



# **GENDER EQUALITY PLAN**

2026-2030

As approved by the MCAST Administrative Council on the 3<sup>rd</sup> of February 2026

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## INTRODUCTION

The Malta College of Arts, Science and Technology (MCAST) is Malta's leading provider of vocational and professional education and training. With a community of more than 10,000 students and over 700 staff members, the College represents a dynamic hub of learners, practitioners, researchers, and administrators.

MCAST is committed to promoting equality of opportunity across all aspects of teaching, learning, research, and employment. This commitment extends beyond compliance with national and European policy requirements; it reflects a sustained institutional effort to foster respect, inclusivity, and diversity across the College community. The Gender Equality Plan (GEP) 2022–2025 set the foundations for such a framework, establishing a structured set of measures aimed at ensuring equality in infrastructure, student pathways, work–life balance, organisational culture, recruitment, and leadership (MCAST, 2022).

The 2025 progress report indicates that notable progress has been achieved in areas such as the establishment of gender-neutral facilities, the introduction of family-friendly measures, and the launch of an anti-harassment policy. At the same time, challenges remain, particularly in embedding gender balance within recruitment practices, leadership roles, and research activities (MCAST, 2025).

Building on these achievements and lessons learned, this 2026–2030 Gender Equality Plan sets out a renewed strategic vision for promoting gender equality at MCAST. It articulates the College's continued commitment to a safe, inclusive, and equitable educational and professional environment, aligned with both national legislation and European Union policy frameworks.

## **STRATEGY AND POLICY CONTEXT**

This plan is situated within MCAST's Strategic Blueprint 2019–2030 and the MCAST Strategic Plan 2022–2027, both of which are underpinned by the values of inclusion, equity, and excellence. These institutional strategies emphasise widening participation, strengthening community engagement, and ensuring sustainability and digital transformation, all of which intersect with the advancement of gender equality (MCAST, 2022).

At European level, the Gender Equality Plan is a funding requirement. Since 2022, all higher education institutions, research organisations, and public bodies applying for Horizon Europe funding have been required to have a public, resourced, and monitored GEP in place (European Commission, 2021; MCAST, 2025). Specifically, Horizon Europe requires that GEPs (i) are official public documents signed by top management, (ii) allocate sufficient resources and expertise for implementation, (iii) include mechanisms for sex-disaggregated data collection and annual monitoring, and (iv) provide training and awareness-raising, including on unconscious bias (European Commission, 2021). The MCAST GEP 2026–2030 is designed to comply fully with these requirements, ensuring institutional eligibility and alignment with EU research and innovation priorities.

The policy framework also reflects broader European priorities. The Council Recommendation on Vocational Education and Training (VET) for sustainable competitiveness, social fairness, and resilience (Council of the European Union, 2020), and the Osnabrück Declaration on VET as a driver of digital and green transitions (European Commission, 2020), both call for inclusive and equitable educational systems. MCAST's GEP is therefore not only a compliance exercise but a contribution towards these European ambitions.

Nationally, Malta's legislative and policy landscape reinforces gender equality obligations through the Equality for Men and Women Act (Cap. 456) and the Equality Act (Act XX of 2018), both of which seek to promote equal treatment across employment, education, and service provision. The present plan complements these frameworks by setting institutional objectives and actions that directly respond to the needs of MCAST's staff and student body.

In this context, the MCAST Gender Equality Plan 2026–2030 aims to consolidate past achievements, address persistent gaps, and establish a sustainable framework for gender equality across all levels of the College.

## KEY PRIORITY AREAS AND ACTIONS

The following section sets out the main priority areas of the MCAST Gender Equality Plan 2026–2030 and the concrete actions linked to each of them. These Key Priority Areas translate the College’s overall commitment to gender equality into specific measures with defined objectives, timelines, budgets, and ownership. They cover physical environment and safety, student pathways, work–life balance and organisational culture, protection from harassment and gender-based violence, recruitment and career progression, leadership and decision-making, and research. Each action is designed to be practical, measurable, and aligned with the College’s strategic direction, ensuring that progress can be monitored on a regular basis and reported annually.

### KPA 1: Non-Gender-Blind Infrastructure

The development of *Non-Gender-Blind Infrastructure* at MCAST seeks to embed inclusivity, equity, and safety into the design and management of campus spaces.

This approach acknowledges that individuals experience the physical environment differently based on gender and other intersecting factors, and it prioritizes solutions that respond to these diverse needs.

Initiatives such as improving pathway lighting for safety and comfort, conducting gender-sensitive safety audits, and redesigning campus signage using inclusive language, symbols, and Braille collectively contribute to creating a campus that is accessible, respectful, and welcoming to all members of the community.

Action 1.1: Ensure well-lit, walkways and public spaces on campus.

<i>Objective:</i>	To ensure that all pedestrian pathways on college grounds are well-lit to promote the safety and security of individuals, minimize opportunities for harassment or unsafe encounters, and enhance the overall comfort and sense of well-being for students, staff, and visitors during evening and nighttime hours.
<i>Description:</i>	<p>In alignment with MCAST’s Strategic Decisions and its ongoing transition toward becoming a Community College, the institution is expanding its role as an open and inclusive hub that welcomes not only students and staff but also members of the wider local community. As MCAST’s campus becomes increasingly accessible to the public, the development and enhancement of its physical infrastructure are essential to ensure a safe, welcoming, and comfortable environment for all visitors at any time of day.</p> <p>In this context, the provision of well-lit pathways and other safety-oriented improvements play a vital role in promoting personal security, reducing the risk of harassment or accidents, and fostering a sense of comfort and trust across campus grounds. This reinforces MCAST’s commitment to community well-being and sustainable campus design.</p>
<i>Timeframe:</i>	2026 - 2030
<i>Ownership:</i>	Capital Projects,

	EU Projects, Estates Management
<i>Total Estimated Budget:</i>	Eur 6,250

Action 1.2: Conduct at least 1 safety audit through a gender lens.

<i>Objective:</i>	To conduct a comprehensive safety audit of the campus environment from a gender perspective, identifying areas where safety perceptions and experiences may differ across genders, and addressing potential risks of harassment, exclusion, or discomfort
<i>Description:</i>	<p>In line with MCAST’s commitment to fostering an inclusive, equitable, and safe learning environment, the introduction of a gender-sensitive safety audit represents a proactive step toward understanding how different individuals experience campus spaces. This initiative recognises that perceptions of safety can vary across genders and that these differences must be considered when developing effective safety measures and infrastructure planning.</p> <p>By integrating a gender perspective into existing risk management frameworks, MCAST will strengthen its capacity to identify and mitigate vulnerabilities that may not be captured through traditional assessments. This approach ensures that safety planning becomes more holistic and responsive, supporting the institution’s broader goal of providing a welcoming and secure environment for all students, staff, and community members.</p> <p>This audit will aim to introduce an additional layer of risk management, complementing existing health, safety, and environmental assessments, thereby enhancing MCAST’s overall approach to campus safety through more inclusive, data-informed, and gender-sensitive reporting and action planning.</p>
<i>Timeframe:</i>	2028
<i>Ownership:</i>	Estates Management, Internal Audit
<i>Total Estimated Budget:</i>	Eur 1,000

Action 1.3: Include breastfeeding rooms in MCAST office buildings.

