

CENTRE OF INTERNATIONAL  
AND EUROPEAN ECONOMIC LAW



# Gender Equality Plan 2026-2028

A Strategic Framework for Culture, Equity, and  
Excellence



# Table of Contents

- 3 **Introduction**
- 4 **Key concepts guiding this plan**
- 5 **Section 1: Foundations for Institutional Change**
- 7 **Section 2: Governance, Accountability, and Resources**
- 9 **Section 3: Strategic Pillars and Detailed Action Plan**
- 13 **Section 4: Monitoring, Communication, and Sustainability**
- 15 **Official Endorsement and Organisational Data**

# Introduction

## A Declaration of Our Values

This plan is not a document; it is a declaration of our values in action. The Centre of International and European Economic Law asserts its unwavering commitment to fostering an inclusive, equitable, and gender-responsive culture. We recognise that excellence in research and education is inseparable from an environment where all individuals, in their full diversity, can thrive. This GEP is the strategic instrument through which we will actively dismantle structural barriers, challenge unconscious biases, and embed gender equality into the very fabric of our institution – our policies, processes, research, and daily interactions. It is a public commitment, endorsed by our Board of Directors, and will serve as a dynamic guide for continuous institutional transformation.

## Our Vision for Equality

To be a leading research centre renowned not only for its academic contributions to international and European law but also for its exemplary culture of inclusion, where gender equality is a lived reality and a catalyst for innovation and societal impact.

# Key Concepts Guiding This Plan



## Equality

The principle of providing all individuals with the same opportunities, rights, and resources, ensuring no one is disadvantaged by their gender.



## Equity

The practice of fairness and justice, which involves providing tailored support to address the specific barriers faced by different individuals or groups, thereby achieving balanced and equitable outcomes.

## Inclusion



A proactive and participatory process that ensures every member of our community feels valued, respected, and empowered to contribute their unique perspectives. It is about creating a sense of belonging for all.

## Intersectionality

An analytical framework that acknowledges how various social and political identities (e.g., gender, race, disability, sexual orientation) intersect to create unique experiences of discrimination and privilege. Our plan strives to address these overlapping dynamics

# Section 1: Foundations for Institutional Change

## 1.1. Rationale: Linking Gender Equality to Our Mission

For an institution focused on International and European economic law, gender equality is not a peripheral issue; it is central to our intellectual and institutional integrity. An inclusive environment:

**Enhances Research Excellence:** Integrating gender analysis into our work leads to more nuanced, relevant, and impactful research that avoids biased interpretations of law and policy.

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**Attracts and Retains Top Talent:** A demonstrated commitment to fairness and work-life balance makes us a more attractive employer for the brightest minds from all backgrounds.

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**Strengthens Institutional Reputation:** Leadership in gender equality signals a modern, responsible, and forward-thinking organization, aligning us with the core values of the European Union.

## 1.2. The Gender+ Audit: Our Starting Point

To ensure our actions are evidence-based, this GEP is founded on a comprehensive "Gender+ Audit." This initial assessment and subsequent bi-annual reviews will collect and analyse quantitative and qualitative data, including:

### Quantitative Data:

- Sex/gender-disaggregated data on staff at all levels (administration, research, leadership).
- Gender pay gap analysis across comparable roles.
- Data on recruitment (applicant pool vs. hires), promotion rates, and contract types.
- Uptake of parental leave and flexible working arrangements by gender.

### Qualitative Data:

- Anonymous staff surveys on workplace culture, inclusion, and experiences of bias.
- Confidential focus groups and interviews to understand perceived barriers to career progression and work-life balance.

# Section 2: Governance, Accountability, and Resources

## 2.1. Unwavering Leadership Commitment

This GEP is formally signed, endorsed, and actively championed by the Centre's Board of Directors.

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## 2.2. The Equality Officer: Role and Mandate

An Equality Officer will be appointed with a formal mandate and allocated work hours to drive the IGEP. Their responsibilities include:

- Coordinating the implementation of all actions outlined in this plan.
  - Overseeing data collection and preparing the annual monitoring report.
  - Acting as a central point of contact and support for gender equality matters.
  - Organizing training and awareness-raising initiatives.
  - Advising leadership on emerging issues and necessary adjustments to the plan.
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## 2.3. The Gender Equality Committee: A Participatory Engine

A cross-sectional Gender Equality Committee will be established, comprising volunteer members from different departments, roles, and career stages. The committee's mandate is to:

- Provide diverse perspectives and input on the design and implementation of actions.
- Review monitoring data and provide recommendations to the Equality Officer and leadership.
- Act as ambassadors for the IGEP, fostering engagement and buy-in across the institution.

