Gender Equality Plan

2026 – 2029

Version 4.0

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Table of Contents

1. Executive Summary ____ 4
2. Organisational Commitment ____ 5
3. Why Gender Equality Matters ____ 6
4. Policy Context ____ 7
5. Gender Equality Across RTDS Activities ____ 8
6. Existing Strengths ____ 9
7. Areas for Development ____ 10
8. Strategic Objectives & Action Plan 2026–29 ____ 11
9. Governance Structure ____ 17
10. Monitoring and Evaluation Framework ____ 18
11. Formal Endorsement ____ 19
12. Appendix 1 – Action Plan ____ 20
References and Resources ____ 21

Abbreviations

BBI-JU	Bio-Based Industries Joint Undertaking
CBE-JU	Circular-Biobased Europe Joint Undertaking
DEC	Dissemination, Exploitation and Communication
DG	Directorate-General
EC	European Commission
EIC	European Innovation Council
EIGE	European Institute for Gender Equality
ERA	European Research Area
ESF+	European Social Fund Plus
EU	European Union
FP	Framework Programme for Research and Innovation
GDPR	General Data Protection Regulation (EU) 2016/679
GEO	Gender Equality Officer
GEP	Gender Equality Plan
GIA	Gender Impact Assessment
HR	Human Resources
ICT	Information and Communications Technology
IP	Intellectual Property
KPI	Key Performance Indicator
R&I	Research and Innovation
RTO	Research and Technology Organisation
SDG	Sustainable Development Goal
SME	Small and Medium-sized Enterprise
STEM	Science, Technology, Engineering and Mathematics

1. Executive Summary

RTDS Group is leading Austrian multidisciplinary competence centre operating within the European Union's research and innovation funding ecosystem.

The **RTDS Group** is a registered trademark brand established as an umbrella for two entities:

- **RTDS e.U.** – providing consulting services
- **RTDS Association** – a non-profit institute advancing applied social and economic sciences to support academia-industry collaboration.

Throughout this document, the "RTDS" is used to refer to RTDS Group as a whole, encompassing both RTDS e.U. and RTDS Association.

Founded in 2003, RTDS Association has participated in more than 35 EU-funded projects across Horizon 2020 and Horizon Europe, coordinating 10 of them, and has delivered training to researchers and innovation managers in 14 countries.

This Gender Equality Plan (GEP) covers the period 2026–2029. It formalises RTDS's commitment to gender equality as an organisational principle and as an operational standard across its activities, including proposal development, project management, dissemination and communication, exploitation and innovation strategy, and training.

RTDS enters this planning period with several existing strengths. Women are represented across leadership roles, the team is internationally diverse, and RTDS's collaborative working structures provide a strong basis for further embedding gender equality across the organisation.

Key Commitments (2026–2029)

- Establish a Gender Equality Officer and a governance structure for implementation and monitoring.
- Provide gender equality and unconscious bias training for staff and integrate relevant content into onboarding.
- Embed gender mainstreaming standards into core RTDS services and project deliverables.
- Establish sex-disaggregated organisational data collection and annual monitoring.
- Publish an annual Gender Equality Progress Report.
- Promote gender-balanced representation in RTDS-organised events and activities.
- Apply gender-sensitive communication standards across RTDS's external communications.
- Review the GEP regularly and update measures based on data, staff feedback and evolving European policy requirements.

2. Organisational Commitment

RTDS recognises gender equality as both a core organisational value and an element of responsible research and innovation. The organisation is committed to creating a working environment in which all staff can contribute, develop and progress fairly, while ensuring that gender considerations are appropriately integrated into RTDS's project and service activities.