<i>Objective:</i>	Provide a supportive and inclusive environment for employees and students who are breastfeeding or expressing milk, in line with gender equality and family-friendly workplace principles.
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<i>Description:</i>	<p>Currently, there are no designated spaces within MCAST buildings for breastfeeding or expressing milk. Providing such facilities demonstrates MCAST’s commitment to promoting gender equality, supporting parents’ return to work or study, and fostering a family-friendly institutional culture.</p> <p>This action aims to identify, equip, and maintain dedicated breastfeeding rooms across MCAST campuses and main office buildings. These spaces should be private, hygienic, and easily accessible to staff and students who require them.</p> <p>MCAST will conduct a needs assessment to identify suitable locations across campuses where breastfeeding rooms can be set up (starting with main offices and student service areas). Then, will develop minimum standards and design guidelines for these spaces, ensuring they include:</p> <ul style="list-style-type: none"> <li>• A comfortable chair and table.</li> <li>• Power outlet for breast pumps.</li> <li>• Sink and/or access to handwashing facilities.</li> <li>• Mini fridge for milk storage (where feasible).</li> <li>• Clear signage and privacy locks.</li> </ul> <p>MCAST will also integrate breastfeeding room provisions into new building designs and renovation plans.</p>
<i>Timeframe:</i>	2027-2030
<i>Ownership:</i>	Capital Projects, Estates Management
<i>Total Estimated Budget:</i>	Eur 2000 to equip 2 breastfeeding rooms.

**Action 1.4: Design toilet facilities which provide safe, private facilities for menstrual hygiene management (MHM).**

<i>Objective:</i>	Ensure that all MCAST toilet facilities provide safe, private, and hygienic spaces for menstrual hygiene management, including access to running water, soap, and appropriate means to clean or dispose of used menstrual materials.
<i>Description:</i>	<p>Menstrual hygiene management (MHM) is an essential component of gender equality, health, and dignity in both the workplace and educational environments. Inadequate facilities can create barriers for staff and students, particularly women and gender-diverse individuals, impacting their comfort, attendance, and participation.</p> <p>This action seeks to ensure that MCAST facilities meet inclusive and gender-sensitive standards for menstrual hygiene</p>

	<p>management. Improvements will focus on both infrastructure (design and amenities) and maintenance (cleanliness and availability of supplies).</p> <p>Integrate MHM standards into new building design plans and facility renovation guidelines. Consider providing free or subsidised menstrual products in selected restrooms as part of MCAST's commitment to equality and student/staff wellbeing.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Capital Projects, EU Projects
<i>Total Estimated Budget:</i>	n/a

Action 1.5: Make available at least 1 gender-neutral bathrooms that also have nappy changing facilities in all MCAST blocks.

<i>Objective:</i>	Ensure inclusivity and accessibility by providing at least one gender-neutral bathroom equipped with nappy-changing facilities in every MCAST building, supporting the needs of all staff, students, and visitors, including parents and gender-diverse individuals.
<i>Description:</i>	<p>Inclusive and family-friendly facilities are essential to fostering a welcoming environment for everyone within the MCAST community. Currently, toilet facilities may not adequately accommodate the needs of parents with infants or individuals who prefer or require gender-neutral spaces.</p> <p>This action aims to promote equality, dignity, and accessibility by ensuring that each MCAST block includes at least one gender-neutral bathroom equipped with appropriate nappy-changing facilities. These spaces will be designed to provide privacy, safety, and accessibility for users of all genders and abilities, including those caring for young children.</p>
<i>Timeframe:</i>	2026-2028
<i>Ownership:</i>	Capital Projects, Estates Management
<i>Total Estimated Budget:</i>	Eur 1,500

Action 1.6: Review and redesign signage across campus. Avoid gender stereotypes in visuals; use inclusive symbols and language for all facilities.

<i>Objective:</i>	To ensure all campus signage is inclusive, accessible, and free from gender stereotypes, promoting equality, diversity, and a sense of belonging for all campus users.
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<i>Description:</i>	<p>As part of MCAST’s ongoing efforts to create a more inclusive and welcoming campus environment, the review and redesign of signage across all facilities aim to ensure that communication is accessible, equitable, and reflective of the diversity of the College community. Current signage will be assessed for clarity, visibility, and inclusivity, with particular attention to eliminating gender-stereotyped visuals and language.</p> <p>The redesigned signage will adopt universal design principles, integrating features such as Braille, tactile elements, high-contrast text, and universally recognized symbols to support individuals with visual, cognitive, or mobility challenges. Through this initiative, MCAST seeks to promote a campus experience that empowers all users, students, staff, and community members alike, to navigate the environment safely, confidently, and with respect for their identity and abilities.</p>
<i>Timeframe:</i>	2026 - 2029
<i>Ownership:</i>	Capital Projects, Estates Management, Communications
<i>Total Estimated Budget:</i>	Eur 10,000

## KPA 2: Promoting Non-Gender Stereotypical Career Options For Students

The *Promoting Non-Gender-Stereotypical Career Options for Students* initiative reinforces MCAST’s commitment to challenging traditional gender norms in vocational education and training. By fostering an environment where all students can pursue their interests and talents freely, regardless of gender, MAST aims to expand participation across all disciplines and support a more balanced representation in non-traditional fields.

This initiative will showcase diverse role models and success stories of women excelling in STEM and technical areas, and men thriving in health, education, and social care sectors. Through targeted campaigns, open days, digital storytelling, and peer mentoring networks, students will be encouraged to explore a full spectrum of career pathways. Collaboration with industry partners will further highlight inclusive employment, internship, and apprenticeship opportunities.

Complementing these outreach efforts, MCAST will embed inclusion into both academic and promotional content. This includes reviewing curricula and materials to ensure gender-balanced and diverse representation, developing inclusion checklists for lecturers and communications teams, and providing capacity-building workshops on gender-neutral and inclusive language. Practical guidance, peer learning, and continuous monitoring will sustain progress and ensure that gender inclusivity becomes a consistent and visible element of MCAST’s educational and institutional culture.

