



Gender Equality Plan

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Contents

1. Statement for Equal Opportunity – p. 2
2. Statement for Gender Equality – p. 3
3. Scope of GEP – p. 4
4. Goal of GEP – p. 6
5. GEP: Objectives and Measures – p. 7
6. Implementation of GEP – p. 13
7. Monitoring and Assessment of GEP – p. 14

1. Statement for Equal Opportunity

The Mycenaean Foundation (MF) is a non-profit organization registered in the State of Missouri, U.S.A. (1967), currently based in Carlisle, Pennsylvania, U.S.A., and Mycenae, Greece, operating exclusively for scientific, educational, cultural, and charitable purposes under Section 501(c)(3).

The Mycenaean Foundation is an Equal Opportunity Employer. It is our firm policy that there shall be no discrimination in our organization on the basis of race, color, sex, gender, age, disability (physical or mental), religion or belief, ethnic origin, ancestry, nationality, political views or affiliation, social status, marital status, pregnancy/maternity, sexual orientation, gender expression, genetic information, military or veteran status, or any other characteristic or status protected by law. We are an inclusive organization and actively promote equality of opportunity for all with the desired mix of talent, skills and potential. We recruit, hire, employ, train, promote, and compensate individuals based on job-related qualifications, abilities, and individual merit alone, pursuant to the laws and regulations of the U.S., the E.U. and Greece.

2. Statement for Gender Equality

Gender equality lies in the fundamental core of human rights, as it requires equal enjoyment of socially valued goods, opportunities, resources, rewards, and rights for all genders. Furthermore, Gender Equality constitutes an integral part of democracy, peace and sustainable development, as they require and ensure equal rights, equal obligations and equal opportunities.

The Mycenaean Foundation commits to ensure that everyone in our organization, including employees, administrators, board members, interns, students, and volunteers, regardless of their gender identity have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness pursuant to the laws and regulations of the U.S., the E.U. and Greece.

We consider gender equality of significant importance for enabling enhancement of skills and knowledge through the inclusion of all and promoting a better and more motivating work environment. The Mycenaean Foundation 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.

3. Scope of GEP

The Mycenaean Foundation will not allow or tolerate any harassment, bullying, targeting, victimization, and any kind of discriminatory behavior motivated by race, color, sex, gender, age, disability, religion or belief, ethnic origin, ancestry, nationality, political views or affiliation, social status, marital status, pregnancy/maternity, sexual orientation, gender expression, genetic information, military or veteran status, or any other characteristic or status protected by law.

The Mycenaean Foundation expects managers, employees, interns, and volunteers to foster a well-organized, respectful and collaborative environment. All who work for the Mycenaean Foundation should respect all those we work with and serve. Managers, employees, interns and volunteers should conform with equal opportunity and gender equality policies in all aspect of their work, from recruitment and performance evaluation to interpersonal relations. Any behavior found not to follow the policy of the Mycenaean Foundation shall constitute act of misconduct and, therefore, grounds for disciplinary actions.

All Managers, 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 or service;
- treat their colleagues fairly and equally, without discrimination on the grounds of race, color, sex, gender, age, disability, religion or belief, ethnic origin, ancestry, nationality, political views or affiliation, social status, marital status, pregnancy/maternity, sexual orientation, gender expression, genetic information, military or veteran status, or any other characteristic or status protected by law;
- be considered for recruitment, hiring, training, redundancy, promotion, compensation, rewards and benefits solely on merit (talent, abilities, performance);
- never engage in any direct or indirect behavior that is offensive, intimidating, malicious, or insulting, including all forms harassment or bullying;
- never engage in any direct or indirect behavior which could be construed as sexual or other form of gender harassment or bullying, such as making offensive or sexually explicit jokes or insults; displaying, emailing, texting, or

otherwise distributing offensive material; misusing personal information; spreading malicious or insulting rumors creating a hostile or intimidating environment; isolating or not co-operating with a colleague.

4. Goal of GEP

In 2022 the Mycenaean Foundation adopted a Gender Equality Plan (GEP) whose set of initiatives have been continuously applied and improved towards an equal representation of all genders. Over the last seven years (2018-2024), the representation of female employees and managers of the Mycenaean Foundation has been steadily increasing to eventually achieve a very good average percentage of female employees (59%) and Board members (39%) in this seven-year period. We aim to retain the initial goal of at least 50% female representation in the total number of employees and managers in the coming years (period 2025-2030).