> "RTDS is committed to ensuring that gender equality is not an afterthought in our work but a standard we build into every proposal, every project, every communication, and every interaction within our team. This GEP is our roadmap for making that a lived reality." Roxana Weiss-Anton, CEO

RTDS commits to:

- integrating gender equality considerations into strategic planning, operational decisions, and project delivery;
- supporting fair access to opportunities, development and career progression;
- mainstreaming gender considerations into projects coordinated or supported by RTDS, where relevant; promoting inclusive and gender-sensitive communication and stakeholder engagement; and
- reviewing progress through regular monitoring, staff feedback, and annual reporting.

3. Why Gender Equality Matters

3.1 European Context

Gender equality is a fundamental value of the European Union and is reflected in the EU Treaties and Charter of Fundamental Rights. Horizon Europe establishes gender equality as a cross-cutting priority across institutional structures, participation and research and innovation content.

The EU Gender Equality Strategy 2026–2030 translates these treaty obligations into operational priorities, including eliminating gender-based violence, achieving gender balance in decision-making and leadership, closing the gender pay gap, and mainstreaming gender across all EU policy areas. These priorities are directly relevant to our work at the intersection of research, industry, and policy.

Under Horizon Europe (2021–2027), gender equality is established as a cross-cutting priority in the legal base (Regulation (EU) 2021/695). The programme integrates gender equality requirements across three dimensions: the institutional dimension (Gender Equality Plans as an eligibility criterion for public bodies, research organisations, and higher education institutions from EU Member States and associated countries); the research content dimension (integration of the sex and gender dimension into R&I content); and the participation dimension (gender balance in evaluation panels and advisory bodies).

3.2 Why it Matters for RTDS

Gender equality is relevant to RTDS both as an employer and as an organisation working across research, innovation, industry and policy. RTDS contributes to the design and implementation of European projects, meaning that gender considerations can be relevant to:

- **Research and innovation:** understanding whether results, technologies and services affect different groups differently;
- **Project management:** ensuring that commitments made in proposals are reflected in implementation and deliverables;
- **Communication and dissemination:** promoting inclusive language, diverse representation and accessible communication;
- **Exploitation and innovation strategy:** considering different user needs, gendered patterns of work and the contributions of diverse innovators;
- **Stakeholder engagement:** identifying whose perspectives are represented, who may be affected differently and whose knowledge may be missing; and
- **Training:** sharing practical approaches to gender mainstreaming with research and industry partners.

The aim is not to apply a gender perspective where it is irrelevant, but to ensure that its relevance is considered systematically and documented where appropriate.

4. Policy Context

European Union Treaties and Charter

- Treaty on European Union, Article 2: establishes equality between women and men as a fundamental EU
- Treaty on the Functioning of the European Union, Article 8: requires the EU to eliminate inequalities and promote equality between women and men across its activities
- Charter of Fundamental Rights of the European Union, Article 23: establishes equality between women and men

EU Gender Equality Strategy

The European Commission's Gender Equality Strategy provides the overarching EU framework for addressing gender equality, including gender-based violence, participation in decision-making, employment and pay gaps, and gender mainstreaming.

Horizon Europe

Horizon Europe establishes gender equality as a cross-cutting priority. Its Gender Equality Plan framework provides requirements and recommendations covering organisational structures, data and monitoring, training, recruitment and career progression, leadership, organisational culture and the integration of gender into relevant R&I content.

European Research Area

The European Research Area policy framework promotes gender equality and the integration of gender considerations into research and innovation, including through institutional Gender Equality Plans.

European Institute for Gender Equality

RTDS uses guidance from the European Institute for Gender Equality (EIGE)**,** including its Gender Mainstreaming resources, to inform the development and implementation of this GEP.

Pay Transparency

The EU Pay Transparency Directive 2023/970 strengthens requirements around pay transparency and equal pay. RTDS will monitor developments relevant to its size and legal obligations and will use the GEP framework to support appropriate pay equity monitoring.