Action 2.1: Highlight the participation of female students in traditionally male-dominated vocational sectors, and vice versa

<p><i>Objective:</i></p>	<p>Promote gender balance in vocational education by increasing visibility, access to information, recognition, and support for students who pursue courses outside traditional gender norms. This includes highlighting success stories of women in STEM careers and men in caring professions. The aim is to inspire more applicants to consider non-traditional pathways, while actively reducing stereotypes and barriers.</p>
<p><i>Description:</i></p>	<p>This action will strengthen MCAST’s efforts to challenge gender stereotypes in vocational education. Building on current practices, MCAST will:</p> <ul style="list-style-type: none"> <li>● <b>Showcase role models:</b> Actively feature both female and male students excelling in non-traditional study areas through promotional materials, testimonials, open days, campus events, social media, and exhibitions.</li> <li>● <b>Highlight success stories:</b> Collect and publish stories of women succeeding in STEM careers, and men thriving in health, education, and social care professions. These stories will be shared on MCAST’s platforms, in local media, and during outreach events.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Promote participation:</b> Nominate and support students for national and international events, particularly highlighting those in non-traditional pathways.</li> <li>• <b>Raise awareness in schools and communities:</b> Organise targeted outreach sessions with secondary schools, parents, and career guidance counsellors to present gender-diverse role models and pathways.</li> <li>• <b>Engage industry partners:</b> Collaborate with employers to highlight inclusive career opportunities, internships, and apprenticeships in non-traditional sectors.</li> <li>• <b>Encourage peer mentoring:</b> Develop informal peer networks where current students mentor prospective applicants considering similar non-traditional choices.</li> <li>• <b>Live and accessible testimonials:</b> Develop short video or written testimonials from students and graduates in non-traditional vocational pathways. These will be made easily accessible through QR codes placed around institutes (e.g. on notice boards, labs, and common areas). Scanning the code will link directly to inspiring stories, interviews, or short clips showcasing women in STEM and men in caring professions.</li> </ul>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Institutes, Communications Department, Student Outreach & Career Guidance, with support from the Equality Committee.
<i>Total Estimated Budget:</i>	n/a

Action 2.2: Ensure inclusive and diverse identity representation in course materials and promotional content

<i>Objective:</i>	Promote equality, diversity, and inclusion by ensuring that course materials, teaching resources, and promotional content reflect diverse identities and avoid stereotypes. The aim is to foster an inclusive learning and communication environment where all learners feel represented, valued, and respected.
<i>Description:</i>	<p>This action will establish a structured approach to strengthen inclusion in both academic and promotional content. Key steps include:</p> <ul style="list-style-type: none"> <li>• <b>Curriculum review:</b> Institutes and curriculum teams will audit course content, textbooks, case studies, and examples to ensure representation of diverse identities, including gender, race, ethnicity, culture, disability, and socio-economic backgrounds.</li> <li>• <b>Promotional content review:</b> The Communications office will ensure that brochures, websites, videos, and social media campaigns use inclusive language and imagery that reflect diversity across vocational sectors.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Guidelines and checklist:</b> Develop a pilot project to develop an inclusion checklist for lecturers and communications staff to use when producing new teaching or promotional materials, focusing on balanced representation and avoidance of stereotypes.</li> <li>• <b>Capacity building:</b> Deliver short training or briefing sessions for staff on inclusive practices .</li> </ul>
<i>Timeframe:</i>	2026 - 2030
<i>Ownership:</i>	Institutes, CLE, Curriculum Department, Communications Department, with support from the Equality Committee
<i>Total Estimated Budget:</i>	n/a

Action 2.3: Training opportunities on the use of gender-neutral language in all teaching and learning.

<i>Objective:</i>	Promote inclusive communication across MCAST by equipping staff with the knowledge and skills to use gender-neutral language in teaching, learning, and student engagement. The aim is to reduce bias, foster equality, and ensure that all learners feel respected and represented.
<i>Description:</i>	<p>This action will provide targeted training opportunities for academic and administrative staff to increase awareness and practical application of gender-neutral language. Key elements include:</p> <ul style="list-style-type: none"> <li>• <b>Workshops and CPD sessions:</b> Deliver training modules on inclusive written publications, focusing on gender-neutral terminology, and spoken interaction.</li> <li>• <b>Practical guidance:</b> Develop short visual/reference materials (e.g. quick guides, examples of do's and don'ts) to support staff in everyday use.</li> <li>• <b>Integration into teaching practice:</b> Encourage lecturers to review their syllabi, assignments, and feedback language, embedding inclusive practices.</li> <li>• <b>Follow-up support:</b> Provide refresher sessions and optional peer discussions to share good practice and address challenges.</li> <li>• <b>Monitoring and feedback:</b> Evaluate training effectiveness through participant surveys and periodic audits of course and assessment materials.</li> </ul>
<i>Timeframe:</i>	2026 - 2030
<i>Ownership:</i>	CPD/HR Institutes
<i>Total Estimated Budget:</i>	Eur 5,000

### KPA 3: Work-life Balance and Organisational Culture

The *Work-Life Balance and Organisational Culture* initiative aims to foster a supportive, flexible, and people-centred working environment at MCAST. Building on existing family-friendly measures derived from legislation, collective agreements, and equality certification requirements, this initiative seeks to enhance awareness and accessibility through practical tools such as a comprehensive Staff Manual and improved intranet communication.

Actions include the creation of temporary, child-friendly campus spaces to assist staff facing short-term care challenges, and the promotion of professional development through equitable access to CPD opportunities based on staff feedback. Leadership development, peer-to-peer learning, and regular staff satisfaction surveys will further strengthen engagement, inclusion, and wellbeing across the College.

Additionally, new cultural practices will promote digital wellbeing and respect for personal time, with clear communication guidelines and leadership modelling of healthy work boundaries. Collectively, these measures aim to build a respectful, motivated, and balanced workforce that upholds MCAST's values of inclusion, care, and excellence.

Action 3.1: Promote family-friendly measures for employees with care responsibilities.

<i>Objective:</i>	Ensure that information concerning family friendly measures is easily accessible to all members of staff
<i>Description:</i>	<p>The college has numerous family-friendly measures for employees at different levels. These measures stem from different resources ranging from legislation to Collective agreement negotiations, to (various) certification obligations, namely the Equality Mark.</p> <p>However, the provision of information and awareness can still be improved.</p> <p>One such measure could be the creation of a Staff Manual which describes these measures (among other things) and how staff can apply to benefit from them.</p> <p>The Manual could be provided to all newly recruited staff and shared on the main College Intranet.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	HR Quality Assurance
<i>Total Estimated Budget:</i>	n/a

Action 3.2: Create child-friendly campus zones.

<i>Objective:</i>	Provide a safe and welcoming area on campus where staff with children can work temporarily while ensuring that their children are in a comfortable and secure environment.
<i>Description:</i>	<p>Recognising that balancing work and family responsibilities can be challenging, especially for employees with young children, this action aims to create child-friendly campus zones. These spaces will provide short-term support to staff who may occasionally need to bring their children to campus due to unexpected circumstances such as school closures or care gaps.</p> <p>A designated room in a building that is not assigned to a specific institute will be identified and adapted for this purpose. The space will be designed to accommodate up to three employees and six children at a time, ensuring both safety and comfort.</p> <p>These areas will not function as childcare centres but rather as temporary, family-friendly spaces that promote inclusivity, flexibility, and wellbeing within the MCAST community.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	HR Capital Projects
<i>Total Estimated Budget:</i>	Eur 1000

Action 3.3: Widen the participation of staff members in CPD activities.

