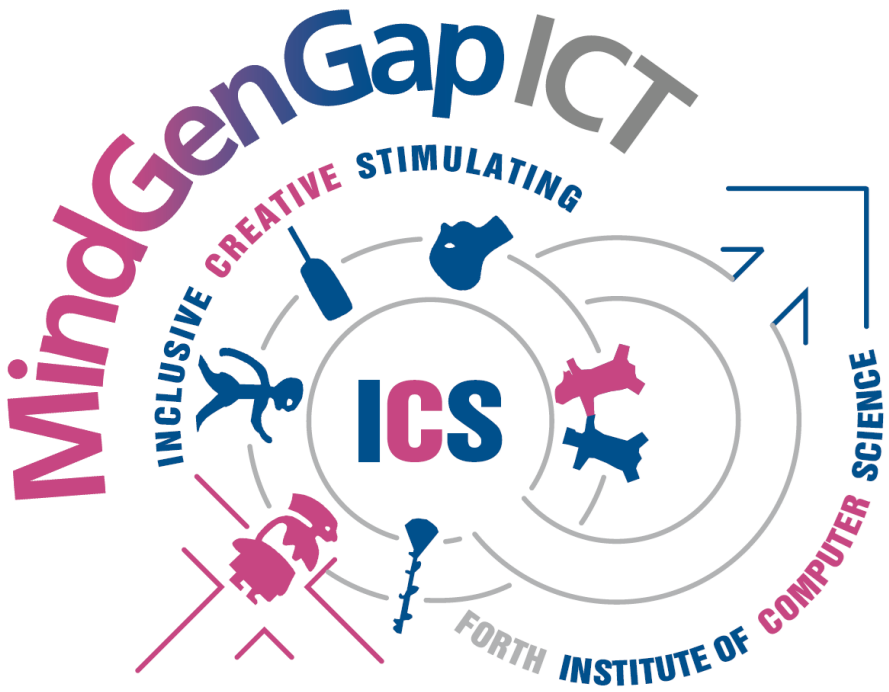


Mind the Gender Gap in Computer Science
MindGenGapICT

Institutional Change project (25-CoARA-055)
2nd cascade funding

This project has received funding from the European Union's Horizon Europe Research and Innovation program under Grant Agreement No. 101131826

MAGDALINI CHATZAKI, DR. MARIA MAKRIDAKI

KNOWLEDGE EXCHANGE EVENT #2

29 JUNE 2026

FORTH
INSTITUTE OF COMPUTER SCIENCE

Foundation for Research and Technology-Hellas (FORTH)



Facts & Figures

The Foundation for Research and Technology – Hellas (FORTH) was founded in 1983.

It is the premier multidisciplinary research institution in Greece with well-organized facilities, highly qualified personnel and a reputation as a top-level research institution worldwide.

10 Institutes

155 Research Groups

567 Active Projects

1552 People

FOUNDATION FOR RESEARCH AND TECHNOLOGY - HELLAS

INSTITUTE OF COMPUTER SCIENCE

Funded by the European Union

Established in 1983 as one of the first 3 Institutes of FORTH

The largest of the 10 Institutes of FORTH and the **largest research institute in Greece in ICTs** (>500 personnel)

ICS Mission



Perform high quality basic and applied research, promote education and innovation, and contribute to the development of the Information Society, at a regional, national, and European level

ICS has been pursuing basic and applied research activities spanning the broader ICT domain

challenge-driven (rather than project-driven)
interdisciplinary
development of the Information Society
domain applications with social impact

ICS has **excelled** in all evaluations of Greek Research Institutes conducted under the auspices of the General Secretariat of Research and Innovation: **consistently ranked 1st in the domain of Information and Communication Technologies**

current situation and challenges

despite excellence in research, structural workforce imbalances remain an enormous institutional challenge.

women remain underrepresented within FORTH-ICS at all career levels.

institutional structures, modus opernandi and research practices often reinforce disparities.

lack of robust methodologies to guide sustainable IDE (Inclusivity, Diversity, Equality) integration within research and assessment.

challenging to go beyond the gender gap towards intersectional approaches. Avoid excluding by inclusion initiatives

MindGenGapICT project

- looking for a systemic approach for these challenges, the **CoARA Boost** provides the perfect framework to work towards inclusive excellence aligned with the European reform research assessment vision
- MindGenGapICT addresses institutional, cultural and structural barriers limiting diversity, inclusion, and equality in research.

MISSION: to generate guidelines for interventions and policies for smoothing out IDE disparities in workforce composition, governance structure and research practice at FORTH-ICS

VISION: an inclusive and gender-balanced research environment aligned with CoARA vision

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MindGenGapICT focus

MindGenGapICT: a structured methodology for addressing gender imbalances in FORTH-ICS, our Computer Science R&D Ecosystem

- leadership and Scientific Council commitment
- develop an institutional IDE governance structure
- pass from scattered institutional initiatives to systematic approaches
- engage personnel across all levels (leadership, research decision makers, PIs, researchers, research staff, students, administration)
- IDE-informed research & innovation
- IDE balancing in career levels

objectives and impact

key objectives

1. analyse existing data to identify root causes
2. propose evidence-based interventions
3. ensure long lasting transformation

expected impact

1. integration of IDE dimension into research practice and outcomes
2. institutional: from scattered initiatives to systemic approaches.
3. cultural: improved IDE for research teams and administrative bodies
4. sustainability: iterative feedback between policy and practice, supported by leadership commitment.

Funded by the European Union

MindGenGapICT ambition

embed IDE dimension into research design, practice and outcomes

IDE sensitive team dynamics

IDE policies and interventions

sustainability and scalability of the methodology

long lasting results

12-month work plan

WP1: Baseline Assessment & Reform Planning (M1–M9)

- analyse existing data and institutional dynamics
- identify best practices and define KPIs
- deliverable: D1 – roadmap for institutional interventions

WP2: IDE in Research Practice (M3–M9)

- review international IDE-informed research practices
- conduct study visits and internal awareness events
- deliverable: D2 – IDE in research practice state-of-the-art review

WP3 – Dissemination & Communication (M1–M12)

- internal engagement, web updates, and bulletins.
- final hybrid dissemination event and external presentation.
- deliverables: D3 – dissemination report | D4 – scientific/policy publication.

Funded by the European Union

Gannt chart

		Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26
							Mid-Term CoARA online event						
WP1	**Baseline Assesment & Reform Planning**									D1			
1.1	Analyzing qant&qual data												
1.2	Best Practices & interventions												
1.3	Identify KPIs for monitoring												
WP2	**IDE in Research Practice**									D2			
2.1	State of the art review on IDE-informed research practice												
2.2	2 Study visits, 1 invited speaker												
2.3	Organizing internal events												
WP3	**Dissemination & Communication**												D3, D4
3.1	Update the webpage												
3.2	2 internal bulletins & activate social media channels												
3.3	Final Hybrid Dissemination Event												
3.4	1 external scientific/policy Event												

MindGenGapICT engagement approach

multi-level methodology focused on 3 interconnected dimensions:

- human capital synthesis
- institutional structures
- research practice

participatory interventions design

- inclusive data collection
- co-creation and capacity building
- communication and engagement channels
- dissemination events as forums for dialogue and knowledge transfer for the research community and the general public
- stakeholder engagement in regional level (i.e. collaboration with Regional Authorities of Crete for raising awareness with the general population and young students)

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MindGenGapICT progress : lessons learned

evidence based institutional change

governance matters: leadership commitment, accountability and integration in strategic planning

interventions must address recruitment, retention, progression, access to leadership and visibility

develop mentoring and career development programmes

work-life balance and career support mechanisms

safe and inclusive organizational culture through awareness raising, personnel training, code of conduct

clear governance responsibilities required (e.g. equality officers, KPI monitoring, progress monitoring and reporting)

integration of the gender dimension into research

MindGenGapICT progress

gender participation analysis based on data collected on October 2025 (completed presented in Feb 2026)

best practices and benchmarking (completed)

proposed institutional interventions (completed)

KPI indicators (identified)

monitoring framework (proposal finalized)

proposed model for IDE governance structure (completed)

implementation roadmap (finalized – to be communicated with FORTH-ICS leadership)

final dissemination and raising awareness event (planned for July 14th)

present project outcomes at external scientific/policy focused events ((1) Gender & STEM Conference 2026 10/07, 4th World Conference on Gender and Women's Studies 17/07, (2) Photonics Meets Biology Summer School 05/8)

scientific publication for one scientific sharing event (article to be published to a scietific journal though the 4th World Conference on Gender and Women's Studies)

MindGenGapICT progress: best practices and benchmarking

European bodies

Minerva Informatics Equality Award, Informatics Europe, European Institute for Gender Equality (EIGE) GEAR Tool, Athena Swan Charter, European Commission She Figures

study visits

NTNU (Norway), JKU (Austria)

research organizations

Fraunhofer-Gesellschaft, CNRS, CERN

other organizations

KU Leuven, University of Oxford, Newcastle University, Heinrich Heine Univ., Dusseldorf Univ.

Funded by the European Union

MindGenGapICT progress: proposed interventions

interventions must be structural rather than symbolic

recruitment:

- initiate a research branch on Inclusion, Diversity, Equity & Techno-ethics
- create middle level management positions to create opportunities for younger researchers/staff to climb up the career ladder
- IDE governance structure
  - Gender Equality Officer/Coordinator (data collection, reporting)
  - KPI Owners for each strategic dimension
  - regular reporting (annual or biennial) to FORTH-ICS leadership and the Scientific Council

IDE&Techo-ethics research:

- cross-cutting activity combining policy design with IDE dimension in research practice (https://ercim-ide-wg.ics.forth.gr) **(done)**
- IDE Intervention Challenge (annually) through which our research community design and implement small-scale interventions to improve diversity, inclusion and gender equality within FORTH-ICS

MindGenGapICT progress: proposed interventions (cont.)

monitoring:

- KPI: Gender Balance Index (GBI) that evaluates fairness and balance per personnel category and per Lab (done)
- new KPIs development: SHE FIGURES Index adapted to ICS setup (done)
- develop digital platform to calculate the new KPIs for systematic monitoring

promoting inclusive organizational culture and IDE education:

- design and develop training modules for the leadership, for researchers/staff, univ. students, secondary education students
- annual IDE and unconscious bias training workshops covering themes like unconscious bias in recruitment, inclusive supervision, inclusive communication/language, AI bias&ethics etc.
- develop “Inclusive Research Environment Guidelines” as a IDE Code of Conduct for our research community

MindGenGapICT progress: proposed interventions (cont.)

empowerment:

- strengthen visibility, representation and role models by establishing **"Women in ICT@FORTH"** initiative
- design and develop a mentoring scheme for career development and soft skills with emphasis to female students and young researchers
- more females to participate to the Scientific Council and to the evaluation committees of FORTH-ICS **(in progress)**
- gender balance the **"Most Valuable Personnel"** Award
- more girls to apply for the **"Stelios Orfanoudakis Undergraduates'"** Award
- establish the **"Equal Minds, Equal Code"** Award to be awarded to Research Groups/Teams/Labs which actively incorporate IDE dimension in research and present yearly progress in gender balancing their research team
- child-care support for young parents
- design the **"Female Researcher Ambassador Programme"** for school visits, science festivals, AI and coding workshops, mentoring& career orientation events, public engagement activities
- design the **"Girls in AI and Computing"** outreach programme targeting girls 12-18 in a regional/national level

MindGenGapICT progress: proposed interventions (cont.)

raising awareness:

- digital communication (e.g. dedicated IDE web page (done), educational videos/podcasts (in progress), social media campaigns, online storytelling
- permanent informative column in the FORTH-ICS newsletter (done)
- IDE coffee hour for casual discussions and brainstorming (e.g. once per month), networking lunches, discussion circles, career development meetings (in progress)

active participation:

- feedback loop with the leadership (i.e directors, Lab/Dept leaders, Scientific Council) (done)
- feedback loop with FORTH-ICS community, and all stakeholder's involvement (in progress)

interventions deployment roadmap: 3 years

- Y1: setup KPI and monitoring framework
- Y1-Y3: interventions deployment
- Y3: feedback, reporting, corrective actions

MindGenGapICT progress: KPI framework

8 strategic dimensions according to EU guidelines:

Representation & participation

leadership & decision-making

career progression

pay equity & resource allocation

institutional culture & inclusion

work-life balance

gender dimension in research & innovation

governance & accountability

MindGenGapICT progress: monitoring framework

6 priorities:

- data collection & management
- monitoring frequency & reporting cycles
- Gender Equality Dashboard & visualization tools
- target setting & performance tracking
- feedback mechanisms & corrective actions
- IDE governance structure & responsibilities

MindGenGapICT progress: IDE in Research Practice

2 project proposals (Horizon-WIDERA-2026-06-ERA-02, Erasmus+ KA220-HED)