5. Gender Equality Across RTDS Activities

5.1 Proposal Development

Gender considerations are relevant across RTDS's thematic areas and are assessed during proposal development where appropriate. Proposal teams consider whether research questions, technologies, services, business models, labour patterns, user groups, stakeholders or affected communities have relevant sex and/or gender dimensions. Where such dimensions are identified, they are incorporated into project design, methodology, data collection, analysis, stakeholder engagement, dissemination and impact pathways, in line with available evidence and the specific objectives of the proposal.

5.2 Project Management

As coordinator and project partner, RTDS supports the implementation of relevant gender commitments made in project proposals. This includes monitoring gender-related activities, considering sex-disaggregated data where appropriate, supporting diverse stakeholder participation and ensuring that relevant gender considerations are reflected in project deliverables.

5.3 Communication and Dissemination

RTDS promotes gender-sensitive communication through inclusive language, diverse representation and consideration of different audiences. Where relevant, event planning takes gender balance among speakers, panelists and contributors into account.

5.4 Exploitation and Innovation Strategy

RTDS considers gender where relevant to technology transfer, exploitation and innovation planning. Different user needs, patterns of work and participation in innovation ecosystems will be considered where they may affect the uptake, accessibility or impact of project results.

5.5 Stakeholder Engagement

RTDS encourages stakeholder mapping and engagement approaches that consider representation and potential differences in needs, experiences and impacts across genders. Where relevant, teams identify whose perspectives may be missing and adapt engagement approaches accordingly.

5.6 Training and Capacity Building

RTDS incorporates gender mainstreaming into relevant training and capacity-building activities and shares practical approaches with research organisations, industry partners and other stakeholders where appropriate.

6. Existing Strengths

6.1 Women in Leadership

Women at RTDS hold a majority of the team lead positions in the organisation including the CEO, head of project management, head of communication and dissemination as well as leadership roles related to AI strategy and administration. This provides a strong foundation for maintaining gender-balanced leadership and decision-making.

6.2 International and Multidisciplinary Team

RTDS brings together expertise from multiple disciplines and national backgrounds. This diversity provides a useful basis for considering different perspectives and experiences in organisational and project activities.

6.3 Communication Expertise

RTDS has dedicated communication expertise and experience in journalism, digital communication and science communication. RTDS is committed to making its external communications and events inclusive and non-discriminatory. Furthermore, RTDS strives to raise awareness of how relevant projects integrate sex and gender analysis into their research and to highlight its relevance to the innovations and technologies they develop. This provides an established foundation for implementing consistent gender-sensitive communication practices.

6.4 Social Sciences Foundation

RTDS Association applies social and economic sciences across its research and project work, including multi-actor approaches, co-creation, citizen science and stakeholder analysis. These approaches provide relevant foundations for gender-sensitive research and engagement.

6.5 Knowledge Sharing

RTDS's communication channels, including InnovationCast and its digital platforms, provide opportunities to promote diverse expertise, balanced representation and wider access to research and innovation knowledge.

6.6 Experience in European Projects

RTDS's extensive experience in European research and innovation projects provides an established organisational context in which gender mainstreaming can be further embedded into project development, implementation and communication.

7. Areas for Development

7.1 Organisational Data and Monitoring

RTDS does not currently collect and monitor sex-disaggregated personnel data systematically. A baseline covering areas such as staff composition, leadership, recruitment, career progression, pay and training participation will be established to support evidence-based monitoring.

7.2 Recruitment and Career Progression

Existing gender representation does not in itself eliminate the possibility of unconscious bias in recruitment, task allocation, performance assessment or access to development opportunities. RTDS will introduce more structured approaches to support fair and transparent processes.

7.3 Gender Mainstreaming in Projects

Gender considerations in project outputs currently depend partly on project requirements and individual awareness. RTDS will establish practical standards and checklists to support a more consistent approach across relevant proposals, communication strategies, stakeholder activities and exploitation frameworks.