<i>Objective:</i>	Increase the participation of all staff members in Continuous Professional Development (CPD) activities by identifying and addressing barriers through data-driven approaches.
<i>Description:</i>	<p>Professional development is essential for maintaining a skilled, motivated, and future-ready workforce. However, participation in CPD activities across MCAST may vary due to factors such as workload, scheduling, accessibility, and awareness.</p> <p>This action aims to understand and address barriers to CPD participation through the collection and analysis of staff feedback. A short questionnaire will be developed and distributed to all staff to gather data on perceived challenges, and suggestions for improvement.</p> <p>Based on the findings, MCAST will identify three major issues affecting participation and develop targeted solutions for each. These actions will be integrated into training and HR planning to</p>

	ensure wider, fairer access to CPD opportunities across all categories of staff.
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Institutes CPD/HR
<i>Total Estimated Budget:</i>	Eur 5,000

Action 3.4: Commit training funds every year for upskilling and reskilling of members of the senior leadership team

<i>Objective:</i>	Senior managers are vital to achieving MCAST's Strategic Plan. Their success depends on being people-oriented, communicative, motivating, accountable, and adaptable leaders. They must inspire teamwork, delegate effectively, handle challenges promptly, and maintain emotional stability under stress. While some naturally possess these qualities, others require targeted training and practice to develop the skills essential for effective management and leadership
<i>Description:</i>	Funds will support leadership and management training through approved applications reviewed by an evaluation board. MCAST may partially fund requests if total applications exceed available resources. Approved applicants must sign an agreement, committing to serve MCAST for a specified period after completing funded professional development.
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	HR Finance
<i>Total Estimated Budget:</i>	Eur 150,000

Action 3.5: Encourage peer-to-peer learning and knowledge sharing

<i>Objective:</i>	Promote a culture of continuous learning and collaboration by organising short "Lunch and Learn" sessions and informal knowledge exchange events led by staff members.
<i>Description:</i>	Peer-to-peer learning is a powerful way to strengthen institutional knowledge, foster collaboration, and build a sense of community among staff. This action aims to create regular, informal opportunities for staff to share insights, best practices, and experiences gained through participation in national or international conferences, training sessions, or projects.

	<p>Staff members who have benefitted from attending such events will be encouraged, and where appropriate, required, to share their learning outcomes with colleagues. These short, interactive sessions will provide a platform for knowledge dissemination, discussion, and inspiration, ensuring that professional development benefits extend beyond the individual participant to the wider MCAST community.</p> <p>The initiative will help cultivate a workplace culture that values collaboration, reflection, and lifelong learning.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	CPD/HR
<i>Total Estimated Budget:</i>	n/a

Action 3.6: Mainstream the survey of perceptions around inclusion and wellbeing in the Staff Satisfaction survey.

<i>Objective:</i>	Provide Staff with a safe (anonymous) platform to voice their concerns/ opinions
<i>Description:</i>	<p>A Staff Satisfaction Survey will be circulated on a yearly basis. The Survey will include various aspects related to employees' satisfaction at the College. The topics of inclusion, wellbeing and equality with special focus on the topic of harassment will be included as part of the survey.</p> <p>This tool will be used to measure:</p> <ul style="list-style-type: none"> <li>- Staff experience and perception with regards to inclusion and wellbeing at the college, and</li> <li>- Whether any individuals claim to have been subject to lack of inclusion or worse, harassment</li> </ul> <p>The data, which will be collected anonymously will be analysed and used to influence the direction of the ECC and ultimately the College – both through the influence on policy making but also by suggesting operational changes to better serve the college community.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Quality Assurance HR
<i>Total Estimated Budget:</i>	n/a

Action 3.7: Protect time and mental well-being by limiting after-work hours communication and model expectations for email or meeting-free times outside work hours.

<i>Objective:</i>	Promote a healthier work–life balance across MCAST by setting clear expectations around communication outside normal working hours. The aim is to reduce stress, support mental well-being, and encourage a culture of respect for personal time.
<i>Description:</i>	<p>This action will establish practices and cultural norms to protect staff time and mental well-being. Key steps include:</p> <ul style="list-style-type: none"> <li>• <b>Guidelines:</b> Develop and communicate clear guidelines on appropriate use of email and messaging platforms outside working hours.</li> <li>• <b>Awareness:</b> Encourage staff to use email features such as delayed send, and to avoid setting expectations for immediate replies outside office hours.</li> <li>• <b>Leadership modelling:</b> Managers and senior staff will be encouraged to lead by example, respecting communication guidelines and reinforcing expectations with their teams.</li> <li>• <b>Support and training:</b> Provide short awareness sessions on digital well-being, time management, and healthy work practices.</li> <li>• <b>Monitoring:</b> Review implementation through staff surveys and feedback to assess impact on work–life balance.</li> </ul>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	MCAST
<i>Total Estimated Budget:</i>	n/a

#### KPA 4: Measures Against Gender-Based Violence

The *Measures Against Gender-Based Violence* initiative strengthens MCAST’s commitment to ensuring a safe, inclusive, and respectful campus environment for all. It focuses on prevention, response, and education through regular updates of the College’s harassment policy to align with national legislation, equality standards, and community feedback.

Equality and anti-harassment awareness sessions will become a formal part of staff and student inductions, supported by accessible policy materials and clear reporting procedures. Continuous awareness campaigns across all campuses will promote respect, equality, and information on available support services.

Targeted training for senior leaders, staff, and Diversity, Equality, and Inclusion mentors will build institutional capacity to identify, prevent, and respond to harassment effectively and sensitively. Collaboration with external experts and agencies will ensure best practice and credibility.

Together, these measures will foster a culture of zero tolerance toward harassment and gender-based violence, promoting safety, accountability, and dignity for everyone at MCAST.

Action 4.1: Keep the College harassment policy updated regularly.

