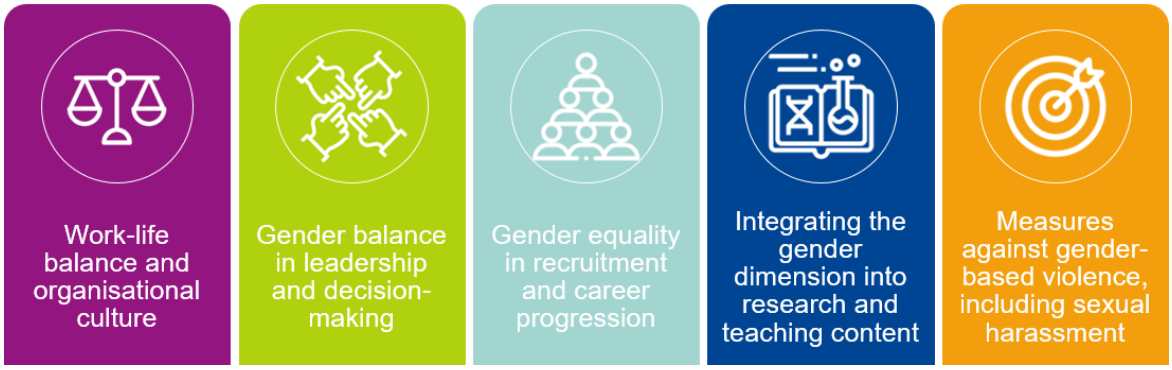
Gender Equality Plan 2026 to 2030

MobyX has drafted this plan as a set of commitments and actions that aim to promote gender equality throughout the company.



Version	2.0
Policy period	1 January 2026 to 31 December 2030
Document owner	Gender Equality Plan Lead
Midterm review	By 31 December 2028
Renewal decision	By 30 September 2030

Top management adoption

By signing this plan, top management adopts its commitments, authorises the resources described in section 4, and requires the annual monitoring and reporting cycle. The signed document will be published on the MobyX website in an accessible format within 10 working days of approval.

Name	Dr. Athena Tsirimpa
Title	Head of Research and Development
Signature	
Approval date	20/12/2025

1 Purpose and commitment

MobyX is a Cyprus-based research and technology company. Gender equality affects who participates in the company, whose experience informs decisions, how products and research are designed, and whether everyone can work safely and progress fairly. This plan combines gender mainstreaming across routine decisions with targeted action where data identifies a gap.

MobyX's main shareholder is a woman. This provides representation at ownership level. The company will monitor ownership, management, project leadership, recruitment, pay, career progression, and workplace experience as separate indicators so that progress in one area does not obscure a gap in another.

The plan supports women and girls, engages men and boys as participants in change, and respects people of all gender identities. It uses an intersectional approach because gender may interact with age, disability, race or ethnic origin, nationality, religion or belief, sexual orientation, gender identity or expression, family or caring status, socioeconomic background, and employment status.

2 Scope

This plan applies to:

- employees, managers, directors, interns, trainees, temporary staff, consultants, contractors, and job applicants;
- work performed in the office, remotely, online, during travel, at conferences and social events, and at partner or client sites;
- research, innovation, software, data, artificial intelligence and algorithmic systems, user research, stakeholder engagement, training, and public communication; and
- conduct involving colleagues, project partners, clients, suppliers, research participants, users, and other third parties.

The plan complements employment contracts, leave arrangements, data-protection policies, the code of conduct, and grievance and disciplinary procedures. It does not reduce any right under Cyprus or European Union law. Where legal requirements change, MobyX will apply the current applicable requirement and update this plan where needed.

3 Principles

Equal treatment and equal opportunity. Employment and project decisions use relevant, transparent criteria and do not discriminate on grounds protected by law or this plan.

Equal pay for equal work or work of equal value. Pay structures and decisions use gender-neutral criteria. MobyX reviews outcomes and addresses unexplained gaps.

Inclusive participation. MobyX seeks meaningful participation across genders, including in leadership, technical work, research, and consultation.

Safety and dignity. Gender-based violence, sexual harassment, technology-facilitated abuse, victimisation, and retaliation are not accepted.