7.4 Gender-sensitive Communication: Consistency

RTDS has strong communication expertise and will build on this foundation by developing internal guidance on inclusive language, visual representation and speaker diversity, ensuring greater consistency across its communications and events

7.5 Work-Life Balance

Project work can involve international travel, irregular schedules and periods of intensive delivery. RTDS will review whether existing working arrangements adequately support staff with different needs and caring responsibilities, particularly during peak workload periods.

7.6 Intersectionality

Gender can intersect with other dimensions of diversity, including age, disability, nationality and socioeconomic background. Where relevant, RTDS will consider these intersections when designing organisational measures and project activities.

7.7 Recruitment Pipeline

While women are currently well represented within RTDS, some technical and AI-related fields remain more male-dominated across the wider labour market. RTDS will review recruitment channels, job-advertisement language and selection processes to support broad and diverse applicant pools.

8. Strategic Objectives & Action Plan 2026–29

RTDS has identified six Strategic Objectives for this GEP period. Each objective reflects the organisational context outlined above and is designed to be measurable, practical and achievable within RTDS's size and operational context.

Strategic Objective 1 — Data, Governance and Accountability

Purpose	Establish the governance, data and monitoring structures needed to implement the GEP effectively, track progress and support evidence-based action.
Actions	• **Appoint a Gender Equality Officer (GEO)** from existing staff for coordinating GEP implementation and monitoring. • **Conduct an organisational gender baseline** covering, where applicable, staff composition, leadership and decision-making, recruitment and career progression, pay, training participation, and access to project and external representation opportunities. • **Establish annual sex-disaggregated data collection and monitoring** to identify developments, gaps and areas requiring further action. Data will be collected annually through HR records, staff surveys and management review processes, and stored in a dedicated internal register maintained by the GEO. Data will cover the following categories: staff composition, leadership and decision-making, recruitment and professional progression, pay, training participation, and access to visibility and representation opportunities. Findings will be used in management decisions to identify gaps and define corrective actions, and will be summarised in the annual Gender Equality Progress Report. • **Integrate GEP progress into the annual management review**, including review of KPIs, staff feedback and priorities for the following year. • **Publish an annual Gender Equality Progress Report** summarising progress against the GEP objectives and actions.
Timeline	**Q4 2026:** GEO appointment **Q1 2027:** baseline data collection. **2027 onwards:** Annual monitoring and management review. **Annually:** Public Gender Equality Progress Report.
Responsible	CEO
KPIs	• Gender Equality Officer formally appointed. • Organisational gender baseline completed by **Q2 2027**. • Annual sex-disaggregated data collection completed. • GEP progress reviewed **once annually** by management. • Annual Gender Equality Progress Report published by **31 March** of the following year.
Monitoring	• Organisational gender data and annual baseline updates. • Annual management review. • Annual staff feedback or survey. • Public Gender Equality Progress Report.

Expected Outcomes	RTDS has a clear and regularly updated evidence base on gender equality within the organisation. Responsibilities for implementation are clearly assigned, progress is reviewed systematically, and identified gaps can inform future actions and updates to the GEP.