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## 2.4. Dedicated Resources

The Centre commits the following resources to ensure the successful execution of this plan:

- **Human Resources:** A defined percentage of working time allocated to the Equality Officer, plus protected time for committee members to fulfill their duties.
- **Financial Resources:** A dedicated annual budget line to cover costs associated with training, external consultants (e.g., for bias training or pay gap audits), data analysis tools, and communication materials.

# Section 3: Strategic Pillars and Detailed Action Plan

## Pillar 1: Fostering an Inclusive Culture and a Healthy Work-Life Balance

**Rationale:** A positive and flexible organisational culture is the foundation upon which all other equality efforts are built. It is essential for well-being, productivity, and retaining our valued staff.

Action	Primary Responsibility	Timeline	Key Performance Indicators (KPIs)
1.1 Review and modernise work-life balance policies (flexible hours, remote work, parental leave).	Leadership, HR	Q3 2026	New policy suggestions discussed and communicated to all staff.
1.2 Conduct an annual confidential staff survey on workplace culture	Equality Officer	Annually (Q4)	>80% satisfaction score; identify 2-3 key areas for improvement each year.
1.3 Develop supportive return-to-work protocols for staff after long-term leave.	HR	Q3 2026	Protocol established and integrated into HR procedures.

## Pillar 2: Ensuring Equity in Recruitment and Career Progression

**Rationale:** Fair and transparent processes are critical to building a diverse workforce and ensuring that all individuals can achieve their full potential based on merit, free from bias.

Action	Primary Responsibility	Timeline	Key Performance Indicators (KPIs)
2.1 Mandate unconscious bias training for both staff and decision-makers involved in recruitment and promotion.	Equality Officer, HR	Annually	100% of committee members trained before serving.
2.2 Standardise inclusive job descriptions and publish salary ranges for all vacancies.	HR	Q1 2027	All job advertisements from Q1 2027 are compliant.
2.3 Ensure gender balance on all selection and promotion committees.	Department Heads	Ongoing	100% of committees are balanced.
2.4 Conduct a bi-annual gender pay gap audit and develop an action plan to address disparities.	Leadership, HR	Annually (Q2)	Report published internally; year-on-year reduction in any identified gap.

## Pillar 3: Integrating the Gender Dimension into Research and Education

As a leading research institution, our greatest impact is through the knowledge we create and disseminate. Integrating a gender dimension is not about adding a burden, but about enriching our intellectual toolkit. By encouraging researchers to consider gender perspectives, we can uncover new insights, enhance the societal relevance of our work, and strengthen the overall quality and rigour of our research in economic law. Our goal is to build awareness and provide the necessary support to empower our community to engage with these perspectives confidently.

Action	Primary Responsibility	Timeline	Key Performance Indicators (KPIs)
3.1 Require all coordinated research proposals to include a section on the integration of a sex/gender dimension.	Research Office, European Projects Unit	Q1 2026	100% of new proposals are compliant.
3.2 Promote and showcase research that effectively integrates a gender dimension.	Leadership, Publications (HREL)	Ongoing	At least two examples featured annually in institutional publications.