<i>Objective:</i>	Ensure that the College’s harassment policy remains current, comprehensive, and aligned with national legislation, best practices, and institutional values promoting equality, dignity, and respect for all members of the MCAST community.
<i>Description:</i>	An up-to-date and effective harassment policy is essential for maintaining a safe, inclusive, and respectful environment for staff and students. As social norms, legal frameworks, and institutional structures evolve, the policy must be reviewed and updated regularly to ensure clarity, accessibility, and effectiveness.  This action ensures policy revisions reflect updates in national legislation and equality standards, feedback from staff, students, and equality committees and include clear definitions, reporting procedures, support mechanisms, and confidentiality guarantees.
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	ECC
<i>Total Estimated Budget:</i>	n/a

Action 4.2: Incorporate information sessions about equality and MCAST anti-harassment policy in all induction processes for staff and students

<i>Objective:</i>	Embed awareness of equality, diversity, and anti-harassment principles across the MCAST community by ensuring that all new
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	staff and students are informed about their rights, responsibilities, and the available reporting and support mechanisms from the outset.
<i>Description:</i>	<p>This action will strengthen the induction process by formally integrating equality and anti-harassment sessions for both staff and students. Key steps include:</p> <ul style="list-style-type: none"> <li>• <b>Integration into staff inductions:</b> Ensure MCAST equality and anti-harassment information sessions are delivered as a compulsory part of all induction programmes for new staff.</li> <li>• <b>Student induction sessions:</b> Delivered at the start of the academic year and coordinated by institute administrative staff, with the support from the Student Outreach and Support team.</li> <li>• <b>Student handbook promotion:</b> Ensure the student handbook is actively promoted as a core reference tool during inductions, with specific attention drawn to the equality and anti-harassment policies it contains.</li> <li>• <b>Content design:</b> Cover topics such as definitions of harassment and discrimination, reporting mechanisms, complaint procedures, and the role of the Equality and Consultative Community (ECC) team.</li> <li>• <b>Delivery format:</b> Provide sessions in a flexible format (in-person, online modules, or videos) to ensure accessibility and consistency across all institutes.</li> <li>• <b>Visibility and accessibility of policy:</b> Supply staff and students with clear and easy-to-access copies of the equality and anti-harassment policy, including FAQs or quick-reference guides.</li> <li>• <b>Reinforcement:</b> Encourage institutes and offices to reference MCAST equality and anti-harassment principles in handbooks, course outlines, and departmental briefings.</li> <li>• <b>Monitoring:</b> Collect feedback from participants after induction to improve future sessions and assess levels of awareness.</li> </ul>
<i>Timeframe:</i>	2026 - 2030
<i>Ownership:</i>	HR Office, Student Outreach and Support, Institutes
<i>Total Estimated Budget:</i>	n/a

Action 4.3: Campaign regularly about gender-based discrimination and violence amongst the MCAST community.

<i>Objective:</i>	Raise awareness, promote zero tolerance, and foster a culture of respect within the MCAST community with planned campaigns against gender-based discrimination and violence. The aim is to
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	ensure that students and staff recognise unacceptable behaviours, know their rights, and are aware of available support mechanisms.
<i>Description:</i>	<p>This action will establish a sustained awareness and prevention campaign addressing gender-based discrimination and violence.</p> <p>Key steps include:</p> <ul style="list-style-type: none"> <li>• <b>Targeted campaigns:</b> Deliver campaigns across all campuses (posters, social media, workshops, video messages) highlighting key messages such as respect, equality, and reporting channels.</li> <li>• <b>Information materials:</b> Develop accessible resources outlining what constitutes discrimination or violence, how to recognise early warning signs, and where to seek help.</li> <li>• <b>Visibility of reporting mechanisms:</b> Ensure the MCAST community is aware of existing reporting procedures and support services, making them visible in both physical and online spaces.</li> <li>• <b>Engagement activities:</b> Organise talks, panel discussions, and peer-led initiatives during key awareness dates (e.g. International Women’s Day and other days).</li> <li>• <b>Training sessions:</b> Provide training for staff, student representatives, and key services (HR, Student Support and Outreach, Institute administration) on recognising, preventing, and addressing gender-based discrimination and violence.</li> <li>• <b>Collaboration:</b> In collaboration with the CSR office, partner with external experts, NGOs, and national agencies to bring best practice and credibility to the campaigns.</li> </ul>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	ECC
<i>Total Estimated Budget:</i>	5,000

Action 4.4: Provide specialised training for Deputy Principals, Directors, and Deputy Directors on procedures for managing and responding to reported cases of harassment.

<i>Objective:</i>	Deliver specialised training for senior management on effectively managing, responding to, and preventing harassment situations within the College environment.
<i>Description:</i>	Senior leaders play a critical role in fostering a safe, respectful, and inclusive workplace culture. This action aims to strengthen their capacity to handle harassment-related situations with confidence, sensitivity, and in full compliance with institutional policy and legal requirements.

	<p>A specialised 10-hour training programme, led by an external expert in harassment prevention and response, will be organised for members of the Senior Leadership Team (SLT), including five Deputy Principals, Directors, and Deputy Directors.</p> <p>The training will focus on recognising different forms of harassment, understanding reporting and investigation procedures, managing disclosures sensitively, and ensuring fair and confidential handling of cases. It will also reinforce leadership accountability in upholding MCAST's zero-tolerance approach to harassment and discrimination.</p>
<i>Timeframe:</i>	2027- 2029
<i>Ownership:</i>	CPD/HR
<i>Total Estimated Budget:</i>	Eur 5,000

Action 4.5: Deliver comprehensive training for staff on recognising, responding to, and supporting colleagues or students who may experience harassment.

<i>Objective:</i>	Provide comprehensive training to all staff members who may come into contact with individuals experiencing harassment, including HR personnel, mentors, and other frontline staff, to ensure appropriate, sensitive, and consistent responses across the institution.
<i>Description:</i>	<p>Creating a safe and supportive environment requires that all members of staff, particularly those in mentoring, supervisory, or student-facing roles, are equipped to recognise and respond to potential harassment cases.</p> <p>This action aims to deliver a 10-hour training programme focused on recognising signs of harassment, understanding reporting and referral procedures, offering initial support to victims, and maintaining confidentiality and professionalism throughout the process.</p> <p>The training will initially target a cohort of 10 Diversity, Equality, and Inclusion (DEI) mentors, who will then serve as support and coordination points within their respective institutes, departments, or sections. These mentors will act as trusted contact persons, helping to strengthen MCAST's internal support network and ensure that all staff and students know where to turn for assistance.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	CPD/HR
<i>Total Estimated Budget:</i>	Eur 5,000

## KPA 5: Gender Equality in Recruitment and Career Progression

Gender Equality in Recruitment and Career Progression focuses on ensuring fairness and equal opportunities throughout recruitment and career development processes. This includes organising training against unconscious bias in selection processes, and monitoring, through the annual report, the number of fixed-term employment contracts according to gender and professional group.

