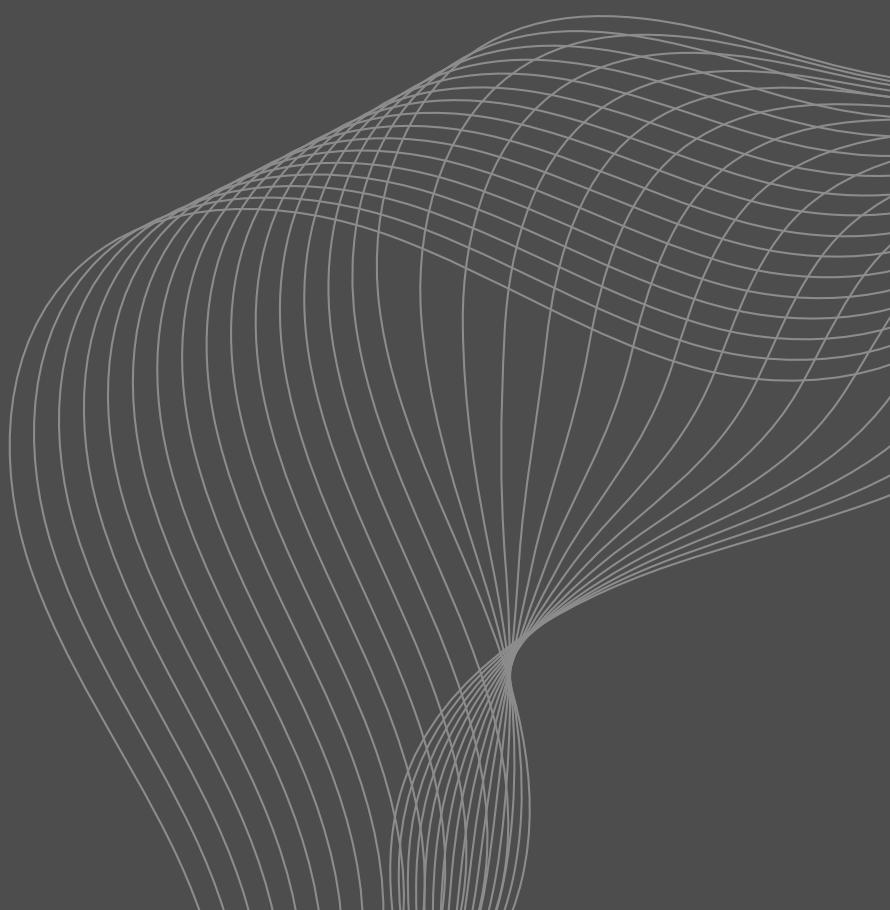


2025

# Gender Equality Plan



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## Summary

This Gender Equality Plan (GEP) 2025 is the updated edition of farmB Digital Agriculture S.A.'s GEP, reflecting progress achieved during the 2022–2025 implementation period and setting a targeted Action Plan for 2026–2027. It applies to all employees and management roles and extends to the company's Research & Innovation (R&I) activities, ensuring that gender equality principles are embedded in governance, workplace processes, and (where relevant) research content.

The GEP is aligned with EU priorities, including the EU Gender Equality Strategy 2020–2025 and the European Commission's Roadmap for Women's Rights (2025). In practice, the plan combines targeted measures (e.g., prevent unequal opportunities in recruitment and career progression, and leadership representation) with gender mainstreaming in organisational culture, monitoring, and R&I activities.

Baseline gender-disaggregated data indicate a gradual increase in women's representation in the overall workforce and a stable but still limited representation of women in research roles. Governance responsibilities are clearly assigned (CEO oversight; Gender Equality Officer, Regulatory Compliance Officer, and Human Resources Officer coordination) and are supported by an annual monitoring cycle based on practical KPIs appropriate to a small and growing organisation.