Indicators on gender representativeness

	% of male employees	% of female employees	% of male Board members	% of female Board members
2018	67%	33%	83%	17%
2019	86%	14%	75%	25%
2020	50%	50%	50%	50%
2021	33%	67%	50%	50%
2022	50%	50%	50%	50%
2023	0%	100%	60%	40%
2024	0%	100%	60%	40%

The Gender Equality Plan aims to:

- ensure equality of opportunities;
- value diversity and promote mutual respect within the organization;
- inform, raise awareness, and adopt positive discrimination policies.

5. GEP: Objectives and Measures

The main areas that are addressed *via* concrete measures and objectives are:

- Mission and strategy
- Equality in access to employment
- Training
- Equality in working conditions and work life balance
- Workplace harassment prevention

A. Mission and strategy

Objective: publicly state the commitment to the promotion of equality between genders.

Measures:

- registration of the commitment to protect gender equality in the MF's code of conduct;
- publication of commitment for equality between genders through the website, including posts/press releases in social media regarding gender equality issues to demonstrate a diversity inclusive work environment, and promotion of archaeological research in gender studies;
- participation in projects that promote gender equality;
- monitoring and improvement of the language used in all MF communication channels and social media to ensure the use of an inclusive language;
- implementation of initiatives, continuous improvement plans and measures regarding diversity and equality;
- evaluation of the measures provided for the Gender Equality Plan.

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:

- affiliate/partner with universities and other institutions that share the same values and stand against any discriminatory behavior to attract candidates for employment, internships, volunteerism;
- improve job announcements to be equally attractive for men and women with

- inclusive language and without gender-biased restrictions or preferences;
- apply a standard ratio of male and female candidates invited to final interview (depending on the ratio of submitted 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.

Measures:

- encourage management and working practices to comply with gender equality policies;
- provide internal training for all human resource professionals, employees and managers to ensure that all staff members understand and comply with the MF's values and policies awareness;
- conduct training activities on non-gender biased procedures for managers responsible for selection and recruitment;
- raise awareness on subconscious gender biases in management processes such as performance assessment, hiring, promotion, training and development.

D. Equality in working conditions and work life balance

Objective: ensure a fair and objective treatment of employees regardless of their gender identity and/or sexual orientation, and promote reconciliation of professional life with family and personal life for all employees.

Measures:

- create performance assessment model of an objective evaluation process for all staff regardless of their gender identity and/or sexual orientation;
- hire and promote employees based on merit (performance, talent, abilities);
- encourage the balanced participation of women and men in management positions;
- compensate all employees based on salary principle of equal pay for equal work or work of equal value according to job description;
- ensure that the working schedule meets the needs of reconciling professional,

family and personal life for all employees irrespective of their gender, in particular those with family responsibilities;

- offer flexible work schedules and occasional work from home policy (if the position allows it);
- ensure the right to enjoy annual or other types of leave, exemptions and absences regarding parenting for all employees irrespective of gender identity;
- guarantee the health and safety of all staff in the work environment, with special care for the pregnant, postpartum or lactating employees.

F. Workplace harassment prevention

Sexual harassment policy

The Mycenaean Foundation follows a zero-tolerance approach to any form of Gender-Based Violence (GBV) including sexual harassment. Sexual harassment and other forms of Gender-Based Violence constitute acts of gross misconduct.

All incidents, complaints and allegations are seriously and promptly investigated. Any staff member found to have sexually harassed another in the workplace or outside, including at events sponsored by the Foundation (social events, business trips, training sessions, conferences, lectures, educational or research programs) 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-)victimized for making such a complaint.

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 employment, as well as other situations that create a hostile, intimidating or humiliating environment for the victim.

Sexual harassment can involve one or more incidents. Actions constituting sexual harassment may be physical, verbal, and non-verbal. Examples of conduct or behavior 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 and rape; use of job-related threats or rewards to solicit sexual favors.

- **Verbal conduct:** inappropriate 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 (voice, text, or 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. Sexual harassment is a manifestation of formal and informal power relationships and usually occurs within unequal relationships in the workplace, for example between a manager or supervisor and employee. Anyone, including managers and employees of the Mycenaean Foundation, trainees, students, volunteers, 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 the premises of the Mycenaean Foundation or outside, including at social events, business trips, training sessions, conferences, lectures, educational or research programs sponsored by the Foundation.

Complaints Procedure

A. Designated Person to receive complaints of sexual harassment

The Mycenaean Foundation recognizes that sexual harassment often occurs in unequal relationships. All complaints of sexual harassment will be treated with respect and in confidence. No one will be (re-)victimized for making such a complaint. The victim can approach the designated staff member responsible for receiving complaints of sexual harassment (HR Manager), who will record the incident and provide support and advice to the victim on their next steps.