### Action 5.1: Organise training against unconscious bias in selection processes.

<b>Objective:</b>	Raise awareness and understanding of unconscious bias among those involved in recruitment and selection processes to ensure that procedures are fair, transparent, and equitable.
<b>Description:</b>	<p>Unconscious bias can inadvertently influence recruitment and promotion decisions, impacting fairness and diversity within the institution. This action aims to sensitise members of the Senior Leadership Team (SLT) and others involved in staff selection to the effects of unconscious bias and to promote objective, evidence-based decision-making.</p> <p>Through <b>specialised training sessions</b>, participants will learn how to recognise and mitigate implicit biases related to gender, age, ethnicity, disability, and other personal characteristics during shortlisting, interviewing, and evaluation. The training will include practical exercises and case studies relevant to MCAST's context, fostering more equitable and inclusive recruitment practices.</p> <p>The initiative will target <b>10 SLT members</b> actively involved in recruitment and selection processes, with training cycles scheduled for <b>2026 and 2028</b> to ensure continuity and reinforcement.</p>
<b>Timeframe:</b>	<b>2026 and 2028</b>
<i>Ownership:</i>	HR/ CPD
<i>Total Estimated Budget:</i>	Eur 5000

Action 5.2: Through the annual report, monitor the number of fixed-term employment contracts according to gender and professional group

<i>Objective:</i>	Improve transparency and accountability in employment practices by systematically monitoring fixed-term employment contracts disaggregated by gender and professional group. The aim is to identify potential inequalities, inform decision-making, and support the development of fair employment policies.
<i>Description:</i>	This action will integrate gender-sensitive monitoring of employment contracts into MCAST's annual reporting. Key steps include:

	<ul style="list-style-type: none"> <li>• <b>Data collection:</b> HR will compile statistics on fixed-term employment contracts by gender and by professional group (academic, administrative, technical, support staff).</li> <li>• <b>Analysis:</b> Identify any gender imbalances or trends (e.g. higher proportion of women or men on fixed-term contracts in specific categories).</li> <li>• <b>Reporting:</b> Communicate findings in the annual report, highlighting progress or challenges in achieving equality in employment conditions.</li> <li>• <b>Follow-up measures:</b> Where disparities are identified, results will inform HR policy discussions and, if needed, corrective actions (e.g. review of contract renewal practices).</li> <li>• <b>Communication:</b> Ensure findings are shared transparently with staff and stakeholders through the HR and Communications teams.</li> </ul>
<i>Timeframe:</i>	<b>2026-2030</b>
<i>Ownership:</i>	HR/Communications
<i>Total Estimated Budget:</i>	n/a

## KPA 6: Gender Balance in Leadership and Decision-Making

KPA 6 focuses on embedding gender equality within MCAST’s leadership and governance structures. The actions under this priority area ensure that gender considerations are systematically integrated into institutional processes and leadership development. This includes requiring external partners to demonstrate gender equality commitments in procurement , embedding gender-segregated data in key institutional reports to inform decision-making , and preparing future leaders through structured training that incorporates gender-sensitive leadership skills. Collectively, these measures strengthen MCAST’s capacity to promote inclusive decision-making and support the development of diverse and equitable leadership.

Action 6.1: Mainstream gender in the procurement process by requiring that bidding organisations demonstrate a commitment to gender equality.

<i>Objective:</i>	Ensure that gender equality principles continue to be integrated into MCAST’s procurement procedures by maintaining requirements for bidding organisations to demonstrate a commitment to gender equality and fair employment practice.
<i>Description:</i>	<p>MCAST has already taken proactive steps to integrate gender equality considerations into its procurement process. This ensures that all suppliers and contractors align with the institution’s values and legal obligations related to equality and non-discrimination.</p> <p>This action reinforces the importance of sustaining and strengthening this practice. By continuing to require organisations to demonstrate their commitment to gender equality, MCAST ensures that public funds are spent responsibly and ethically, supporting inclusive and equitable workplaces.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Procurement Office
<i>Total Estimated Budget:</i>	n/a

Action 6.2: Embed Gender-Segregated Data in Key Institutional Reports such as annual report, programme design and review templates, etc.

<i>Objective:</i>	Ensure that gender-segregated data continues to be systematically collected, analysed, and presented across all major institutional reports, planning documents, and quality assurance processes to support evidence-based decision-making and gender-sensitive policy development.
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<i>Description:</i>	<p>The collection and analysis of gender-segregated data are essential tools for understanding and addressing gender gaps across MCAST's operations, including staff recruitment and promotion, student enrolment and achievement, and participation in leadership roles.</p> <p>MCAST has already integrated gender-disaggregated data into key institutional reports such as the Annual Report and Programme design and review templates. This action reinforces the need to maintain, update, and expand these practices to ensure ongoing relevance, accuracy, and impact.</p> <p>Embedding gender-sensitive data analysis helps MCAST monitor progress toward gender equality objectives, identify trends, and take timely corrective measures where disparities persist.</p>
<i>Timeframe:</i>	2026-2030
<i>Ownership:</i>	Office of the Principal Communications
<i>Total Estimated Budget:</i>	n/a

Action 6.3: Preparing leaders for tomorrow: Offer management training for prospective staff in leadership positions, including gender-based leadership skills

<i>Objective:</i>	Equip emerging leaders with essential management and leadership skills, with a particular focus on understanding how gender dynamics influence, and are influenced by, leadership practices and decision-making.
<i>Description:</i>	<p>Strong, inclusive leadership is central to building a fair and equitable institutional culture. This action aims to prepare prospective leaders for senior roles by offering structured management training that integrates both general leadership principles and gender-sensitive approaches to management.</p> <p>The training will highlight the importance of inclusive decision-making, awareness of unconscious bias in leadership, and the value of diverse perspectives in achieving organisational excellence. It will also reinforce MCAST's commitment to promoting gender equality at all levels of leadership.</p> <p>A two-day training course on leadership and management will be offered annually to five newly appointed Deputy Directors (one each year) during the period 2026–2030. The programme will be designed and delivered by internal or external experts in leadership development and gender equality.</p>
<i>Timeframe:</i>	2026-2030

<i>Ownership:</i>	CPD/HR
<i>Total Estimated Budget:</i>	Eur 10,000

## KPA 7: Gender Equality in Research

The *Gender Equality in Research* initiative aims to embed gender awareness and inclusivity as integral components of MCAST's research culture and practice. This approach encourages academics and researchers to actively consider gender dimensions in their research design, methodologies, and analysis, ensuring that outcomes are more equitable, relevant, and socially responsive.

Through capacity-building efforts, MCAST will offer targeted training on integrating gender perspectives into research, mentoring, and academic writing, addressing issues such as unconscious bias and gender-reflexive excellence. The establishment of a research award recognising outstanding contributions to gender-aware research will further motivate and celebrate excellence in this area.

By promoting collaboration through an interdisciplinary community of practice and raising the visibility of gender considerations within MCAST and beyond, the College seeks to cultivate a sustainable culture where gender equality is recognised as a cornerstone of high-quality, impactful research.

