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Ανεξάρτητη Αρχή
Δημοσίων Εσόδων

ΥΠΗΡΕΤΟΥΜΕ ΠΙΣΤΑ
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ΚΟΙΝΩΝΙΚΟ ΣΥΝΟΛΟ

ACTION PLAN FOR GENDER EQUALITY (APGE) IN IAPR 2023-2025

ATHENS, FEBRUARY 2024



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1 Governor's Foreword

Dear Colleagues,

It is with great pleasure that we announce the Action Plan for Gender Equality of IAPR, an important initiative in the direction of establishing us as a modern, fair and human-centered Organization, governed by the principles of Integrity and Transparency. Through the adoption of policies, objectives, actions and indicators, which extend across five important priority axes, this Action Plan sets in motion the procedures for the formation of an organizational culture of substantial integration of gender equality, at all levels.

The operation of our Organization today is largely entrusted to the hands of 7,457 female employees (who make up 63% of our executive force). Already 53% of the positions of responsibility in our services are occupied by women, with 131 of them assuming the positions of Head of General Directorate, Directorate, or Sub-Directorate and 532 the positions of Head of Department.

With this Plan as a compass, we are committed to creating an even more inclusive work environment of equal opportunities, without unfair advantages. An environment worthy of an innovative Organization where employees feel safe and enthusiastic to offer their services.

I thank all of you who contribute to this effort, and I am sure that with our unceasing dedication to the principles and values of our organization, we can create a better tomorrow for all.

Sincerely,

The Governor of the Independent Authority for Public Revenue

Giorgos I. Pitsilis



2 Introduction

In the 21st century, Tax and Customs Administrations play a wide range of roles for the benefit of the economy and society of the country they serve. Whether required to focus on revenue collection or trade facilitation or supply chain security or community protection, Organizations are required to achieve a high level of performance and commitment to serving the citizens. The adoption of international technical standards and best practices is a constant challenge for IAPR as it aims to become an organization that better responds to the environment and the national goals that have been set.

Gender Equality and Diversity are fundamental rights described in the United Nations Universal Declaration of Human Rights (UDHR) as early as 1948, and are considered prerequisites for achieving sustainable development. Furthermore, Gender Equality is a priority in the UN's 2030 Agenda for International Development, where the 5th of the Sustainable Development Goals (SDGs) describes the need to provide women and girls with equal access to education, health care, decent work and representation for political and economic decision-making.

Gender equality is also a fundamental value for the European Union and a key principle of the European pillar of social rights. It is also an essential condition for an innovative, competitive and thriving European economy. In business, politics and society as a whole, we can only reach our full potential if we take advantage of all our talents and diversity.

According to the European Commission Directive on Action Plans for Gender Equality, gender equality:

- Contributes to improving the quality and impact of research and innovation by ensuring that it reflects and is relevant to society as a whole;
- Creates better working conditions, which enable quality research and learning and help maximize the perspective and use of the talents of all staff members;
- Contributes to the attraction and maintenance of talent by ensuring that all staff members know with confidence that their skills are recognized and valued fairly and appropriately.

In addition, promoting a culture of gender equality and diversity in the workplace helps improve individual and organizational performance. Organizations today employ people who come from different backgrounds and bring different skills and abilities to the table. The work environment therefore needs to foster equal opportunities. And the internal policies adopted and implemented should eliminate discrimination and unfair advantage for everyone in the organization.

IAPR recognizes that human resources are the most important element of an organization and, from this point of view, attaches particular importance to creating and ensuring favorable working conditions. A work environment free from



harassment and discrimination is a prerequisite and a basic goal for everyone. In this context, and in response to its social role and reform policy, IAPR draws up this Action Plan for Gender Equality/APGE.

As IAPR's operational plan has a direct impact on taxpayers and businesses, applicable business policies, decisions and procedures should take into account the impact they will have on different groups of the population. Therefore, consideration should be given to how general policies, decisions and processes of serving the citizens will be determined by corrective measures to reduce the creation of inequalities and to ensure fairness for all.