When the HR Manager receives a complaint of sexual harassment, he/she shall:

- immediately record the dates, times and facts of the alleged incident(s);
- keep a confidential record of all discussions;
- ensure that the victim understands the Foundation's procedures for dealing with the complaint;

- ascertain the views of the victim as to what outcome he/she wants, discuss and agree on the next steps
- ensure that the victim is aware of alternative actions (file a formal complaint internally and/or lodge a legal complaint outside of the Foundation through the relevant country legal framework);
- respect the choice of the victim;
- provide support to the victim and refer her/him to specialized support services (if convenient or available).

B. Complaints mechanism

The victim may choose to follow the internal procedures to report the alleged incident, which, however, does not deprive the victim of their right to appeal to the authorities and file a legal complaint with the court at any time. If the victim asks the HR Manager to follow the internal complaints mechanism, the HR Manager may deal with the matter him/herself; or refer the matter to an internal or external investigator; or refer the matter to the Board of Directors who may instigate a formal investigation led by the HR Manager and the Legal Counselor of the Foundation. The Board of Directors will have the overall responsibility to oversee and ensure the Policy's implementation.

The person(s) carrying out the investigation will:

- interview the victim and the alleged perpetrator separately;
- interview witnesses or other relevant third parties separately (confidentiality declaration to be signed by all);
- decide whether or not the alleged incident(s) of sexual harassment took place;
- produce and submit a report to the Board of Directors detailing the investigations and findings, and make recommendations for appropriate action (the investigation report should be strictly confidential on the 'need to know' principal basis);
- if the harassment did take place, decide what the appropriate remedy for the victim is, in consultation with the victim (including change of 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 inappropriate or illegal behavior has stopped, and that the victim is satisfied

with the outcome;

- if it cannot be determined that the alleged harassment took place, he/she may still make recommendations to ensure the proper functioning of the workplace;
- keep a record of all actions taken and ensure that all the relevant records are kept confidential
- ensure that the process is swift and effective

C. Sanctions and disciplinary measures

Sexual harassment and other forms of Gender-Based Violence constitute acts of gross misconduct and are therefore grounds for serious disciplinary actions. Gross Misconduct is an act so serious that justifies dismissal without notice, or pay in lieu of notice, for a first offence. "Gross Misconduct involves deliberate, reckless or grossly negligent acts in regard to persons or property, which run against the interests of fellow employees and/or the employer, thus destroying the relationship of trust and confidence between the employer and employee, and making the working relationship impossible to continue."

If an employee is accused of an act of gross misconduct, they may be suspended from work, while the alleged offence is investigated. On completion of the investigation and full disciplinary procedure, if it is established that gross misconduct has occurred, the perpetrator may be liable to a range of disciplinary actions, or a combination thereof, depending on the seriousness of the violation, that include, but are not limited to: verbal or written warning; change of working arrangements; training; adverse performance evaluation; demotion; suspension without pay; summary dismissal without notice.

The disciplinary actions shall be applied equitably irrespective of race, color, sex, gender, age, disability, religion, ethnic origin, nationality, social status, marital status, sexual orientation, or gender identity.

D. Public authorities to file complaints for sexual harassment

Any employee who has been subject to sexual harassment can also make a complaint outside the Foundation (Greece: Women SOS Hotline 15900, Counseling Centers, Labor Inspectorate, Police, State Prosecutor, etc.).

6. Implementation of GEP

The above measures are implemented by the Gender Equality Committee (GEC), which is formed by the HR Manager (a designated member of the Board of Directors) and the Legal Counselor of the Mycenaean Foundation. The Committee must have an equal gender representation (50%).

The Gender Equality Committee shall have a regular annual meeting 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 the implementation of the GEP. 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.

The HR Manager is appointed as the key person for any issues of inequality and discrimination within the Foundation and to whom managers, employees, interns, students, and volunteers can refer to.

7. Monitoring and Assessment of GEP

The measures provided for in the Gender Equality Plan are regularly evaluated and monitored by the Gender Equality Committee to ensure full compliance with internal policies and legal provisions and regulations, and to identify areas for improvement.

The Gender Equality Committee shall:

- monitor and guarantee the implementation of initiatives, continuous improvement plans and measures of the Gender Equality Plan;
- ensure the dissemination of the initiatives among all members of the staff;
- assess the impact of the Gender Equality Plan by conducting employee surveys and interviews;
- monitor key indicators of gender equality (number of female employees for all positions; ratio of female to male positions; gender pay gap; assessment of reported cases and resolution mechanisms);
- produce and submit an annual report to the Board of Directors;
- identify best practices that other institutions, organizations, and companies implement and adopt them to the MF's Gender Equality Plan.

