



**HELLENIC
PORTS
ASSOCIATION**

GENDER EQUALITY PLAN

2026-2028

HELLENIC PORTS ASSOCIATION (E.LIM.E)
33, Akti Miaouli Str., 18535 Piraeus, Greece
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1. Document Identity & Public Availability

GENDER EQUALITY PLAN (GEP) 2026-2028

Hellenic Ports Association (E.LIM.E)

- **Version:** 1.0 (March 2026)
- **Address:** 33, Akti Miaouli Str., 18535 Piraeus, Greece
- **Status:** Public Document

Organizational Profile

Hellenic Ports Association (E.LIM.E.) is a Non-Profit Civil Company. Its primary objective is to coordinate its members' activities to develop port policy, enhance regional development, and create robust, competitive port service enterprises. Its membership includes 13 Greek Port Authorities (S.A.) and 26 Port Funds (Legal Entities of Public Law). E.LIM.E. focuses on promoting port-related issues within Greek, European, and International legal frameworks, aiming to advance the port industry and transport sector.

Public Availability Statement

This GEP is an official document of E.LIM.E., published on its website to comply with Horizon Europe eligibility requirements

2. Commitment and Scope

E.LIM.E.'s management is explicitly committed to promoting equal opportunities and eliminating discrimination across all aspects of its operations. This commitment is not limited to internal administration but extends horizontally to all activities and research projects in which the organization participates.

The scope of this Plan (GEP) is universal and applies to:

- **All staff members** and the organization's Management.
- **External collaborators** and experts involved in EU-funded projects.
- **Decision-making processes** and E.LIM.E.'s representation.

Despite the organization's streamlined and agile structure, it is ensured that gender equality principles are fully integrated into daily operational activities.

3. Organisational Context (Baseline Assessment)

Due to its strategic role, E.LIM.E. maintains an agile organizational structure that enables effective operations within the port sector. The current staff composition highlights an organization with a strong female presence, which serves as a comparative advantage for further promoting the objectives of this Plan.

The current baseline (March 2026) is as follows:

- **Staff Composition:** The organization is staffed by one (1) male Director and two (2) female employees, holding the positions of Head of Secretariat and Administrative Staff.
- **Gender Distribution:** The workforce is gender-balanced, consisting of 33% male and 67% female representation.
- **Hierarchy & Leadership:** Vertical segregation is noted, as the top management position is held by a male.
- **Working Conditions:** Flexible working arrangements have already been implemented, supporting a healthy work-life balance

Key Observations:

- Small-sized organisation with a predominantly female workforce
- Presence of vertical segregation in leadership roles
- Existing flexible working practices that support work-life balance

4. Dedicated Resources

To ensure the effective implementation of the Gender Equality Plan (GEP), E.LIM.E. allocates the necessary resources, taking into account the small size and agile structure of the organisation. The approach is based on proportionality, while ensuring that resources remain sufficient to guarantee compliance and meaningful implementation, supported by the strong commitment of Management:

- **Appointment of Officer:** A "Gender Equality Officer" is assigned internally, responsible for monitoring the GEP implementation, informing the staff, and participating in best-practice exchange networks.
- **Oversight:** The Director of E.LIM.E. provides direct oversight, ensuring that equality principles are integrated into all strategic decisions and organizational representations.
- **Time and Training:** The organization commits to providing the necessary time for staff (within working hours) to participate in training and awareness activities, covering all related participation costs.

5. Data Collection and Monitoring

E.LIM.E. recognizes that data-driven decision-making is essential for achieving gender equality. To this end, a mechanism for annual data collection and analysis is established, the results of which contribute to the continuous improvement of the organization:

- **Annual Reporting:** Collection of sex-disaggregated data regarding staff composition, hierarchical levels, and recruitment processes.
- **Participation Monitoring:** Tracking gender representation in working groups, EU-funded projects, and international maritime delegations.
- **Review & Qualitative Assessment:** Conducting an annual internal review (including anonymous surveys) to identify potential imbalances or emerging needs, aimed at updating GEP actions.