The Action Plan for Gender Equality (APGE) will guide IAPR in these gender and diversity mainstreaming efforts, in order to assess its existing processes and practices, identify gender biases, implement corrective measures, establish control objectives and procedures, and reevaluate its policies and procedures. IAPR aims at the active participation of its human resources in implementing the APGE, recognizing that it is a continuous dynamic process which encourages introspection and reconsideration of methods and practices.

The Action Plan for Gender Equality (APGE) in IAPR was drawn up taking into account national and EU legislation, the Strategy for Gender Equality 2020-2025 of the EU, the National Action Plan for Gender Equality 2021-2025 of the General Secretariat of Demography, Family Policy and Gender Equality of the Ministry of Labor and Social Affairs, the manual on Gender Dimension in Tax Administration 2023 of the International Monetary Fund, the Gender Equality Organizational Assessment Tool (GEOAT) of the World Customs Organization, as well as national initiatives and actions related to the achievement of equality between women and men, rights in the workplace, nondiscrimination, equal treatment, combatting harassment in the workplace, and social responsibility of organizations.

The Action Plan for Gender Equality of IAPR is developed in five (5) thematic Priority Axes linked to areas of competence of the General Directorate of Human Resources and Organization of IAPR as well as Services responsible for the implementation of horizontal policies in IAPR, with the aim of contributing to including the dimension of gender and diversity in the attempted reforms of the Organization. For each Priority axis, a series of objectives, actions and indicators for measuring the implementation of the plan are provided. IAPR's APGE is approved and signed by the Governor, posted on IAPR's website and communicated within the organization through its internal website.

The priority axes are the following:

- Work-life balance and organizational culture.
- Gender balance in leadership and decision-making positions.
- Gender equality in employment and career development.
- Mainstreaming the gender dimension in research and training.
- Measures against gender-based violence, including sexual harassment.



For the implementation and monitoring of the APGE, IAPR will set up the Gender Equality Committee (GEC) consisting of members with experience in human rights issues or previous active participation in gender equality issues.



3 Gender Equality Committee at IAPR

The responsibility of the Gender Equality Committee at IAPR is the implementation and monitoring of the Action Plan for Gender Equality within the Organization. For this purpose, the analysis and assessment of the current situation in IAPR is required, as well as the systematic evaluation of the implementation and effectiveness of the actions taken (supervision). It goes without saying that the Committee is responsible for recommending hierarchically the necessary changes within the Organization, to further promote gender equality and diversity.

The Gender Equality Committee:

- examines the relevant legislation and policies applied in Greece, regarding gender equality and the prohibition of discrimination and recommends measures to the Organization's competent bodies,
- prepares the relevant action plans to promote inclusion, the dimension of gender equality and diversity in IAPR,
- collects and processes Agency data on issues related to gender and equality and prepares the annual progress reports submitted to Management,
- provides points of contact in cases of complaints of discrimination or harassing behavior;
- participates in relevant cooperation networks and develops synergies with other Authorities, Bodies and Organizations at national and international level.

Indicative Actions:

- Determination of staff categorization criteria and measurement of gender distribution at different hierarchical levels.
- Identification of existing measures and assessment of their implementation, as well as the involved services and functions within the Organization to promote gender equality.
- Data analysis to understand any gap between women and men within the Organization.
- Prioritization of the APGE actions.
- Monitoring quantitative and qualitative data on a regular and annual basis to facilitate understanding of progress and to identify areas where activities are impactful or in need of redesigning. Where possible, the team analyzing the data includes experts on issues of discrimination and gender equality.
- Participation in the formulation of internal policies and the development of tools in IAPR to strengthen inclusion and the gender dimension, the planning and coordination of relevant training and capacity building activities for IAPR employees.
- Compilation of annual progress reports on the progress of the APGE actions.

Indicative Indicators:

- Assessment of current situation.



- Annual Progress Report.
- Three-year gender distribution map within the organization.



