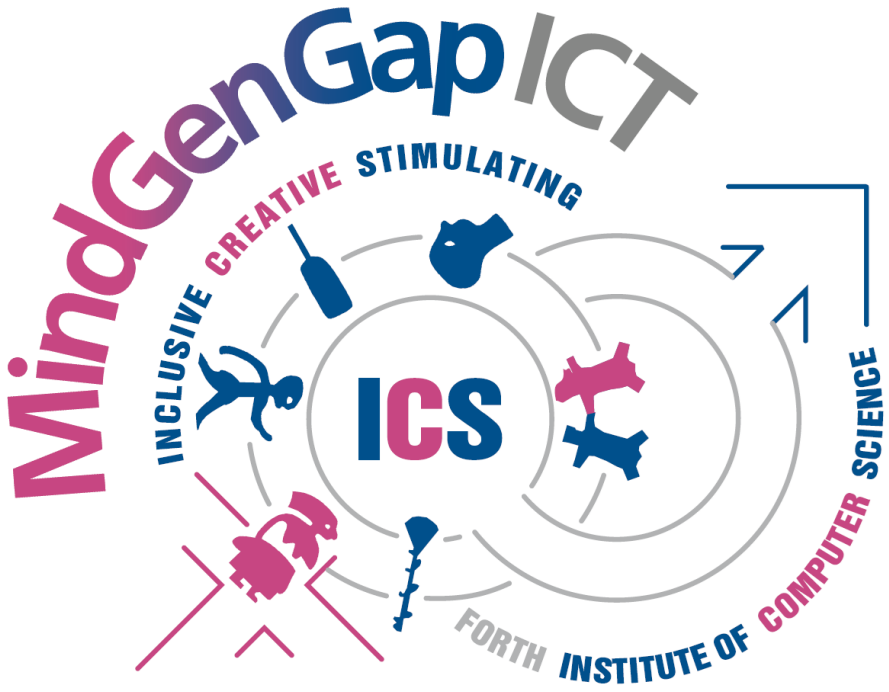


A Structured Methodology for Addressing Gender Imbalances within a Computer Science R&D Ecosystem

DR. MARIA MAKRIDAKI, RESEARCH MANAGER

INSTITUTE OF COMPUTER SCIENCE - FOUNDATION FOR RESEARCH AND TECHNOLOGY HELLAS

4TH WORLD CONFERENCE ON GENDER AND WOMEN'S STUDIES, 17 JULY 2026

CoARA Boost

Funded by the European Union

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A father and a son are involved in a car accident . The father is killed instantly. The son is seriously injured and is taken to the hospital. A leading specialist is called in to perform the operation. When the specialist sees the boy, the specialist says: “I can not operate on him. He is my son”

How is this possible?

Stoeger, H., Ziegler, A., & David, H. (2004). What is a specialist? Effects of the male concept of a successful academic person on performance in a thinking task. Psychology Science, 46(4), 514–530.

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

FORTH INSTITUTE OF COMPUTER SCIENCE

INSTITUTE OF COMPUTER SCIENCE (FORTH-ICS)

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)

FORTH-ICS has excelled in all evaluations of Greek Research Institutes: consistently ranked 1st in the domain of Information and Communication Technologies

Current situation and challenges within FORTH-ICS

The Problem

Despite its research excellence, FORTH-ICS faces persistent structural gender imbalances. Women remain underrepresented across research and leadership positions, while the absence of a systematic, evidence-based framework for integrating Inclusion, Diversity and Equality (IDE) limits sustainable institutional transformation.