European wide networking cross cutting activity: we coordinate the **ERCIM Working Group "Inclusive Digital Futures. Developing Technology and Culture"** : https://ercim-ide-wg.ics.forth.gr

2 study visits

- 19th-20th Nov. 2025: Computer Science Dept@NTNU Trondheim Norway
- 20th-21st Jan. 2026: Institute of Women's and Gender Studies@Johannes Kepler Univ. Linz, Austria

state of the art review

3 meetings with the Director and the Deputy Director of FORTH-ICS and the FORTH-ICS Scientific Council

dedicated informative column on Inclusion Diversity and Equity in Computer Science in the Newsletter of FORTH-ICS (published quarterly)

dedicated webspace: https://www.ics.forth.gr/dsn/inclusion-diversity-equity-computer-science

MindGenGapICT progress: Dissemination and Communication

(30th-31st of March 2026): Steps Forward: More Inclusive FORTH-ICS workshop (keynote speaker: Dr. Anna Szlavi) in collaboration with the Gender Equality and Anti-Discrimination Committee of FORTH

(31st March 2026): 1st Inclusion, Diversity, Equity Coffee Hour

(31st March 2026): formal meeting with members of the Scientific Council and the Director of FORTH-ICS. Presentation of the interventions designed for FORTH-ICS and the first results of the project

5 dissemination presentations of the MindGenGapICT project in internal and/or external events/workshops up to May 2026

(18 May 2026): IDE dimension in ICT research – presentation at the kick-off meeting of the ERCIM IDE Working Group

Implementing the **"Women and AI programme"**, aiming to decode Artificial Intelligence to women

3 dissemination events:

1. pitch presentation of the project "Mind the Gender Gap in Ccomputer Science (MindGenGap ICT)" at Network Gender &STEM Conference 2026, University of Salzburg, Austria, 9-11 July 2026
2. paper presentation: "**A structured methodology for addressing gender imbalances in a Computer Science R&D Ecosystem**", 4th World Conference on Gender and Women's Studies, 17-19 July 2026, London, UK
3. invited speech at: Photonics meets Biology Summer School, 3-7 August 2026, Spetses, Greece

MindGenGapICT progress: Dissemination and Communication (cont.)

Final event programmed on 14th July 2026 open to the FORTH-ICS community and to the general public

dedicated space in the FORTH-ICS web-site on “Inclusion Diversity Equity in Computer Science” where MindGenGapICT : https://www.ics.forth.gr/dsn/inclusion-diversity-equity-computer-science

permanent column in FORTH-ICS Newsletter (published quarterly): https://www.ics.forth.gr/dsn/idecs-news

- #1 internal bulletin: https://www.ics.forth.gr/dsn/1-inclusion-equality-diversity-computer-science
- #2 internal bulletin: https://www.ics.forth.gr/dsn/2-inclusion-diversity-equity-computer-science

one posts on FORTH-ICS social media in Feb 2026

future work

expansion towards intersectional inclusivity, diversity, equity

institutionalisation of the KPI and Monitoring Framework

promoting IDE-sensitive research & innovation

scaling & replication

Funded by the European Union

MindGenGapICT

Thank you,

Magdalini Chatzaki (magda@ics.forth.gr), Dr. Maria Makridaki (makridaki@ics.forth.gr)

https://www.ics.forth.gr/dsn/inclusion-diversity-equity-computer-science



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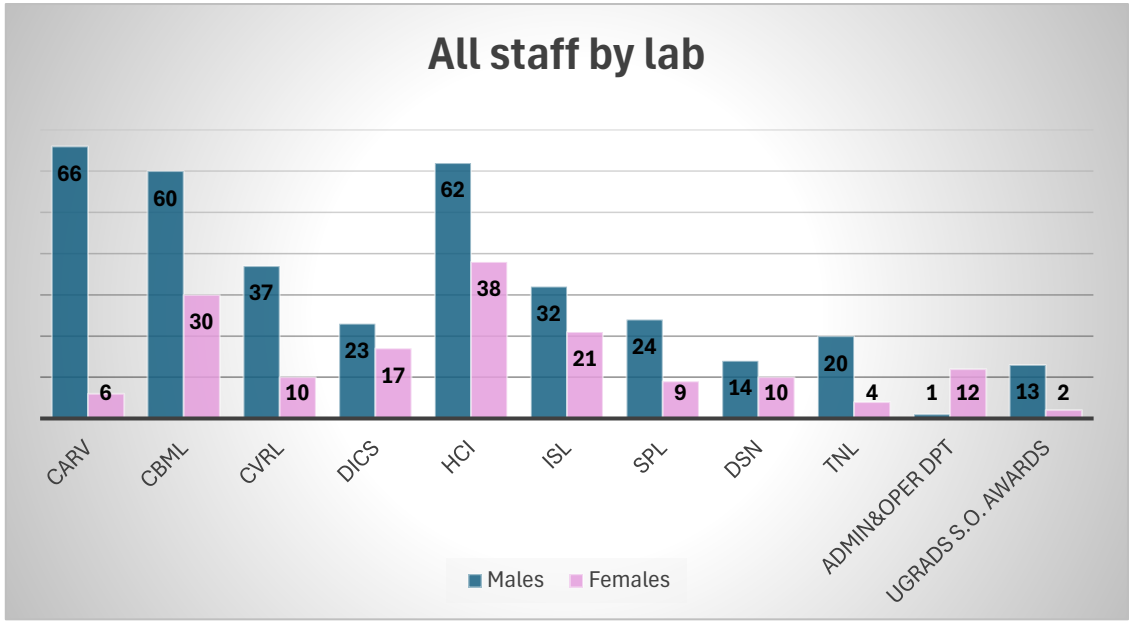
WP1 progress: leadership&staff awards

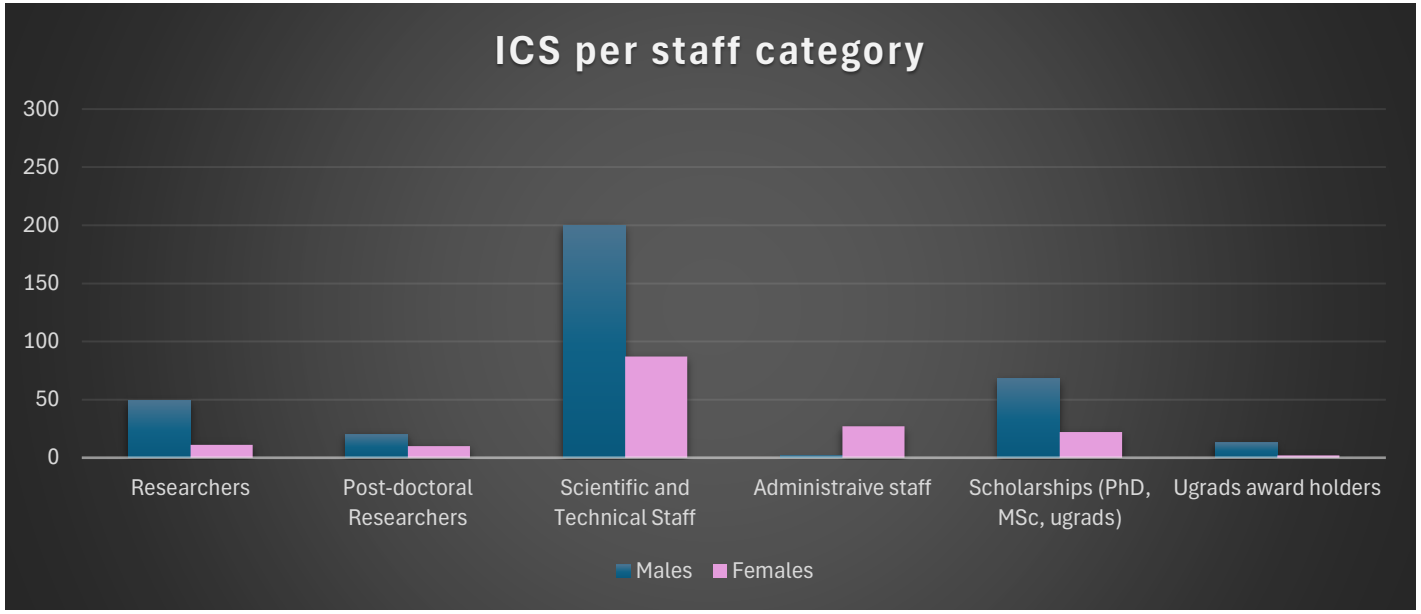
Leadership/Heads of Labs/Centers/Departments / Ηγεσία/Επικεφαλής Εργαστηρίων/Κέντρων/Τμημάτων	male/άνδρες	female/γυναίκες	% male/άνδρες	%female/γυναίκες
Director/Διευθυντής	1	0	100	0
Deputy Director/Αν. Διευθυντής	1	0	100	0
Carv Lab	1	0	100	0
CBML Lab	1	0	100	0
CeHa Center	1	0	100	0
CVRL Lab	1	0	100	0
HCCV Center	1	0	100	0
DiSCS	1	0	100	0
GR-domain Department	1	0	100	0
HCI Lab	1	0	100	0
ISL Lab	1	0	100	0
CCI Center	1	0	100	0
SPL	1	0	100	0
TNL	1	0	100	0
DSN Department	1	0	100	0
Admin&Oper Dept	1	0	100	0
Critical Positions/Θέσεις Ευθύνης	3	0	100	0

Scientific Council Composition					
YEAR	# members	male	female	% male	% female
2016	6	5	1	83.33	16.67
2018	6	4	2	66.67	33.33
2020	6	4	2	66.67	33.33
2022	6	6	0	100.00	0.00
2024	6	6	0	100.00	0.00

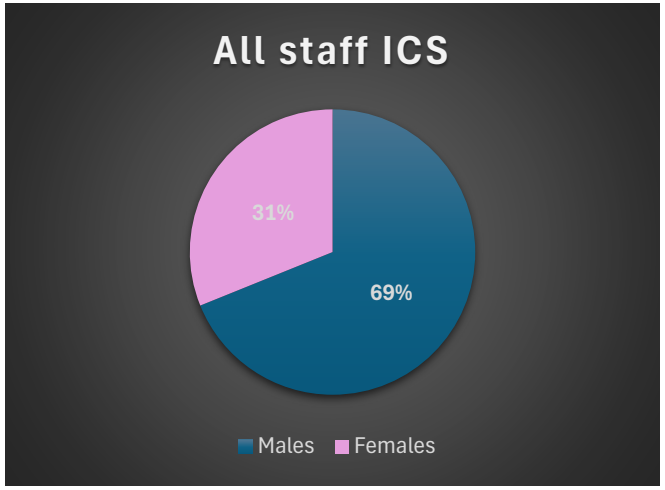
Most Valuable Personnel Award / Βραβείο Προσωπικού Κατηγ. Γ					
YEAR	# personnel / # προσωπικού	male / άνδρες	female / γυναίκες	%male / άνδρες	% female / γυναίκες
2009	2	2	0	100.00	
2010-2016	n/a	n/a	n/a		
2017	1	0	1		100.00
2019	2	2	0	100.00	
2022	1	0	1		100.00
2024	2	2	0	100.00	
total	8	6	2	75.00	25.00

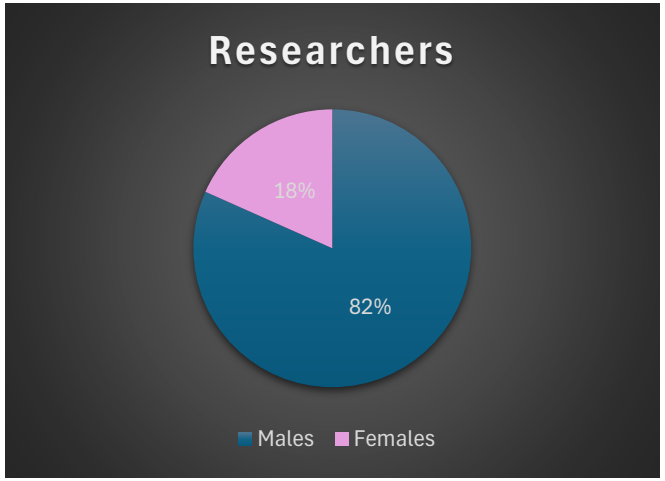
WP1 progress: personnel per Lab & per staff category (Oct. 2025)

