

Gender Equality Plan (GEP)

Public document (Horizon Europe compliant)

Adopted: 01-09-2026

A Word from the Managing Director of YAGHMA B.V.

At YAGHMA, integrity, respect, diversity and responsible conduct are fundamental to how we work, collaborate and grow. These principles guide not only our relationships with clients and partners, but also how we treat and support one another within the organisation.

Gender equality and equal opportunity are essential parts of this commitment. We believe that a respectful, inclusive and fair working environment enables everyone to contribute their knowledge and perspectives, strengthens collaboration and improves the quality and impact of our work.

This Gender Equality Plan reflects our organisational values and translates them into concrete commitments. It reinforces our zero-tolerance approach to discrimination and harassment, promotes transparency and accountability, and encourages employees to raise concerns whenever conduct or practices do not align with our standards.

Upholding these principles is a shared responsibility. As Managing Director, I am committed to ensuring that gender equality, diversity and inclusion are reflected in our everyday decisions, leadership practices and organisational culture. Together, we will continue to build YAGHMA as a workplace where people from different backgrounds are respected, valued and empowered to develop.

Emad Yaghmaei

Managing Director

1. Commitment and Ethical Foundation

At YAGHMA, gender equality is an integral part of our organisational culture and is closely connected to our core values of integrity, respect, diversity, inclusion and responsible conduct. As a research and innovation organization operating in an international environment, we recognise that diverse perspectives and inclusive collaboration strengthen our organisation and the quality of our work.

YAGHMA is an internationally diverse organisation, with team members representing 10 nationalities. We value this diversity and are committed to ensuring that all employees have equal opportunities to contribute, develop professionally and participate in organisational decision-making.

YAGHMA is committed to conducting its activities with integrity, fairness and respect. We reject all forms of discrimination, harassment and unfair treatment, including on the basis of gender, gender

identity or gender expression. Our commitment also extends to diversity in nationality, ethnicity, age, disability, religion, sexual orientation and other personal characteristics.

This Gender Equality Plan formalizes our commitment to equal opportunities, respectful collaboration and inclusive decision-making, in line with Horizon Europe requirements and our organisational values. Gender equality is not treated as a separate initiative, but as an integral part of how we recruit, work together, support professional development and build long-term relationships with employees, clients, partners and stakeholders.

2. Scope and Governance

Scope

This Gender Equality Plan applies to all YAGHMA employees, across all roles, levels of seniority and functions. It covers:

- recruitment and employment conditions;
- career development and leadership opportunities;
- workplace culture, respect and professional conduct;
- work-life balance and flexible working arrangements.

The principles set out in this Plan also guide YAGHMA's interactions with external experts, consultants, subcontractors, clients and project partners acting with or on behalf of the organisation.

Responsibility and Role Modelling

Responsibility for implementing this Plan lies with YAGHMA's management. Managers are expected to act as role models, lead by example and actively promote fair, inclusive and respectful working conditions.

All employees share responsibility for upholding these principles and contributing to a workplace where diversity is valued and everyone is treated with dignity, fairness and respect.

3. Resources and Expertise

YAGHMA commits to allocating appropriate resources to implement this Gender Equality Plan. This includes:

- assigning responsibility for coordination and monitoring to the management and administrative team;
- integrating gender equality, diversity and inclusion into existing procedures and management practices;
- where necessary, allocating staff time and budget for awareness-raising, training and related activities;
- seeking internal or external expertise on gender equality when required.

The resources allocated to implement this Plan are proportionate to YAGHMA's size and organizational structure and are integrated into the company's day-to-day operations..

4. Data Collection and Monitoring

YAGHMA follows a transparent and responsible approach to monitoring gender equality, diversity and inclusion. The management and administrative team will collect and review relevant gender-disaggregated data on:

- workforce composition;
- roles and levels of seniority;
- recruitment, promotions and departures;
- working-time and flexible working arrangements, where applicable.

The data will be reviewed at least annually to identify possible imbalances, emerging risks and areas for improvement. The findings will inform the implementation and future revision of this Plan.

All data will be collected and handled in accordance with applicable data protection and confidentiality requirements.