Key priorities for 2026–2027 include: (i) strengthening measures against gender-based violence and harassment through a formal policy, confidential reporting tools, and a complaint-handling protocol; (ii) monitoring equal pay and remuneration fairness; (iii) promoting work-life balance and inclusive organisational culture; (iv) ensuring fair and gender-sensitive recruitment and career progression processes; (v) delivering regular training on gender equality and unconscious bias; and (vi) improving gender balance in leadership and decision-making. Progress will be reviewed annually, and the plan will be updated as needed to ensure continuous improvement and sustained compliance with EU expectations.

## 1 Introduction

### 1.1 Why Gender Equality matters for farmB

Gender equality is a fundamental EU value and a key policy priority under the EU Gender Equality Strategy 2020–2025, aiming to ensure equal opportunities for all women and men, in all their diversity.

For farmB Digital Agriculture S.A., gender equality is both a matter of compliance and a strategic priority that strengthens organisational sustainability, workplace fairness, and innovation capacity. As a company active in Research and Innovation (R&I), farmB recognises that diverse teams contribute to better decision-making, improved creativity, and more inclusive outcomes. In this context, the company is committed to promoting equal opportunities, preventing discrimination and gender-based bias, and ensuring a safe and respectful working environment for all employees. This commitment is aligned with EU priorities, including the EU Roadmap for Women's Rights, which highlights equal employment opportunities, work-life balance, and institutional mechanisms supporting women's rights.

### 1.2 Gender equality as part of company culture & sustainability

farmB Digital Agriculture S.A. recognises gender equality as an integral component of its organisational culture and long-term sustainability strategy. Promoting an inclusive, respectful, and non-discriminatory workplace strengthens employee engagement, supports talent retention, and contributes to a healthier and more productive working environment.

Gender equality is also closely linked to corporate governance and responsible business practices, as it promotes transparency, fairness, and equal access to opportunities. In line with EU priorities, farmB acknowledges that sustainable growth and innovation require the full participation of all people, regardless of gender, and that gender equality contributes to social cohesion and economic competitiveness.

Through this Gender Equality Plan (GEP), farmB aims to embed gender equality principles into internal policies, decision-making processes, and everyday operations, ensuring that inclusion and equal treatment remain core organisational values and a continuous commitment.

### 1.3 Scope of this plan (employees / management / R&I activities)

This Gender Equality Plan (GEP) applies to all employees of farmB Digital Agriculture S.A., regardless of employment status, role, seniority level, or contractual arrangement. It covers the company's organisational structure and operational functions, including recruitment, career development, training, internal communication, and decision-making processes.

In addition, the GEP extends to the company's Research and Innovation (R&I) activities, ensuring that gender equality principles are integrated into the design, implementation, and dissemination of research and innovation outcomes. This includes actions supporting gender balance within R&I teams, as well as the consideration of the gender dimension in research content and project development, where relevant.

The scope of the GEP also includes senior management and leadership roles, recognising their responsibility in promoting a gender-sensitive organisational culture and ensuring the effective implementation and monitoring of the plan.

## 1.4 Definitions & terminology (gender equality, inclusion, intersectionality)

For the purposes of this Gender Equality Plan (GEP), the following definitions and terminology apply. The terminology is aligned with the company's internal governance structure and relevant EU policy frameworks, including the EU Gender Equality Strategy 2020–2025, which promotes gender mainstreaming and the use of an intersectional approach in gender equality policies.

In this context, gender equality refers to the equal rights, responsibilities, and opportunities of women and men, as well as the elimination of gender-based discrimination and structural inequalities. Inclusion refers to the creation of a work environment where all individuals are treated fairly and are able to participate fully, regardless of gender or other personal characteristics. Furthermore, intersectionality is understood as the analytical approach that examines how gender interacts with other personal characteristics (such as age, disability, ethnic origin, or other factors), potentially leading to multiple and overlapping forms of discrimination.

