

The logo for Sigma Mita, featuring a stylized white Greek letter sigma symbol followed by the word "mita" in a lowercase, sans-serif font. The logo is positioned on a dark blue background that is separated from a white background by a diagonal line. A thin red line runs parallel to the diagonal boundary between the blue and white areas.

Σmita

MITA ***Gender Equality*** ***Plan***

July 2026 - June 2029

Executive Summary

This Gender Equality Plan sets out MITA's structured approach to promoting gender equality across the organisation for the period July 2026 to June 2029. It reflects MITA's commitment to fostering an inclusive, respectful, and equitable workplace, recognising that diversity and equal opportunity are essential to achieving organisational excellence and sustainable performance.

The plan is aligned with national legislation and European Union frameworks, including the EU Gender Equality Strategy and the Pay Transparency Directive (EU) 2023/970, ensuring that MITA remains compliant with evolving regulatory requirements while demonstrating leadership in equality and inclusion within the public sector ICT domain.

At its core, the plan focuses on strengthening gender balance, addressing underrepresentation—particularly in ICT roles—and embedding fairness across recruitment, career progression, and development opportunities. It also emphasises the importance of cultivating an inclusive workplace culture that promotes dignity, respect, and equal participation for all employees.

The strategy is structured around six key pillars:

- Recruitment and Career Progression
- Workplace Culture and Inclusion
- Awareness and Training
- Work-Life Balance
- Data and Monitoring
- External Engagement

These pillars are supported by a defined implementation roadmap spanning three phases, which includes establishing a Gender Equality Working Group, introducing monitoring tools such as an Equality Dashboard, and delivering targeted training and awareness initiatives.

Governance and accountability are integral to the plan, with oversight provided at Executive Committee (EXCO) level and regular monitoring to ensure progress against objectives. Data-driven decision-making, through systematic collection and analysis of gender-disaggregated data, will underpin continuous improvement and transparency

Through this plan, MITA aims to strengthen its position as an inclusive employer of choice, proactively address gender disparities, and contribute to a more balanced and equitable ICT sector in Malta.

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0.1 Background

0.1.1 Purpose

The Malta Information Technology Agency (MITA) is the Government of Malta's central driver for digital transformation, delivering ICT services, infrastructure, and strategic innovation across the public sector. As a leading organisation, MITA recognises that fostering an inclusive, diverse, and equitable workplace is essential to achieving sustainable excellence.

0.1.2 Commitment

Through this Gender Equality Plan, MITA reaffirms its commitment to promoting equal opportunities, eliminating bias, and supporting a respectful working environment for all employees. This three-year plan sets out clear actions and targets to strengthen gender balance, enhance organisational culture, and ensure accountability in advancing equality across all levels of the Agency.

0.2 Scope

This Gender Equality Plan defines the content, scope, and boundaries of MITA's approach to gender equality for the period July 2026 to June 2029. It applies across all organisational functions and to all employees, covering key areas such as recruitment, career progression, workplace culture, training, and work-life balance.

The plan is limited to gender-related measures within MITA's operational and regulatory remit and is guided by applicable national and EU frameworks. It establishes clear targets, actions, and monitoring mechanisms to address gender imbalances and promote inclusion, while committing the Agency to sustained implementation, accountability, and continuous improvement in gender equality practices.

0.3 Definitions

This section contains the glossary of abbreviations, terms or terminologies used throughout the document.

ERP

Stands for Enterprise Resource Planning. It is a type of software system that organizations use to manage and automate core day-to-day business activities, such as accounting, supply chain, manufacturing, procurement, and human resources.

Equal Opportunities

The principle that all individuals should have the same access to employment, development and advancement opportunities, free from discrimination.

Equality Dashboard

A structured monitoring tool (typically within an ERP system) used to track gender-related metrics such as representation, participation and pay equality outcomes.

Gender Balance

A fair representation of women and men across different roles, grades and organisational levels.

Gender-Based Violence

Any act or threat of harm directed at an individual based on gender, including physical, psychological or sexual harm.

Gender Disaggregated Data

Data that is collected and presented separately for women and men to enable analysis of gender-related trends and inequalities.

Gender Distribution

The proportion of women and men represented across different stages of organisational processes, such as recruitment, training, and career progression.

Gender Equality

The state in which all individuals, regardless of gender, have equal rights, responsibilities, opportunities and access to resources.

Gender Imbalance

A disproportionate representation of one gender compared to another in specific roles, sectors or organisational levels.

Gender Mainstreaming

The systematic integration of a gender perspective into all policies, processes and decision-making to promote equality.

Gender-Neutral Recruitment

Recruitment practices that ensure language, processes and decisions are free from gender bias and do not favour any gender.

Gender Pay Gap

The difference in average earnings between women and men within an organisation.