Mind the Gender Gap in Computer Science

An institutional transformation project

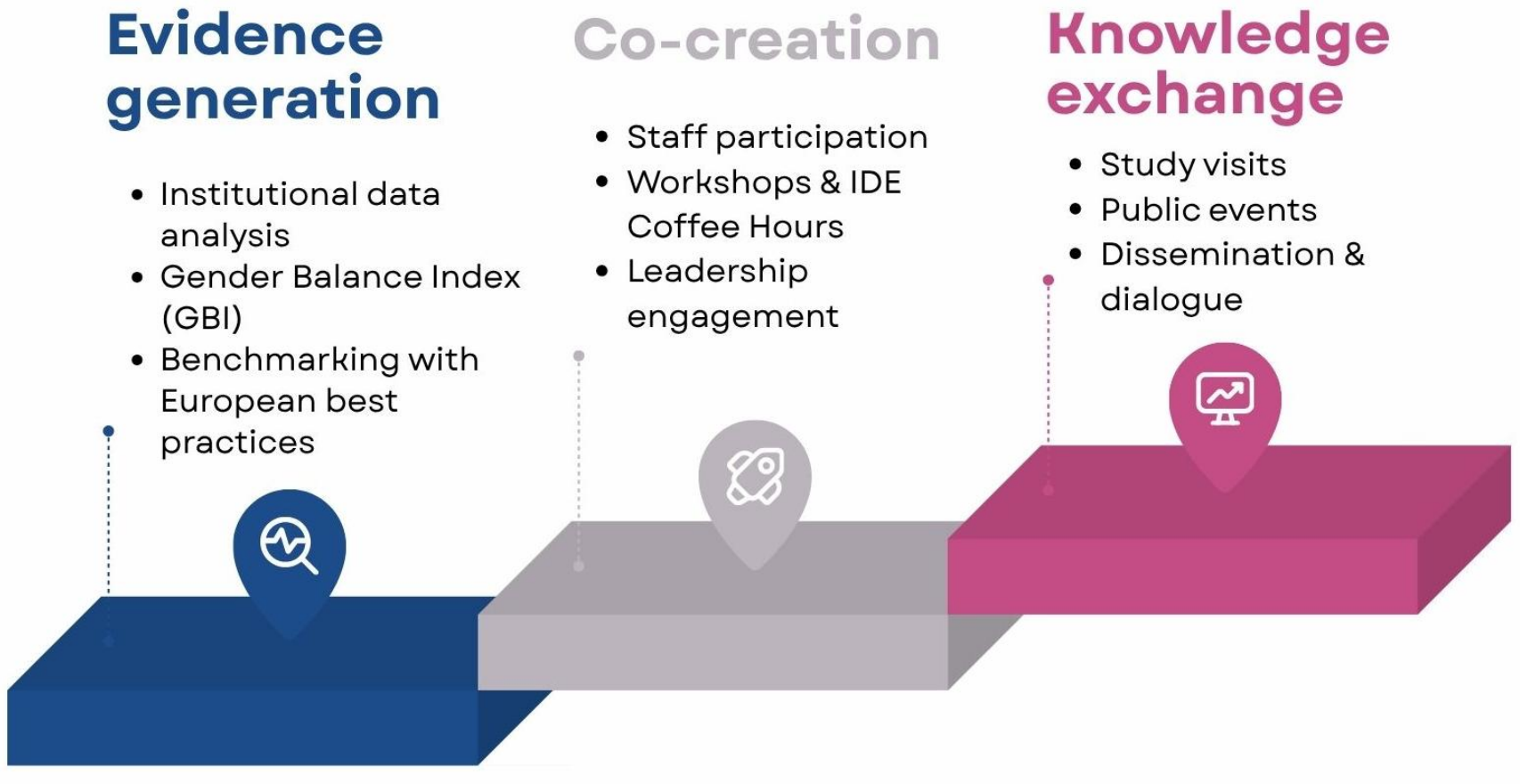
Cascade funding by the CoARA Boost project.

Aiming to implement a structured methodology for addressing gender imbalances in FORTH-ICS

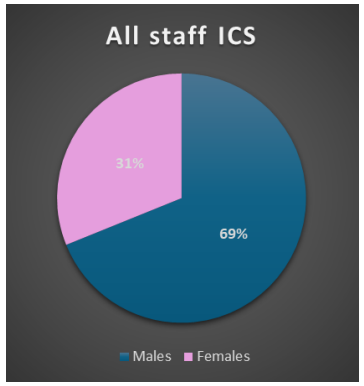
MindGenGap ICT MISSION

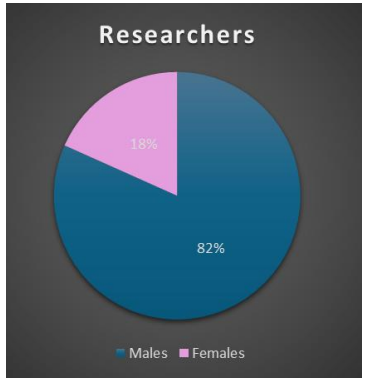
To generate guidelines for interventions and policies for smoothing out IDE disparities in workforce composition, governance structure and research practice at FORTH-ICS