Privacy and choice. Equality monitoring uses lawful, proportionate data. Employees may choose not to disclose optional identity information.

Accountability. Every measure has an owner, target, evidence source, and review date. Results are reported annually.

4 Governance and required building blocks

MobyX will maintain the four process requirements below throughout the policy period. These arrangements are designed to satisfy the Gender Equality Plan building blocks used in Horizon Europe guidance, including the higher annual reporting frequency requested by MobyX.

Requirement	MobyX commitment	Evidence and timing
Publication	Top management signs and adopts the plan. MobyX publishes the signed version on its public website in an accessible format and keeps the current version available.	Published within 10 working days of approval. Version history retained.
Data collection and monitoring	MobyX collects and analyses sex- and gender-disaggregated workforce data, where lawful and proportionate, and combines it with qualitative feedback. It publishes an annual aggregate progress report.	Baseline within 90 days of approval. Public report by 31 March each year.
Training	All staff receive recurring awareness training. Managers, decision-makers, recruiters, and project leaders receive role-specific training on gender equality, unconscious bias, inclusive leadership, harassment prevention, and the gender dimension in research and innovation.	90 percent of all staff and 100 percent of decision-makers annually. New starters within three months.

4.1 Roles and accountability

Role	Responsibility
Top management	Approves and publishes the plan, provides resources, reviews annual results, and removes implementation barriers.
GEP Lead	Coordinates implementation, training, consultation, data quality, annual reporting, and policy review. The Lead may obtain external expertise.
GEP Working Group	Includes people, management, research and innovation, technical, and employee perspectives where practicable. It reviews progress quarterly and records actions.
People managers and project leads	Apply the measures in recruitment, pay, work allocation, performance, promotion, research, software, meetings, and team conduct.
All workers	Complete required training, act respectfully, raise concerns, and contribute to consultation and improvement.

4.2 Consultation and expertise

The GEP Lead will invite confidential staff feedback at least annually and consult affected teams before significant changes. The company will use external gender, employment, safeguarding, data-protection, or research-method expertise when internal capability is insufficient or an independent review is appropriate.

5 Data collection monitoring and annual reporting

The baseline will use the most recent complete calendar year available. MobyX will examine both representation and outcomes. Headcount alone is not sufficient: the review will consider recruitment success, pay, career progression, retention, access to leadership, caring responsibilities, training, research roles, safety, and employee experience.

5.1 Core indicators

Domain	Indicators	Frequency and output
Workforce	Headcount and full-time equivalent by sex or gender, team, role family, level, contract type, working pattern, and location.	Quarterly dashboard and annual public summary
Recruitment	Applicants, shortlist, interview, offers, hires, offer acceptance, and recruitment-panel composition by sex or gender and role type.	Each campaign and annual summary
Career	Promotion, acting opportunities, performance outcomes, training hours, development access, project leadership, exits, and tenure.	Annual
Pay	Mean and median base-pay and total-reward gaps; comparable-role analysis; starting pay; pay changes; objective explanations and actions.	Annual confidential audit and aggregate summary
Leadership	Management, board or advisory bodies, recurring decision groups, project leads, proposal leads, speakers, and external representation.	Quarterly and annual
Work life	Requests and approvals for flexible work; parental and carers' leave uptake; return and retention after leave; workload and meeting-time feedback.	Annual
Research and innovation	Projects screened for gender relevance; relevant projects with analysis plans; participant and stakeholder representation; completed algorithmic-bias reviews.	At project gates and annual
Culture and safety	Training completion; annual climate survey; number and type of concerns in anonymised aggregate; response times; actions completed.	Quarterly review and annual aggregate

5.2 Data protection and inclusive data

- MobyX will identify a lawful basis, collect only necessary data, restrict access, define retention periods, and use aggregated results for decision-making.
- Where appropriate, voluntary self-identification will allow women, men, non-binary or self-described identities, and a prefer-not-to-say option. Legal reporting categories will be used only where required.
- Public reports will suppress or combine small groups where disclosure could identify a person. As a general rule, cells below five will not be published; qualitative reporting or multi-year aggregation may be used instead.
- Complaint and health information will not be included in workforce datasets except in strictly anonymised aggregate form.