Strategic Objective 2 — Inclusive Workplace and Organisational Culture

Purpose	Ensure that RTDS provides a respectful, inclusive and supportive working environment in which all staff can contribute fully, access opportunities fairly and maintain a healthy balance between work and personal responsibilities.
	• **Formalise and communicate flexible working arrangements**, including clear expectations around availability, remote work and flexibility during periods of high workload. • **Review task and opportunity allocation** to support equitable access to high-visibility work, leadership responsibilities, professional development and external representation, while avoiding disproportionate allocation of administrative or "support" tasks. • **Conduct an annual pay equity review**, using sex-disaggregated data where appropriate and taking role, responsibility and relevant experience into account. • **Establish a confidential mechanism for raising concerns** related to discrimination, harassment or other gender equality issues. • **Develop a Dignity and Respect at Work policy** covering sexual harassment, gender-based discrimination and inappropriate workplace behaviour and providing guidance on how concerns can be raised and addressed. • **Monitor staff perceptions of inclusion and fairness** through the annual staff survey and use findings to inform organisational improvements. • **Assess physical accessibility and gender-relevant workplace needs**, including access requirements, facilities and workplace arrangements that may affect staff differently.
Timeline	**Q1 2027:** Develop and communicate relevant policies and reporting arrangements. **Q2 2027 onwards:** Integrate pay equity review and workplace monitoring into the annual HR cycle.
Responsible	CEO
KPIs	• Flexible working arrangements documented and communicated by **Q1 2027**. • Dignity and Respect at Work policy adopted and communicated by **Q1 2027**. • Annual pay equity review completed. • Annual staff survey includes questions on fairness, inclusion and work-life balance. • Follow-up actions identified where survey results indicate relevant concerns.
Monitoring	• Annual HR and pay data review. • Annual staff survey. • Confidential, anonymised reporting of relevant incidents and concerns. • Annual management review of workplace policies and practices.

Expected Outcomes	A transparent and respectful working environment in which staff understand their rights and available support, experience fair access to opportunities, and can balance professional and personal responsibilities.

Strategic Objective 3 — Recruitment, Career Development and Leadership

Purpose	Promote fair and transparent recruitment, career development and progression, while ensuring that gender does not create barriers to participation, visibility or leadership opportunities.
Actions	• **Review job advertisements and recruitment materials** for gendered language, unnecessary requirements and other features that may unnecessarily narrow the applicant pool. • **Introduce annual professional development conversations** for all staff, covering responsibilities, progression and training needs. • **Provide mentoring or peer-support opportunities**, particularly for staff in early career stages and those taking on new responsibilities. • **Monitor recruitment, career progression and leadership representation by sex** on an annual basis. • **Review access to high-visibility opportunities**, including conference participation, speaking roles, project leadership and external representation. • **Promote diversity, equity and inclusion in recruitment and employment practices**, seeking to attract candidates of different genders, abilities and backgrounds, including people from underrepresented and racialised communities.
Timeline	**Q4 2026:** Recruitment and job-advertisement review; structured recruitment approach introduced. **Q1 2027 onwards:** Annual career conversations, monitoring and review of progression and representation. **Q1 2027:** Establish mentoring or peer-support approach.
Responsible	CEO
KPIs	• All job advertisements reviewed against agreed inclusive recruitment guidance before publication. • Annual career development conversation offered to 100% of staff. • Recruitment, progression and leadership data reviewed annually by sex. • Representation in high-visibility opportunities monitored annually.
Monitoring	• Recruitment and selection records. • Professional development records. • Annual HR data disaggregated by sex, covering: staff composition, leadership and decision-making roles, recruitment and promotion rates, pay, training participation, and access to project and external representation opportunities. • Annual management review.

Expected Outcomes	Recruitment and career development processes are transparent, structured and equitable. Staff have clearer access to development opportunities, while RTDS can identify and address potential gender-related disparities in recruitment, progression, leadership and visibility.

Strategic Objective 4 — Training and Capacity Building

Purpose	Build gender equality literacy across the RTDS team, with tailored training for managers and staff whose roles involve recruitment, proposal development, project management, communication and dissemination.
Actions	• Deliver **organisation-wide gender equality and unconscious bias training** for all staff. • Integrate a gender equality module into **RTDS onboarding** for all new staff. • Provide more advanced **gender mainstreaming training** for project managers, proposal writers and other relevant staff. • Organise **annual refresher or knowledge-sharing sessions** to maintain and develop staff capacity. • Maintain a shared set of practical resources and guidance that staff can use in their day-to-day work.
Timeline	**Q4 2026:** Organisation-wide baseline training. **2027 onwards:** Refresher sessions and role-specific training. **Ongoing:** Integration into onboarding and internal resources.
Responsible	CEO; Gender Equality Officer; team leads
KPIs	• All staff members offered and expected to complete baseline training by **Q4 2026**. • All new joiners receive the gender equality onboarding module within their first three months. • Relevant staff in proposal, project management and communication roles receive role-specific training. • Annual refresher or knowledge-sharing activity delivered from 2027 onwards. • Staff confidence in applying gender mainstreaming monitored through post-training feedback and the annual staff survey.
Monitoring	• Training participation records, disaggregated by sex where appropriate. • Post-training feedback and self-assessment. • Annual staff survey. • Review of training needs as part of the annual GEP review.
Expected Outcomes	RTDS staff have a shared understanding of gender equality and practical knowledge of how to apply gender mainstreaming in their respective roles.