Term / Acronym	Definition
<b>GEP</b>	Gender Equality Plan. A formal policy instrument that integrates gender mainstreaming into the organisation's governance, operational procedures, and Research & Innovation (R&I) activities.
<b>GEO</b>	Gender Equality Officer. The role responsible for supporting a gender-inclusive and gender-sensitive working environment and promoting actions that oppose gender stereotypes.
<b>RCO</b>	Regulatory Compliance Officer. The role responsible for ensuring that the company operates in conformity with external regulatory requirements as well as internal policies and bylaws.
<b>HRO</b>	Human Resources Officer. The role supporting the effective implementation of the GEP, acting as a liaison between employees and senior management.
<b>EU</b>	European Union.
<b>SDG</b>	Sustainable Development Goals, as adopted by the United Nations.
<b>R&amp;I</b>	Research and Innovation.
<b>Gender Equality</b>	The equal rights, responsibilities, and opportunities of women and men, and the elimination of gender-based discrimination in all organisational processes.
<b>Gender Mainstreaming</b>	The systematic integration of a gender perspective into policies, procedures, and decision-making processes, ensuring that outcomes maximise equal opportunities and reduce inequalities.
<b>Inclusion</b>	The creation of an environment where all employees are treated fairly, feel respected, and have equal access to opportunities, participation, and professional development.
<b>Intersectionality</b>	An analytical tool for studying and responding to the ways in which gender intersects with other personal characteristics and contributes to unique experiences of discrimination.
<b>Unconscious Bias</b>	Unintentional attitudes or stereotypes that affect understanding, decision-making, and behaviour, potentially influencing recruitment, evaluation, collaboration, and workplace culture.
<b>Harassment</b>	Any form of unwanted conduct that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating, or offensive environment. Harassment may include verbal, non-verbal, physical, psychological, or sexual misconduct.

## 1.5 Reference to SDG5 & EU commitments

This Gender Equality Plan (GEP) is aligned with the United Nations Sustainable Development Goal 5 (SDG5), which aims to achieve gender equality and empower all women and girls. farmB recognises SDG5 as a key global sustainability priority and supports its objectives through internal policies and actions that promote equal opportunities, inclusion, and a safe working environment.

In addition, the GEP reflects farmB's commitment to EU values and policy priorities, as outlined in the EU Gender Equality Strategy 2020–2025, which promotes a gender-equal Europe through targeted measures and strengthened gender mainstreaming across all sectors. The strategy also highlights the importance of addressing gender inequality through an intersectional perspective.

Furthermore, farmB acknowledges the EU Roadmap for Women's Rights (2025) as a key reference for the post-2025 EU policy direction, reaffirming the importance of equal participation in society and the economy, work-life balance, and institutional mechanisms that ensure women's rights.

Through this plan, farmB aims to ensure compliance with relevant EU requirements, while actively contributing to broader European and international objectives for gender equality, responsible governance, and sustainable development.

## 2 EU Policy Alignment Framework

### 2.1 Alignment with EU Gender Equality Strategy 2020–2025

This Gender Equality Plan (GEP) is aligned with the EU Gender Equality Strategy 2020–2025, which sets the European Commission's policy objectives and key actions for achieving a gender-equal Europe. The strategy aims to eliminate gender-based violence, sex discrimination, and structural inequalities, while ensuring that women and men, in all their diversity, have equal opportunities to thrive and participate equally in society and the economy.

The implementation of the EU Gender Equality Strategy is based on a dual approach, combining targeted measures aimed at addressing existing gender gaps with strengthened gender mainstreaming across all policy areas. In this context, farmB adopts targeted actions through specific measures addressing recruitment, career progression, leadership representation, work-life balance, awareness raising, and prevention of harassment, while simultaneously integrating gender equality considerations into its organisational processes and Research & Innovation (R&I) activities.

In addition, the EU Gender Equality Strategy highlights intersectionality as a cross-cutting principle, recognising that individuals may experience multiple and overlapping forms of discrimination when gender intersects with other personal characteristics such as age, disability, ethnic origin, or sexual orientation. In line with this approach, farmB commits to ensuring that gender equality measures are inclusive and responsive to diverse employee needs, promoting a workplace culture where equal treatment and equal opportunities apply to all, without discrimination.

