



GBSB GLOBAL
BUSINESS SCHOOL



Gender Equality Plan

GBSB Global Business School

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Revision History

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Introduction

GBSB Global is committed to promoting gender equality and ensuring an inclusive, respectful, and professional working environment for all for all members of its community, including staff and students.

The purpose of this Gender Equality Plan (GEP) is to formalise the institution's commitment to gender equality and establish a structured approach for preventing discrimination, promoting equal opportunities, and ensuring fair and transparent engagement practices.

The GEP has been developed in accordance with the European Commission's eligibility criterion for institutional Gender Equality Plans under Horizon Europe, drawing on the EIGE GEAR Tool and the EU Gender Equality Strategy 2026–2030, and taking into account applicable Spanish employment law for GBSB Global's Spain-based operations (see Annexes A and B).

The Plan complements the GBSB Global Human Resource Plan and operates within the governance structure established by the Internal Quality Assurance (IQA) Manual. It reflects GBSB Global's one of the core values of **Embodying Diversity, Inclusion and Equality**.

1. Scope

This GEP applies to all members of the GBSB Global community, including staff, students across all campuses and modes of delivery, and visitors and contractors while engaged in institutional activities.

The GEP covers recruitment and admissions, career development and academic progression, leadership and decision-making, conduct within the institutional environment, work-life balance, and the integration of the gender dimension into teaching and research.

The GEP complements the GBSB Global Human Resource Plan, which addresses academic workforce capacity and progression.

2. Institutional Commitment to Gender Equality

GBSB Global's commitment to gender equality is reflected through the following principles:

- GBSB Global is committed to ensuring equal opportunities for all members of the community and maintaining an environment free from discrimination and harassment.
- The institution promotes diversity and inclusion and ensures that engagement and admissions decisions are based on merit, qualifications, professional competence, and institutional needs.
- GBSB Global recognises that gender equality applies in a context of broader diversity, including nationality, age, and background, particularly given the international and multi-campus nature of its community.
- GBSB Global maintains a zero-tolerance approach toward discrimination, harassment, and any form of inappropriate conduct that undermines equality in the workplace.

3. Governance and Responsibilities

3.1 Roles and Responsibilities

The governance and implementation of the GEP are supported by the following roles and institutional bodies:

- The HR Manager coordinates implementation of the Plan with respect to staff matters, monitors staff-related equality indicators, addresses staff concerns related to discrimination or harassment, and ensures compliance with institutional policies governing the workforce.
- The Head of Studies and Academic Operations coordinates implementation of the Plan with respect to student matters, monitors student-related equality indicators, and ensures that student-facing processes uphold the principles set out in this Plan.
- The Executive Committee provides institutional oversight and approves updates to the GEP.
- Heads of Departments and Academic Coordinators support the implementation of equality principles within their respective units and promote inclusive working and learning environments.
- The Ethics Committee may review cases involving alleged violations of professional conduct or ethical standards.

3.2 Dedicated Resources

Coordination of this Plan forms part of the institutional responsibilities of the HR Manager and the Head of Studies and Academic Operations. Activities related to training, awareness, and monitoring are funded through the institution's annual professional development budget.

4. Institutional Policy Framework Supporting Gender Equality

Gender equality at GBSB Global is supported through the IQA framework, which establishes the overarching principles governing equality, professional conduct, and fair practices, among other things.

This framework includes the following key documents:

- **The IQA Manual**, which establishes the overarching governance framework for institutional policies, procedures, monitoring, and continuous improvement.
- **The Code of Ethics**, which outlines standards of professional conduct, including expectations regarding respectful behaviour, harassment prevention, and ethical responsibilities.
- **The Equal Opportunities Policy**, which establishes the institution's commitment to providing equal opportunities and prohibits discrimination and harassment within the institution.
- **The Staff Recruitment Policy**, which ensures that recruitment processes are transparent, fair, and based on merit, promoting diversity and inclusion within the workforce.

5. Recruitment, Admissions and Career Development

GBSB Global promotes gender equality across the processes through which staff join, progress, and develop within the institution, and through which students are admitted and supported in their academic progression.

5.1 Staff Recruitment and Career Development

GBSB Global promotes equality of opportunity in staff recruitment, career development, and professional progression.

- Recruitment processes ensure that vacancies are openly advertised, candidates are assessed using transparent criteria, and selection decisions are based on qualifications, skills, and experience.
- The institution promotes diversity in recruitment and aims to ensure equal access to opportunities, in line with the Staff Recruitment Policy.
- Professional development opportunities are available to staff members to support career progression and leadership development.
- GBSB Global is committed to equal pay for equal work. Compensation decisions for staff are based on role, qualifications, experience, and performance, applied consistently regardless of gender.