Strategic Objective 5 — Gender Mainstreaming in RTDS Activities & Projects

Purpose	Embed gender mainstreaming into relevant RTDS services and project activities through clear standards, practical tools and review processes.

Actions	• Develop an **RTDS Gender Mainstreaming Standard** covering relevant service and project areas. • Introduce **gender review checkpoints** into relevant proposal and project workflows. • Develop practical **Gender Mainstreaming Checklists** for proposals, project deliverables, communication, events, stakeholder engagement and exploitation activities. • Provide guidance and/or practical tools such as workshops or info sessions to **consortium partners** on gender mainstreaming requirements. • Document examples and lessons learned to support continuous improvement of RTDS's approach.
Timeline	**Q4 2026:** Gender Mainstreaming Standard and initial checklists developed. **2027 onwards:** Integration into relevant workflows and project reviews. **Annually:** Review and update of standards and tools.
Responsible	Gender Equality Officer; Head of Communication and Dissemination; Head of Project Management; Head of Proposal Team
KPIs	• Gender Mainstreaming Standard adopted internally by **Q4 2026**. • Gender checklist incorporated into relevant proposal workflows from 2027. • Annual review of the application and usefulness of the standard and checklists.
Monitoring	• Proposal review records. • Project quality and milestone review records. • Annual review of selected deliverables and project outputs. • Feedback from relevant project teams and consortium partners.
Expected Outcomes	Gender considerations are assessed systematically at relevant stages of RTDS's proposal, project and service activities. Staff have practical tools for applying gender mainstreaming, and the approach is increasingly consistent across RTDS work.

Strategic Objective 6 — Gender-sensitive Communication

Purpose	Ensure that RTDS's external communications, public representation and events use inclusive, gender-sensitive practices and provide balanced visibility to diverse expertise.
Actions	• Develop and implement **RTDS Gender-Sensitive Communication Guidelines** covering inclusive language, visual representation and accessibility. • **Review RTDS's website and key communication channels** and address identified gaps in language, accessibility and visual content. • **Establish a dedicated Gender Equality subpage** on the RTDS website to provide transparent information on RTDS's gender equality commitments and progress. The page will make the GEP and subsequent Annual Gender Equality Progress Reports publicly available, alongside relevant policies, initiatives and resources. • **Promote equitable participation and diverse representation** across RTDS communication activities including events, panels, co-creation activities, podcasts. This includes targeted outreach to underrepresented groups where appropriate, inclusive moderation, balanced speaking opportunities and