Gender Representation

The presence and proportion of different genders across organisational levels, roles, and functions.

Gender Stereotypes

Preconceived ideas or assumptions about the roles, characteristics or behaviours of individuals based on gender.

Gender Equality Mark (NCPE)

A national certification awarded by the National Commission for the Promotion of Equality (NCPE) recognising organisations that demonstrate commitment to equality and non-discrimination.

Harassment

Unwanted conduct that violates a person's dignity and creates an intimidating, hostile or offensive environment.

Inclusive Workplace / Inclusion

A working environment where all individuals feel respected, valued and able to participate fully, regardless of gender or other characteristics.

Non-Discrimination

The principle of treating individuals fairly and equally without unjustified distinction based on gender or other protected characteristics.

Pay Transparency

The practice of openly communicating pay structures, criteria and progression mechanisms to ensure fairness and accountability.

Pay Transparency Directive (EU) 2023/970

A European Union directive aimed at strengthening equal pay between women and men through transparency and enforcement mechanisms.

Representation Targets

Defined goals to improve gender balance within specific roles, levels or organisational areas.

Safe Workplace

A working environment that protects employees from harassment, violence and discrimination, ensuring dignity and respect for all.

Sexual Harassment

Any unwanted verbal, non-verbal or physical conduct of a sexual nature that violates a person's dignity or creates a hostile environment.

Work-Life Balance

The ability of employees to effectively manage professional responsibilities alongside personal and family commitments through supportive policies and practices.

0.4 Supporting Frameworks & Structures

0.4.1 MITA Strategy 2024-2026

This plan aligns with the current MITA Strategic Objective: Adopt a people-centric approach that embraces engagement, professional growth, well-being, and commitment towards the success of the Agency.

0.4.2 Legal & Regulatory Framework

This plan is aligned with the related regulations, mainly:

- Equality for Men and Women Act (Chapter 456)
- Equal Treatment in Employment Regulations (SL 452.95)
- Access to Goods and Services (Equal Treatment) Regulations (LN181 of 2008)
- European Union Gender Equality Strategy, including the Gender Equality Strategy 2026–2030, and the EU Pay Transparency Directive (Directive (EU) 2023/970), which Member States were required to transpose into national law by 7 June 2026
- Article 29 of the Employment and Industrial Relations Act (Chapter 452) and Article 251A of the Criminal Code covering the prohibition of harassment and sexual harassment

0.4.3 Existing MITA Policies

MITA Equal Opportunities Policy establishes principles of equality, diversity and non-discrimination across all HR processes and promotes MITA as an equal opportunity employer.

MITA Harassment and Bullying Policy – ensures protection against harassment, including gender-based violence and sexual harassment. All HR policies are maintained as gender-neutral and inclusive, supporting fair treatment across the organisation.

0.4.4 Governance

Governance of this plan will be supported through oversight at Executive Committee level (EXCO), which will provide strategic direction and ensure that gender equality remains embedded within MITA's wider organisational priorities.

EXCO shall establish a Gender Equality Working Group to support implementation, track progress, and provide a structured forum for discussion, follow-up and accountability. The Working Group will report annually to EXCO on progress achieved, challenges encountered, and any recommendations for further action.

This Working Group chaired by the HR Manager will be responsible for implementing the Gender Equality Plan, monitoring progress against agreed actions, and ensuring that relevant policies, procedures and reporting mechanisms continue to support the objectives of the plan.

0.5 Strategic Objectives

MITA will continue to ensure equal opportunities across recruitment, development and career progression by applying fair, transparent and merit-based practices throughout the employee lifecycle. This includes maintaining unbiased recruitment and selection processes, supporting equitable access to training and development opportunities, and promoting career advancement based on competence, performance and potential.

MITA recognises that gender imbalance remains a challenge in the ICT sector and any related roles and will therefore seek to encourage greater participation and representation of women in these areas. This objective will be supported through inclusive attraction strategies, fair recruitment practices, visibility of female role models, and initiatives that encourage women to pursue and remain in ICT careers within the organisation.

MITA is committed to promoting an inclusive organisational culture where respectful behaviours, dignity and equality are embedded in daily practice. This includes fostering awareness, encouraging inclusive leadership, and ensuring that employees feel valued, respected and able to contribute fully, regardless of gender or other characteristics.

MITA will continue to support work-life balance and employee wellbeing by promoting flexible and family-friendly measures that enable employees to balance professional and personal responsibilities effectively. By creating a supportive working environment, the Agency aims to contribute to employee satisfaction, wellbeing and retention across the organisation.

MITA will strengthen awareness of gender equality responsibilities at all levels of the organisation and reinforce the role of leadership in driving progress. Managers and leaders will be expected to champion equality principles, support implementation of the plan, and contribute actively to a workplace culture that reflects MITA's commitment to fairness and inclusion.