4 Regulatory Framework

4.1 National Legislation

The Constitution of Greece enshrines the principle of gender equality (art. 4 para. 2) and the right to equal pay for work of equal value regardless of gender or other discrimination (art. 22 para. 1). At the same time, the Constitution of Greece recognizes essential equality between the sexes. During the revision process of the Constitution in 2001, it was provided that “the adoption of positive measures to promote equality between men and women does not constitute discrimination on the basis of sex” and that “the State shall ensure the elimination of inequalities that exist in practice, in particular to the detriment of women” (art. 116 para. 2).

Law 2839/2000 (A'196) “Regulations of matters of the Ministry of the Interior and other provisions” in article 6 provides that in every service council of the public services, of the Legal Entities of Public Law (N.P.D.D.) and Local government bodies (OTAs), as well as in cases of appointment or nomination by the State, the N.P.D.D. and the OTAs, of members of boards of directors or other collective management bodies, N.P.D.D. or Legal Entities of Private Law (N.P.I.D.), the number of designated, appointed or nominated persons of each gender amounts to a percentage equal to at least 1/3 of them.

According to article 161 of Law 3528/2007 (A' 26), “in the Councils established by the provisions of articles 159 and 160 (that is, the Special Council for the Selection of Supervisors (E.I.S.E.P.) - Interview Council for Heads, in the Central Special Council for the Selection of Heads (K.E.I.S.E.P.) - Central Interview Council for Heads, Service Councils and in the Council for the Service Status of Heads of General Directorates), the number of members from each gender appointed amounts to a percentage equal to at least 1/3 of the total number of Council members, as long as there is a sufficient number of employees serving in the relevant department who meet the legal requirements for appointment, and the appointed members are more than one (1).”

In addition, with Law 3896/2010 (A'207), Greece applies the principle of equal opportunities and equal treatment of men and women in matters of work and employment and aligns the existing legislation with Directive 2006/54/EC of the European Parliament and the Council of 5 July 2006.

Furthermore, Law 4604/2019 (A'50) determines the measures to be implemented in the public sector as a whole to promote substantive gender equality and combat gender-based violence. In particular, article 10 stipulates that every Ministry must present, on an annual basis, actions, measures and programs related to the promotion of gender equality and the fight against gender-based violence and post on its website, on an annual basis, a progress report on the issues of eliminating gender discrimination. The measures taken and their results are presented in the report.



Also, in accordance with article 11 of the above law, the budgets of Ministries and legal entities reflect the gender dimension during their preparation, as well as in the actions that accompany them, while, in accordance with article 13, public services and legal entities must collect and maintain statistics by gender for their areas of responsibility.

In addition, Law 4808/2021 (A'101) contains provisions for the prevention and combating of violence and harassment in the workplace and bullying in the work environment. Based on the current institutional framework, the aim is to strengthen a culture of equality and protection from violence and harassment and to cultivate a healthy work environment. At the same time, the same law incorporates Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and guardians, establishing flexible working arrangements for parents of children aged up to twelve (12) years old or guardians.

Pursuant to Article 31 of the aforementioned law, the clarification circulars (Directorate for Human Resources Management) DIDAD/Φ.69/222/oik.1425/30-01-23 and DIDAD/Φ.69/ 229/oik.8177/08-05-23 of the Ministry of the Interior state that *“when considering the requests for the provision of telework and taking into account that the quantitative limitation of article 9 of the law should be respected in any case, pursuant to the provision of Article 31 of Law 4808/2021, the requests of parents of children up to twelve (12) years of age or guardians should be considered as a matter of priority within the meaning of Article 26 of Law 4808/2021, as long as this parameter is presented by the applicant and is causally related to the applicant’s need to work remotely, without, however, binding the decision-making body.”*

