



GENDER EQUALITY PLAN (GEP)

HUB Nicosia

2026-2028

Public document | Horizon Europe compliance



Contents

| | |
|---|----|
| PART 1 : INTRODUCTION | 4 |
| 1. About Hub Nicosia | 4 |
| 1.1 National context in Cyprus | 4 |
| 1.2 About this Gender Equality Plan | 5 |
| 1.3 Theory of Change and Its Relation to the Gender Equality Plan | 5 |
| 1.4 Objectives and principles of our GEP | 7 |
| Part 2: Key Actions and Measures | 8 |
| 2. Institutional Commitment and Governance..... | 8 |
| 2.1 Governance Structure..... | 8 |
| 2.2 Executive Leadership | 9 |
| 3. Resources and Capacity..... | 9 |
| 4. Data Collection and Monitoring..... | 9 |
| 5. Gender Balance in Leadership and Decision-Making..... | 10 |
| 6. Gender-Sensitive Recruitment and Career Advancement | 10 |
| 7. Work-Life Balance and Organisational Culture..... | 10 |
| 8. Training and Awareness | 11 |
| 9. Preventing Gender-Based Violence and Harassment | 11 |
| 10. Gender Dimension in Projects and Communication..... | 11 |
| 11. Implementation Timeline and Milestones..... | 12 |
| 12. Evaluation, Accountability and Sustainability | 13 |
| 13. Dissemination and Transparency..... | 13 |
| 14. Risks and Mitigation Measures | 13 |
| 15. Conclusion | 14 |

PART 1 : INTRODUCTION

1. About Hub Nicosia

Hub Nicosia is an educational NGO based in Nicosia, Cyprus.

Hub Nicosia aims to mobilise youth to fully engage in civic, political and economic life. It offers learning opportunities for strengthening skills such as:

- Soft skills for empowerment, democratic participation and active citizenship
- Employment skills to assist youth transition into employment
- Enterprise skills so they can start their own enterprises

In addition, Hub Nicosia aims to:

- Develop new skills for professionals particularly in the creative and cultural sector
- Enhance intercultural dialogue, promote shared EU values and mutual understanding through arts
- Equip youth and educators with skills, tools and competencies to raise awareness about global issues and build capacity around sustainable development

It is also a co-working space and a community of individuals, organisations and enterprises with cultural, environmental or social aims. It offers desks, offices, seminar and meeting rooms and an inspiring environment to work and thrive in. It is housed at an elegant, renovated old house in the Agios Andreas district of Nicosia, only 10 minutes from the city centre.

Hub Nicosia is a member of the European Creative Hubs Network.

1.1 National context in Cyprus

In Cyprus, equality is entrenched in the constitution, and under Article 28, no gender-based discrimination is allowed. Sectoral legislation supports gender equality in the workplace, equal pay, access to services, and combating domestic and sexual violence. The government has implemented national action plans on gender equality, including the one launched in 2019-2022, and in 2024, a cross-cutting National Strategy was launched, covering 2024-2026 and consisting of 64

measures in various areas, including employment, education, decision-making, and violence. A previous notable example of a national action plan was the National Action Plan for Equality, launched by the National Machinery for Women's Rights (NMWR) and approved by the Cabinet, covering the period 2007-2013 and addressing employment, decision-making, social rights, violence, and stereotypes. The National Machinery for Women's Rights, under the Ministry of Justice, plays a crucial role as the main coordinating body in gender equality in Cyprus. Reforms in 2023-2024 have further enhanced its role, including the establishment of gender focal points in all ministries. In Cyprus, the law supports equal pay and non-discrimination.

1.2 About this Gender Equality Plan

Hub Nicosia, commits to fostering gender equality and inclusion in all its activities. This Gender Equality Plan (GEP) 2025–2027 is a formal statement of this commitment. It is a public document, endorsed by our top leadership, with dedicated human and financial resources to implement this plan.

Our Gender Equality Plan for 2026-2028 has been developed in compliance with Horizon Europe's requirements, Cypriot national legislation, and international best practices, as indicated by the EIGE's GEAR Toolkit. This GEP sets out our strategic commitments and actions towards creating a more inclusive and safe environment for our staff, volunteers, and participants.