### 2.2 Alignment with EU Roadmap for Women's Rights (2025)

This Gender Equality Plan (GEP) is also aligned with the EU Roadmap for Women's Rights (2025), which reaffirms the European Union's commitment to protecting and advancing women's rights and gender equality, while setting the policy direction for the development of the EU Gender Equality Strategy post-2025. The Roadmap emphasises that progress achieved over past decades must be safeguarded and strengthened through cooperation, political commitment, and effective institutional mechanisms.

The Roadmap is structured around eight key principles/pillars, including freedom from gender-based violence, equal access to health and wellbeing, equal pay and economic empowerment, work-life balance, fair employment conditions, equal access to education, equal representation in decision-making, and strengthened institutional mechanisms for women's rights. These priorities highlight that gender equality is not only a public policy objective, but also a core societal and economic requirement.

In this context, farmB recognises the relevance of the Roadmap for private sector organisations and workplaces. Companies play a critical role in promoting equal opportunities, ensuring safe and inclusive working environments, preventing discrimination and harassment, and supporting equal participation in leadership and decision-making. Through this GEP, farmB commits to implementing concrete measures that contribute to these EU priorities, strengthening internal governance, transparency, and accountability in line with the principles of the EU Roadmap for Women's Rights.

### 2.3 Alignment with Horizon Europe / Gender Equality in R&I

This Gender Equality Plan (GEP) has been developed in alignment with the Horizon Europe framework, where gender equality is established as a horizontal priority across Research & Innovation (R&I) activities. As a company participating in R&I actions, farmB recognises that the adoption and implementation of a

Gender Equality Plan is a key prerequisite for ensuring compliance with Horizon Europe requirements and for supporting sustainable organisational change.

In this context, the GEP addresses the mandatory requirements promoted under the Horizon Europe guidance, including: (a) the publication of a formal document endorsed by top management, (b) the allocation of dedicated resources and responsible roles, (c) the collection of gender-disaggregated data and annual monitoring, and (d) awareness raising and training activities on gender equality and unconscious bias. These requirements are integrated into the governance structure and monitoring framework of farmB.

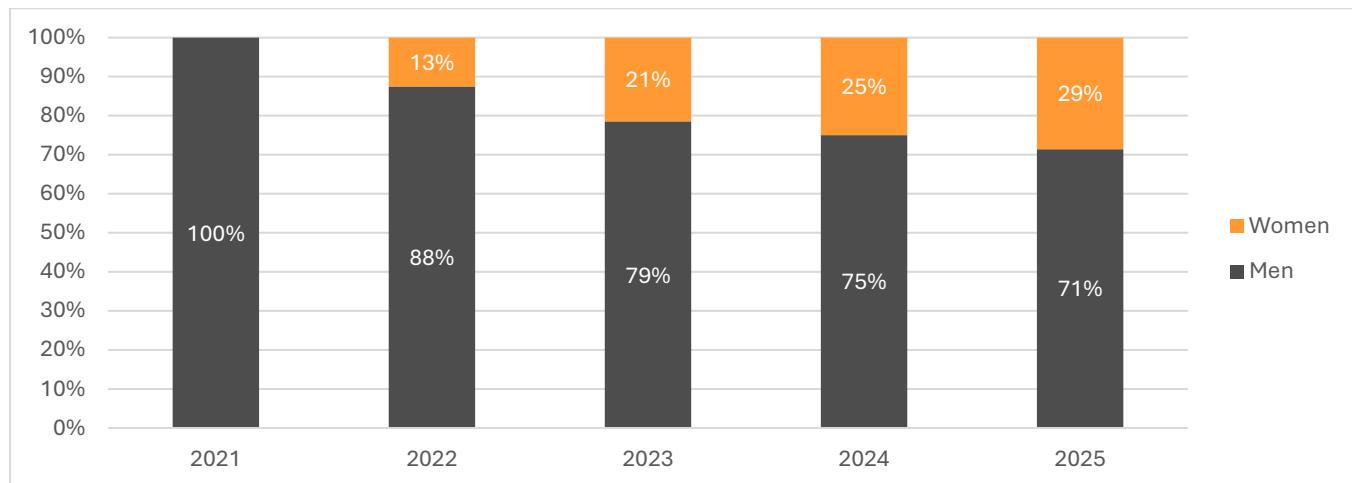
Furthermore, the GEP is structured to cover the five recommended thematic areas identified by Horizon Europe, namely: work-life balance and organisational culture, gender balance in leadership and decision-making, gender equality in recruitment and career progression, integration of the gender dimension into research and innovation content, and measures against gender-based violence, including sexual harassment.