MITA will also ensure ongoing compliance with emerging European Union obligations by reviewing its policies, practices and reporting arrangements in line with relevant legal and regulatory developments. This will help the Agency remain aligned with national and EU expectations while strengthening accountability and demonstrating continuous commitment to gender equality.

0.6 Strategic Pillars

These strategic pillars are designed to support MITA’s alignment with the European Union’s gender equality framework, with particular emphasis on the Gender Equality Strategy 2020–2025 and the current Gender Equality Strategy 2026–2030, which promotes equal participation, the reduction of gender gaps in the labour market, improved work-life balance, gender balance in decision-making, and gender mainstreaming across institutional practice. The pillars also support alignment with the EU Pay Transparency Directive (Directive (EU) 2023/970), which was adopted in 2023 and required to be transposed by Member States into national law by 7 June 2026, particularly in relation to objective and gender-neutral employment practices, transparency, access to pay information, and monitoring. In addition, the pillars reflect the institutional approach expected under Horizon Europe Gender Equality Plan requirements to dedicate resources, collect data, monitor, and train on gender related matters.

Pillar 1: Recruitment and Career Progression – ensures fair and unbiased processes.

Pillar 2: Workplace Culture and Inclusion – promotes respectful and safe workplace.

Pillar 3: Awareness and Training – promotes continuous education and capacity building.

Pillar 4: Work-Life Balance – ensures flexible and supportive working environment.

Pillar 5: Data and Monitoring – provides for evidence-based decision-making.

Pillar 6: External Engagement – promotes women in ICT and inclusive branding.

Pillar	Alignment with EU Gender Equality Strategy	Relevant link to Pay Transparency Directive / EU legal framework	Link with Horizon Europe GEP THEMATIC AREAS
Pillar 1: Recruitment and Career Progression	Supports the Strategy’s objectives of closing gender gaps in the labour market, achieving equal participation across sectors, and improving gender balance in decision-making by promoting fair access to recruitment, development and advancement opportunities.	Closely linked to Directive (EU) 2023/970 through the requirement for objective, gender-neutral criteria in recruitment, pay-setting and career progression, as well as fair and transparent employment practices.	Supports Horizon Europe thematic expectations on gender equality in recruitment and careers progression including gender balance in leadership and decision-making, while also relying on data collection and institutional monitoring to evidence fair participation and progression.
Pillar 2: Workplace Culture and Inclusion	Aligns with the Strategy’s emphasis on challenging gender stereotypes, promoting equality in organisational life, and creating an inclusive environment in which women and men can participate equally and safely.	Supported by the broader EU equal treatment framework, including equal opportunities and anti-discrimination obligations in employment and occupation.	Reinforces the Horizon Europe requirement for a public and institution-wide commitment to gender equality and take measures against gender-based violence, including sexual harassment

Pillar 3: Awareness and Training	Supports the Strategy's gender mainstreaming approach and the need to challenge stereotypes by building awareness and capability across leadership, panels and employees.	Indirectly supports compliance with Directive (EU) 2023/970 by helping ensure that recruitment, progression and reward decisions are based on objective and gender-neutral criteria applied consistently in practice.	Directly aligns with one of the mandatory process-related Horizon Europe GEP requirements, namely training and capacity building on gender equality and unconscious bias for those involved in institutional processes.
Pillar 4: Work-Life Balance	Strongly reflects and aligns to the Strategy's objective of closing the gender care gap and improving women's and men's equal participation in work through family-friendly and flexible measures.	Connected to the wider EU framework on work-life balance, equal treatment and non-discrimination.	Supports institutional credibility under Horizon Europe by demonstrating that the organisation addresses structural barriers to participation and retention, particularly those affecting women's career continuity and advancement (i.e. worklife balance and organizational culture).
Pillar 5: Data and Monitoring	Aligns with the Strategy's call for evidence-based action, accountability and progress monitoring in order to identify and address structural gender gaps across the organisation.	Very closely aligned to Directive (EU) 2023/970, which requires pay transparency, access to information on pay and progression criteria, and gender pay gap reporting obligations for relevant employers.	Directly aligns with the Horizon Europe mandatory requirement for sex/gender-disaggregated data (i.e. integrating the gender dimension into research and training content) collection and monitoring, and supports the need for measurable implementation and internal review.
Pillar 6: External Engagement	Supports the Strategy's objective of achieving equal participation across sectors of the economy, including sectors such as ICT where women remain underrepresented, and contributes to visibility, representation and outreach.	Indirectly linked to the broader EU equality framework by helping ensure equal access and inclusive representation in attraction, employer branding and engagement activities.	Strengthens the institutional profile expected in Horizon Europe by demonstrating proactive commitment to gender equality beyond compliance, and by supporting a culture of inclusion that can be reflected in partnerships, projects and external visibility.