	different ways for participants to contribute and have their perspectives heard. • **Launch a gender equality awareness campaign following publication of the GEP**, using RTDS communication channels to communicate the organisation's commitments, raise awareness among staff and external stakeholders, and highlight relevant activities and progress. • **Monitor gender representation in RTDS's public-facing activities and expert visibility**, including InnovationCast guests, event speakers, campaigns, case studies and other communications, and use findings to inform future communication and outreach.
Timeline	**Q4 2026:** Communication guidelines and initial content review. **2027 onwards:** Application across RTDS communications and events. **Annually:** Communication and representation review.
Responsible	Head of Communication and Dissemination
KPIs	• Gender-Sensitive Communication Guidelines adopted by **Q4 2026**. • RTDS website and key communication channels reviewed and identified improvements implemented. • Dedicated **Gender Equality subpage established by Q1 2027**, with the GEP and subsequent Annual Gender Equality Reports made publicly available. • Gender equality awareness campaign launched following publication of the GEP. • Speaker diversity considered for **all RTDS-organised events and panels**. • Gender representation among public-facing experts and podcast guests monitored annually. • Annual review of selected communication outputs against the guidelines.
Monitoring	• Event and speaker records. • Annual review of InnovationCast and other expert representation. • Website and communication content audits including the gender equality webpage. • Annual review of selected visual and written communication outputs. • Monitoring of reach and engagement of the gender equality awareness campaign.
Expected Outcomes	RTDS's external communication consistently reflect inclusive and gender-sensitive practices, with diverse expertise visible across its activities. The GEP, progress reports and related initiatives are publicly accessible, supporting transparency and awareness among staff, partners and wider stakeholders.

An operational timeline summarising the implementation schedule for all six objectives is provided in Appendix A.

9. Governance Structure for GEP

OVERALL ACCOUNTABILITY

CEO

IMPLEMENTATION & MONITORING

Gender Equality Officer (GEO)

TEAM LEAD **Head of Project Management**	**TEAM LEAD** **Head of Proposals**	**TEAM LEAD** **Head of Communication & Dissemination**
TEAM LEAD **Head of IP / Exploitation**	**TEAM LEAD** **Head of AI Strategy**	

Relevant Team Leads apply the RTDS Gender Mainstreaming Standard and related practical tools within their areas of responsibility.

All RTDS Staff

Mandatory training · Inclusive language · Confidential reporting · Gender-sensitive practice

ANNUAL GENDER EQUALITY PROGRESS REPORT

Project Partners · EU Commission · Public

10. Monitoring and Evaluation Framework

Indicators

Indicator	Measurement Method	Target	Review Frequency
Share of women in total staff	Annual HR data	Monitor and maintain balanced representation; identify significant changes.	Annual
Gender representation in leadership and senior roles	Annual HR data	Maintain balanced representation; monitor changes.	Annual
Gender pay gap	Annual pay data	Address unexplained differences	Annual
Staff completing gender equality training	Training records	100% all staff; 100% new joiners	Annual
Relevant proposals reviewed for gender considerations	Proposal workflow records	100% from 2027	Annual
Gender balance of speakers at RTDS events	Event records	Balanced representation where feasible; deviations documented	Annual
Gender balance of podcast guests (InnovationCast)	Episode records	Monitor annually and seek balanced representation	Annual
Staff perception of workplace fairness and balance	Annual staff survey	Monitor baseline and improvement over GEP period	Annual
Gender-related concerns raised and resolved	Confidential reporting records	100% handled according to established procedures	Annual, anonymised

11. Formal Endorsement

STATEMENT OF ENDORSEMENT

RTDS formally endorses the **Gender Equality Plan 2026–2029** and commits to its full implementation across all organisational functions. Senior Management accepts overall accountability for the Plan's objectives, actions, and outcomes, and will ensure the necessary resources, oversight, and institutional support are in place for the duration of the Plan period. This GEP enters into force on 03 November 2026

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CEO, RTDS Group
Date:
03.11.2026

DocuSigned by:
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Name:
Dr. Stephen Webb
Chairman, RTDS Group
Date: 3/11/2026

12. Appendix 1 – Action Plan Timeline

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The following references informed the development of this Gender Equality Plan and provide further reading for stakeholders wishing to deepen their understanding of gender equality frameworks, requirements, and good practice in research and innovation contexts.

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RTDS Group

Gender Equality Plan 2026–2029

This document sets out RTDS Group's commitment to gender equality
across all organisational functions for the period 2026–2029,
in alignment with Horizon Europe requirements and EU Gender Equality Strategy 2026–2030.

Public commitment signed by top management