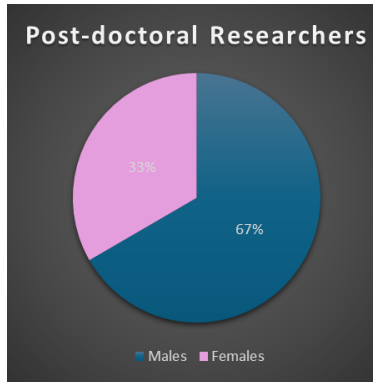
MindGenGapICT engagement approach

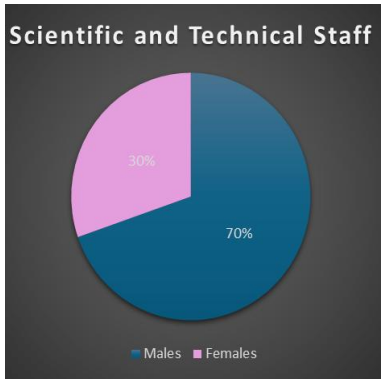


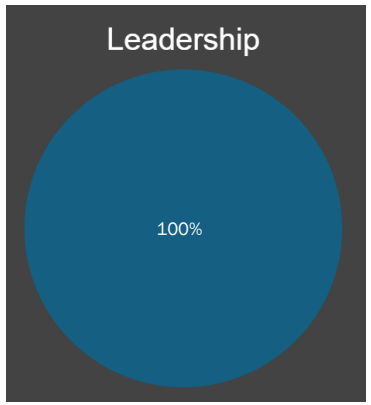
The realties: Staff categories

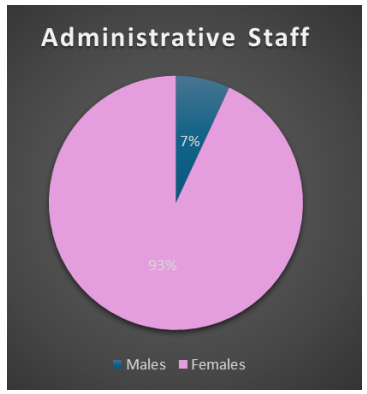


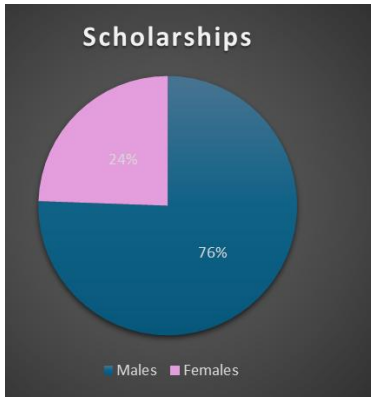


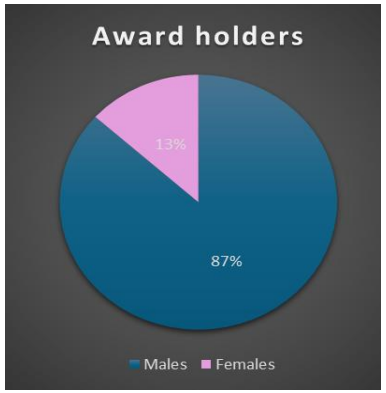




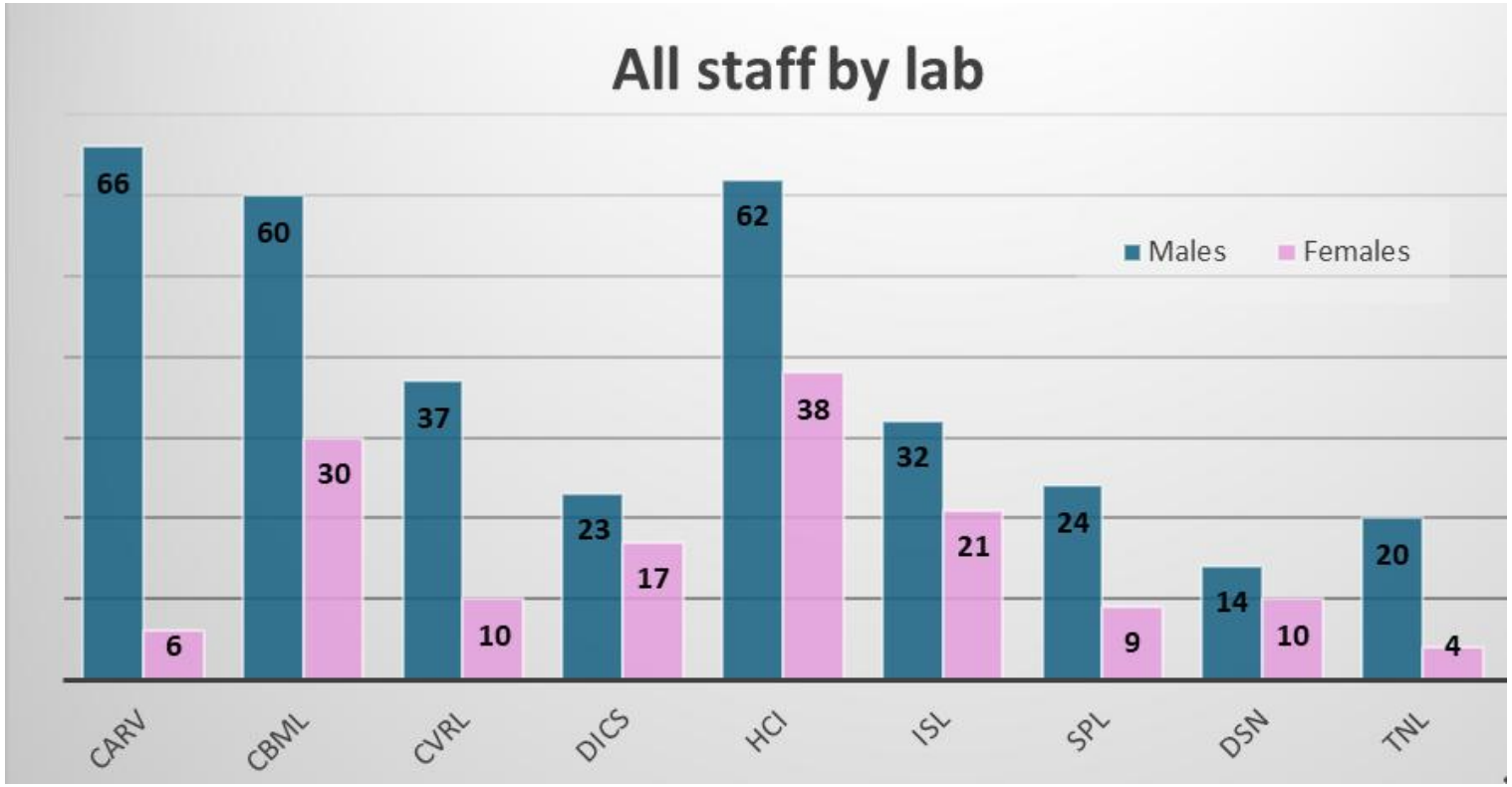








The realties: Lab categories



Research laboratories

- **CARV** – Computer Architecture and VLSI Systems Laboratory