5. Training and Awareness

YAGHMA promotes awareness, accountability and inclusive decision-making across the organisation. Measures include:

- introducing gender equality, diversity, inclusion and non-discrimination principles during employee onboarding;
- raising awareness of unconscious bias, respectful behaviour and inclusive leadership;

Targeted training may be organised on an ad hoc basis when specific needs or risks related to gender equality, diversity or inclusion are identified.

6. Priority Areas and Measures

6.1 Work-Life Balance and Well-Being

Objective: Foster an inclusive, respectful and supportive working environment that promotes equal opportunities, employee well-being and a healthy balance between professional and personal responsibilities.

YAGHMA promotes a workplace culture based on integrity, respect, diversity, inclusion and responsible conduct. The company values collaboration, open communication and mutual trust and is committed to providing an environment in which all employees are treated fairly and have equal opportunities to contribute and develop professionally.

Measures:

- maintain a workplace culture based on integrity, respect, inclusion and equal opportunities;
- provide statutory leave, YAGHMA holidays and flexible leave arrangements in accordance with the Administrative Handbook;
- provide additional paid leave for specific personal and family circumstances, as defined in the Administrative Handbook;
- allow employees to purchase additional leave, subject to the conditions and approval procedures established by YAGHMA;

- ensure transparent procedures for requesting, planning and recording leave;
- support flexible working arrangements through home working by agreement with management and temporary working from abroad, where operationally feasible and subject to prior approval;

6.2 Gender Balance in Leadership and Decision-Making

Objective: Promote equal opportunities for employees of all genders to participate in leadership, coordination and decision-making roles.

Measures:

- apply transparent, objective and merit-based criteria when assigning leadership roles and responsibilities;
- encourage qualified employees of all genders and nationalities to take on leadership, coordination and project management roles;
- provide equal access to professional development, mentoring and learning opportunities;

Competence, integrity, experience and performance remain the primary criteria for assigning leadership responsibilities.

6.3 Gender Equality in Recruitment and Career Progression

Objective: Ensure equal treatment and equal opportunities throughout recruitment, employment and career development.

Measures:

- use clear, inclusive and gender-neutral language in vacancy announcements;
- apply transparent, structured and merit-based recruitment and selection procedures;
- provide employees of all genders and nationalities with equal access to training, professional development and career progression opportunities;
- consider the potential influence of unconscious bias during recruitment, performance evaluation and promotion processes;

Recruitment and career progression decisions are based on qualifications, experience, performance and YAGHMA's organisational needs.

6.4 Integration of the Gender Dimension into Research and Innovation

Objective: Embed gender considerations in the conceptual, analytical and participatory frameworks of YAGHMA's research and innovation activities from the outset.

Measures:

- integrate gender considerations into the design, implementation and evaluation of research and innovation projects;
- consider whether project objectives, methodologies, indicators and analytical approaches adequately reflect gender-related aspects;
- promote balanced and inclusive participation in stakeholder engagement, co-creation activities, workshops and consultations.

6.5 Measures Against Gender-Based Violence, Including Sexual Harassment

Objective: Provide a safe, respectful and inclusive working environment free from gender-based violence, sexual harassment, discrimination, bullying and all other forms of inappropriate behaviour.

Measures

- maintain a zero-tolerance approach to gender-based violence, sexual harassment, discrimination, bullying and other inappropriate conduct;
- ensure that employees can raise concerns through appropriate internal channels without fear of retaliation;
- handle reported concerns fairly, respectfully and with appropriate confidentiality;
- communicate expected standards of professional conduct during onboarding and through internal communication;

7. Communication, Speak-Up, and Non-Retaliation

This Gender Equality Plan is published on YAGHMA's website, communicated internally and made accessible to all employees. Employees are encouraged to raise concerns related to discrimination, harassment or unfair treatment with management or the administrative team.

Concerns raised in good faith will be treated respectfully and with appropriate confidentiality. YAGHMA does not tolerate retaliation against employees who raise such concerns.

8. Review and Continuous Improvement

This Gender Equality, Diversity and Inclusion Plan is a living document and forms part of YAGHMA's commitment to continuous improvement. It will be reviewed at least every two years and updated where necessary based on organisational developments, monitoring results and identified needs.

9. Formal Adoption

This Gender Equality Plan has been formally approved by the management of YAGHMA and is effective from September 1st 2026.

Signed: 

Emad Yaghmaei, Director, YAGHMA B.V.

Date: 20-08-2026

Place: Delft, the Netherlands