Law 3528/07 (A'26) (Civil Service Code), which in articles 50-53 of Chapter F - Permits of Facilitation, provides for the most favorable arrangements for employed parents, is also significantly reinforcing for the alignment between family and professional life. In addition, according to the provision of article 107 para. 1 point g of Law 3528/2007, as applicable, disciplinary offenses also include: “g) the violation of the principle of equality, equal opportunities and equal treatment of men and of women in matters of work and employment, in accordance with Law 3896/2010, and the use of language of gender discrimination during the performance of duties.” In addition, the same article also includes case 34 of the aforementioned article, which also constitutes a disciplinary offense and which expressly provides that constitutes a disciplinary offense: “34) any act against sexual freedom, as well as in particular the insult to the sexual dignity of another person or any act of financial exploitation of sexual life, in and out of service. An aggravating circumstance is the commission of these acts at the expense of minors, or the commission of these acts by employees in abuse of their official duties.” In addition, case c of article 103 of Law 3528/2007, as applicable, provides that the following shall be placed on automatic leave: “c) The employee, against whom criminal proceedings have been brought for any crime against sexual freedom or for any crime of financial exploitation of sexual life.” Finally, it is noted that the case 34 mentioned above is a disciplinary offense for which the penalty of permanent suspension may be imposed (article 109 par.1, case h, according to which the penalty of permanent suspension may be imposed and



therefore this employee should be dismissed, in accordance with article 156 of the aforementioned law, as well as be dismissed from the service in case of irrevocable conviction, pursuant to article 8 in conjunction with article 149 of the same law.

Finally, with the organization's provision No. D. ORG. A 1022991 OUTG 2023/23 (B' 1059/24-2-2023) Decision of the Governor of IAPR, pursuant to the provisions of Laws 4795/2021 (A'62) and 4990/2022 (A'210), an Independent Office of Integrity Advisor (A.G.S.A.) was established in order to strengthen the integrity mechanisms within the Authority, to ensure an effective protection framework for its employees who wish to report incidents of breach of integrity or corruption, irregular behavior and workplace bullying or suffer the consequences thereof, as well as to provide support, information and advice to them regarding the abovementioned issues of ethics and integrity in their workplace.

4.2 European Legislation

Equality among people and nondiscrimination are cornerstones of the EU and are enshrined in the Treaties of the European Union, the Charter of Fundamental Rights of the European Union and provisions of secondary Union law.

When developing the APGE, IAPR takes into account:

- The “recast” Directive (2006/54/EC) on the implementation of the principle of equal opportunities and the equal treatment of men and women in matters of work and employment, which presupposes the implementation of the prohibition of direct and indirect discrimination based on gender, of harassment and sexual harassment, in terms of pay and employment access.
- Directive 2010/41/EU on the implementation of the principle of equal treatment of men and women who exercise independent professional activity.
- The Directive on the implementation of measures aimed at improving the health at work of pregnant, lying-in, and lactating workers (92/85/EEC).
- The Directive on Parental Leave (2010/18/EU).
- The Directive on Part-Time Employment (97/81/EC).
- The Directive on the implementation of the equal treatment of persons regardless of racial or ethnic origin (2000/43/EC).
- The Directive on equal treatment in employment and work (2000/78/EC) regarding religion or faith, disability, age and sexual orientation.



5 Priority Axis

The 2023-2025 Action Plan for Gender Equality in IAPR (APGE) is developed in five (5) priority axes, as analyzed below.

5.1 Axis 1: Work-life balance and organizational culture

IAPR creates an organizational culture that is open and sensitive to the dimensions of gender and diversity. A key component of transforming an organization's culture to promote gender equality is work-life balance. This balance, important for both women and men, is ensured by the adoption of policies and measures that strengthen, facilitate and practically support the staff to adequately respond to the obligations of both their professional and personal life.

Objectives:

- Dissemination of information about the current institutional framework that promotes gender equality.
- Encouraging the use of non-sexist language in Agency texts.
- Continuous and systematic information of IAPR employees/workers about the applicable institutional framework which promotes work-life balance.
- Practical support for employees/workers with caregiving obligations, including childcare and care of other dependents.