- **CBML** – Computational BioMedicine Laboratory
- **CVRL** – Computational Vision and Robotics Laboratory
- **DiCS** – Distributed Computing Systems Laboratory
- **DSN** – Department of Systems and Networks
- **HCI** – Human–Computer Interaction Laboratory
- **ISL** – Information Systems Laboratory
- **SPL** – Signal Processing Laboratory
- **TNL** – Telecommunications and Networks Laboratory

Gender Balance Index (GBI)

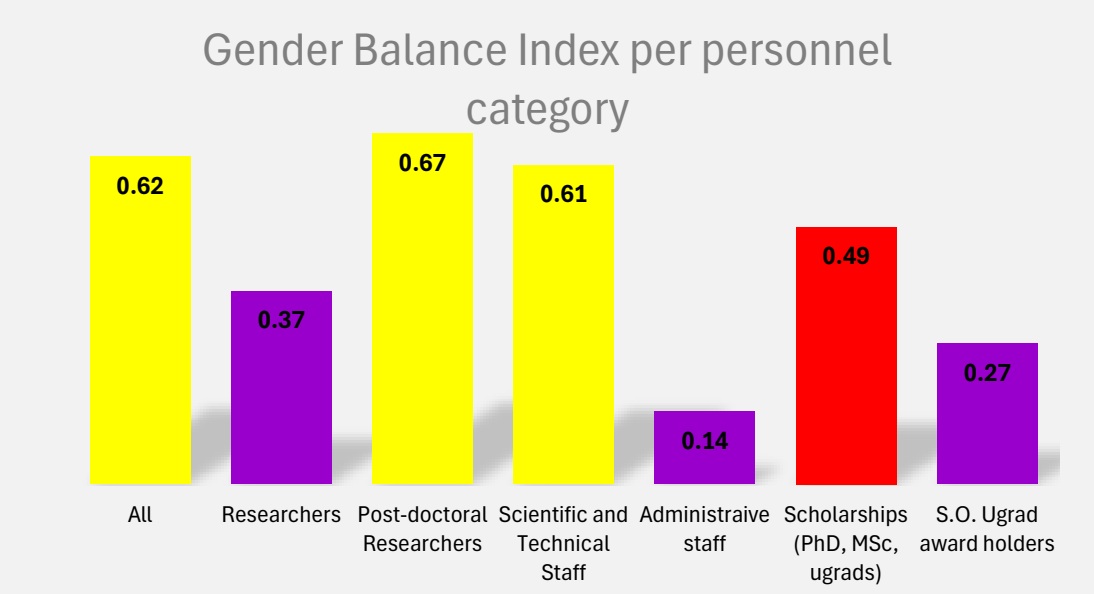
$$GBI = 1 - \left|0.5 - \frac{N_{female}}{N_{total}}\right| x2$$