0.7 Implementation RoadMap

The implementation of the following Actions are being planned over a period of three years, with responsibilities falling on top management, GEWG and HR. Certain activities once concluded should remain ingrained in the organisation's culture and processes, whilst continue feeding the feedback/amelioration process.

The plan depends a lot on having the right data collected via established and new ERP functionality and processes, and the development of new dashboards that will be made available to management and employees.

Pillar	Action	Responsibility	Timeline
Phase 1: Setup GEWG and review processes			
Pillar 5	Establish a Gender Equality Working Group (GEWG) with cross-functional representation and serving as the Reference Point for employees.	EXCO	End 2026
	The GEWG will (as a minimum) report annually to EXCO	GEWG	Every Year
Pillar 2	Communicate the GEWG structure to all Agency employees and make the structure permanent within the organization structure	GEWG	End 2026
	Ensure the Gender Equality Working Group is consulted by employees on any gender related issues through an appropriate established mechanism	GEWG	Ongoing
	Based on the above, determine and recommend specific actions as well as take action to build the Agency's capacity on gender mainstreaming capabilities	GEWG	Ongoing
Pillar 3	Deliver training to GEWG on Gender Equality principles and responsibilities	HR	End 2026

Phase 2: Monitor & Implement New Initiatives			
Pillar 1	Review to ensure all vacancy adverts are gender-neutral in language and in branding	HR	End 2026
	Review to ensure that all shortlisting and associated processes are gender neutral and unbiased and that there is gender representation on the panels where possible	HR	End 2026
Pillar 5	Determine the content and introduce an Equality Dashboard on the Agency's ERP System making it available to Management and Employees	CTO/GEWG/ HR	End 2027
Pillar 5	Based on the Dashboard information make recommendations for further Gender Equality Initiatives and provide yearly reporting to EXCO	GEWG	Yearly after 2028
Pillar 6	Align MITA to Equality principles by applying and achieving the NCPE Equality Mark	HR	End 2027
Pillar 5	Track gender distribution of applicants from recruitment to engagement stage to ensure proper analysis to understand any deviations with the purpose of maintaining gender equality.	HR	End 2028
Pillar 3	HR to analyse training participation split by gender and accordingly promote training where there are gaps	HR	Mid 2028
Pillar 3	Deliver training to interviewing/career progression panels to eliminate unconscious gender bias.	HR	2027
Pillar 3	Organise Leadership training to employees with care giving responsibilities who may be struggling with stress, managing work life balance or gender related challenges.	HR	Mid 2028
Pillar 3	Deliver training to Management on Gender Equality Principles	HR	2028
Pillar 3	Deliver Information Sessions to employees on Gender	HR	June 2029

Phase 3: Continuous improvement and alignment with EU frameworks			
Pillar 6	Encourage participation in external leadership networks and events by making sure that opportunities are available to both genders.	HR	Ongoing
Pillar 3	Organise/participate in awareness events and panel discussions in events like International Women's Day and Girls in ICT etc. Highlight female role models both internally and externally to the organization	GEWG/HR	On International Women's Day and other similar events
Pillar 3	Ensure awareness of all flexible working arrangements and family-friendly measures offered to all employees through the MITA Induction Programme.	HR	Ongoing
	Deliver specific marketing campaigns to promote these benefits	M&C	End 2027
Pillar 5	Align reporting, policy reviews, SOPs, and any other processes with national gender mainstreaming obligations, NCPE requirements, and pay transparency regulations.	GEWG/HR	Mid 2028
Pillar 5	Analyse the gender disaggregated statistics from employee satisfaction surveys and propose actions to ameliorate	GEWG/HR	Every Year
Pillar 6	Track Career Progression and Promotions by gender and identify gaps and how they can be bridged Specifically analyse % women in ICT roles and % women in leadership grades	GEWG/HR	Starting 2028 and then Every Year

0.8 Monitoring Tools

MITA will use ERP data to provide dashboards that will (amongst others) monitor:

- Gender representation across grades / positions.
- Gender representation in Recruitment and Training.
- Gender Pay Gap – Pay transparency
- Family Friendly measures.

0.9 Conclusion

MITA's Gender Equality Plan reinforces its commitment to embedding equality as a strategic organisational priority and driver of performance. Through a structured, data-driven approach, the Agency will strengthen inclusive practices, ensure equal opportunities, and address gender imbalances across the employee lifecycle. Strong governance, executive oversight, and the use of gender-disaggregated data will support accountability and continuous improvement.

Beyond internal impact, MITA will contribute to broader national and sectoral progress in gender equality within ICT. As a living framework, the plan will evolve with organisational and regulatory needs, positioning MITA as an inclusive employer of choice and a leader in promoting fairness, diversity, and sustainable excellence.

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