Participants:

- Gender Equality Committee
- Strategic Planning Directorate
- General Directorate of Human Resources and Organization
- Other competent Services, as the case may be

Actions:

- Creation and operation of the Equality Committee at IAPR.
- Issuance of a circular and continuous information about the current institutional framework which promotes work-life balance.
- Publication of a guide for the use of non-sexist language in written communication within the IAPR.
- Organization of information and awareness activities on issues of gender equality and exclusion of discrimination, as well as on the need for work-life balance.
- Implementation of an institutional framework for flexible working hours for the IAPR staff.



The action refers to:

All of IAPR's Human Resources.

Index:

- Equality Committee meeting minutes
- Number of employees who make use of the flexible working and caregiver support arrangements
- Number of information and awareness-raising activities on issues of gender equality and nondiscrimination, and participant statistics.

Project Schedule:

	2023	2024	2025
Creation and operation of the Equality Committee at IAPR		√	√
Issuance of a circular and continuous information about the current institutional framework which promotes work-life balance	√	√	√
Publication of a guide for the use of non-sexist language in IAPR		√	
Information and awareness-raising activities on issues related to gender equality and non-discrimination as well as on the need for work-life balance	√	√	√
Implementation of flexible working hours for IAPR staff		√	√

5.2 Axis 2: Gender balance in leadership and decision-making positions

The equal participation of the sexes in decision-making is a matter of fairness, respect for fundamental rights and good governance. In addition, the balanced representation of the sexes in the decision-making positions of an organization contributes to the fuller utilization of the staff's potential and therefore to the increase of effectiveness and efficiency.

IAPR, as an organization firmly oriented to the improvement of the services provided to citizens and businesses, promotes actions that encourage the balanced representation of the sexes in positions of responsibility and decision-making, as a means to maximize the utilization of its staff's special skills and abilities.



Objectives:

- Strengthening the balanced participation of the sexes during the process of claiming positions of responsibility.
- Promotion of proportional gender participation in decisions to appoint members of collective bodies with decision-making authority.
- Strengthening the balanced participation of the sexes in the submission of candidacies for the nomination of elected members to the service councils of IAPR.

Participants:

- Gender Equality Committee
- Strategic Planning Directorate
- General Directorate of Human Resources and Organization
- Other competent Services as the case may be

Actions:

- Collection and analysis of quantitative and qualitative data on gender representation in claiming and holding positions of responsibility.
- Monitoring of the gender quota in the issued decisions appointing members of collective bodies with decision-making competence.
- Organization of informative activities that encourage/prompt the balanced representation of the sexes in the procedures for covering positions of responsibility and the elected members of the Ministerial Boards.
- Design and implementation of training programs and information activities that strengthen the administrative and negotiation skills of employees.
- Actions to promote personalities who promote equality and inclusion (within and outside IAPR).

The action refers to:

All of IAPR's Human Resources

Index:

- Percentage of applications by gender, to claim positions of responsibility.
- Percentage of participation by gender, in the formation of collective bodies with decision-making competence.
- Percentage, by gender, of persons holding positions of responsibility (with individual parameters such as organizational unit level, geographical region, etc.).

Project Schedule:



	2023	2024	2025
Collection and analysis of quantitative and qualitative data on gender representation in claiming and holding positions of responsibility		√	√
Monitoring of the gender quota in the issued decisions appointing members of collective bodies with decision-making competence		√	√
Organization of informative activities that encourage/prompt the balanced representation of the sexes in the procedures for covering positions of responsibility and the elected members of the Ministerial Boards		√	√
Design and implementation of training programs and information activities that strengthen the administrative and negotiation skills of employees		√	√
Actions to promote personalities who promote equality and inclusion (within and outside IAPR)		√	√

5.3 Axis 3: Gender equality in employment and career development

It has been observed that careers in some sectors of the labor market are affected by the gender dimension. IAPR, as an innovative and modern Organization, adopts actions that ensure that women and men have equal opportunities to develop and promote their professional careers.