Finally, farmB recognises that promoting gender equality in R&I goes beyond workforce balance and requires the integration of the gender dimension into research and innovation processes where relevant. This includes ensuring gender-sensitive approaches in project design, implementation, dissemination activities, and the development of research outputs, deliverables, and innovation results, contributing to inclusive and socially relevant solutions.

### 3 Company Profile & Baseline Gender Data (2022–2025)

This section presents farmB's baseline gender-disaggregated data, providing an overview of workforce composition and representation trends over time. The indicators included support the monitoring of gender equality objectives and contribute to evidence-based planning and reporting under the Gender Equality Plan. Data are presented for key organisational areas, including overall workforce distribution, research roles, and governance structures.

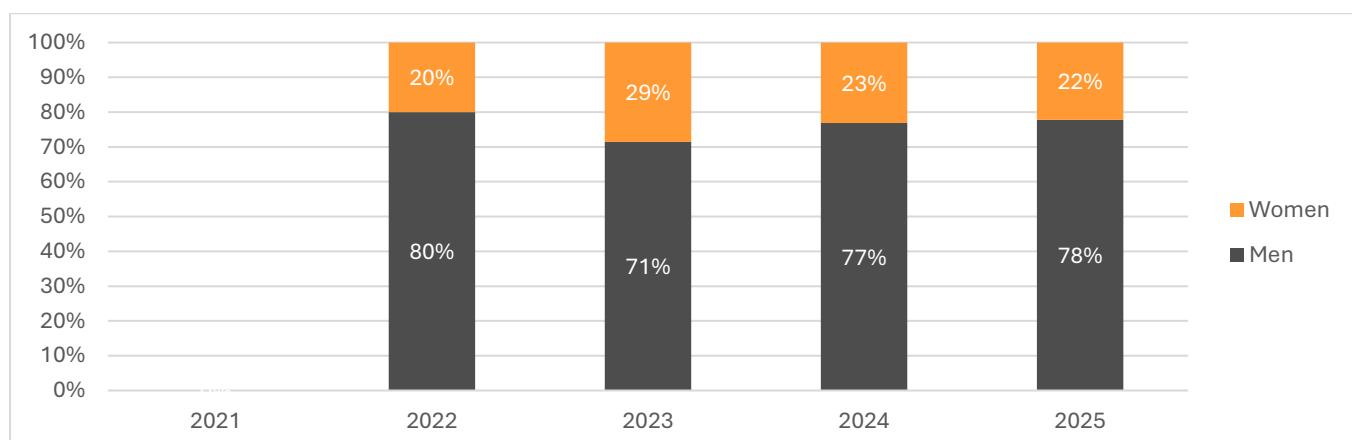
#### 3.1 Workforce overview (headcount by year)



**Figure 1: Workforce distribution by gender**

The gender distribution of the workforce indicates an increase in the share of women over the reporting period. In 2021, the workforce consisted of 100% men and 0% women. Female representation increased to 13% in 2022, 21% in 2023, 25% in 2024, and 29% in 2025. During the same period, the share of men decreased from 100% in 2021 to 71% in 2025. These figures provide the baseline for monitoring progress in workforce gender balance.

#### 3.2 Gender distribution in Research



**Figure 2: Workforce distribution in Research**

Gender-disaggregated data for research roles show the participation of women ranging between 20% and 29% over the period 2022–2025. In 2022, women accounted for 20% of research staff, increasing to 29% in 2023, and then recorded at 23% in 2024 and 22% in 2025. Men represented 80% in 2022, 71% in 2023,

77% in 2024, and 78% in 2025. These data provide a baseline for monitoring gender representation in research-related positions.

