff's voice on the violence and harassment by end of 2022
- Circulation of informative material to raise awareness of staff on related issues annually
- Best practices implementation starting in 2024

SDG

8. References

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- "The European Union and gender equality in research and higher education: A view from Greece" Anagnostou D. and N. Avlona (2019)

Terminology

Binary construct (relating to gender) is a social construct that identifies an individual as either male/man or female/woman, and does not take account of other sex or gender identities or presentations.

Gender is part of a person's social and personal identity. It is typically used with reference to social and cultural differences rather than biological, referring to the characteristics that a culture delineates as masculine/male or feminine/female (see definition for 'gender diverse').

Pay Gap means individuals receiving equal pay for work of equal or comparable value and there is no gender bias at any point in the -- remuneration process (for example at commencement, base salary, out-of-cycle pay reviews, discretionary loadings and bonuses, and movement within the total remuneration range).

Sex means the characteristics associated with biological sex, generally assigned at birth usually described as being male or female. A person's sex and gender identity or presentation may not necessarily be the same.

Transgender is a general term for a person whose gender identity is different from their sex assigned at birth. A transgender person may take steps to live permanently in their nominated sex, with or without medical treatment.

Gender diverse is a term used to recognise people who do not fall within the gender binary construct of male and female.

Intersex refers to people who have genetic, hormonal or physical characteristics that are not exclusively 'male' or 'female'. A person who is intersex may identify as male, female, intersex or as being of indeterminate sex.