### Action 7.1: Gender Integration as an Underlying Dimension in Research

<i>Objective:</i>	To encourage prospective academics to consider the gender dimension in their research
<i>Description:</i>	Encourage including gender perspectives in all research across the College Establish a research award mechanism recognising excellence in gender consideration in research Promoting and highlighting gender consideration in research within MCAST and beyond
<i>Timeframe:</i>	Year1: 2026: Develop promotional and research award mechanisms Years 2, 3, 4 & 5: 2027-2030: Implement mechanisms Year 4 & 5: 2028-2030: Evaluation of the implemented mechanisms
<i>Ownership:</i>	ARIC in liaison with relevant departments
<i>Total Estimated Budget:</i>	25,000 euro for award events and promotional material

### Action 7.2: Capacity Building Related to Gender Considerations in Research

<i>Objective:</i>	To build capacity about gender-reflexive excellence in research
<i>Description:</i>	Providing researchers and academics with training on incorporating gender dimensions in research design and research related mentoring

	Build a culture of gender consideration with an interdisciplinary research community of practice Offering specialised training on unconscious bias in research methodology and academic writing
<i>Timeframe:</i>	Year1: 2026: Develop comprehensive training agenda and evaluation measures on gender equality and unconscious bias in research Year 2, 3 & 4: 2027-2029: Implement training Year 4 & 5: 2029-2030: Evaluation of training effectiveness
<i>Ownership:</i>	ARIC in liaison with CPD
<i>Total Estimated Budget:</i>	25,000 euro for foreign experts and training logistics

Action 7.3: Collection and Monitoring of Gender Representation and Related Aspects in Research

<i>Objective:</i>	To increase awareness of gender representation and related aspects throughout the research arm of MCAST
<i>Description:</i>	Collect and regularly analyse data on gender consideration and participation in research activities, including authorship, research leadership roles and funding allocation Report research-related gender equality data at relevant College research committees
<i>Timeframe:</i>	Year 1 and 2: 2026-2027: Set-up and refine a comprehensive data collection system Year 3, 4, 5: 2028-2030: Data collection, analysis and reporting
<i>Ownership:</i>	ARIC
<i>Total Estimated Budget:</i>	8,000 euro for data collection system

## **RESOURCING**

The College is dedicated to identifying resources for developing and leading the GEP as well as to support specific measures, such as work-life balance and parental leave or for staff training and development (see section 3). The successful implementation of this plan includes the provision of necessary staff and financial resources, and ensuring that there is a clear focal point with expertise to lead and drive the work.

A dedicated MCAST Gender Equality Committee will be set up to oversee, monitor and report about the implementation of this GEP. This is beneficial to incorporate expertise in gender equality and change management and organised so that it can work with the whole organisation. This committee will be chaired by the senior executive team chosen by the Principal. However, the College would still like to emphasise that promoting gender equality is the responsibility of every staff member.

The MCAST Gender Equality Committee draws on staff from different parts of the organisation to support the delivery of the plan. Furthermore, the Plan refers to identified staff members and their respective time to develop and implement specific actions of the GEP. Personnel from across the organisation may be engaged in various steps, from reviewing existing data and practices, to identifying areas for attention and establishing the GEP's objectives. Staff time will be required for specific aspects of the GEP, such as data analysis for annual reports. Furthermore, key staff members may be needed to participate in working groups to review specific issues to develop new policies and or practices with the input of different parts of the organisation.

Additionally, some measures need to have dedicated additional budget allocated to the respective line item in the College's budget. The volume and structure of dedicated resources for the development and implementation of this plan are proportionate to the initiative and needs of the organisation.

## **MONITORING AND REPORTING**

The implementation of the Gender Equality Plan (GEP) will be subject to regular and systematic monitoring to ensure that actions are progressing as planned and that their intended objectives are being achieved. Ownership and responsibility for each action rest with the respective departments or units indicated in the Plan. These units will be accountable for implementing the assigned measures, maintaining documentation of progress, and providing updates to the monitoring body.

The Equality Consultative Committee will coordinate the overall monitoring process. The Committee will meet on a quarterly basis to:

- Review progress updates submitted by responsible units;
- Evaluate the implementation status of each action against agreed indicators and timelines;
- Identify challenges or delays and propose corrective measures or support where required;
- Ensure that equality and inclusion principles remain embedded in all ongoing institutional processes.

To facilitate consistent monitoring, departments and units will be asked to provide short progress templates or summary reports, outlining activities undertaken, milestones achieved, and any constraints encountered. Quantitative indicators (such as participation rates or number of trainings held) and qualitative evidence (such as feedback or outcomes) will both be considered.

A formal annual report on the implementation of the GEP will be compiled by the Equality Consultative Committee and submitted to the Principal and CEO. This report will:

- Summarise progress made across all actions;
- Highlight measurable achievements and areas for improvement;
- Include recommendations for adjustments or new initiatives in the coming year.

The annual report will serve as an accountability tool and as a means to inform strategic planning, ensuring that gender equality remains a central and evolving priority within MCAST's institutional development.

## Annex 1: References

- Council of the European Union. (2020). *Council Recommendation on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience*. <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32020H1202%2801%29>
- European Commission. (2020). *The Osnabrück Declaration on vocational education and training as an enabler of recovery and just transitions to digital and green economies*. <https://www.cedefop.europa.eu/en/news/osnabruck-declaration-vet>
- European Commission. (2021). *Horizon Europe guidance on gender equality plans (GEPs)*. Publications Office of the European Union. <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1>
- MCAST. (2022). *Gender Equality Plan 2022–2025*. Malta College of Arts, Science and Technology. [https://mcast.edu.mt/wp-content/uploads/Gender-Equality-Plan-2022-2025\\_vfinal.pdf](https://mcast.edu.mt/wp-content/uploads/Gender-Equality-Plan-2022-2025_vfinal.pdf)
- MCAST. (2025). *Gender Equality Plan 2022–2025: Progress Report* [Internal report]. Malta College of Arts, Science and Technology.