## Pillar 4: Guaranteeing a Safe and Respectful Environment for All

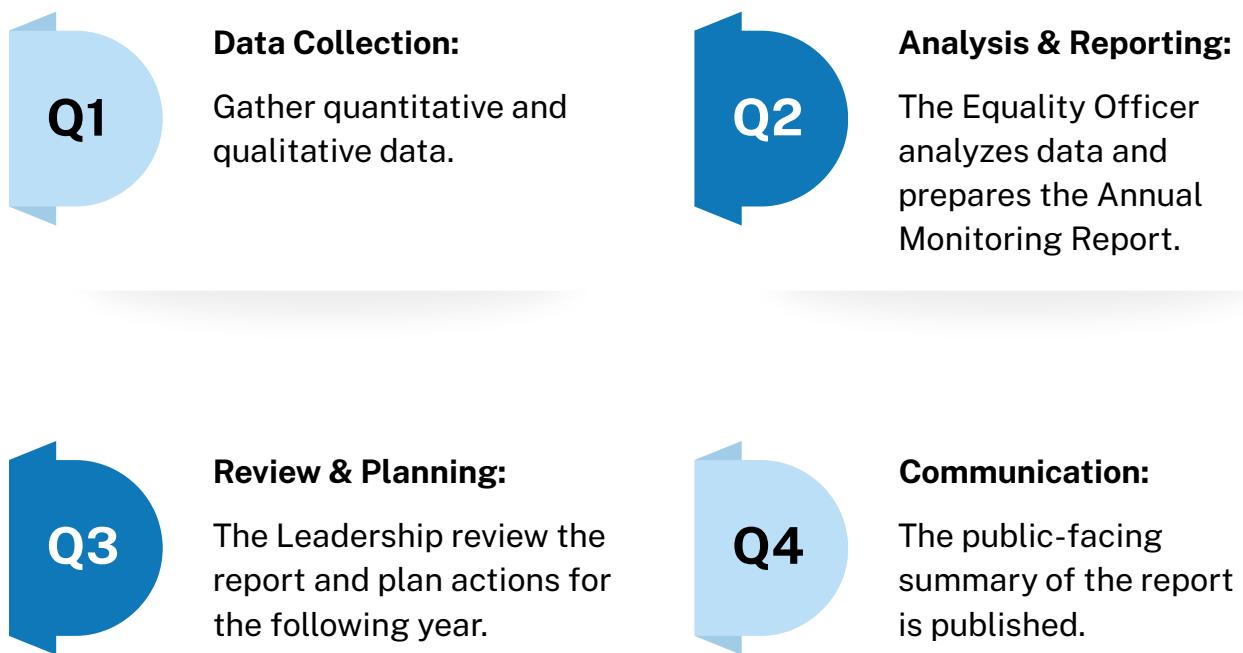
**Rationale: A zero-tolerance stance on harassment and discrimination is non-negotiable. We have a duty of care to provide a safe environment where every individual is treated with dignity and respect.**

Action	Primary Responsibility	Timeline	Key Performance Indicators (KPIs)
4.1 Review and promote the Centre's anti-harassment policy, ensuring clear, confidential reporting channels.	Leadership, HR	Q1 2026	Policy communicated to all staff.
4.2 Implement recurring training for all staff on preventing and responding to harassment and bias.	Equality Officer	Annually	100% staff completion rate.
4.3 Establish a clear protocol for investigating complaints that is fair, timely, and supportive of all parties.	HR	Q2 2026	Protocol documented and accessible to all staff.

# Section 4: Monitoring, Communication, and Sustainability

## 4.1. The Monitoring Framework: A Cycle of Improvement

The GEP operates on an annual cycle:



## 4.2. Communication and Dissemination

Transparency is key to accountability. We will communicate our progress through:

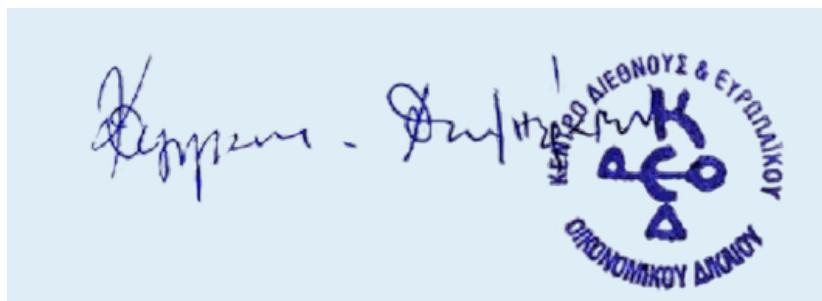
- A dedicated section on our institutional website.
  - An annual public summary of our monitoring report.
  - Regular updates in internal newsletters and at all-staff meetings.
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## 4.3. Ensuring Long-Term Sustainability

To ensure this work endures beyond the plan's timeframe, we will:

- Integrate gender equality objectives into the Centre's overall strategic plan.
- Incorporate responsibilities for gender equality into relevant job descriptions (e.g., for managers and HR).
- Foster a culture of continuous learning and feedback, making gender equality an integral part of "how we do things here."

# Official Endorsement and Organisational Data

<b>Institution</b>	<b>Centre of International and European Economic Law (CIEEL)</b>
<b>Number of Employees</b>	<b>20</b> (employees & research associates)
<b>Equality Officer</b>	<b>Christina Deliyanni-Dimitrakou</b> <b>Director of CIEEL</b>
<b>Authorised by</b>	<b>Christina Deliyanni-Dimitrakou</b> <b>Director of CIEEL</b>
<b>Date</b>	<b>February 2026</b>
<b>Stamp &amp; Signature</b>	 <p>A photograph showing a handwritten signature in blue ink on the left. To the right of the signature is a circular blue stamp. The stamp features a stylized anchor in the center, surrounded by the text 'CHRISTINA DELIYANNI-DIMITRAKOU' at the top and 'CENTRE OF INTERNATIONAL AND EUROPEAN ECONOMIC LAW' at the bottom.</p>