The Organization aims to maintain this approach and to enhance and support the career development of all employees without gender discrimination. In this sense, it is necessary to constantly critically examine the existing procedures at all stages of the career and to address any biases, to ensure gender equality.

Objectives:

- Detecting any biases in employee placement policies and procedures across all positions and career stages.
- Identification of any Job Programs (PTHE) by branch, where gender underrepresentation is observed.
- Ensuring gender balance in the placement of employees by supervisors.



- Use of non-sexist language in career-related documents.

Participants:

- Gender Equality Committee
- Strategic Planning Directorate
- General Directorate of Human Resources and Organization
- Other competent Services, as the case may be

Actions:

- Collection and analysis of statistics on gender equality in the organization, using various criteria, e.g., geographical, sector, PTHE, wage costs.
- Design and implementation of educational programs to highlight the role of superiors in the professional career of employees, without gender discrimination or stereotypes.
- Design and implementation of training programs and information activities that enhance the digital skills of employees.

The action refers to:

All of IAPR's Human Resources

Indexes:

- Annual progress report
- Measurement of the percentage of applications for special PTHEs by gender.
- Measurement of the employment rate, wage costs and development by gender.

Project Schedule:

	2023	2024	2025
Collection and analysis of statistics on gender equality in the organization, with various criteria, e.g., geographical, sector, PTHE, wage costs		√	√



Design and implementation of training programs to highlight the role of superiors in the professional career of employees without gender discrimination or stereotypes		√	√
Design and implementation of training programs and information activities that enhance the digital skills of employees		√	√

5.4 Axis 4: Integration of the gender dimension in research and training

Knowledge is the basis on which IAPR employees will be called upon to provide a high level of customer service, build healthy professional and interpersonal relationships within the organization, develop their professional careers as well as their personal abilities and skills. This knowledge should arise through educational and research actions of the organization, which will promote the creation of a safe and supportive working environment, free from stereotypes, prejudices, gender discrimination and phenomena of violence and harassment.

This axis examines the ways in which the gender dimension is integrated into the processes and content of the organization’s research and educational activities, defining the organization’s commitment to make the issues of gender equality and diversity one of its priorities.

Objectives:

- Mainstreaming gender and diversity in education and research.
- Eliminating gender biases through education.
- Use of non-sexist language in the IAPR educational material.
- Promotion of gender inclusion and equality, through educational materials and the content of educational programs.
- Ensuring that teaching activities take into account, encourage and promote gender equality and diversity.
- Empowering employees, through the organization’s research and educational processes that promote equality and diversity.

Participants:

- Gender Equality Committee
- Strategic Planning Directorate
- General Directorate of Human Resources and Organization
- Independent Office of Integrity Advisor
- Other competent Services, as the case may be



Actions:

- Collection and analysis of quantitative and qualitative data regarding the gender and position of the individuals who a) provide educational work and b) attend educational programs and informative actions of the Tax & Customs Academy (FO.T.A.).
- Promotion of balanced gender representation in the educational programs and informational actions of FO.T.A. (organization, speech, coordination, participation)
- Incorporation of the instructions for the use of non-sexist language in the educational material of IAPR.
- Promotion of gender inclusion and equality, through the educational material and the content of the educational programs of FO.T.A.
- Actions to promote the research work of personalities who promote equality and inclusion (within and outside IAPR)
- Collaboration with third parties in actions designed to encourage research around gender and diversity.
- Participation in European and international educational projects aimed at gender equality and inclusion.