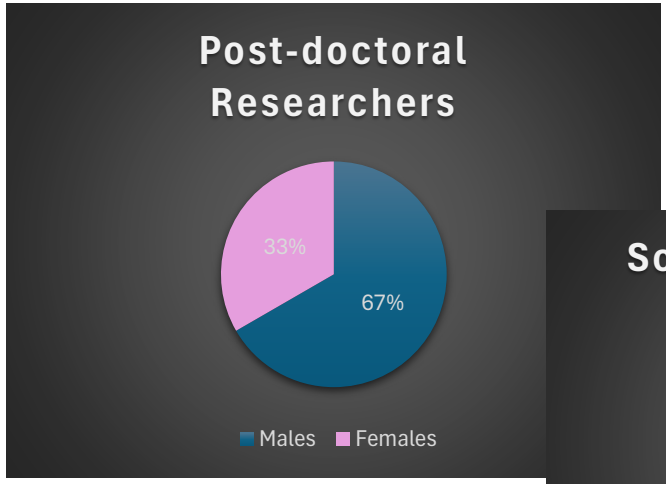


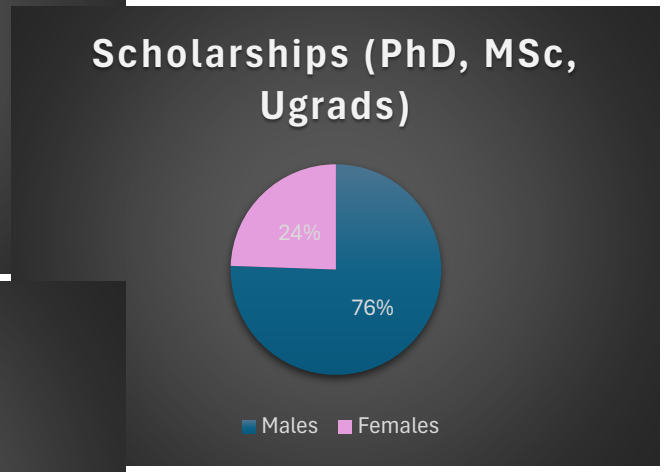


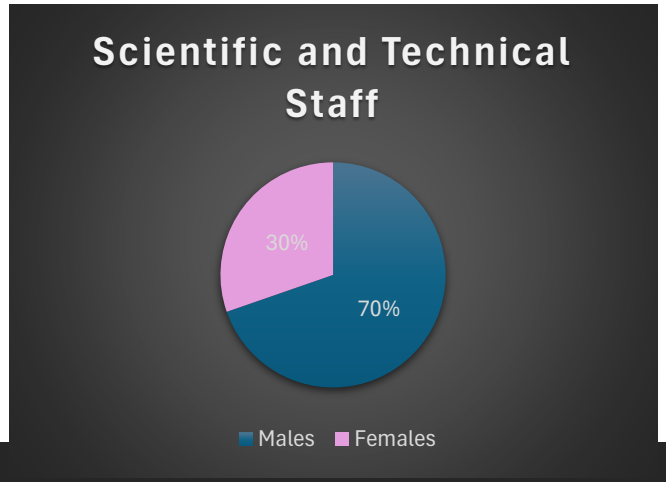
WP1 progress: % per personnel category (Oct.2025)

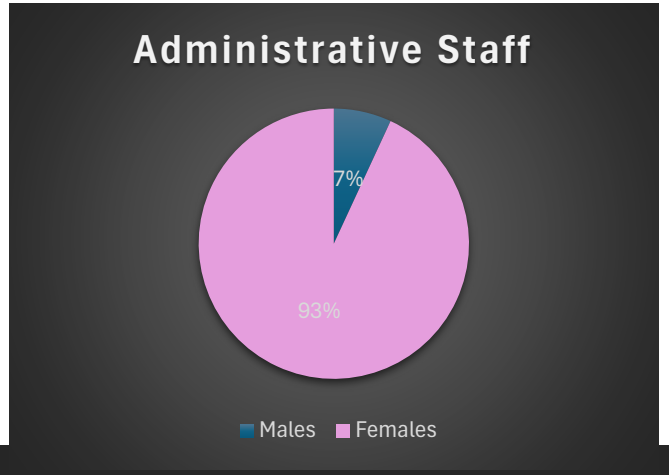


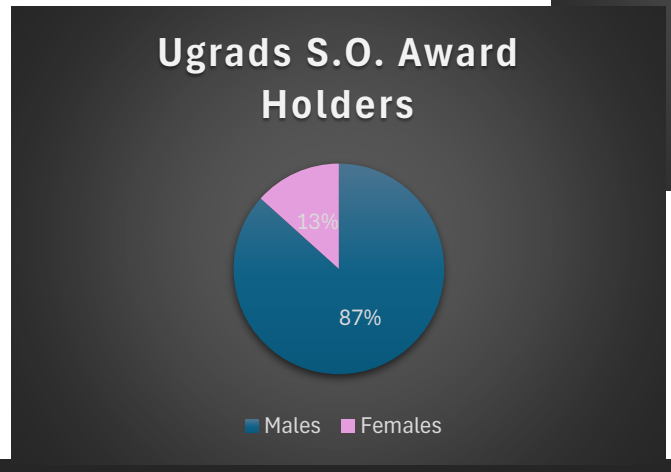












WP1 progress: Gender Balance Index (GBI) = 1- abs(0.5- #females/#all)*2

How much balanced is the team. Evaluates fairness, balance

0.00: red or purple, totally unbalanced (either gender 100%)

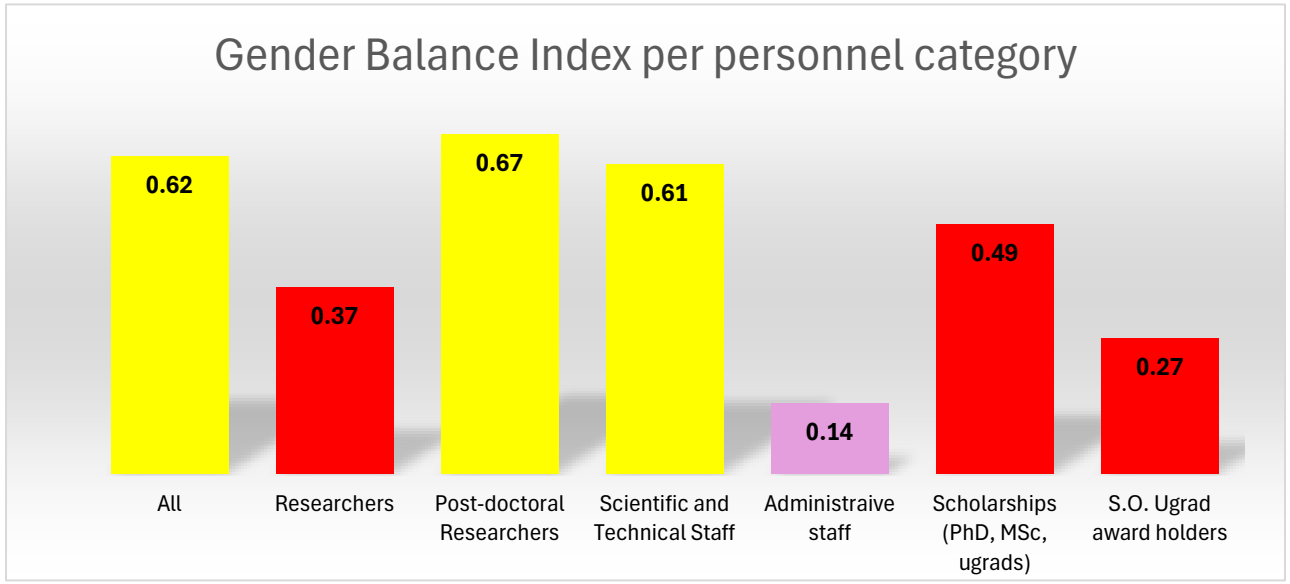
1.00: green, totally balanced (50%F, 50%M)

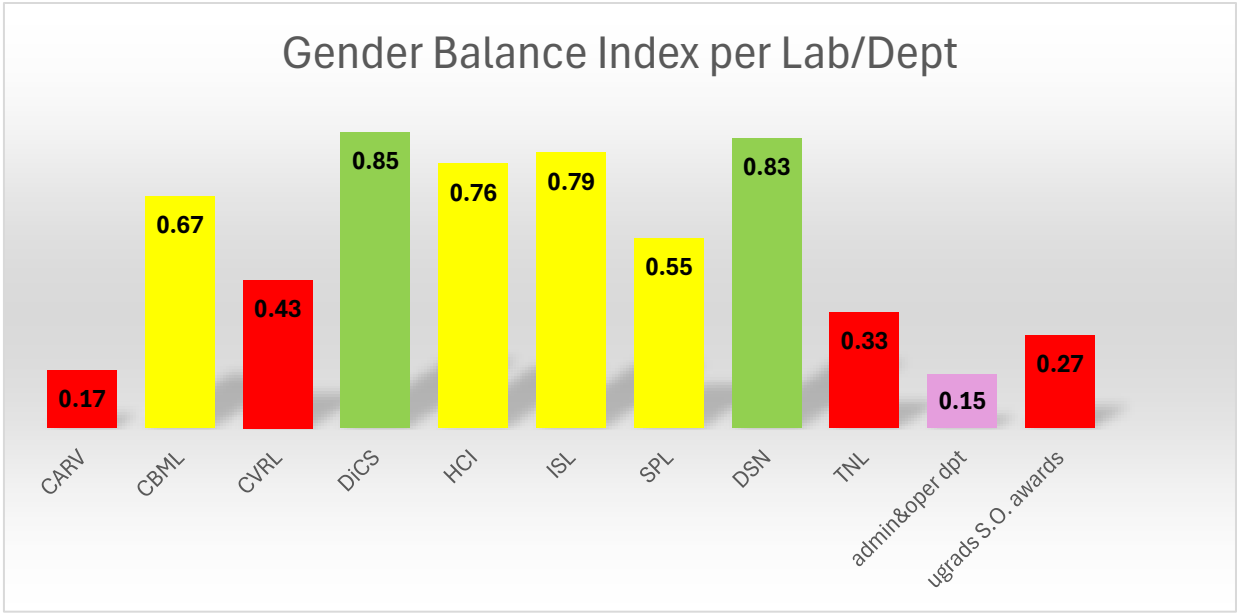
(0.00 – 0.50): red for male majority, purple for female majority, heavily unbalanced

[0.50 – 0.80): yellow, unbalanced

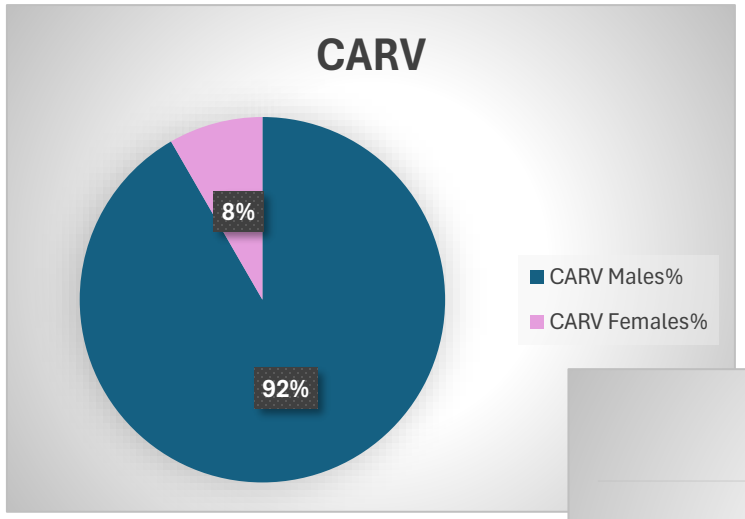
[0.8 – 1.00): green, fair, balanced

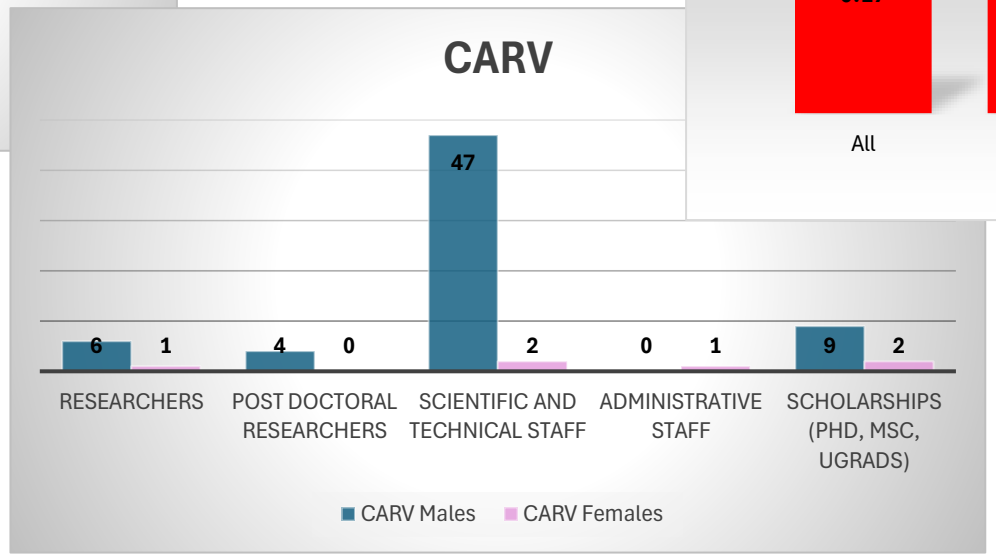
WP1 progress: GBI per personnel category & per Lab

