



UNIVERSITY FOR BUSINESS AND TECHNOLOGY

UBT

GENDER EQUALITY PLAN

2026 – 2029

Document Information

Institution	University for Business and Technology – UBT
Document Type	Formal Institutional Gender Equality Plan
Plan Period	1 January 2026 – 31 December 2029
Status	Active
Review Frequency	At least every two years; full review by 31 December 2027

1. Institutional Commitment

The University for Business and Technology – UBT is firmly committed to ensuring equality, diversity, inclusion, dignity, and non-discrimination across all dimensions of institutional life. This commitment encompasses teaching and learning, research and innovation, governance, recruitment, career development, student support, and community engagement.

This Gender Equality Plan (GEP) establishes UBT's institutional framework for promoting gender equality, preventing discrimination and gender-based violence, and fostering an inclusive organisational culture. It applies to all members of the UBT community, including academic staff, administrative staff, researchers, postgraduate and undergraduate students, management structures, committees, and all relevant institutional units.

UBT recognises that gender equality is not only a matter of social justice, but is also essential for academic excellence, institutional quality, research integrity, innovation, and responsible citizenship. This GEP reflects UBT's obligations under applicable legal frameworks, its alignment with European higher education and research values, and its commitment to meeting the Horizon Europe GEP eligibility criterion.

This plan is also based on the institutional obligation in accordance with the obligations arising from the Regulations for non-discrimination, which is the basic document, which is in full harmony with Law No. 05/L-021 on Protection Against Discrimination in the Republic of Kosovo and which has directly applied the Universal Declaration of Human Rights, its circulars, as well as Conventions which refer to protection from discrimination.

In all Institutional Legal documents, the treatment of equality is a principle and is applied in all structural and operational instances.

2. Purpose and Scope

The purpose of this Gender Equality Plan is to:

- Promote equal opportunities for women and men across all institutional processes.
- Strengthen gender balance in leadership, governance, recruitment, promotion, and decision-making.
- Support work-life balance and cultivate an inclusive, respectful organisational culture.
- Integrate the gender dimension systematically into teaching, research, innovation, and project activities.
- Prevent and address gender-based violence, sexual harassment, discrimination, and inappropriate conduct.
- Establish regular data collection, monitoring, reporting, and continuous improvement mechanisms.

This Plan covers the period 2026–2029 and applies institution-wide. It will be reviewed periodically, and at minimum every two years, to reflect institutional developments, monitoring findings, changes in legal requirements, and updated European Commission guidance.

3. Mandatory Process Requirements

3.1 Public Document

This Gender Equality Plan is a formal institutional document adopted by UBT's top management. It will be published on the UBT official institutional website immediately following formal adoption and will remain publicly accessible throughout the duration of the plan period.

UBT will retain internally all evidence of adoption, including signed copies, institutional decisions, board resolutions, senate approvals, rector's orders, or equivalent documents. Previous and superseded versions of the GEP will also be made available on the website where applicable.

Responsible body: Rectorate / Management Board / Quality Assurance Office

Evidence: Signed and adopted GEP document; institutional decision or board resolution; website hyperlink

3.2 Dedicated Resources

UBT commits to allocating appropriate human, administrative, and financial resources for the implementation of this Gender Equality Plan. The level of resources will be commensurate with the scope of planned activities and will be reviewed as part of each biannual monitoring cycle.

Implementation will be coordinated through relevant institutional structures. Indicative resource commitments include:

- Appointment of a Gender Equality Coordinator or designated focal point with explicit GEP responsibilities.
- Establishment of a Gender Equality Working Group or Committee drawing on academic and administrative representatives.
- Administrative support for data collection, reporting, and coordination of awareness activities.
- Institutional time allocated for GEP-related meetings, training design, and implementation activities.
- Cooperation with internal or external gender equality experts, where appropriate.
- Budgetary allocations for training activities, awareness campaigns, and expert consultations.