The action refers to:

All of IAPR's Human Resources

Index:

Annual progress report

Project Schedule:

	2023	2024	2025
Collection and analysis of quantitative and qualitative data regarding the gender and position of the individuals who a) provide educational work and b) attend educational programs and informative actions of FO.T.A.		√	√
Promotion of balanced gender representation in the educational programs and informational actions of FO.T.A. (organization, speech, coordination, participation)		√	√



Incorporation of the instructions for the use of non-sexist language in the educational material of IAPR		√	√
Promotion of gender inclusion and equality, through the educational material and the content of the educational programs of FO.T.A.		√	√
Actions to promote the research work of personalities who promote equality and inclusion (within and outside IAPR)		√	√
Collaboration with third parties in actions designed to encourage research around gender and diversity	√	√	√
Participation in European and international educational projects aimed at gender equality and inclusion	√	√	√

5.5 Axis 5: Measures against gender-based violence, including sexual harassment

Harassment finds its way into many workplaces. It is an equal opportunity offender that affects employees at all levels of an Organization. Employees affected by harassment have higher rates of absenteeism, difficulty concentrating at work, and are more likely to quit their jobs. The morale and performance of other workers witnessing the incidents or comforting the victim is affected. Harassment refers to any behavior that violates a person's dignity and creates an intimidating, hostile, degrading, humiliating or offensive environment. These behaviors include sexual harassment, as well as forms of behavior linked to the person's sexual orientation, expression, identity or gender facial features.

IAPR adopts a zero-tolerance attitude towards sexual harassment and gender-based violence and takes action to further consolidate a mentality that ensures the dignity of employees is a commitment for the Management. In this context, the awareness of IAPR employees about gender-based violence, including sexual harassment, needs to be continuous.

Objectives:

- Adopting a zero-tolerance attitude towards harassment and gender-based violence.
- Implementation of institutional policies on sexual harassment and other forms of gender-based violence within the Organization.



- Recording process for submission and management of reports to the Integrity Advisor.
- Assessing the risks of violence and harassment overall and taking measures to prevent and address the risks.
- Empowering supervisors to exercise their institutional role in informing and protecting employees in matters of gender-based violence and harassment.
- Information on the rights and obligations of employees in the event of an incident of violence or harassment.
- Raising employees' awareness of issues of violence and harassment at work and eliminating or limiting the risks of occurrence of such phenomena.

Participants:

- Gender Equality Committee
- Strategic Planning Directorate
- General Directorate of Human Resources and Organization
- Independent Office of Integrity Advisor
- Other competent Services, as the case may be

Actions:

- Adoption of a Declaration that the Organization follows a policy of equal employment opportunities without harassment.
- Operation of the Office of Integrity Advisor and publicity and promotion actions of the role of IAPR's Integrity Advisor within the Organization.
- Strengthening the Organization's administrative capacity through partnerships with bodies that have adopted and are implementing policies on sexual harassment and other forms of gender-based violence.
- Introduction of a reports/complaints policy and grievances, reports/complaints management process outlining how staff can report incidents of sexual harassment, including when they are victims of or witness harassment, ensuring that there are no barriers to reporting and that all reports are taken seriously.
- Implementation of occupational risk assessment tools (e.g., online platform OIRA/Online Interactive Risk Assessment, WCO GEOAT/Gender Equality Organizational Assessment Tool).
- Design and implementation of training activities for supervisors on the prevention of violence and harassment in the workplace
- Organization of activities to raise awareness of IAPR's executive potential.

The action refers to:

All of IAPR's Human Resources



Indexes:

- Risk assessment progress report
- Appointment of Agency representatives as points of contact for reporting incidents of sexual harassment
- Introduction of the reporting policy and its notification
- Number of awareness raising activities
- Number of reports
- Annual progress report

Project Schedule:

	2023	2024	2025
Adoption of a Declaration that the Organization follows a policy of equal employment opportunities without harassment		√	√
Commencement of the Office of Integrity Advisor		√	
Actions for publicity and promotion of the role of IAPR's Integrity Advisor within the Organization		√	√
Partnerships with bodies that have adopted and are implementing policies on sexual harassment and other forms of gender-based violence	√	√	√
Reports policy and complaints handling procedures/protocol		√	√
Informing the agency's staff about the reporting policy		√	√
Training actions for supervisors on the prevention of violence and harassment in the workplace		√	√
Organization of awareness raising activities to inform staff		√	√