



KOURION MUNICIPALITY
2024



2025



GENDER EQUALITY PLAN 2025-2028



Table of Contents

1. Introduction	3
2. The Kourion Municipality Gender Equality Plan (GEP).....	4
Axis 1. Fostering a Municipal Culture of Equal Opportunities for All.....	6
Axis 2. Integrating Gender Equality in Hiring, Professional Development, and Career Advancement Processes.....	8
Axis 3. Promoting and ensuring equal participation and representation in the University community and decision-making bodies	10
Axis 4. Promoting an organisation free of sexism, harassment and gender violence.....	11
Further Steps	12

1. Introduction

Gender equality is a fundamental value and a key policy priority across all European Union (EU) activities. The European Commission is fully committed to advancing gender equality, including in the fields of research and innovation. This commitment is outlined in the European Commission Gender Equality Strategy for 2020-2025¹, which aims to eliminate gender-based and other intersecting inequalities (such as those linked to disability, ethnicity, nationality, religion, sexual orientation, or gender identity). Research and innovation are essential tools for achieving these goals.

The EU also has strong laws in place to support gender equality across the workforce, including within the research sector. Tackling gender inequality is not only a matter of fairness—it's also essential for building inclusive, sustainable communities and for meeting the UN's Sustainable Development Goals.

Horizon Europe,² the EU's key funding programme for research and innovation, considers gender equality at three main levels:

1. **Gender Equality Plans (GEPs):**
Public institutions (such as universities and research centres) from EU and associated countries must have a Gender Equality Plan in place to be eligible for certain funding calls.
2. **Gender Dimension in Research Content:**
Projects must consider how gender and sex differences affect research results. This is evaluated as part of the "excellence" criteria for funding—unless a specific call states otherwise.
3. **Gender Balance in Participation:**
Horizon Europe aims to improve gender balance across its advisory boards, expert groups, and evaluation panels—targeting 50% female participation. In cases where proposals receive equal scores, gender balance in project teams may be used as a deciding factor.

What is a Gender Equality Plan (GEP)

For public authorities, research organisations and higher education institutions, a GEP is a strategic document that includes actions to:

- Review current practices and identify any gender-related bias;
- Implement new strategies to address and correct those biases;
- Setting targets and monitoring progress via indicators".³

¹ Full document available in English: [A Union of Equality: Gender Equality Strategy 2020-2025](#)

² Horizon Europe: European Union's key research and innovation funding programme until

³ European Institute for Gender Equality (2016). *Gender Equality in Academia and Research; GEAR Tool*, Luxembourg: Publications Office of the European Union, Available: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

2. The Kourion Municipality Gender Equality Plan (GEP)

The Gender Equality Plan (GEP) of Kourion Municipality, as outlined below, is an official document endorsed by the Municipality Council and circulated internally. It reflects the Municipality's strong commitment to forward gender equality, establish clear objectives, and outline specific actions and policies to achieve it.

In alignment with the European Union's minimum process-related requirements, the GEP ensures the following:

- **Public Accessibility:** The GEP is published on the official municipal website and is formally endorsed by senior leadership.
- **Dedicated Resources:** The Municipality allocates both human and expert resources to support the implementation of the GEP.
- **Monitoring and Evaluation:** Gender-disaggregated data on municipal staff and activities are systematically collected and reported annually using defined indicators.
- **Training and Awareness:** Educational sessions and training initiatives are conducted for staff and leadership to raise awareness on gender equality and address unconscious gender biases.

Based on these foundational requirements and a preliminary assessment of local gender-related data, the GEP of Kourion Municipality is structured around the following five key action pillars:

1. Fostering a Municipal Culture of Equal Opportunities for All
2. Integrating Gender Equality in Hiring, Professional Development, and Career Advancement Processes
3. Ensuring Balanced Representation and Participation in Municipal Governance and Decision-Making bodies that are appointed by the Council
4. Incorporating Gender Perspectives in Public Services, Community Programs, and Policy Planning
5. Creating a Workplace and Community Environment Free from Sexism, Harassment, and Gender-Based Violence

Each of these action pillars is aligned with Kourion Municipality's vision and core values, as well as the United Nations Sustainable Development Goals (SDGs), and complies with both European and national legislation. Corresponding strategic objectives and targeted measures are clearly outlined in the plan and assigned to the appropriate municipal departments for implementation.

This GEP draws on the guidance of the European Institute for Gender Equality (EIGE) and aims to foster cultural transformation and institutional change by introducing innovative practices to



promote gender equality across local governance. All gender-related terminology within this GEP follows the definitions established in EIGE's "Gender Equality Glossary and Thesaurus".⁴

⁴ European Institute for Gender Equality (EIGE) website: "Gender Equality Glossary and Thesaurus" webpage, Available: <https://eige.europa.eu/thesaurus/browse>



Axis 1. Promoting and maintaining a municipality culture with equal opportunities for all

Key Areas:

1.1. Institutional Culture

Strategic Objectives:

1. Measure, acknowledge and raise awareness of any existing gender inequalities and sexism within the Municipality culture
2. Improve commitment to equality within the organisation
3. Facilitate and maintain work-life balance for staff

Actions:

- 1.1 Further mapping of any existing issues and collecting gender disaggregated quantitative and qualitative data from all staff (gender mainstreaming)
- 1.2 Analysing this data in an established Gender Report and suggesting measures for improvement
- 1.3 Disseminating of data analysis results among internal stakeholders and Kourion Municipality decision-makers
- 1.4 Establish a Gender Equality Committee to oversee implementation and advise the municipal council
- 2.1 Aligning policies in the GEP with the UN Sustainable Development Goals (SDGs) and the EU Legislation
- 2.2 Systematic monitoring of the implementation of the GEP measures and actions
- 2.3 Promoting the dissemination of Kourion Municipality best practices regarding gender equality within and outside the Municipality
- 2.4 Allocating funds from the Municipality budget for the implementation and sustainability of the GEP actions and measures.
- 2.5 Developing and implementing of a gender-sensitive language policy with non-sexist and inclusive language in all official documents and means of communication of the Municipality (e.g., emails, social media, letters, press, documents etc.)
- 2.6 Examining staff perceptions on their work-life balance and wellbeing in relation to their workplace through surveys, to address the current issues and promote actions to tackle them
- 2.7 Developing and providing support for services that improve the quality of life and work, such as childcare (afternoon activities, summer school to accommodate parents), family members with disabilities, elderly family members, etc.

- 3.1 Developing regulations and policies to facilitate work, personal and family life balance (flexible working arrangements, work from home)
- 3.2 Ensuring that companies which provide outsourcing services to Kourion Municipality comply with the Municipality GEP standards and policies

**Global Sustainable Development Goals
(SDGs) (ILO & UN)**



10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality



5.1 End all forms of discrimination against all women and girls everywhere



8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



Axis 2. Incorporating principles and practices of equal opportunities in recruitment, career development, promotions

Key Areas:

2.1 Recruitment

2.2 Promotions, advancement and career development

Strategic Objectives:

1. Implement procedures that address gender representation in appointment and recruitment
2. Promote advancement and promotion policies that foster gender equality
3. Overcome obstacles and difficulties for equal opportunities at all levels of the career ladder

Actions:

- 1.1 Promoting transparency and gender sensitivity throughout all phases of the recruitment and appointment procedures
- 1.2 Ensuring that non-sexist and inclusive language is used in all job advertisements to attract a diverse group of applicants
- 1.3 Proposing a policy that will ensure gender balance in all Municipal council committees
- 1.4 Ensuring that the Municipality's regulations and processes relating to applicant evaluation and recruitment do not involve any element of direct and/or indirect discrimination
- 2.1 Mapping, analysing and mitigating the obstacles that prevent the access, permanence and promotion of women and men in the contexts of work
- 2.2 Promoting transparency and gender sensitivity throughout all phases of promotion, advancement and career development
- 3.1 Proposing a policy that will ensure a gender balance in all promotion committees (for both working and administrative staff)

**Global Sustainable Development Goals
(SDGs) (ILO & UN)**



16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels



5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels and decision-making in political, economic and public life

5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



8.5 By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value

Axis 3. Promoting and ensuring equal participation and representation in the Municipal Council and decision-making

Key Areas:

3.1 Leadership

Strategic Objectives:

1. Promote the participation and balanced representation of women in decision making bodies

Actions:

- 1.1 Promoting excellence through balanced gender representation in decision-making bodies
- 1.2 Reinforcing the balanced presence of women and men in leadership positions
- 1.3 Increasing understanding and awareness of critical gender barriers in access to leadership positions

**Global Sustainable Development Goals
(SDGs) (ILO & UN)**



5.1 End all forms of discrimination against all women and girls everywhere

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels and decision-making in political, economic and public life

5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Axis 4. Promoting an organisation free of sexism, harassment and gender violence

Key Areas:

4.1 Harassment

4.2 Gender based violence

Strategic Objectives:

1. Promote measures and policies against sexual harassment and gender violence
2. Provide support to survivors of gender-based violence who work at the Municipality

Actions:

- 1.1 Mapping the situation by analysing existing incidents and conducting confidential research to identify them
- 1.2 Raising awareness to prevent and tackle sexist and gender-based violence situations in all Municipality activities
- 1.3 Disseminating existing codes of conduct, policies, procedures and materials on the prevention of gender-based violence
- 1.4 Creating the necessary conditions that will encourage members of the Municipality to report any gender- based violence cases
- 2.1 Providing mental/emotional support to gender-based violence survivors
- 2.2 Creating mechanisms for alleviating and addressing the phenomenon of gender-based violence through a holistic approach

Global Sustainable Development Goals (SDGs) (ILO & UN)



16.1 Significantly reduce all forms of violence and related death rates everywhere
16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.B Promote and enforce non-discriminatory laws and policies for sustainable development



8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



4. Further Steps

The Mayor and the Municipal Council, along with the Gender Equality Plan Review Committee (to be appointed), will be co-ordinating the implementation of the GEP. For this purpose, annual audits on the progress of the implementation of the GEP's actions will be performed by the Office, and an Annual Gender Equality Report will be published. The monitoring process of the GEP's implementation will be based on quantitative and qualitative data. There will be an annual meeting to monitor whether the actions have been applied successfully and effectively and make recommendations regarding any improvements and adaptations that need to take place. Therefore, additional actions may be suggested accordingly.

The implementation process of the Gender Equality plan, including the shortcomings and successes, shall be recorded and taken into consideration when updating the Gender Equality Plan.

The Gender Equality Action Plan of the Municipality of Kourion is not just an administrative roadmap; it is a public commitment to build a society of fairness, inclusion, and dignity for all. Through the collaboration with citizens, institutions, and international frameworks, Kourion aims to be a leading example of how local authorities can advance gender equality and sustainable development together.