Responsible body: Rectorate / Human Resources Office / Quality Assurance Office

Evidence: Appointment decisions; working group terms of reference and minutes; job descriptions; contracts with external experts; training records; budget or resource allocation documents

3.3 Data Collection and Monitoring

UBT will systematically collect, analyse, and monitor sex/gender-disaggregated data covering both staff and students, in accordance with applicable data protection legislation. This evidence base will underpin institutional decision-making and enable objective assessment of progress toward gender equality goals.

A monitoring report will be produced at least every two years and will be submitted to the Rectorate and/or Management Board. The indicative monitoring framework is set out below:

Area	Indicator
Staff Composition	Percentage of women and men among academic and administrative staff, disaggregated by grade, rank, and contract type
Leadership & Decision-Making	Gender balance in management, boards, councils, committees, and decision-making bodies
Recruitment	Gender-disaggregated data on applicants, shortlisted candidates, interview outcomes, and appointments
Career Progression	Gender-disaggregated data on promotions, academic titles, sabbaticals, professional development, and training participation
Students	Gender distribution by study level, faculty, programme, and discipline
Research & Projects	Gender balance in research teams, project leadership roles, and externally funded activities
Training	Participation rates (by gender) in gender equality, inclusion, and unconscious bias training
Reporting & Safety	Number and category of reported cases involving discrimination, harassment, or gender-based violence (handled confidentially, anonymised in reporting)

Responsible body: Quality Assurance Office / Human Resources Office / Student Services / Faculties

Reporting frequency: At least every two years; first report by 31 December 2027

Evidence: Biannual monitoring reports; statistical summaries; internal evaluation records

3.4 Training and Awareness-Raising

UBT will provide systematic awareness-raising and training activities on gender equality, non-discrimination, inclusive communication, and unconscious gender bias. Training will be planned and delivered on a regular basis and will target all required groups.

Target audiences for training and awareness activities:

- Academic staff (all faculties and research units)
- Administrative and support staff
- Decision-makers and senior managers
- Members of recruitment, selection, and promotion committees
- Student support and counselling services staff
- Relevant project, research, and grant management staff

Training modalities may include workshops, online modules, induction sessions, staff development days, working group discussions, and awareness campaigns. Indicative training topics include:

- Gender equality principles and obligations in higher education
- Unconscious bias in recruitment, promotion, and performance assessment

- Inclusive teaching methods and gender-sensitive communication
- Integration of the gender dimension into research and project design
- Prevention of sexual harassment and gender-based violence
- Reporting procedures, support mechanisms, and institutional responsibilities

Responsible body: Human Resources Office / Quality Assurance Office / Rectorate / External experts where engaged

Evidence: Training plans and schedules; agendas and programmes; attendance lists; materials and certificates; expert contracts; invitations and announcements

4. Thematic Areas, Measures, Targets and Responsibilities

4.1 Work-Life Balance and Organisational Culture

UBT aims to cultivate a respectful, inclusive, and supportive working and learning environment that enables all staff and students to balance professional, academic, family, and personal responsibilities. A healthy organisational culture is a prerequisite for gender equality and institutional sustainability.

Measure	Target	Responsible Unit	Timeline
Review and communicate flexible working arrangements compatible with institutional needs	Policy or guidance reviewed, approved, and communicated to all units	Rectorate / Human Resources	2026
Conduct annual awareness activity on respectful communication, inclusion, and non-discrimination	At least one institution-wide activity per year	Human Resources / Quality Assurance Office	Annual (from 2026)
Issue guidance on scheduling meetings and activities in ways that respect work-life balance	Guidance shared with all academic and administrative units	Rectorate / Deans	2026–2027
Integrate work-life balance and inclusion questions into staff and student feedback mechanisms	Questions included in at least one annual feedback instrument	Quality Assurance Office	2026–2027
Review and update HR policies to reflect non-discriminatory and inclusive language and standards	HR policy documents reviewed and updated	Human Resources / Legal Office	2026–2027

4.2 Gender Balance in Leadership and Decision-Making

UBT is committed to strengthening gender balance in leadership structures, governance bodies, institutional committees, working groups, academic councils, and project management roles. Improving gender balance in decision-making is essential for equitable and representative institutional governance.