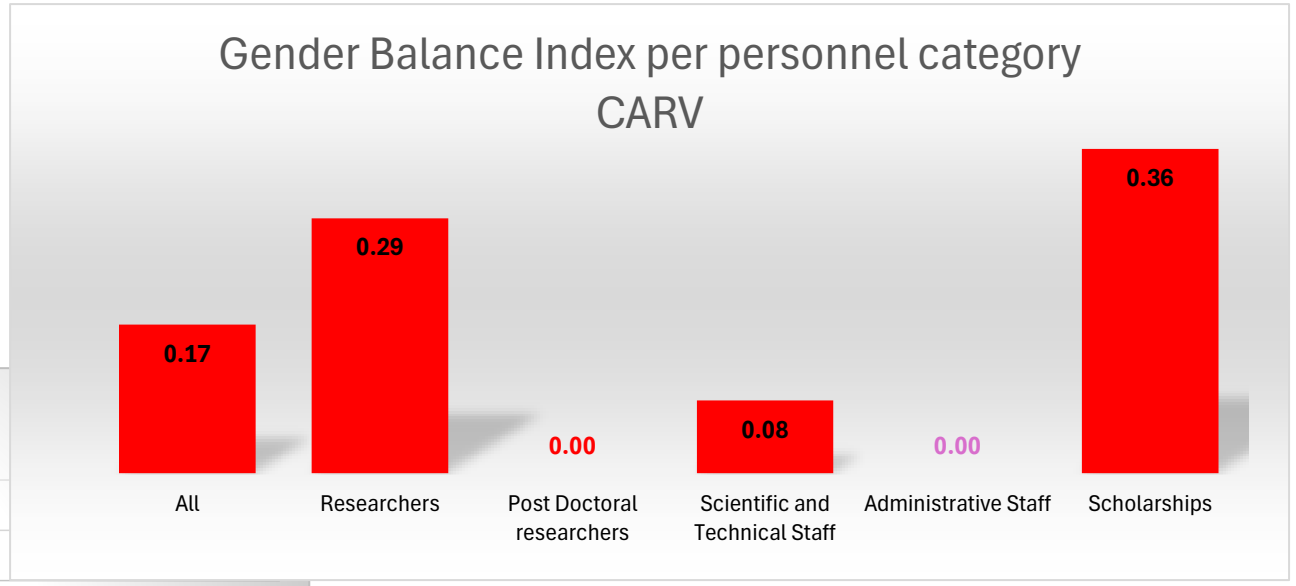




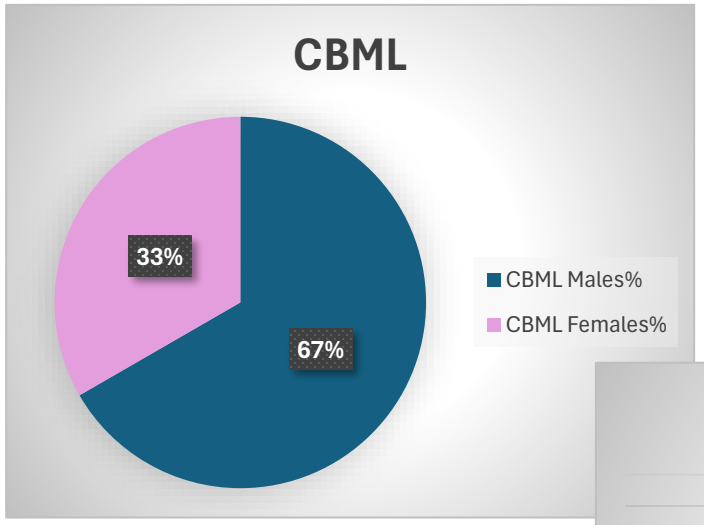
CARV (Oct.2025)

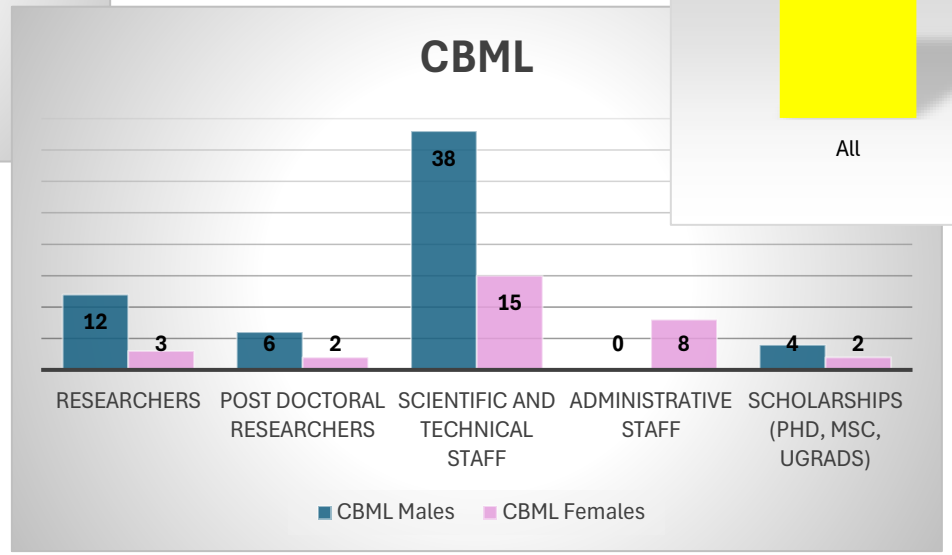


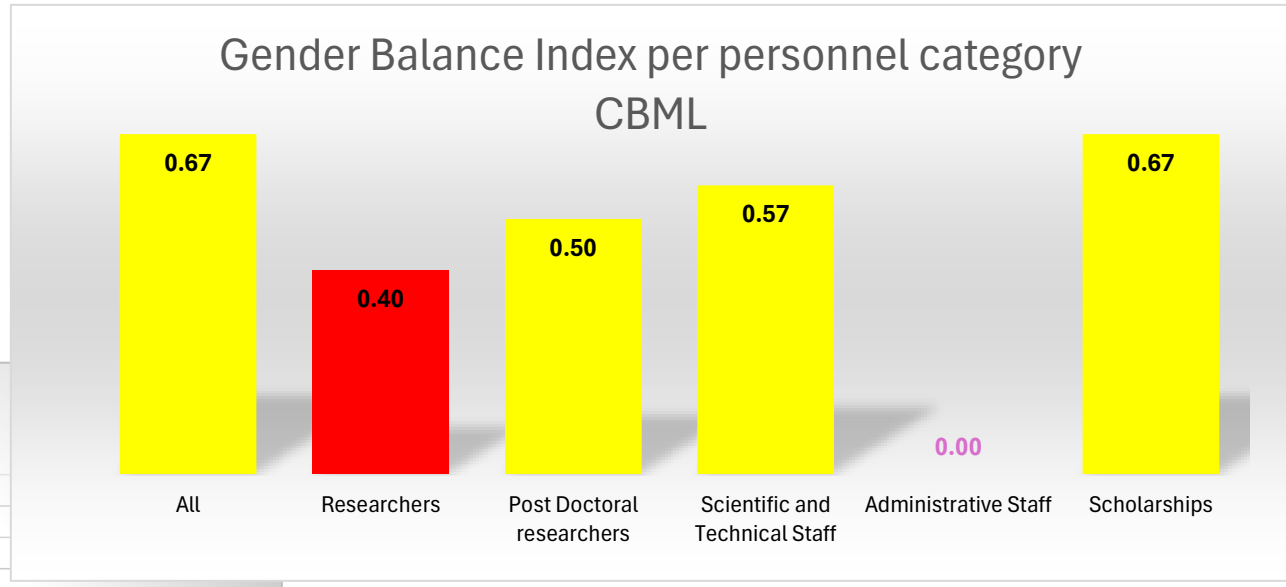




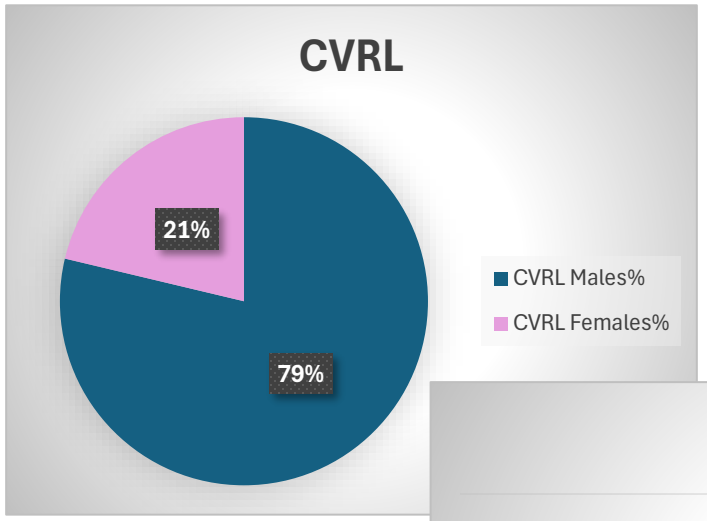
CBML (CBML+CEHA) (Oct.2025)