### 3.3 Gender distribution in Board of Directors

The gender distribution within the Board of Directors indicates that men represent 67% of members, while women represent 33%. This baseline provides an overview of gender representation at governance level and supports monitoring of balanced participation in decision-making structures.

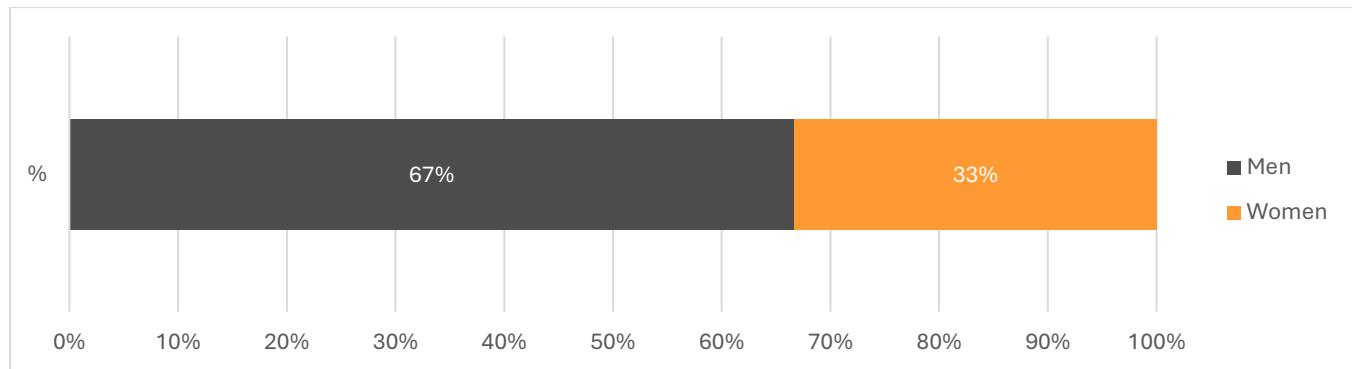


Figure 3: Gender distribution in Board of Directors

## 4 Progress Report: Implementation Review 2022–2024

### 4.1 Summary of planned actions from GEP 2022

The initial Gender Equality Plan (GEP) of farmB Digital Agriculture S.A. (2022 edition) established the company's commitment to gender equality and defined a structured framework for implementation based on five operational axes: Disclosure, Implementation, Monitoring, Awareness, and Control. These axes were designed in line with Horizon Europe guidelines and aimed to support a sustainable organisational change through dedicated governance roles, transparency, and targeted measures.

Planned actions under the 2022 GEP included the formal publication of the GEP signed by senior management, the assignment of dedicated roles (Gender Equality Officer, Regulatory Compliance Officer, and Human Resources Officer), and the development of a monitoring mechanism based on annual gender-disaggregated data collection and performance indicators. In addition, the plan introduced awareness raising actions through staff training on gender equality and unconscious bias.

Furthermore, the 2022 GEP identified specific thematic priorities to be addressed through concrete measures, including work-life balance and organisational culture, gender balance in leadership and decision-making, gender equality in recruitment and career progression, integration of the gender dimension into research and innovation activities, and measures against gender-based violence and sexual harassment. The 2022 plan also outlined next steps for implementation, including the establishment of an anonymous complaint recording mechanism, the development of a complaint handling protocol, and the creation of a full gender mapping system for internal monitoring purposes.

### 4.2 Actions implemented (completed / ongoing / not started)

Following the adoption of the Gender Equality Plan (GEP) 2022, farmB Digital Agriculture S.A. initiated the implementation of key governance and monitoring actions, in line with Horizon Europe requirements and the company's internal organisational structure.

#### 4.2.1 Completed actions

As part of the Implementation Axis, the company formally assigned the dedicated roles responsible for the execution and oversight of the GEP. The appointed officers are: **Gender Equality Officer (GEO): Dr. Maria Lampridi**, **Regulatory Compliance Officer (RCO): Dr. Christos Koidis**, and **Human Resources Officer (HRO): Vasso Marinoudi**. This action strengthened internal accountability and ensured that gender equality responsibilities are embedded within the company's governance framework.