Measure	Target	Responsible Unit	Timeline
Prepare annual gender-disaggregated overview of leadership and decision-making body composition	Data collected and included in biannual monitoring report	Quality Assurance Office / Rectorate	2026 onward
Encourage balanced gender representation in institutional	Improved balance achieved where feasible; baseline	Rectorate / Deans / Faculties	Ongoing

committees and working groups	documented in 2026		
Promote equal access to leadership development opportunities for all staff	Participation in leadership programmes tracked by gender	Human Resources / Faculties	2026 onward
Issue guidance on gender balance considerations in nomination and appointment processes	Guidance approved and disseminated to responsible units	Rectorate	2026–2027
Establish a baseline assessment of gender composition across all governance structures	Baseline report completed	Quality Assurance Office	2026

4.3 Gender Equality in Recruitment and Career Progression

UBT will promote fair, transparent, merit-based, and non-discriminatory practices across all stages of recruitment, selection, promotion, and career development. Equal access to professional growth opportunities is fundamental to UBT's commitment to institutional equity.

Measure	Target	Responsible Unit	Timeline
Review recruitment templates and vacancy notices to ensure gender-sensitive, inclusive language	Templates reviewed and approved for use in all open recruitment processes	Human Resources	2026
Provide training on unconscious bias for recruitment, selection, and promotion committee members	At least one training cycle completed; subsequent cycles per monitoring findings	Human Resources / External experts	2026–2027
Collect and monitor gender-disaggregated data on recruitment outcomes and promotions	Data included in each biannual GEP monitoring report	Human Resources / Quality Assurance Office	Every two years
Promote equal access to professional development, training, mobility, and research opportunities	Participation monitored and reported by gender	Faculties / Human Resources / International Relations Office	Ongoing
Review academic promotion criteria and processes for potential gender bias	Review completed and recommendations issued	Rectorate / Academic Affairs / Human Resources	2027

4.4 Integration of the Gender Dimension into Research and Teaching

UBT will actively encourage the integration of the gender dimension into research design, innovation, project development, curricula review, and teaching content, where relevant and appropriate to the discipline. This reflects both European Commission requirements for Horizon Europe projects and broader principles of research quality and social relevance.

Measure	Target	Responsible Unit	Timeline
Develop and disseminate guidance for academic staff on integrating gender perspectives in teaching and research	Guidance note or training resource produced and shared	Academic Affairs / Quality Assurance Office	2026–2027
Support project teams in considering and applying the gender dimension in proposal writing and implementation	Gender dimension checklist or tool adopted for use in relevant projects	Project Office / Research Office	2026 onward
Encourage review of selected syllabi to incorporate gender-sensitive examples, cases, or perspectives	Faculties encouraged; voluntary review of at least two programmes per faculty by 2029	Faculties / Programme Leaders	2026–2029
Monitor gender balance in research teams and externally funded project leadership	Data included in project monitoring and biannual GEP report	Project Office / Research Office	Ongoing
Raise awareness among academic staff on EC gender dimension requirements for Horizon Europe projects	Awareness sessions conducted; information integrated into researcher support materials	Research Office / International Relations Office	2026–2027

4.5 Measures Against Gender-Based Violence, Including Sexual Harassment

UBT is committed to maintaining a zero-tolerance approach to gender-based violence, sexual harassment, intimidation, bullying, and any form of inappropriate conduct within its institutional community. The safety and dignity of all members of the UBT community are non-negotiable institutional obligations.