The collected data is reviewed annually to evaluate progress and inform the update and refinement of GEP actions.

6. Training and Capacity Building

E.LIM.E. invests in the continuous training of its staff, recognizing education as a key tool for eliminating gender stereotypes and fostering an inclusive organisational culture.

Given the small size of the organisation, all staff members, including Management, are actively engaged in capacity-building activities, with a target of 100% annual participation. **Workshop**

Participation: Commitment to 100% participation of staff and Management in EU webinars and workshops regarding gender equality, including specialized training on unconscious bias.

- **Training Participation:** All staff and Management commit to participating in training on gender equality and unconscious bias, including relevant EU-level webinars, workshops, and seminars.
- **Maritime Sector Focus:** The organisation encourages participation in international initiatives and professional networks that promote women's employment in the maritime sector (e.g. Women in Maritime, WISTA), supporting knowledge exchange and capacity building.
- **Awareness Raising and Knowledge Sharing:** Internal briefing sessions are organised following each training activity to ensure dissemination of knowledge and alignment across the organisation.

7. Strategic Objectives

E.LIM.E.'s strategic objectives for the period 2026–2028 focus on enhancing gender balance, equal opportunities, and inclusive representation, taking into account the organisation's high-level coordinating role.

- **Equal Opportunities and Non-Discrimination:** Ensure equal opportunities across all organisational processes and actively prevent any form of discrimination or harassment.
- **Work-Life Balance:** Maintain and further strengthen flexible working arrangements, ensuring that family responsibilities do not hinder professional development.
- **Leadership and Decision-Making:** Strengthen female participation in leadership and decision-making processes, including active involvement in strategic decisions, technical committees, and international conferences.
- **Inclusive Working Environment:** Foster an inclusive organisational culture that supports diversity and equal participation.
- **Gender Dimension in Projects:** Ensure that all research and development activities (e.g. Horizon Europe projects) systematically integrate the gender dimension, including assessing the impact of proposed solutions on different genders.

8. Strategic Objectives

E.LIM.E., recognizing its pivotal role in coordinating Greek Port Authorities, adopts a holistic framework of actions aimed at substantially ensuring gender equality. These measures are not merely formal commitments; they are integrated into the organization's daily operations to create a working environment that promotes respect, meritocracy, and professional development without gender-based restrictions. Particular emphasis is placed on tailoring these measures to the specificities of the port and maritime sector, where strengthening female presence is a strategic priority for innovation and growth.

8.1. Work-Life Balance

Ensuring a balance between professional and personal obligations is a priority for maintaining a healthy and productive working environment.

- **Flexible Arrangements:** Maintaining and promoting flexible working arrangements that allow staff to respond effectively to their professional duties while managing personal time.
- **Remote Work:** Ensuring equal access to remote work for all staff members without discrimination, thereby enhancing autonomy and overall productivity.
- **Support for Personal Needs:** Providing substantial support to staff for personal or family-related needs, recognizing the importance of social care and well-being in the workplace.

8.2. Balanced Representation in Leadership and Decision-Making

E.LIM.E. seeks the active participation of women in decision-making centers, breaking the stereotypes of the traditionally male-dominated port sector.

- **Participation in Governing Bodies:** A strategic goal is set to maintain and enhance the participation of female executives at a rate of at least 50% in internal committees and port policy formulation processes.
- **International Representation:** The organization systematically encourages representation by female scientists and executives in international technical fora, European committees, and maritime conferences. The aim is to showcase female expertise in the Greek port industry and strengthen E.LIM.E.'s profile as an inclusive organization at the European level.

8.3. Recruitment and Career Development

Staffing and career progression within E.LIM.E. are governed by the principles of meritocracy and equal opportunity.

- **Inclusive Language:** Use of gender-neutral language specifically in all job descriptions and vacancy announcements to eliminate unconscious bias.
- **Equal Opportunities:** Ensuring strictly equal opportunities in hiring and promoting gender balance in future recruitment.
- **Career Growth:** Promoting equal access to professional development and training for all staff members.