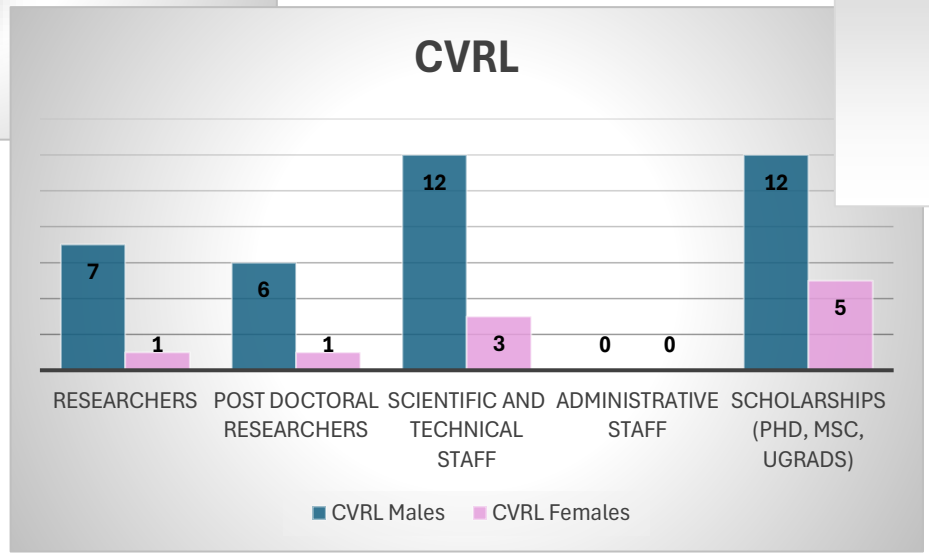


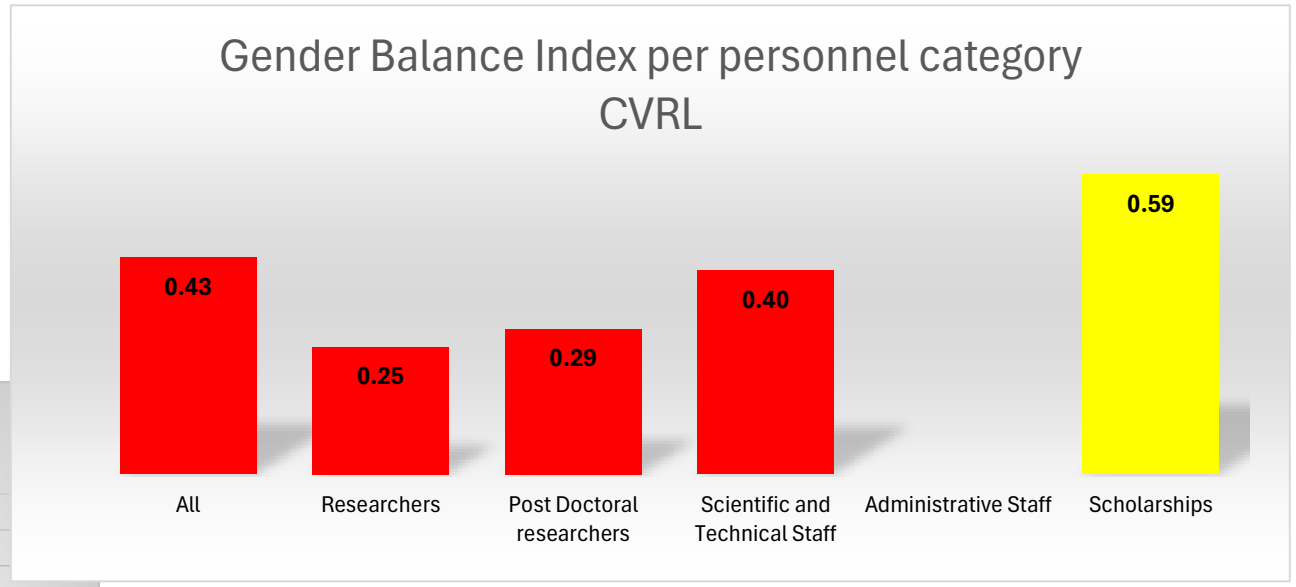




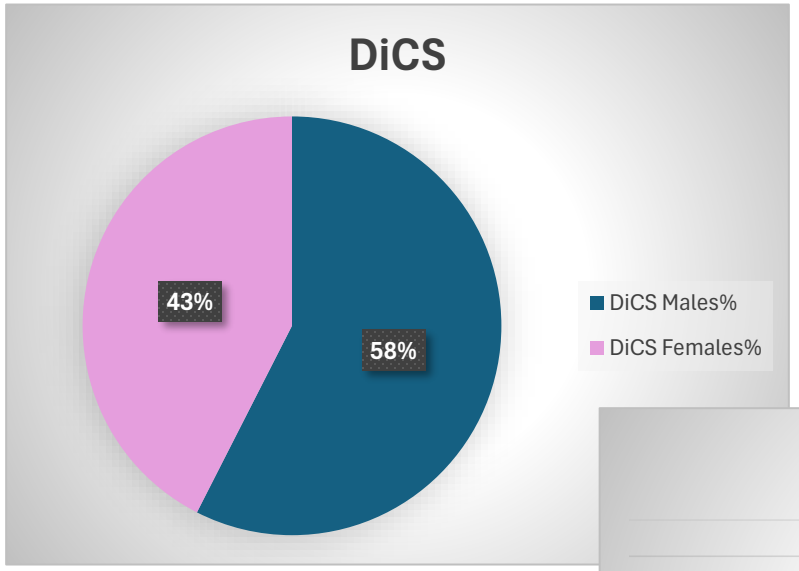
CVRL (Oct.2025)

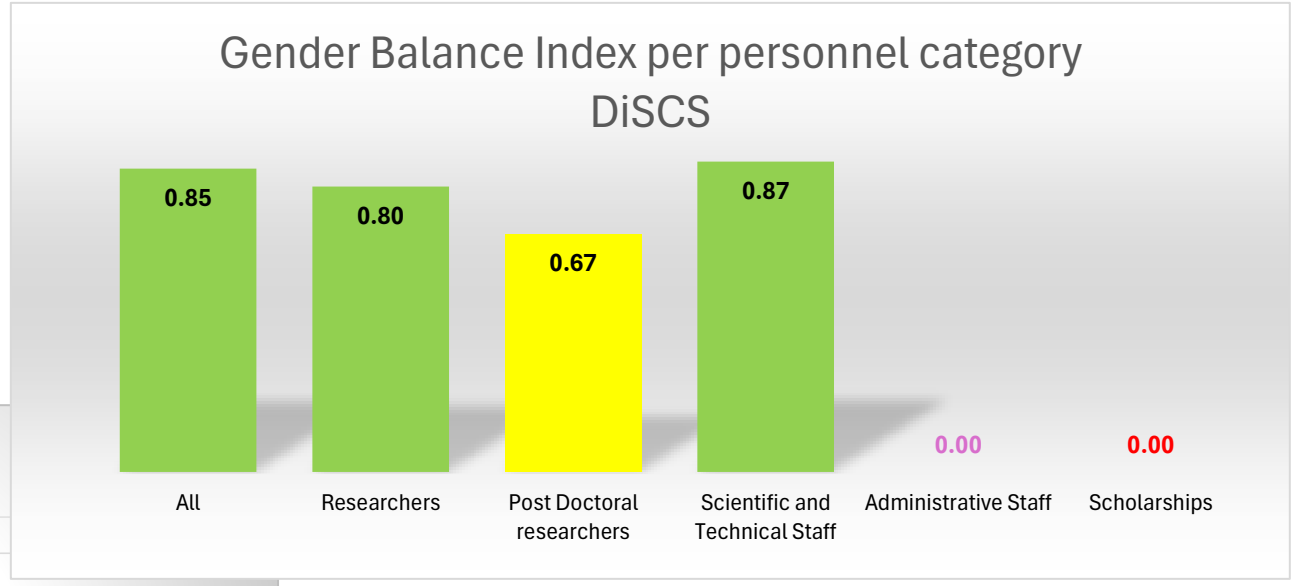


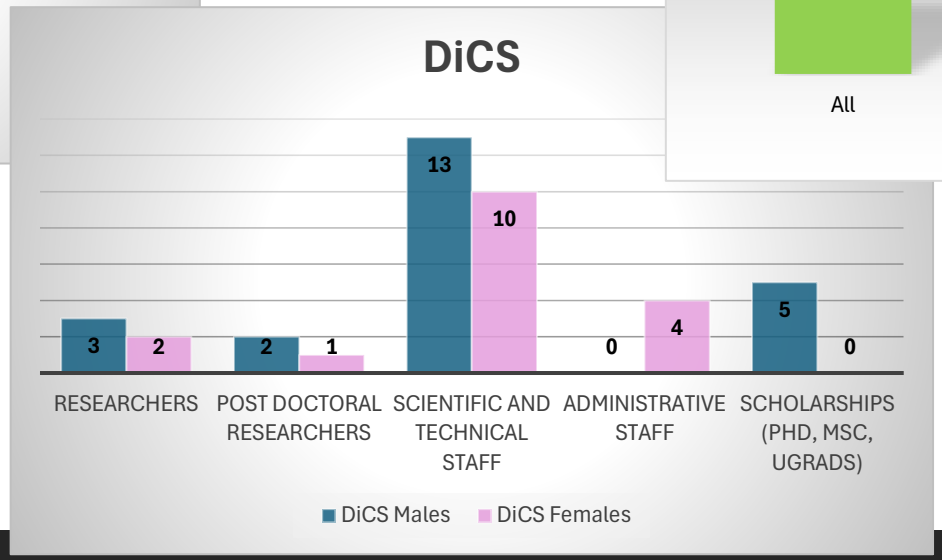




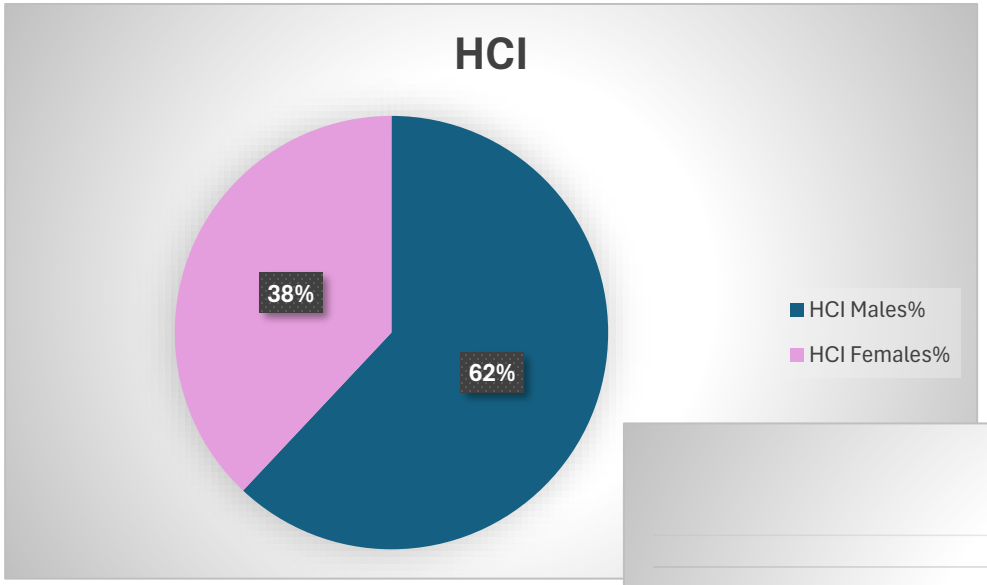
DiSCS (Oct.2025)

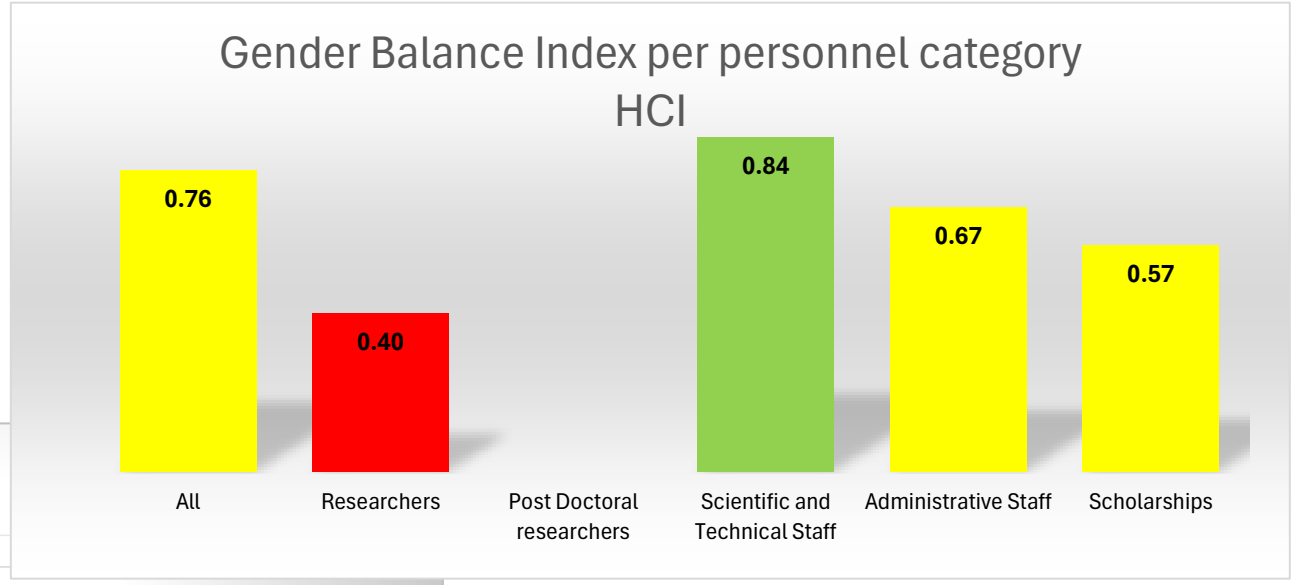


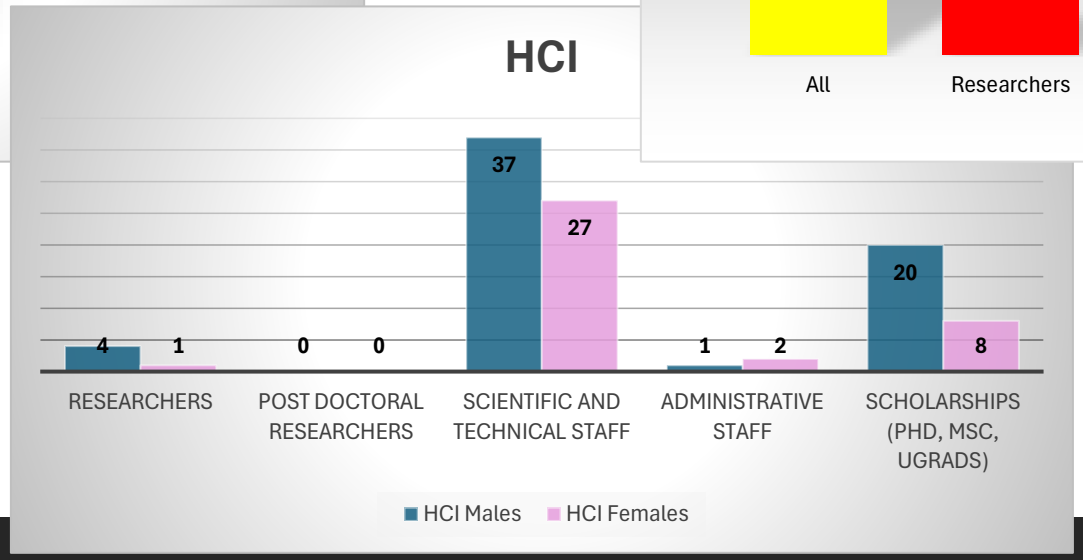




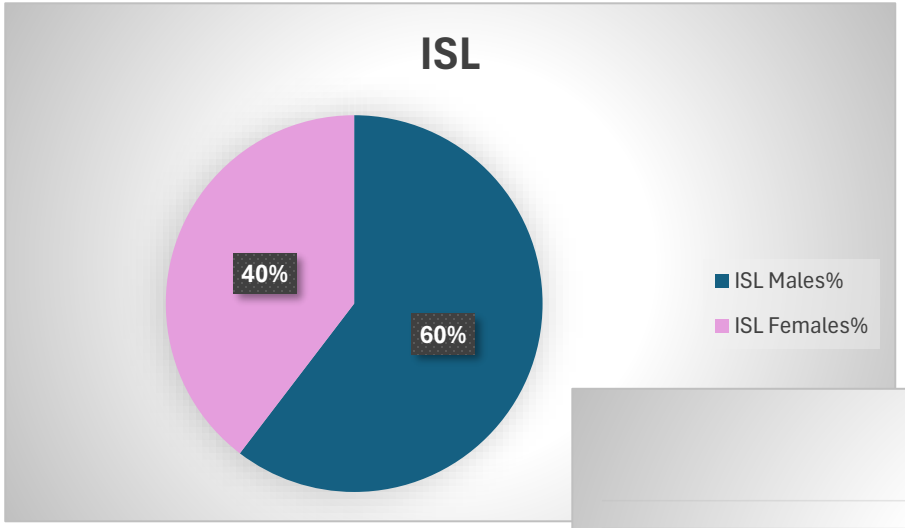
HCI (Oct.2025)