In addition, farmB developed an initial internal gender mapping of its workforce and established a first set of baseline monitoring indicators, enabling the company to begin tracking gender-disaggregated data and identify representation trends across key organisational areas.

Indicative monitoring indicators currently in place include:

- **Workforce gender distribution (%)**
- **Gender distribution in Research roles (%)**
- **Gender distribution in the Board of Directors (%)**

These indicators provide a practical and realistic monitoring basis suitable for a small and growing company, while ensuring alignment with EU monitoring expectations.

#### 4.2.2 Ongoing actions

Several actions identified in the 2022 GEP remain under development and are currently ongoing. These include the establishment of a formal recording mechanism for both signed and anonymous complaints, as well as the drafting and gradual implementation of an internal action protocol for handling complaints related to discrimination, harassment, or gender-based misconduct. These actions are being further refined in order to strengthen prevention, reporting, and response mechanisms within the workplace.

In parallel, farmB continues efforts to ensure that all associates and employees are informed about the GEP, its objectives, and the available support mechanisms. This action remains ongoing due to the company's continuous growth and recruitment of new staff, making regular communication and onboarding processes essential for maintaining awareness and consistent implementation of gender equality principles across the organisation.

### 4.3 Achievements per axis (Disclosure, Implementation, Monitoring, Awareness, Control)

The implementation of the Gender Equality Plan (GEP) 2022 has supported farmB Digital Agriculture S.A. in establishing a structured approach to gender equality governance and monitoring. Progress achieved to date is summarised below, based on the five axes of the GEP framework.

#### 4.3.1 Axis I: Disclosure

farmB has ensured that its commitment to gender equality is formally documented through the development of the GEP as an official policy instrument. The plan is endorsed by senior management and serves as a reference framework for internal communication and organisational accountability, in line with EU requirements for transparency and publication.

#### 4.3.2 Axis II: Implementation

A key achievement under the Implementation Axis has been the establishment of a clear governance structure and the assignment of dedicated roles responsible for the implementation of the GEP. The appointment of the Gender Equality Officer (GEO), Regulatory Compliance Officer (RCO), and Human Resources Officer (HRO) has strengthened the operational capacity of the company to integrate gender equality principles into internal processes and ensure continuous follow-up.

#### 4.3.3 Axis III: Monitoring

farmB has developed an initial gender mapping of its workforce and established a first set of baseline monitoring indicators, enabling the company to collect gender-disaggregated data and monitor representation trends over time in relation to gender equality objectives. This marks an important step towards evidence-based monitoring and supports the annual review process foreseen in the original GEP.

#### 4.3.4 Axis IV: Awareness

Progress has been made towards strengthening awareness raising activities by integrating gender equality as an ongoing organisational topic. The company has initiated internal actions aiming to support staff awareness and training, including communication efforts linked to the implementation of the GEP and the promotion of a respectful and inclusive workplace culture.

#### 4.3.5 Axis V: Control

farmB has established the thematic scope of its gender equality framework by adopting the five thematic areas recommended under Horizon Europe guidelines. These areas (work-life balance and

organisational culture, leadership and decision-making, recruitment and career progression, gender dimension in R&I, and measures against gender-based violence and harassment) continue to guide the design of policies and future action planning. This ensures that the GEP remains aligned with EU expectations and provides a structured basis for continuous improvement.

#### **4.4 Key barriers, lessons learned and priorities emerging from the review**

The implementation of the Gender Equality Plan (GEP) during the period 2022–2024 highlighted both progress achieved and challenges that require further attention. A key barrier identified relates to the company's dynamic growth and evolving organisational structure, which creates the need for continuous communication, onboarding, and reinforcement of gender equality principles as new employees and associates join the organisation. In addition, the establishment of formalised internal mechanisms (such as complaint recording and response procedures) requires further development to ensure consistency, confidentiality, and trust in reporting processes.