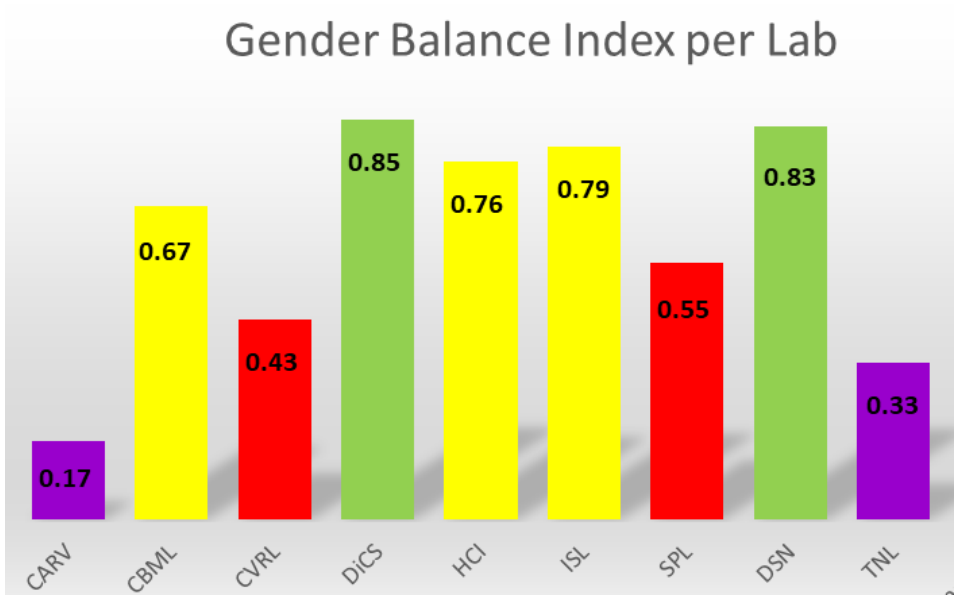
The Gender Balance Index (GBI) ranges from 0 to 1, where 1 represents perfect gender balance (50% women and 50% men) and 0 represents complete gender imbalance (0% or 100% women). The index measures the distance from parity and is symmetric around 50%, meaning that the same level of imbalance is assigned to equivalent deviations above or below parity.

A colouring classification scheme was adopted for easier interpretation of the results.

Gender representation (%)	GBI Value	Interpretation	Colour
0–20%	GBI < 0.40	Very low balance	Purple
20–30%	0.40 ≤ GBI < 0.60	Low balance	Red
30–40%	0.60 ≤ GBI < 0.80	Moderate balance	Yellow
40–60%	0.80 ≤ GBI ≤ 1.00	High balance	Green

GBI per personnel category & per Lab





Investigating best practices and benchmarking

- **European bodies**
  - Minerva Informatics Equality Award, Informatics Europe, European Institute for Gender Equality (EIGE) GEAR Tool, Athena Swin Charter, European Commission She Figures
- **Study visits**
  - Norwegian University of Science and Technology (NTNU) , Norway
  - Johannes Kepler Universität Linz (JKU), Austria
- **Research organizations**
  - Fraunhofer-Gesellschaft, CNRS, CERN, KU Leuven, University of Oxford, Newcastle University, Heinrich Heine University, Dusseldorf Univ.