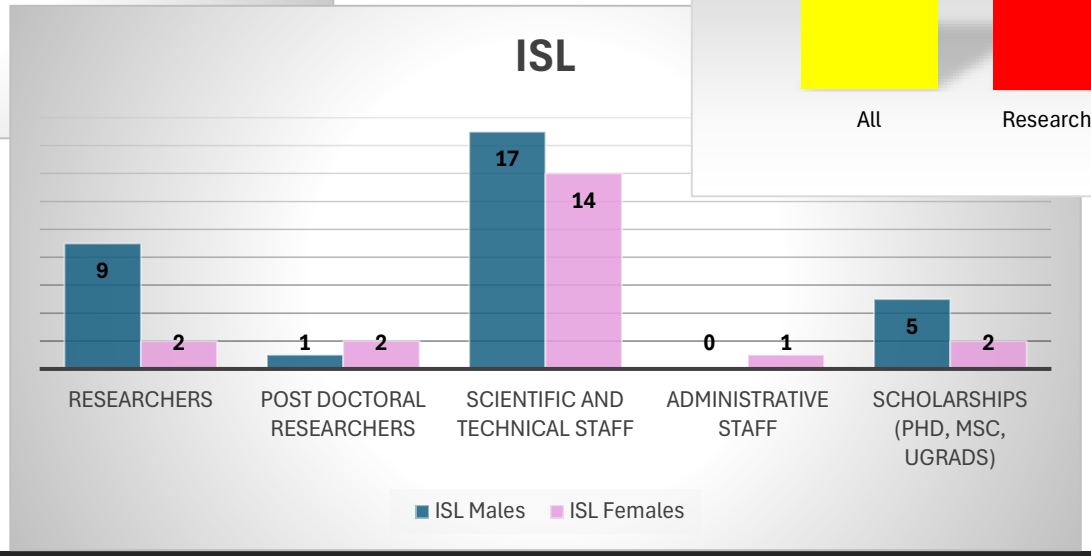

HCI
38%
62%
HCI Males%
HCI Females%

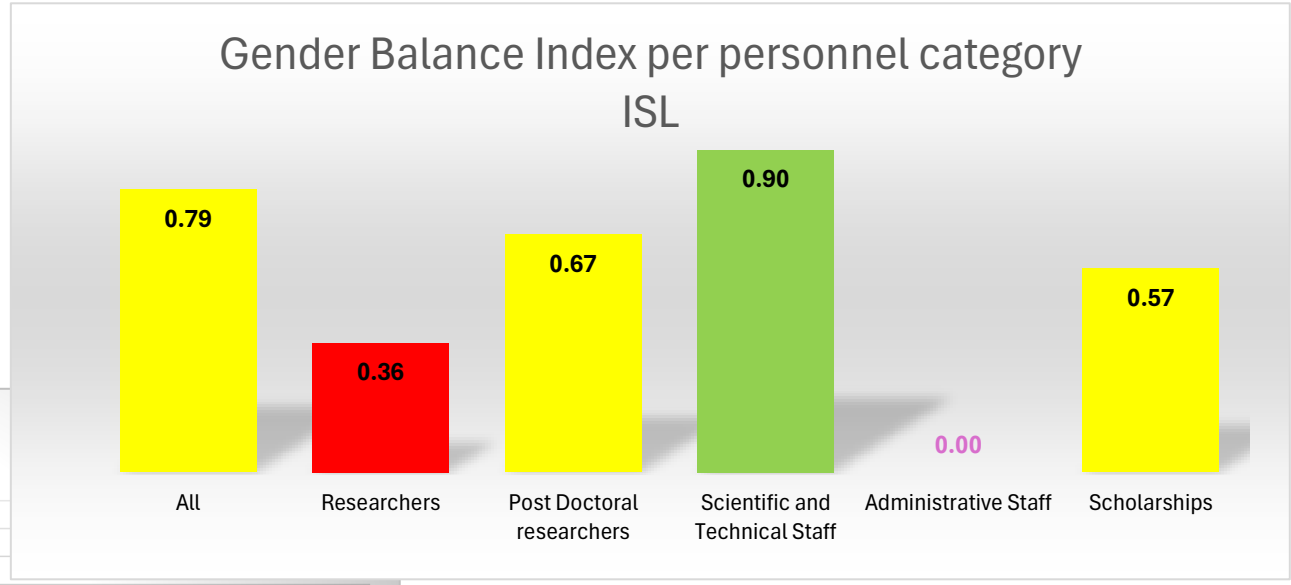

Gender Balance Index per personnel category
HCI
0.76
0.40
0.84
0.67
0.57
All
Researchers
Post Doctoral researchers
Scientific and Technical Staff
Administrative Staff
Scholarships


HCI
4
1
0
0
37
27
1
2
20
8
RESEARCHERS
POST DOCTORAL RESEARCHERS
SCIENTIFIC AND TECHNICAL STAFF
ADMINISTRATIVE STAFF
SCHOLARSHIPS (PHD, MSC, UGRADS)
HCI Males
HCI Females

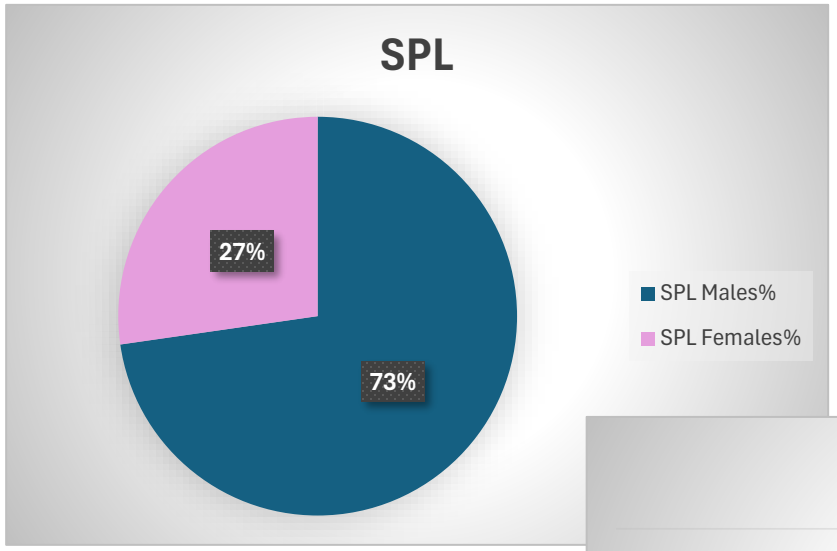
ISL (Oct.2025)

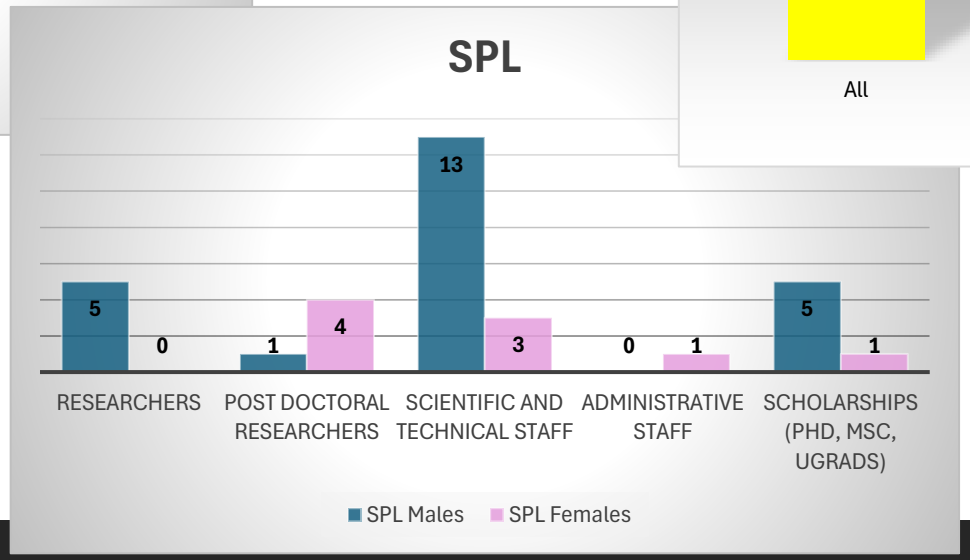

ISL
40%
60%
ISL Males%
ISL Females%

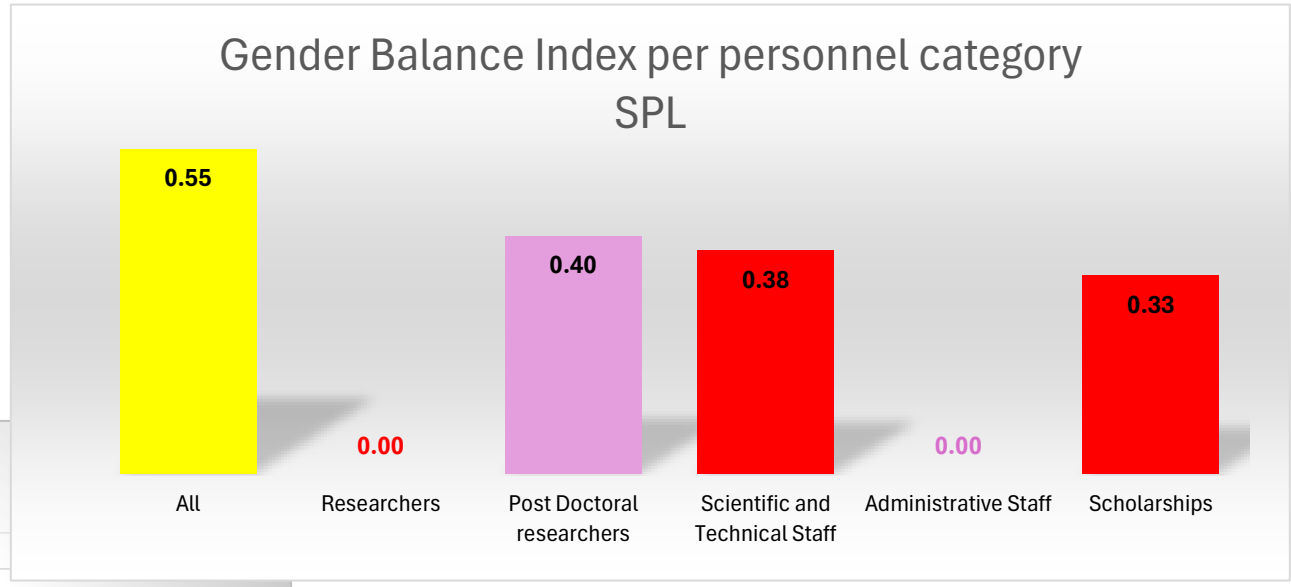

ISL
9
2
1
2
17
14
0
1
5
2
RESEARCHERS
POST DOCTORAL RESEARCHERS
SCIENTIFIC AND TECHNICAL STAFF
ADMINISTRATIVE STAFF
SCHOLARSHIPS (PHD, MSC, UGRADS)
ISL Males
ISL Females


Gender Balance Index per personnel category
ISL
0.79
0.36
0.67
0.90
0.00
0.57
All
Researchers
Post Doctoral researchers
Scientific and Technical Staff
Administrative Staff
Scholarships