This Gender Equality Plan sets clear goals and actions, with timelines and measures, to enhance gender balance in leadership and workforce, in inclusive hiring and people management, in equal pay and progression, in gender-sensitive communication, work-life balance, and in preventing gender-based violence and harassment.

1.3 Theory of Change and Its Relation to the Gender Equality Plan

Hub Nicosia's Theory of Change outlines how its activities and interventions drive systemic social change, with a focus on youth, social innovation, and human rights.

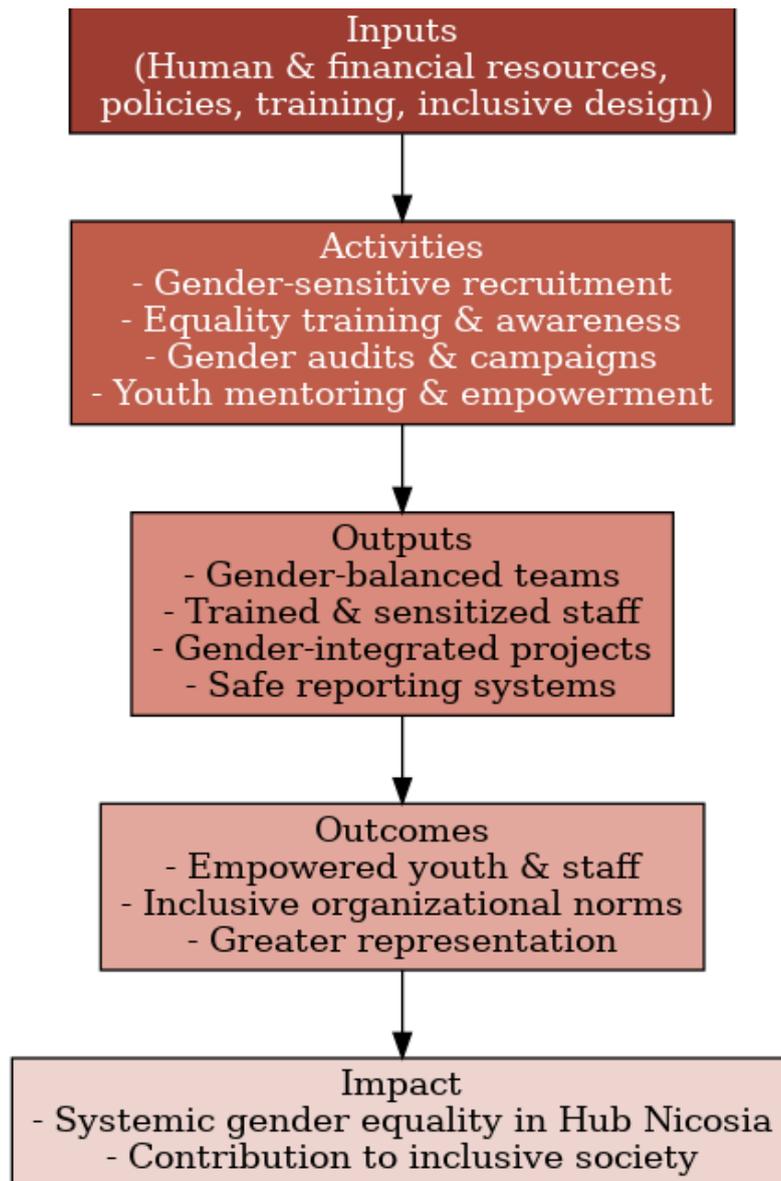
The Theory of Change is based on the following assumptions:

- Empowering and engaging young people leads to fairer, more inclusive, and sustainable societies.
- Equal opportunities and gender equality are essential foundations of social justice.
- Educational interventions that are inclusive and gender-sensitive lead to long-term changes in attitudes and systems.