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Lessons learned



01 Leadership matters

02 Systematic monitoring and evaluation

03 Support the whole career pipeline

04 Invest in mentoring

05 Start early: engage girls before university.

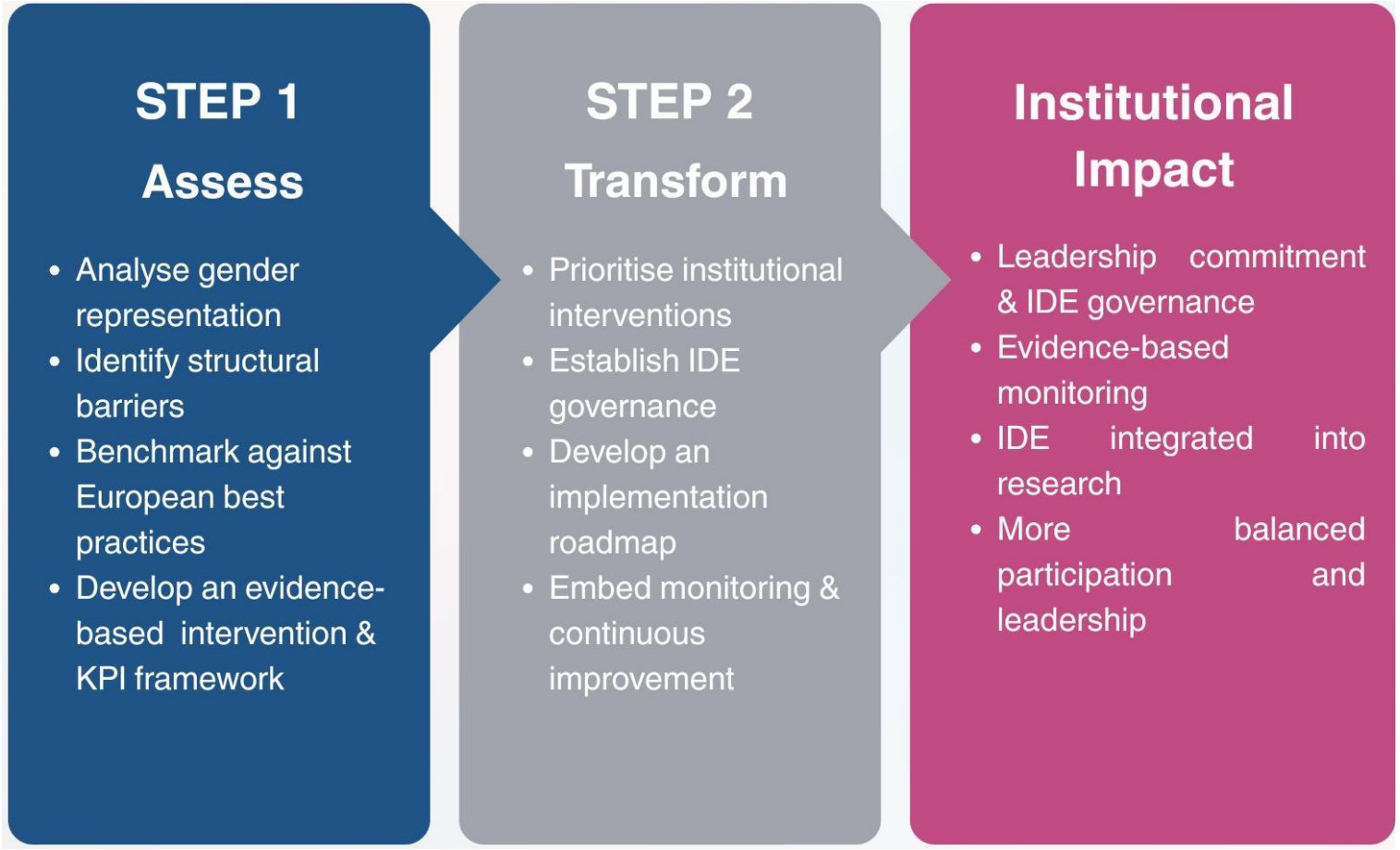
06 Build an inclusive research culture

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Monitoring framework

- Gender Balance Index
- SHE Figures KPIs
- Digital Dashboard
- Annual reporting

Institutional Transformation Framework



Future Directions

- Institutional adoption
- Digital monitoring platform
- Intersectional inclusion
- Replication across FORTH's Institutes and other European RPOs

Funded by the European Union

MindGenGapICT

Thank you,

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Magdalini Chatzaki (magda@ics.forth.gr)

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

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