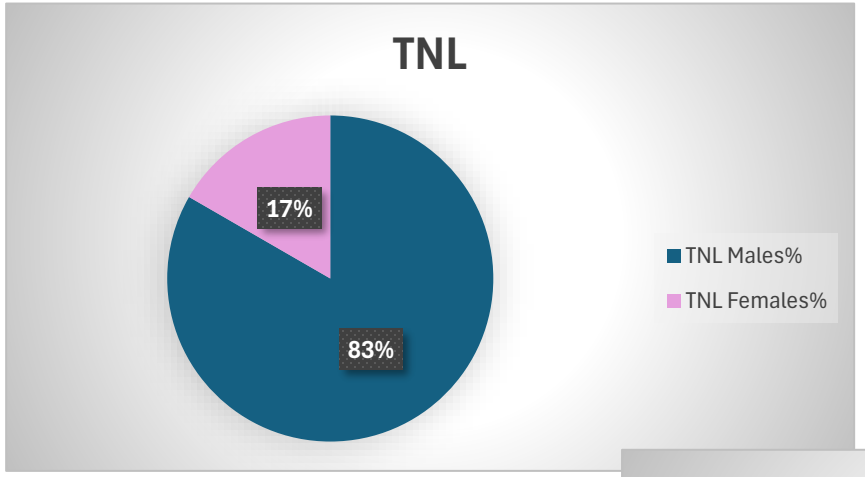
SPL (Oct.2025)

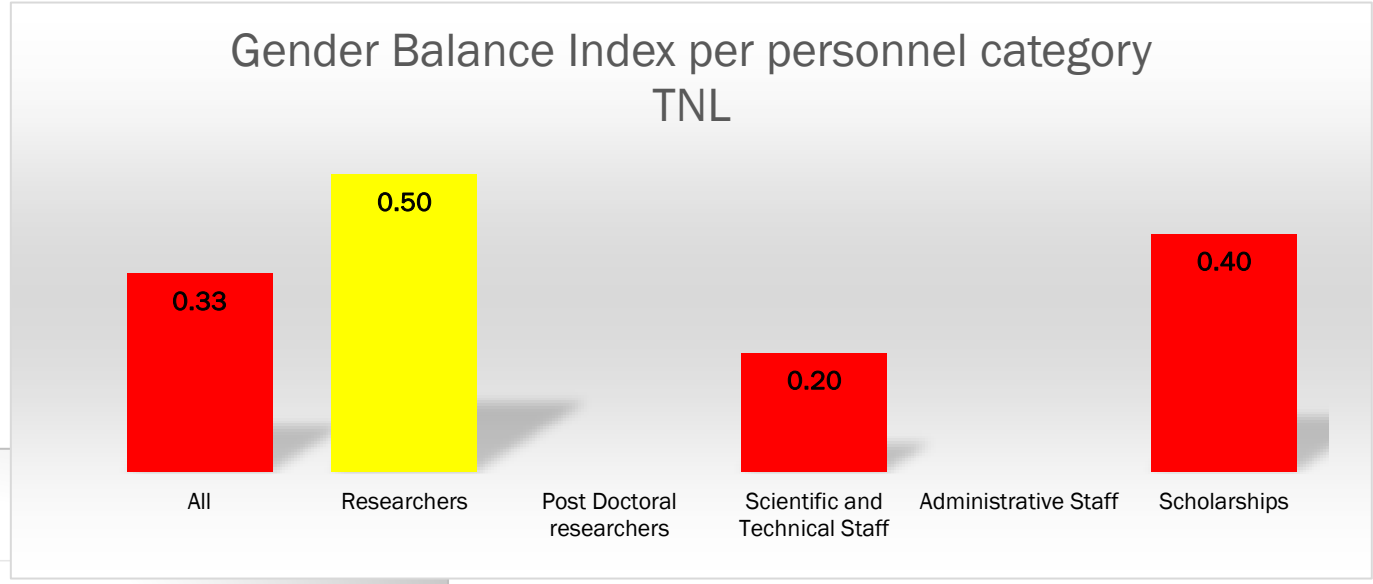

SPL
27%
73%
SPL Males%
SPL Females%

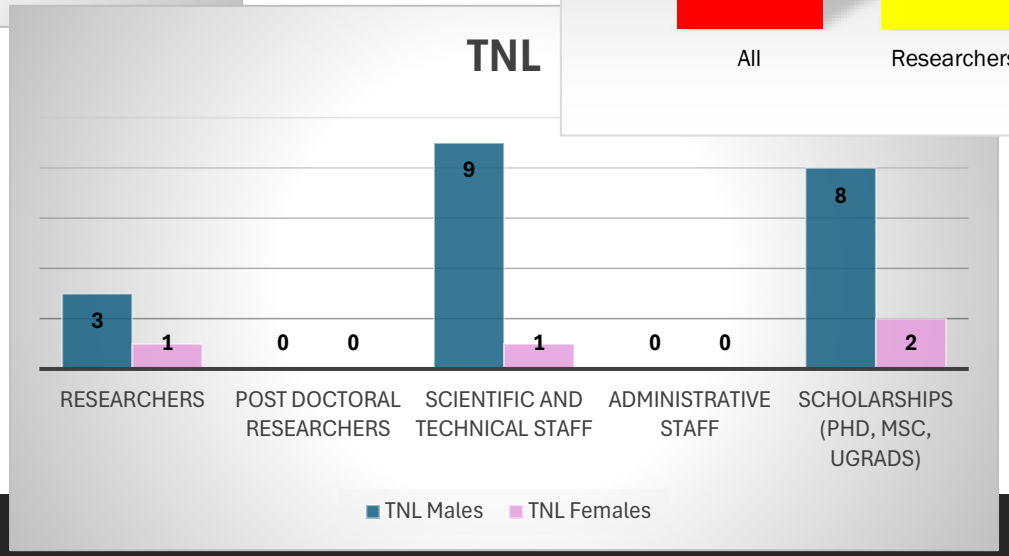

SPL
5
0
1
4
13
3
0
1
5
1
RESEARCHERS
POST DOCTORAL RESEARCHERS
SCIENTIFIC AND TECHNICAL STAFF
ADMINISTRATIVE STAFF
SCHOLARSHIPS (PHD, MSC, UGRADS)
SPL Males
SPL Females


Gender Balance Index per personnel category
SPL
0.55
0.00
0.40
0.38
0.00
0.33
All
Researchers
Post Doctoral researchers
Scientific and Technical Staff
Administrative Staff
Scholarships

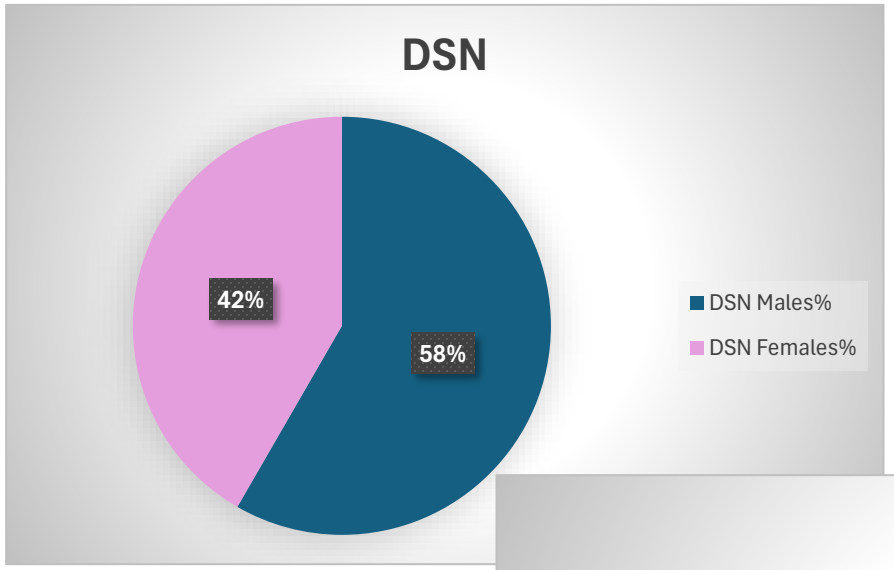
TNL (Oct.2025)

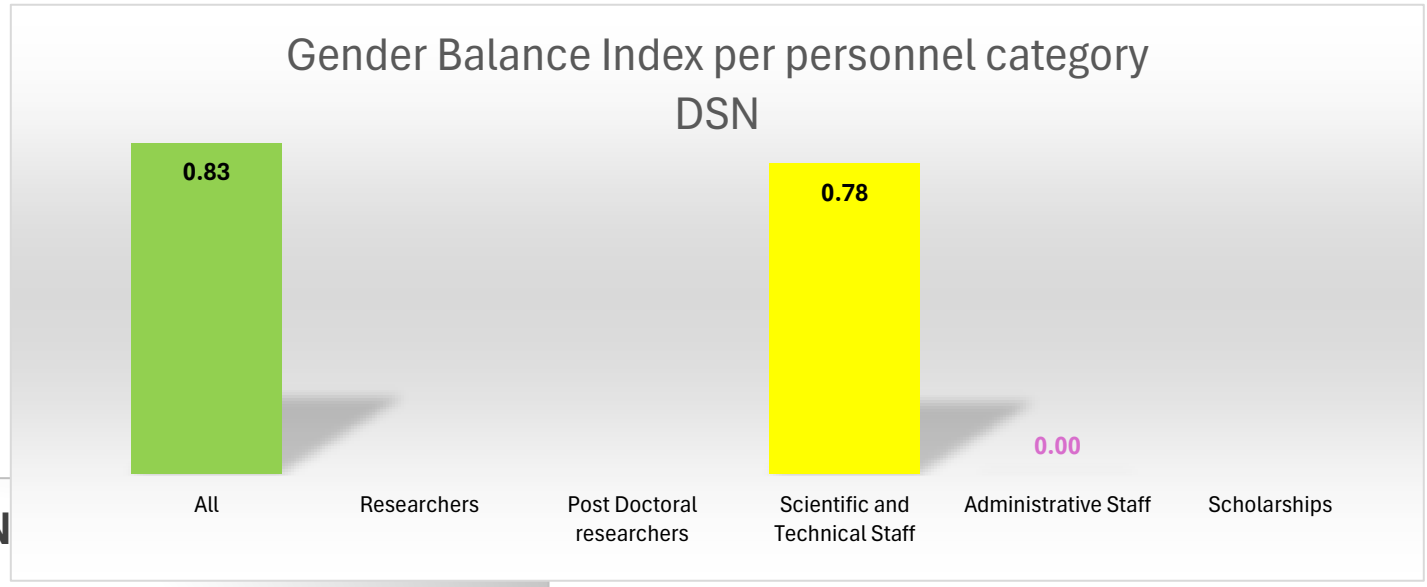

TNL
17%
83%
TNL Males%
TNL Females%

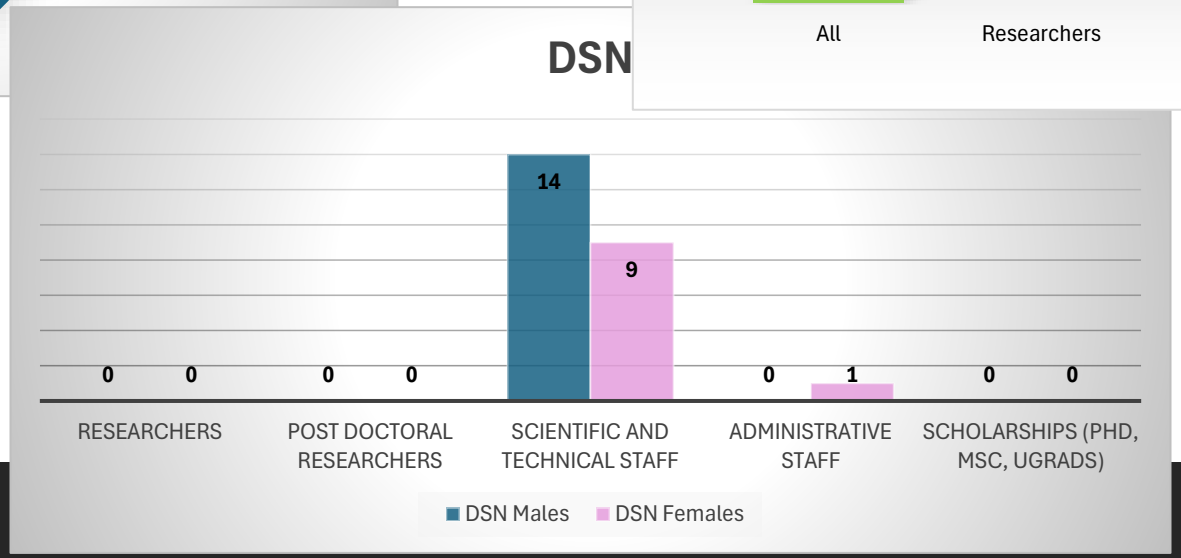

Gender Balance Index per personnel category
TNL
0.33
0.50
0.20
0.40
All
Researchers
Post Doctoral researchers
Scientific and Technical Staff
Administrative Staff
Scholarships


TNL
3
1
0
0
9
1
0
0
8
2
RESEARCHERS
POST DOCTORAL RESEARCHERS
SCIENTIFIC AND TECHNICAL STAFF
ADMINISTRATIVE STAFF
SCHOLARSHIPS (PHD, MSC, UGRADS)
TNL Males
TNL Females