8.4. Gender Dimension in Research and Innovation

Within the framework of its participation in European programs (such as Horizon Europe), E.LIM.E. integrates the gender dimension throughout the entire life cycle of its projects.

- **Project Design:** When drafting proposals and implementing projects, it is systematically examined how port infrastructure, new technologies, and transport systems affect men and women differently.
- **Data and Deliverables:** The use of sex-disaggregated data is promoted, ensuring that research and innovation results contribute to the creation of fairer and more accessible port services for society as a whole.

8.5. Prevention and Combatting of Harassment

Protecting the dignity of employees is non-negotiable. E.LIM.E. applies a zero-tolerance policy against any form of harassment or discrimination.

- **Zero-Tolerance Policy:** Strict policy against any form of harassment, verbal or physical violence.
- **Reporting Mechanism:** Clear and confidential grievance mechanism with the Gender Equality Officer as the "Confidential Point of Contact".
- **Immediate Response:** Commitment to immediate investigation and implementation of necessary administrative measures.

9. Key Performance Indicators

To evaluate the effectiveness of the Plan, E.LIM.E. establishes specific Key Performance Indicators (KPIs), which will be monitored annually:

- **Leadership Participation:** Maintaining the participation rate of women in decision-making positions and internal committees at a level of $\geq 50\%$.
- **Training Completion:** Achieving a 100% participation rate of staff and Management in gender equality seminars and workshops.
- **Integration in Research:** Ensuring that 100% of proposals submitted to EU programs (e.g., Horizon Europe) include an explicit reference to the gender dimension.
- **Outreach:** Conducting at least two (2) annual communication actions (posts, articles, or panel participation) focused on women in the port industry.

10. Governance and Timeline

The governance of the Gender Equality Plan (GEP) is ensured through clear internal responsibilities and regular monitoring. The Plan is reviewed annually and updated every two years, or as needed, to reflect the organisation's development and evolving EU requirements.

Implementation Timeline:

- **2026 (Implementation Year):** Appointment of the Gender Equality Officer, establishment of data collection and monitoring mechanisms, and initiation of staff training and awareness activities.
- **2027 (Consolidation Year):** Participation in EU-funded projects with full integration of the gender dimension, along with the first annual qualitative assessment (including staff surveys).
- **2028 (Evaluation Year):** Comprehensive evaluation of the three-year implementation period, publication of key findings, and revision/update of the GEP for the next cycle.

11. Communication and Transparency

E.LIM.E. is committed to ensuring full transparency and accessibility of the Gender Equality Plan (GEP) to all relevant stakeholders.

- **Internal Dissemination:** The GEP is formally communicated to all staff and regularly discussed during organisational meetings to ensure awareness, engagement, and alignment.
- **Public Access:** The Plan is published on E.LIM.E.'s official website, reinforcing transparency and demonstrating the organisation's commitment to gender equality towards its members and international partners.

12. Monitoring and Review

The Gender Equality Plan (GEP) is a living document, designed to evolve in line with the organisation's needs and external requirements.

The Plan is reviewed annually by the Gender Equality Officer in collaboration with Management, in order to assess progress against the established KPIs and identify areas for improvement.

A formal update of the GEP is carried out every two years, or earlier if necessary, ensuring continuous alignment with organisational developments and relevant EU guidelines and requirements.

13. Communication

E.LIM.E. ensures the effective communication and visibility of the Gender Equality Plan (GEP), promoting transparency, awareness, and active engagement both internally and externally.

- **Public Availability:** The GEP is published on the organisation's official website, ensuring open access for stakeholders, members, and international partners.
- **Internal Communication:** The Plan is formally communicated to all staff and regularly referenced in organisational meetings to maintain awareness, encourage engagement, and support consistent implementation.
- **Integration in EU Activities:** The GEP is integrated, where relevant, into EU-funded project proposals and activities, demonstrating the organisation's commitment to gender equality and compliance with European requirements.
- **Ongoing Awareness:** Updates and key outcomes related to the GEP are shared internally to reinforce a culture of inclusivity and continuous improvement.

E.LIM.E.'s management officially approves this Gender Equality Plan and commits to providing all necessary resources for its successful implementation.