5.2 Student Admissions and Academic Progression

GBSB Global applies principles of equality and fairness to student admissions, academic opportunities, and progression.

- Student admissions processes apply published criteria consistently to all applicants. Selection decisions are based on academic preparation, qualifications, and programme requirements.
- Students have equal access to academic opportunities, including scholarships, exchange programmes, and progression pathways.

6. Leadership and Decision-Making

GBSB Global is committed to promoting gender equality in leadership and decision-making across the institution. This commitment is supported through the following practices:

- Appointments to leadership roles, academic coordination positions, and institutional committees are made based on merit, qualifications, and institutional needs.
- The institution monitors gender representation in leadership and committee composition as part of its annual reporting on gender equality.
- Where opportunities for leadership development arise, the institution encourages participation across the staff body and supports access to relevant training, mentoring, and professional development.
- Where institutional committees and panels are responsible for decisions affecting recruitment, admissions, evaluation, or progression, GBSB Global aims for gender balance in their composition.

7. Reporting, Investigation and Resolution

In accordance with the relevant section of the Code of Ethics, members of the GBSB Global community may raise concerns regarding harassment, discrimination, or inappropriate conduct through the established institutional reporting channels.

7.1 Initial Response (72-Hour Protocol)

Once a report or Ethical Violation Form is received through one of the established reporting channels, the receiving institutional officer will acknowledge receipt and initiate, or refer the matter for, a preliminary assessment within 72 hours.

The purpose of this initial assessment is to:

- confirm receipt of the concern or complaint;
- determine whether the matter falls under discrimination, harassment, or equality-related policies;
- determine the appropriate review, referral, or investigation procedure.

Where appropriate, the case may be referred to the HR Manager, the Head of Studies and Academic Operations and/or the Ethics Committee for further review, in accordance with the Code of Ethics and applicable institutional procedures.

7.2 Investigation and Resolution

- If required, an investigation will be conducted in a fair and impartial manner. The investigation may include reviewing relevant documentation, meeting with the complainant, interviewing witnesses, and obtaining a response from the individual involved.
- Following the investigation, appropriate actions may include mediation between parties, formal warning or disciplinary measures, referral to the Ethics Committee, or corrective measures to prevent recurrence.
- Retaliation against individuals who report concerns in good faith is strictly prohibited.

8. Gender Dimension in Teaching and Research

GBSB Global recognises that the integration of gender perspectives into academic content and research activities is an important aspect of inclusive higher education.

- The institution encourages the consideration of gender in its academic programmes and research activities, where relevant to the subject matter. This is supported through the Annual Programme Review, which provides a structured opportunity to reflect on curriculum content, and through the work of the Research Centre, which supports faculty in their scholarly activities.
- Faculty are encouraged to consider gender perspectives in the development of course materials, case studies, and research projects, particularly where the subject matter has direct relevance to gender or where inclusive perspectives strengthen the academic content.

9. Training and Capacity Building

GBSB Global recognises that effective implementation of this Plan requires awareness and understanding across the institution. Training and capacity-building activities support the following objectives:

- Awareness of gender equality principles is included in the induction of new staff members.
- Members of recruitment panels, Staff Performance Evaluation and Development Committee, and admissions panels are supported in understanding the importance of fair and unbiased decision-making.
- At least one institutional awareness session on gender equality and non-discrimination is delivered each year, with participation records maintained by the HR Department.
- Awareness of gender equality principles is included in the orientation of new students.

10. Data Collection, Monitoring and Reporting

The monitoring, review, and continuous improvement of the GEP are supported through the following activities:

The implementation of this Plan is monitored through the systematic collection of gender-disaggregated data across staff and student populations. Monitoring activities support the following:

- The HR Department collects and reviews gender representation data for staff annually, including faculty and administrative staff.
- The Head of Studies and Academic Operations reviews gender distribution across the student population annually.
- Indicators related to recruitment, training participation, leadership composition, and reports received under this Plan are reviewed annually.
- An annual implementation report is submitted to the Executive Committee.
- Concrete actions, owners, and deadlines are set out in Annex D. Baseline data, and the indicator framework are set out in Annex C.

11. Communication and Dissemination

The GEP is a formal institutional document, approved by the Executive Committee and signed by the institution's senior leadership.

The Plan is made available through the following channels:

- Published on the GBSB Global institutional website.
- Available to all staff through the institutional intranet.
- Communicated to staff through institutional channels and referenced in staff orientation.
- Communicated to students through institutional channels and referenced in student orientation.

12. Review and Continuous Improvement

The implementation of this Plan is reviewed regularly to support continuous improvement:

- The HR Manager and the Head of Studies and Academic Operations are responsible for monitoring implementation in their respective areas.
- The Plan is reviewed annually, aligned with the institutional reporting cycle. The Plan may be updated earlier where institutional, legal, or regulatory developments require it.
- Updates may be proposed by the HR Manager or the Head of Studies and must be approved by the Executive Committee.