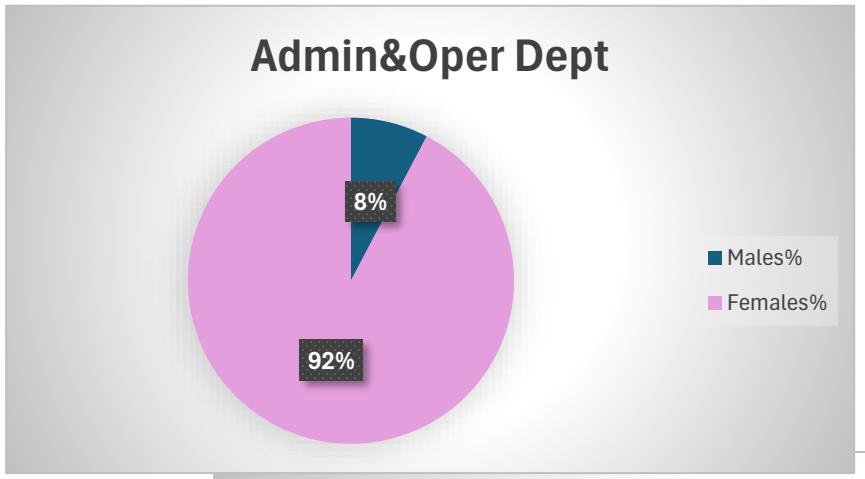
DSN (sysadms+GR) (Oct.2025)

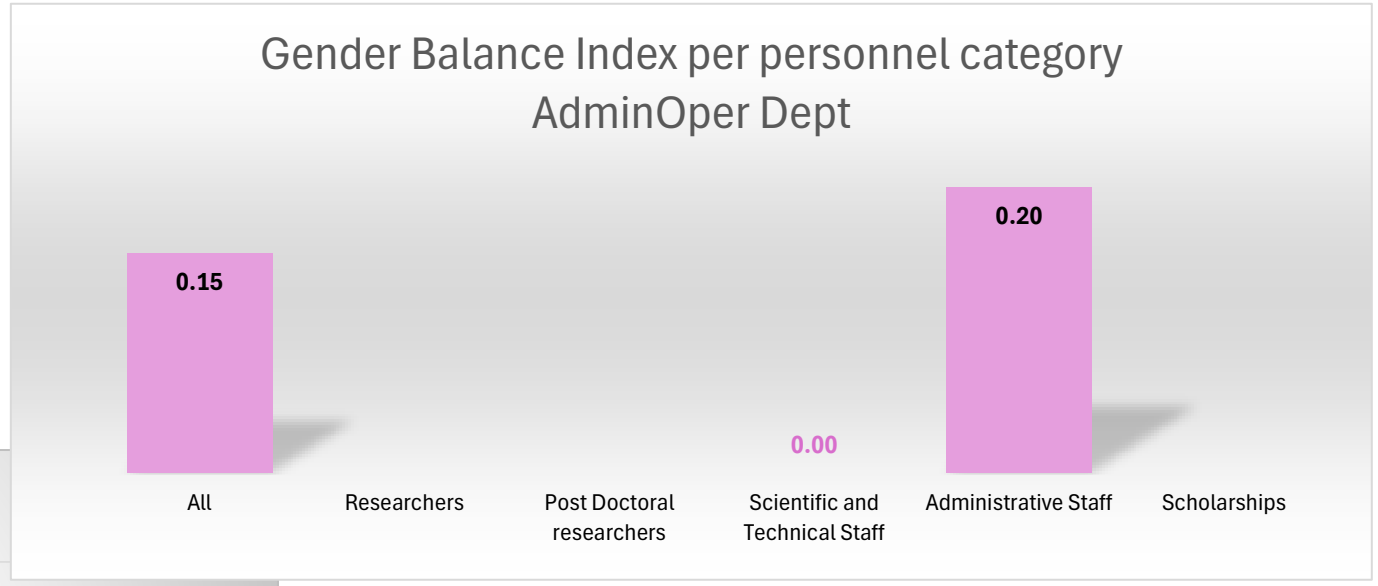


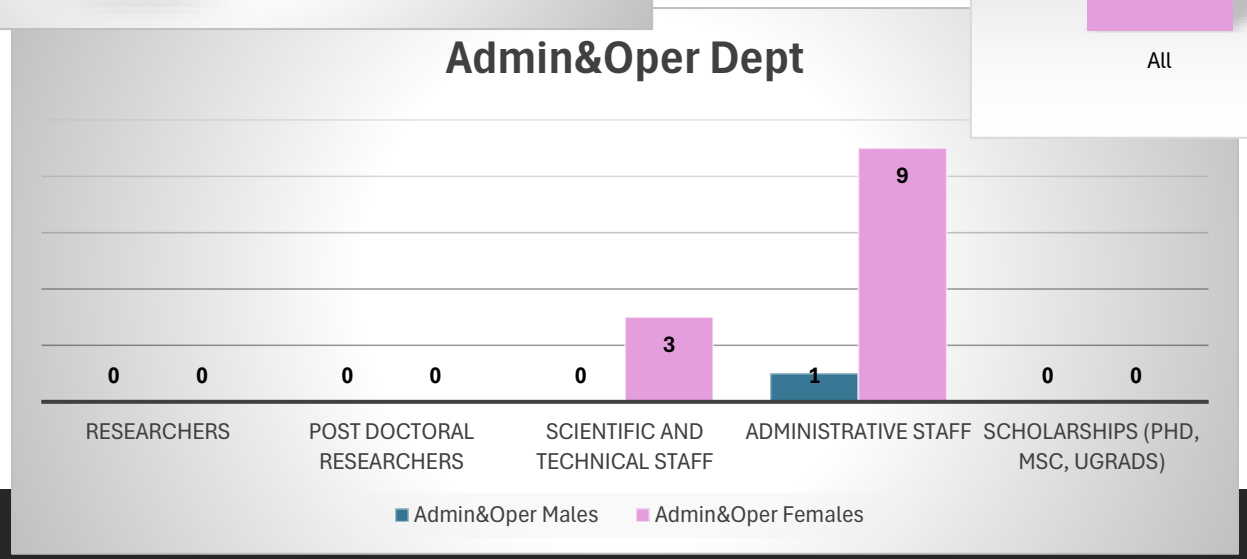




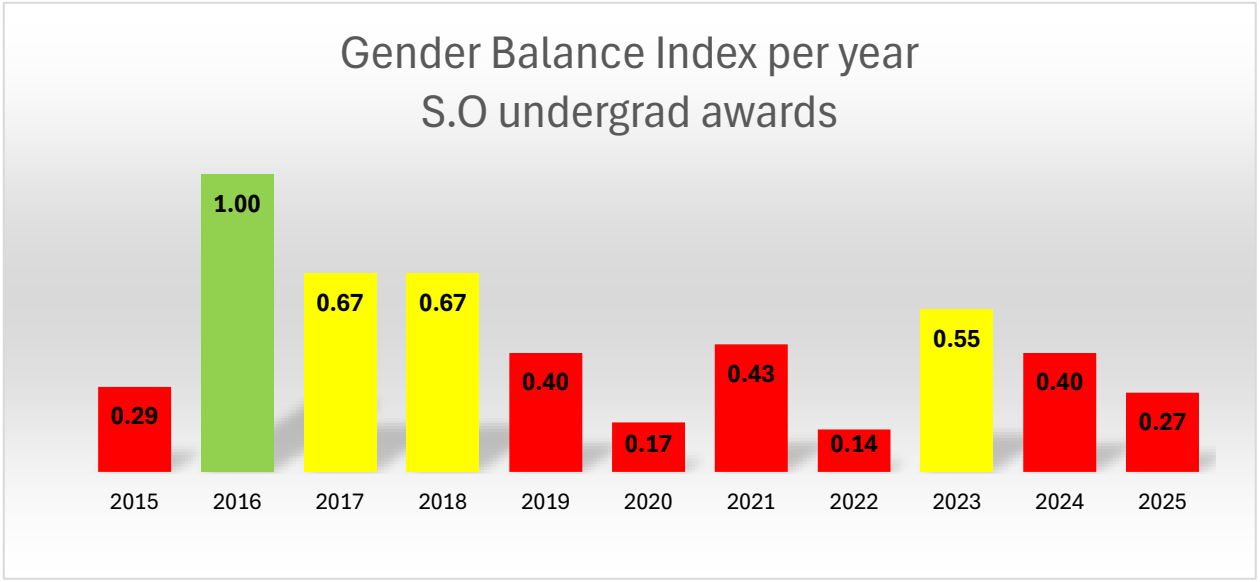
Admin&Oper Dept (Oct.2025)

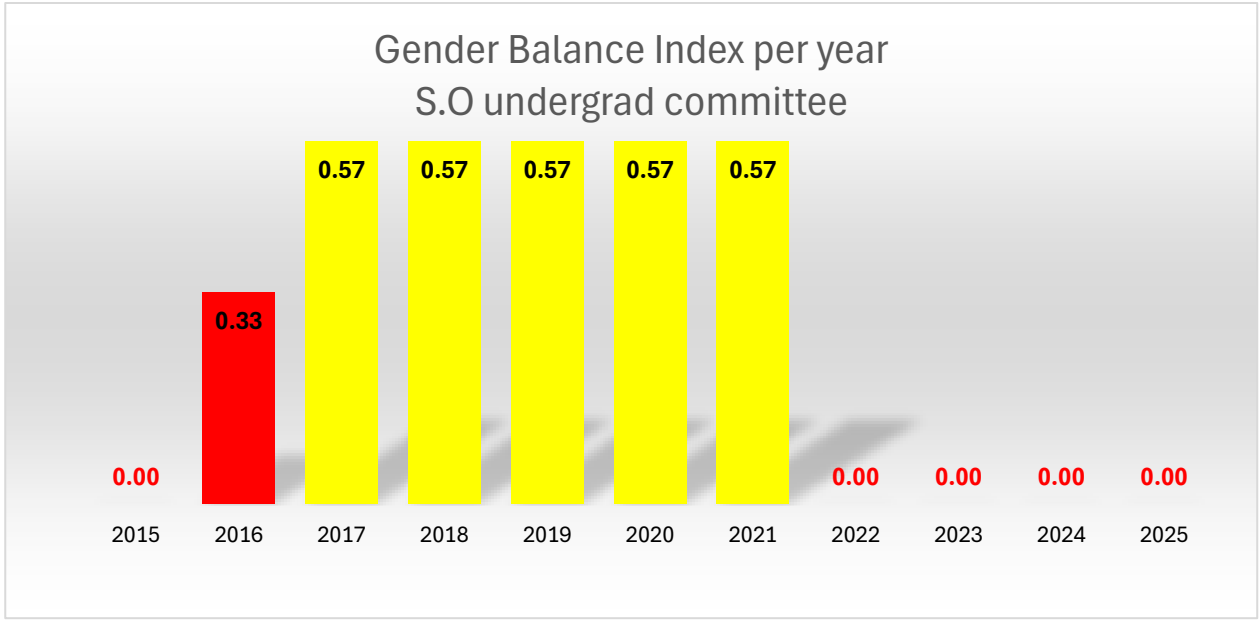






GBI for S.O undergrad awards (holders & committee) (2015-2025)





background work

(Oct. 2025): Coordinators of the ERCIM Working Group: Inclusive Digital Futures: Developing Technology and Culture

(Oct. 2025): ERCIM 2025 Human Capital Task Group fall meeting, 30 Oct 2025, Rennes, France

(Oct. 2025): Inclusive Digital Futures: Intersectionality, Accessibility and Responsible Innovation (guest editors ERCIM News 142)

(Sept. 2025) Mind the Gender Gap in Computer Science-institutional change project

(Apr. 2025): Initiative on IDE in CS @FORTH-ICS (interview @ERCIM News 141)

Feb. 2025): workshop: Gender Issues in Computer Science

(Jan 2025): webinar: accessibility of digital products and services for people with disabilities

(July 2023): workshop: considerations on Horizon Europe gender sensitive research @FORTH

background work

(2021-2024) Gender Equality Plan, community raising awareness events

(April 2022) FORTH Gender Equality&anti-Discrimination Committee initiated the Greek Network of Gender Equality and anti-Discrimination Committees in Research Centers and Independent Research Institutes (national-wide action)

(Sept. 2024&Sept 2025): intervention on the Researcher's Night: Mind the Gender Gap in Computer Science poster

(Nov. 2024): 2 policy papers initiated by ICS ERA Chair Prof. A. Stamatakis and other highly qualified Scientists@FORTH

https://www.biocomp.gr/assets/downloads/femaleProfessors.pdf

https://www.frontiersin.org/journals/political-science/articles/10.3389/fpos.2024.1471002/full