5.3 Annual reporting and corrective action

The GEP Lead will prepare an annual report for top management and a privacy-safe public summary. Each report will show the baseline, current result, target, trend, completed actions, missed actions, resources used, staff feedback, and the corrective action for the following year. Top management will record its response and approve the next annual work plan.

6 Training and awareness

Training is part of implementation, not a stand-alone communication exercise. Content will use examples from MobyX's work and will be refreshed when data or incidents show a need.

Measure	Target and evidence	Owner
All staff awareness session covering equality, respectful communication, stereotypes, bystander action, reporting routes, retaliation, and online conduct.	At least 90 percent completion every year; make-up session within 60 days.	GEP Lead
Research and innovation briefing on sex and gender analysis, inclusive participation, data limits, algorithmic bias, and documentation of non-relevance.	100 percent of research and technical project leads every two years and before leading a relevant project.	R and I Lead
New-starter induction with the plan, conduct standard, flexible-work process, and reporting channels.	100 percent within three months of joining.	People function



7 Work-life balance and organisational culture

MobyX will organise work so that caring responsibilities and gender-related health needs do not create avoidable career penalties. Flexible work remains compatible with role requirements, team delivery, security, and client commitments. Decisions will be consistent, timely, and documented.

- publish a core collaboration window and avoid recurring meetings outside it; exceptions require prior agreement and should rotate fairly across locations and caring patterns;
- respect rest periods and a right to disconnect outside agreed working hours, except for defined emergencies or on-call duties;
- allow eligible staff to request flexible hours, remote or hybrid work, temporary workload adjustments, carers' arrangements, and leave under current law and company policy;
- provide confidential, reasonable workplace adjustments related to pregnancy, breastfeeding, menopause, fertility treatment, gender transition, disability, or other relevant health needs where applicable;
- offer a return-to-work conversation and written reintegration plan after extended parental, carers', medical, or family leave; and
- monitor workload, high-visibility assignments, travel, and meeting patterns so flexibility does not reduce access to promotion or important work.

Measure	Target and evidence	Owner
Publish working-time, flexible-work, and right-to-disconnect guidance.	Within 60 days of approval; 100 percent of staff informed.	GEP Lead and management
Respond to flexible-work requests using consistent criteria.	100 percent receive a written decision within 10 working days where practicable; reasons recorded.	People managers
Support return from extended leave.	100 percent of returners offered a plan before or within 10 working days of return.	Line manager
Review experience and outcomes.	Annual survey and data review; action plan where a material gender difference appears.	GEP Working Group



8 Gender balance in leadership and decision-making

The company's female main shareholder is recognised in the ownership baseline. MobyX will also create fair access to management, formal and informal decision-making, proposal leadership, project leadership, advisory roles, speaking opportunities, and external representation.

- publish clear criteria for management and recurring decision roles;
- use succession and development planning to identify qualified people from underrepresented genders;
- review the gender composition of committees, interview panels, proposal teams, project leadership, and public representation;
- invite input before decisions and monitor meeting practices that may silence or interrupt contributors; and
- record an explanation and corrective action when a representation target is missed, without predetermining an individual selection decision.

Measure	Target and evidence	Owner
Establish the leadership and decision-body baseline, including project and proposal leadership.	Within 90 days of approval and updated annually.	GEP Lead
Increase or maintain women's representation in management and recurring decision bodies.	At least 40 percent women by 31 December 2030. For groups below five members, report counts and maintain meaningful representation.	Top management
Apply transparent criteria and balanced consideration to leadership appointments.	100 percent of appointments documented; balanced shortlist where the qualified pool allows.	Executive sponsor
Provide development access for underrepresented groups.	Annual succession review and development action for each identified gap.	People managers



9 Gender equality in recruitment, pay and career progression

Recruitment, pay, performance, promotion, training, and work allocation will use job-related criteria. MobyX will adopt pay-transparency practices that support equal pay for equal work or work of equal value, proportionate to its size and obligations under applicable law.