Measure	Target	Responsible Unit	Timeline
Establish and widely communicate confidential reporting channels for staff and students	Reporting mechanism in place and communicated via at least two institutional channels	Rectorate / Legal Office / Human Resources	2026

Develop or update institutional procedures for receiving, handling, and resolving complaints	Procedure approved, published, and accessible to all staff and students	Rectorate / Legal Office	2026–2027
Conduct annual awareness sessions on harassment prevention and respectful conduct	At least one institution-wide activity per year targeting both staff and students	Human Resources / Student Services	Annual (from 2026)
Ensure explicit anti-retaliation protection for individuals who report concerns in good faith	Protection included in institutional complaint procedure and communicated	Rectorate / Legal Office	2026–2027
Maintain confidential, anonymised records of reported cases and actions taken	Confidential monitoring system established; aggregate statistics included in biannual report	Legal Office / Human Resources / Student Services	Ongoing
Provide training for student support staff and relevant decision-makers on handling disclosures	Training delivered to all relevant staff	Human Resources / External experts	2026–2027

5. Governance and Implementation

The implementation of this Gender Equality Plan will be coordinated through UBT's designated institutional structures, ensuring clear lines of responsibility, accountability, and communication across all relevant units.

Role / Function	Responsible Body / Unit
Institutional Ownership and Oversight	Rectorate
Operational Coordination of GEP Implementation	Quality Assurance Office / Human Resources Office
Gender Equality Coordination	Gender Equality Coordinator / Focal Point (to be appointed)
Gender Equality Working Group	Representatives of academic faculties, administrative units, student services, and research structures
Supporting Units	Academic Affairs, Student Services, International Relations Office, Project / Research Office, Legal Office, Faculties
Monitoring and Reporting	Quality Assurance Office (reporting to Rectorate / Management Board)
Reporting Frequency	At least every two years; first monitoring report by 31 December 2027

6. Monitoring, Evaluation and Review

UBT will monitor implementation of this Plan through a structured process encompassing both quantitative data and qualitative assessment. The following evidence streams will be used:

- Sex/gender-disaggregated staff and student data (collected annually, reported biennially)
- Training and awareness participation records, disaggregated by staff category and gender
- Recruitment and promotion data and outcomes
- Gender composition data for all leadership, governance, and decision-making bodies
- Research and project team participation and leadership data
- Reports on awareness-raising activities, including attendance and feedback
- Confidential reporting statistics on discrimination and harassment (anonymised and aggregate)
- Feedback from staff and student surveys incorporating gender equality questions

A formal monitoring report will be produced at least every two years and submitted to the Rectorate and Management Board. The GEP may be revised based on monitoring outcomes, institutional developments, changes in legal requirements, or updated guidance from the European Commission.

7. Publication and Evidence Retention

In order to demonstrate compliance with the Horizon Europe GEP eligibility criterion and to ensure institutional accountability, UBT will retain the following categories of evidence:

- Signed and formally adopted GEP document (this document)

- Public website hyperlink to the current GEP
- Institutional decision, board resolution, or equivalent approval document
- Appointment documentation for the Gender Equality Coordinator / Working Group members
- Biannual data collection and monitoring reports
- Training plans, agendas, attendance records, certificates, and awareness activity materials
- Policies, procedures, and guidelines related to recruitment, promotion, harassment, discrimination, and reporting
- Minutes of Gender Equality Working Group or Committee meetings
- Records of implementation measures undertaken under each thematic area
- Previous versions of the GEP (archived on the institutional website)

8. Formal Declaration and Signatures

By formally adopting this Gender Equality Plan, the University for Business and Technology – UBT confirms its institutional commitment to gender equality, inclusion, non-discrimination, and the creation of a safe, respectful, and equitable academic and professional environment for all members of its community.

This document constitutes an official institutional statement in accordance with the Horizon Europe Gender Equality Plan eligibility criterion. UBT confirms that this GEP fulfils all four mandatory process-related requirements and addresses all five recommended thematic areas through concrete measures and targets.

Signed by:

Prof. Dr. Edmond Hajrizi
Rector
University for Business and Technology – UBT



This document is subject to periodic review. For the most current version, please refer to the UBT official website.