Annex 2: MCAST GEP Summary, Budget, Ownership

KPA		ACTION	BUDGET	OWNER
1: Non-gender-blind infrastructure	1.1	Ensure well-lit, walkways and public spaces on campus.	€ 6,250	Capital Projects, EU Projects, Estates Management
	1.2	Conduct at least 1 safety audit through a gender lens.	€ 1,000	Estates Management, Internal Audit
	1.3	Include breastfeeding rooms in MCAST office buildings.	€ 2,000	Capital Projects, Estates Management
	1.4	Design toilet facilities which provide safe, private facilities for menstrual hygiene management, including running water, soap and a private space to clean or dispose of used menstrual materials.	n/a	Capital Projects, EU Projects
	1.5	Make available at least 1 gender-neutral bathrooms that also have nappy changing facilities in all MCAST blocks.	€1,500	Capital Projects, Estates Management
	1.6	Review and redesign signage across campus. Avoid gender stereotypes in visuals; use inclusive symbols and language for all facilities.	€10,000	Capital Projects, Estates Management, Communications
2: Promoting non-gender stereotypical career options for students	2.1	Highlight the participation of female students in traditionally male-dominated vocational sectors, and vice versa.	n/a	Institutes, Communications, Student Outreach
	2.2	Review course materials and promotional content for gender bias.	n/a	Institutes, Curriculum, Communications
	2.3	Training opportunities on the use of gender-neutral language in all teaching and learning.	€ 5,000	CPD/HR Institutes
3: Work life Balance and	3.1	Promote family-friendly measures for employees with care-related responsibilities.	n/a	HR

Organisational Culture	3.2	Create child-friendly campus zones. Safe, welcoming areas where staff with children can work temporarily.	€ 1,000	HR Capital Projects
	3.3	Widen the participation of staff members in CPD activities.	€ 5,000	CPD/HR Institutes
	3.4	Commit training funds every year for upskilling and reskilling of administrative staff members	€ 150,000	HR Finance
	3.5	Encourage peer-to-peer learning and knowledge sharing.	n/a	CPD/HR
	3.6	Mainstream the survey of perceptions around inclusion and wellbeing in the Staff Satisfaction survey.	n/a	Quality Assurance HR
	3.7	Protect time and mental well-being by limiting after-work hours communication and model expectations for email or meeting-free times outside work hours.	n/a	MCAST
4: Measures against gender-based violence including sexual harassment	4.1	Keep the College harassment policy updated regularly	n/a	ECC
	4.2	Incorporate info sessions about equality and anti-harassment policy in all induction processes for staff and students.	n/a	HR, Student Outreach, Institutes
	4.3	Campaign regularly about gender-based discrimination and violence amongst the MCAST community.	€ 5,000	ECC
	4.4	Provide specialised training for Deputy Principals, Directors, and Deputy Directors on procedures for managing and responding to reported cases of harassment.	€ 5,000	CPD/HR
	4.5	Deliver comprehensive training for staff on recognising, responding to, and supporting colleagues or students who may experience harassment.	€ 5,000	CPD/HR
5: Gender Equality in Recruitment and Career Progression	5.1	Organise training against unconscious bias in selection processes.	€ 5,000	HR/ CPD
	5.2	Through the annual report, monitor the number of fixed-term employment contracts according to gender and professional group.	n/a	HR/Communications
6: Gender Balance in	6.1	Mainstream gender in the procurement process by requiring that bidding organisations demonstrate a commitment to gender equality.	n/a	Procurement Office

Leadership and Decision-Making	6.2	Embed Gender-Segregated Data in Key Institutional Reports such as annual report, programme design and review templates, etc.	n/a	Office of the Principal. Communications
	6.3	Preparing leaders for tomorrow: Offer management training for prospective staff in leadership positions, including gender-based leadership skills	€ 10,000 annually	CPD/HR
7: Gender Equality in Research	7.1	Gender Integration as an Underlying Dimension in Research	€ 25,000	ARIC
	7.2	Capacity Building Related to Gender Considerations in Research	€ 25,000	ARIC
	7.3	Collection and Monitoring of Gender Representation and Related Aspects in Research	€ 8,000	ARIC

### Annex 3: Implementation Timeframes and Budget

	<b>ACTION</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>TOTAL BUDGET</b>
1.1	Ensure well-lit, walkways and public spaces on campus.	€ 1,250	€ 1,250	€ 1,250	€ 1,250	€ 1,250	€ 6,250
1.2	Conduct at least 1 safety audit through a gender lens.			€ 1,000			€ 1,000
1.3	Include breastfeeding rooms in MCAST office buildings.		€ 1,000			€ 1,000	€ 2,000
1.4	Design toilet facilities which provide safe, private facilities for menstrual hygiene management..						n/a
1.5	Make available at least 1 gender-neutral bathrooms that also have nappy changing facilities in all MCAST blocks.	€ 750		€ 750			€ 1500
1.6	Review and redesign signage across campus. Avoid gender stereotypes in visuals; use inclusive symbols and language for all facilities.	€ 2,500	€ 2,500	€ 2,500	€ 2,500		€10,000
2.1	Highlight the participation of female students in traditionally male-dominated vocational sectors, and vice versa.						n/a
2.2	Review course materials and promotional content for gender bias.						n/a
2.3	Training opportunities on the use of gender-neutral language in all teaching and learning.	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 5,000
3.1	Promote family-friendly measures for employees with care-related responsibilities.						n/a
3.2	Create child-friendly campus zones.				€ 1,000		€ 1,000

3.3	Widen the participation of staff members in CPD activities.	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 5,000
3.4	Commit training funds every year for upskilling and reskilling of administrative staff members	€ 30,000	€ 30,000	€ 30,000	€ 30,000	€ 30,000	€ 150,000
3.5	Encourage peer-to-peer learning and knowledge sharing.						n/a
3.6	Mainstream the survey of perceptions around inclusion and wellbeing in the Staff Satisfaction survey.						n/a
3.7	Protect time and mental well-being by limiting after-work hours communication and model expectations for email or meeting-free times outside work hours.						n/a
4.1	Keep the College harassment policy updated regularly						n/a
4.2	Incorporate info sessions about equality and anti-harassment policy in all induction processes for staff and students.						n/a
4.3	Campaign regularly about gender-based discrimination and violence amongst the MCAST community.	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 5,000
4.4	Provide specialised training for Deputy Principals, Directors, and Deputy Directors on procedures for managing and responding to reported cases of harassment.	€ 2,500			€ 2,500		€ 5,000
4.5	Deliver comprehensive training for staff on recognising, responding to, and supporting colleagues or students who may experience harassment.	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 1,000	€ 5,000
5.1	Organise training against unconscious bias in selection processes.		€ 2,500			€ 2,500	€ 5,000

5.2	Through the annual report, monitor the number of fixed-term employment contracts according to gender and professional group.						n/a
6.1	Mainstream gender in the procurement process by requiring that bidding organisations demonstrate a commitment to gender equality.						n/a
6.2	Embed Gender-Segregated Data in Key Institutional Reports such as annual report, programme design and review templates, etc.						n/a
6.3	Preparing leaders for tomorrow: Offer management training for prospective staff in leadership positions, including gender-based leadership skills	€ 2,000	€ 2,000	€ 2,000	€ 2,000	€ 2,000	€ 10,000
7.1	Gender Integration as an Underlying Dimension in Research	€ 5,000	€ 5,000	€ 5,000	€ 5,000	€ 5,000	€ 25,000
7.2	Capacity Building Related to Gender Considerations in Research	€ 5,000	€ 5,000	€ 5,000	€ 5,000	€ 5,000	€ 25,000
7.3	Collection and Monitoring of Gender Representation and Related Aspects in Research	€ 2,000	€ 2,000	€ 2,000	€ 1,000	€ 1,000	€ 8,000