The Gender Equality Plan (GEP) functions as a central mechanism in implementing this Theory of Change and is aligned with three strategic pillars:

1. **Organizational Change:** Through policies, procedures, and internal culture, Hub Nicosia aims to build a safe, inclusive, and equitable working
2. environment. The GEP serves as a structural tool to achieve this transformation.
3. **Individual Change:** Training, mentoring, and participatory programs equip young people—especially those from underrepresented groups—with skills and confidence to act as changemakers in their communities.
4. **Societal Change:** The GEP enhances the organization’s capacity to design, implement, and evaluate projects through a gender lens, fostering systemic change in education, employment, and civic engagement.

By embedding the Theory of Change into the GEP, gender actions are not treated in isolation but as part of a broader mission for social transformation. With measurable indicators, monitoring systems, and continuous reflection, the GEP contributes to Hub Nicosia’s vision of a society where everyone has equal opportunities.



1.4 Objectives and principles of our GEP

The GEP's goal is to develop a culture where everyone is treated with dignity and has equal opportunities for growth and development. The main objectives are:

- gender balance in decision-making and staff composition, with a goal of having at least 50% representation from each gender by 2027;
- gender-neutral recruitment and promotion policies;
- equal remuneration and career advancement for all genders;
- work-life balance through flexible work arrangements, parental policies, and employee wellness;

-
- gender-sensitive communication strategies, such as gender-neutral language and images; and
 - combating gender-based violence and harassment through policies and support services.

The GEP will monitor and record the percentage of staff composition, salaries, and applicants by gender and publish gender equality statistics annually. The Hub will comply with EU and Cyprus gender equality directives and legislation. Hub management decisions will consider gender awareness, such as workflow and parental policies. An annual public report will be published on the Hub's website for transparency and accountability purposes.

Part 2: Key Actions and Measures

2. Institutional Commitment and Governance

Hub Nicosia declares its commitment to gender equality through this publicly available and formally adopted GEP, which represents our long-term vision for change and transformation.

2.1 Governance Structure

Hub Nicosia will ensure the effective monitoring and implementation of its GEP through a dedicated Gender Equality Committee (GEC), which will comprise the following members:

- One board member
- One HR/Admin staff member
- One project manager
- Two youth/volunteer representatives

The GEC will meet quarterly to monitor progress and agree on strategies for the effective implementation and adaptation of the GEP, providing advice on gender-sensitive approaches to management.

2.2 Executive Leadership

Accountability and strategic focus are ensured through the Director of Hub Nicosia. Gender Equality is integrated into risk and impact assessment tools.

3. Resources and Capacity

Hub Nicosia will provide necessary resources:

- Human resources: 0.1 FTE coordination, with further hours from project managers
- Financial resources: €3,000 to €5,000 annually
- External resources: Gender experts, psychologists, legal professionals, and NGOs
- Digital resources: Data tools, survey tools, and e-learning resources

4. Data Collection and Monitoring

Gender-disaggregated data will be collected annually to help inform action and evaluation. The data types will include:

- Staff data: Composition by gender and contract type
- Leadership data: Gender participation in leadership and boards
- Recruitment data: Gender outcomes
- Beneficiary data: Gender distribution in programs

This data will be included in the annual Gender Equity Reports generated internally. The data will be used to track the following KPIs:

- 50% female representation in management
- Gender balance: 45% - 55% in all youth programs
- 100% participation in gender training among staff

5. Gender Balance in Leadership and Decision-Making

- At least 40% representation from each gender in decision-making structures
- Transparent recruitment procedures in decision-making structures
- Mentorship scheme development for aspiring female leaders among youth staff
- Biannual leadership development days

6. Gender-Sensitive Recruitment and Career Advancement

At Hub Nicosia, equality is fostered in the entire employee and volunteer lifecycle:

- Gender-neutral language in job descriptions
- Mandatory shortlisting process
- Standardized interview processes
- Gender-sensitive onboarding toolkit
- Support for parents and caregivers
- Career workshops for underrepresented genders

7. Work-Life Balance and Organisational Culture

At Hub Nicosia, we have the following measures in place:

- Work-life balance policies integrated in all employee contracts and handbooks
- Flexible work arrangements
- Inclusive communication strategies
- Monthly peer support meetings
- Emergency leave policies
- Breastfeeding room and gender-neutral toilet facilities

8. Training and Awareness

At Hub Nicosia, training is used as a mechanism for change. We have the following in place:

- Mandatory annual training on gender equality and unconscious bias
- Specialized training on inclusive language, LGBTQ+ rights, and intersectionality
- Role-specific training for HR, leadership teams, and volunteers
- Digital training hub with downloadable resources and videos
- Peer-led training for youth on gender norms and equality rights

9. Preventing Gender-Based Violence and Harassment

At Hub Nicosia, we have a zero-tolerance approach to gender-based violence and harassment. We have the following in place:

- Clear communication of the Code of Conduct and Anti-Harassment Policy
- Anonymous reporting mechanisms
- Confidential contact points
- Partnerships with local women's shelters
- Monthly audits of the workplace and events

10. Gender Dimension in Projects and Communication

Gender awareness is integrated into all our content and communications, such as:

- Gender dimension in all project proposals and reports
- Inclusive use of images, cases, and testimonials
- Gender parity in event speakers and facilitators
- Youth-generated social media campaigns (#BreakTheBiasHN)
- Gender-sensitive evaluation of all Erasmus+, ESC, and Horizon projects

11. Implementation Timeline and Milestones

| Action | Responsible | Timeline | Indicator |
|--------------------------------|-------------------------------|--------------------------|-----------------------------|
| Public GEP launch | Director | Q1 2026 | GEP online & staff informed |
| Gender audit & data collection | GEC | Q2 2026 | Report delivered |
| Anti-bias training | HR & consultant | Q2 2026, repeat annually | Completion rate |
| Youth gender equity workshops | Project team | 2026-2028 | # of sessions, feedback |
| Inclusive recruitment guide | HR | Q3 2026 | Document finalized |
| Mentoring pilot | GEC + youth rep | Q4 2026 | Launch feedback |
| Midterm review | Director + GEC | Q4 2027 | Evaluation report |
| Annual stakeholder newsletter | Annual stakeholder newsletter | Annually | Email analytics |
| Final review & renewal plan | Director + Board | Q4 2028 | Updated GEP proposal |

12. Evaluation, Accountability and Sustainability

Lastly, management will review all KPIs annually. Every December, an internal progress report will compare the baseline data with the current situation. Shortfalls will be addressed by those responsible for them. This GEP is a dynamic document that will be revised by 2027 to inform the next cycle. Hub Nicosia undertakes to remain transparent on equality matters by sharing GEP reports at governance meetings and by being involved in training networks and EU peer groups on gender equality.

The board will be updated on the project's progress through reports every year.

The project will be evaluated as follows:

- Baseline survey (Q1 2026)
- Midterm progress evaluation (Q4 2027)
- Final impact report (Q4 2028)

Feedback mechanisms:

- Annual anonymous staff survey
- Feedback from external project participants and partners
- Advisory support from external gender experts (optional)

13. Dissemination and Transparency

Publication of the Gender Equality Plan (GEP)

Publication of updates on the website

Social media series on Hub Nicosia's equality initiatives

Annual poster campaigns across all spaces

Gender Equality included in staff manuals

Presentations for stakeholders and donors

14. Risks and Mitigation Measures

- Risk: Resistance to change

Mitigation: Capacity building, safe spaces, and dialogue with peers

-
- Risk: Resource constraints
Mitigation: Integrate gender actions into funded projects
 - Risk: Lack of gender data
Mitigation: Prioritize dashboard implementation early
 - Risk: Turnover of staff
Mitigation: Train backups and create a continuity manual

15. Conclusion

The Gender Equality Plan has been developed as a living document, and we, at Hub Nicosia, are committed to embedding feminist and rights-based approaches into all aspects of our work. We hope to be recognized as a reference NGO for gender equality in Cyprus and Europe by 2028.

Approved by:


George Isaias
Director, Hub Nicosia

THE HUB NICOSIA LTD

Date: 16/2/2026