- use gender-neutral job titles and language, state essential criteria separately from desirable criteria, and advertise salary or a salary range before interview;
- not ask applicants about pay history;
- use a structured scorecard, the same core questions, and written evidence for each selection;
- seek a gender mix on selection and promotion panels where practicable and require trained decision-makers;
- publish role, performance, promotion, and pay criteria internally and make development opportunities visible to all eligible staff;
- review starting pay, base pay, variable pay, benefits, performance outcomes, promotion, training, and attrition for gender differences; and
- provide an accessible way for workers to request information or raise a concern about equal pay or career opportunity without retaliation.

Measure	Target and evidence	Owner
Use an inclusive vacancy and selection standard for every role.	100 percent of vacancies show pay information before interview, use a scorecard, and do not request pay history.	Hiring manager
Train recruiters and decision-makers.	100 percent complete role-specific training before participating.	GEP Lead
Complete an annual equal-pay review using comparable work categories and objective factors.	Review completed each year. Any unexplained gap of 5 percent or more has a documented correction plan within six months.	Top management and finance
Provide fair access to development and progression.	100 percent of employees offered an annual development conversation; participation and outcomes reviewed by gender.	People managers



10 Gender dimension in research, innovation and learning content

MobyX is a research and technology company and does not provide formal teaching as its principal activity. The same standards apply to training, workshops, educational materials, demonstrations, and stakeholder engagement. Every new research and innovation activity will consider whether sex, gender, or intersecting characteristics are relevant to the problem, data, methods, users, impacts, or results.

10.1 Project screening and design

- At proposal or project start, complete a gender-dimension screening. If sex or gender is relevant, define the research question, data categories, sampling, analysis, participation, and reporting approach. If it is not relevant, record the reason.
- Use inclusive recruitment and participation methods. Identify groups who may be excluded by timing, location, language, accessibility, digital access, safety, or caring responsibilities.
- Avoid treating women, men, or gender-diverse people as homogeneous groups. Consider intersectional differences when scientifically justified and ethically appropriate.
- Disaggregate results where lawful, methodologically sound, and safe. Explain data limitations and avoid overclaiming from small samples.
- Review images, examples, personas, language, and dissemination for stereotypes and unequal visibility.

10.2 Data software and artificial intelligence

- Assess whether training or reference data underrepresent a gender or encode historical discrimination.
- Where relevant and lawful, test performance, error rates, safety, and user impact by sex or gender and intersecting characteristics before release and after material changes.
- Document intended use, excluded uses, limitations, human oversight, privacy controls, and mitigation of harmful gender stereotypes or technology-facilitated abuse.
- Involve affected users in design and evaluation where feasible, especially when a system influences access, mobility, public services, employment, safety, or participation.

Measure	Target and evidence	Owner
Apply a gender-dimension screening to new proposals and projects.	100 percent screened at proposal or initiation; decision stored with project records.	Proposal or project lead
Include a gender-analysis method where relevant.	100 percent of relevant projects define data, participation, analysis, and reporting before data collection or build.	Scientific lead
Complete an algorithmic or data-bias review for applicable systems.	100 percent before external release and after a material model, data, or use-case change.	Technical lead
Review learning and dissemination content.	100 percent of public training and project outputs checked for inclusive language, imagery, accessibility, and stereotypes.	Communications or project lead



11 Measures against gender-based violence and sexual harassment

MobyX does not tolerate gender-based violence, sexual harassment, sex-based harassment, stalking, coercion, unwanted sexual conduct, technology-facilitated abuse, victimisation, or retaliation. This standard applies to physical and online conduct, work travel, project communications, conferences, social events, and conduct by third parties. Zero tolerance means every concern is taken seriously and addressed fairly; it does not replace an impartial assessment of the facts.

11.1 Reporting options

A person may report verbally or in writing to the GEP Lead, any member of top management, or another designated contact published on the internal GEP page. A reporter may use the contact with whom they feel safest. If a named contact is involved or has a conflict, the report will go to another senior contact or an independent external investigator. Anonymous information will be considered to the extent possible, although anonymity may limit the action available.

A person may also seek support or report to competent public authorities, emergency services, a labour or equality body, a union or representative, or an adviser. Nothing in this plan requires internal reporting before external support or legal remedies are used.