Annex A — Mapping to Horizon Europe Eligibility Criteria

The following table shows how this Plan addresses the European Commission's compulsory elements and recommended priority areas for institutional Gender Equality Plans under Horizon Europe.

Horizon Europe Requirement	Type	Addressed in
Public document	Compulsory	Section 12 (Communication and Dissemination); cover page sign-off
Resources allocated	Compulsory	Section 4.2 (Dedicated Resources)
Data collection and monitoring	Compulsory	Section 11 (Data Collection, Monitoring and Reporting); Annex D
Training and capacity building	Compulsory	Section 10 (Training and Capacity Building)
Recruitment and career development	Recommended	Section 6 (Recruitment, Admissions and Career Development)
Leadership and decision-making	Recommended	Section 7 (Leadership and Decision-Making)
Work-life balance and organisational culture	Recommended	Not addressed as a standalone section; partially covered through equal pay (Section 6.1) and the Code of Ethics
Measures against gender-based violence and harassment	Recommended	Section 8 (Reporting, Investigation and Resolution)
Gender dimension in teaching and research	Recommended	Section 9 (Gender Dimension in Teaching and Research)

Annex B — Mapping to Spanish Legal Requirements

The following table shows how this Plan addresses applicable Spanish legal obligations relevant to GBSB Global's Spain-based operations.

Spanish Requirement	Legal Basis	Applicable	Addressed in
Equality Plan (Plan de Igualdad)	LO 3/2007, Art. 45; RD 901/2020	No — fewer than 50 employees	Voluntary GEP developed
Pay Audit (Auditoría Retributiva)	RD 902/2020	No — not required without mandatory equality plan	N/A
REGCON Registration	RD 901/2020, Art. 11	No — applies to mandatory plans only	N/A
Harassment Protocol	LO 3/2007, Art. 48; RD 901/2020, Art. 2.1	Yes	Section 8 (Reporting, Investigation and Resolution); Code of Ethics; Ethical Violation Form
Equal Opportunities Obligations	LO 3/2007	Yes	Section 5 (Institutional Policy Framework); Equal Opportunities Policy
Zero Tolerance Statement on Harassment	LO 3/2007, Art. 48	Yes	Section 3 (Institutional Commitment); Section 12 (Communication and Dissemination); leadership sign-off

Annex C — Annual Indicator Framework and Baseline Data Template

The following indicators are monitored as part of the implementation of this Plan. Each indicator is paired with a baseline value and a target where data is available. Data is collected by the responsible owner and reported at least annually to the Executive Committee.

Category	Indicator	Baseline (specific to an AY)	Target (year)	Owner
Staff gender representation	Faculty gender distribution (% female / % male)	To be specified	To be specified	HR Manager
Staff gender representation	Administrative staff gender distribution	To be specified	To be specified	HR Manager
Staff gender representation	Gender representation in institutional committees and leadership positions	To be specified	To be specified	HR Manager
Student gender representation	Gender distribution in admissions, retention, and progression	To be specified	To be specified	Head of Studies and Academic Operations
Training and awareness	Institutional awareness sessions on gender equality delivered annually	To be specified	To be specified	HR Manager
Training and awareness	Gender equality content included in staff induction and student orientation	To be specified	To be specified	HR Manager / Head of Studies and Academic Operations
Reporting mechanisms	Reports received under the Plan	To be specified	To be specified	HR Manager / Head of Studies and Academic Operations
Reporting mechanisms	Reports acknowledged within 72 hours	To be specified	To be specified	HR Manager / Head of Studies and Academic Operations

Annex D – Annual Action Plan Template

The following actions support the implementation of this Plan during a designated year. Owners and deadlines will be confirmed by the Executive Committee following the approval of the Plan.

Action	Owner	Deadline	Status
Publish the Gender Equality Plan on the GBSB Global institutional website and intranet	HR Manager	To be assigned	Not started
Establish baseline data on staff gender distribution (academic and administrative)	HR Manager	To be assigned	Not started
Establish baseline data on student gender distribution across programmes and campuses	Head of Studies and Academic Operations	To be assigned	Not started
Include gender equality awareness in the induction programme for new staff	HR Manager	To be assigned	Not started
Include gender equality awareness in the orientation programme for new students	Head of Studies and Academic Operations	To be assigned	Not started
Deliver the first institutional awareness session on gender equality	HR Manager	To be assigned	Not started
Review gender representation in institutional committees and panels	HR Manager / Head of Quality Assurance	To be assigned	Not started
Conduct annual review of equality-related institutional documents for alignment with the Plan	HR Manager / Head of Quality Assurance	To be assigned	Not started