11.2 Response process

1. Acknowledge the report within two working days and explain available support, confidentiality limits, and next steps.
2. Complete an initial safety, conflict, and interim-measures assessment within five working days. Measures may include changes to contact, reporting lines, travel, systems access, or work location without penalising the person who raised the concern.
3. Select an impartial, trained decision-maker or investigator. Give the people involved a fair opportunity to provide information and respond.
4. Complete the process as promptly as the circumstances allow, normally within 30 working days. Explain any necessary extension and provide progress updates.
5. Communicate the outcome to the extent permitted by privacy and law, record actions, and monitor retaliation and recurrence.

Information will be shared only with people who need it to provide support, assess risk, investigate, decide, or comply with law. Confidentiality cannot be guaranteed where disclosure is required to protect someone or meet a legal obligation. Good-faith reporting, participation, refusal of unwanted conduct, and support for another person are protected from retaliation.

Measure	Target and evidence	Owner
Maintain at least two confidential internal reporting routes and a conflict-safe alternative.	Contacts published when the plan takes effect and reviewed quarterly.	Executive sponsor
Meet response standards.	100 percent acknowledged within two working days and initially assessed within five; reasons recorded for delay.	Designated contact
Provide prevention and bystander training.	Included in annual staff training; 100 percent of managers and 90 percent of all staff complete.	GEP Lead
Review culture and risk.	Annual confidential climate survey and anonymised trend review; corrective action approved for identified risks.	GEP Working Group

12 Implementation milestones

The GEP Lead will maintain a detailed annual work plan. The following milestones apply unless top management brings a deadline forward. A missed milestone must appear in the annual report with a revised date and corrective action.

Timing	Milestone	Accountable owner	Completion evidence
Within 10 working days of approval	Publish signed plan; appoint sponsor, GEP Lead, and working group; confirm protected time and annual budget.	Top management	Website link, appointment record, resource decision
Within 60 days	Publish working-time, flexibility, right-to-disconnect, recruitment, reporting-channel, and project-screening guidance.	GEP Lead	Approved guidance and staff communication
Within 90 days	Complete baseline, risk assessment, first training cycle, and 2027 work plan.	GEP Working Group	Baseline dashboard, attendance records, work plan
Quarterly	Review progress, data, risks, complaints trends, resources, and overdue actions.	Executive sponsor	Minutes and action log
By 31 March each year	Approve and publish the privacy-safe annual progress report for the preceding calendar year.	Top management	Public report and management response
By 31 December 2028	Complete midterm evaluation and revise targets where evidence supports a change.	GEP Working Group	Published review and version update
By 30 September 2030	Consult staff and approve the next plan before the current plan expires.	Top management	Consultation summary and successor plan

13 Review and policy control

The GEP Lead reviews the plan at least annually and after a material legal, organisational, workforce, or risk change. The midterm review will assess whether targets remain suitable, whether resources are sufficient, and whether measures have changed outcomes. A material revision requires top-management approval and republication. Previous public versions will be retained or clearly archived.

Version	Date	Approved by	Change
1.0	2024	Top management	Original Gender Equality Policy 2024 to 2028

Version	Date	Approved by	Change
2.0	2026	Top management	Expanded Gender Equality Plan with governance, resources, monitoring, training, targets, research and innovation, pay transparency, and strengthened safety measures

14 Reference framework

This plan was updated with reference to the following official sources. References support the policy design; applicable law and contractual obligations prevail.

1. Horizon Europe GEP process requirements and recommended thematic areas.
2. European Institute for Gender Equality GEAR data collection and monitoring. Evidence-based planning, monitoring, indicators, and evaluation.
3. Directive EU 2023 970 on pay transparency. Pay transparency and enforcement of equal pay for equal work or work of equal value.
4. Directive EU 2024 1385 on combating violence against women and domestic violence. Prevention, cyberviolence, support, and workplace sexual-harassment considerations.
5. Cyprus Department of Labour Relations Work Life Balance for parents and carers. Current Cyprus work-life balance framework for parents and carers.

Contact and accessibility

The current GEP Lead, reporting contacts, accessible formats, and annual reports will be listed on the MobyX website. Requests for an accessible format or general questions may be sent through the company's published contact channel.