The review process confirmed that structured governance and clear assignment of responsibilities are essential for effective implementation. The appointment of dedicated roles (GEO, RCO, HRO) proved to be a critical enabling factor, supporting coordination and accountability. At the same time, the need for simplified but systematic monitoring indicators was identified as a priority, ensuring that progress can be measured realistically within the context of a small organisation.

Based on these findings, the key priorities emerging from the review include: strengthening internal communication and awareness raising actions, particularly through onboarding processes; completing the development of complaint handling mechanisms and relevant protocols; expanding the monitoring framework through additional gender-related indicators; and further integrating gender equality principles into the company's recruitment, career development, and Research & Innovation (R&I) activities. These priorities form the basis of the updated action plan for the period 2025–2027.

## 5 Strategic Framework & Action Plan 2025–2027 (EU Roadmap Pillars)

### 5.1 Introduction to the 2025–2027 framework

Building on the implementation of the initial Gender Equality Plan (2022 edition) and the outcomes of the 2022–2024 review period, farmB Digital Agriculture S.A. introduces an updated Strategic Framework and Action Plan for the period 2025–2027. This updated framework aims to consolidate progress achieved so far, address identified gaps, and ensure the continuous integration of gender equality principles into the company's organisational culture, governance, and Research & Innovation (R&I) activities.

The 2025–2027 Action Plan is aligned with the EU Roadmap for Women's Rights (2025), which introduces eight key priority pillars that reflect the European Union's policy direction for advancing women's rights and gender equality beyond 2025. The Roadmap emphasises that sustainable progress requires coordinated action and strengthened institutional mechanisms, with the private sector playing an important role in promoting equality, safe working environments, and equal opportunities.

In this context, farmB adopts the eight pillars of the EU Roadmap as the organising structure for its updated action plan, ensuring that planned measures are comprehensive, coherent, and aligned with European priorities. The framework also remains consistent with Horizon Europe requirements for Gender Equality Plans, ensuring the integration of gender equality measures, gender mainstreaming practices, and monitoring mechanisms that support measurable progress over time.

#### Alignment with EU Policy Frameworks and Horizon Europe

To ensure a comprehensive and future-proof approach, farmB has structured its 2025–2027 Action Plan by aligning the mandatory thematic areas of **Horizon Europe** with the eight priority pillars of the **EU Roadmap for Women's Rights (2025)**. This integrated framework allows the company to meet all EU Research & Innovation compliance requirements—such as work-life balance, gender balance in leadership, and measures against harassment—while simultaneously adopting the more detailed and modern standards of the EU's post-2025 policy direction. By mapping these frameworks together, farmB ensures that its internal policies on equal pay, health and wellbeing, and institutional governance are not only compliant but also at the forefront of European organizational excellence.

Horizon Europe Mandatory / Recommended Areas	Corresponding farmB Pillar (EU Roadmap 2025)	Key Actions / Objectives
<b>1. Work-life balance &amp; organisational culture</b>	<b>Pillar 4:</b> Work-life balance	Flexible work arrangements, parental leave monitoring, psychosocial health, and inclusive culture.
	<b>Pillar 2:</b> Health & wellbeing	
<b>2. Gender balance in leadership &amp; decision-making</b>	<b>Pillar 7:</b> Equal representation in leadership	Promotion of women in managerial roles and leadership of R&I projects/Work Packages.
<b>3. Gender equality in recruitment &amp; career progression</b>	<b>Pillar 5:</b> Equal employment opportunities  <b>Pillar 3:</b> Equal pay	Monitoring of recruitment funnels, promotion tracking, and ensuring equal pay for equal work.

<b>4. Integration of gender dimension in R&amp;I content</b>	<b>Pillar 8:</b> Institutional mechanisms (R&I focus)	Ensuring gender-blind/gender-aware design in research outputs and project deliverables.
<b>5. Measures against gender-based violence &amp; harassment</b>	<b>Pillar 1:</b> Freedom from violence & harassment	Anti-harassment policy adoption, anonymous complaint mechanisms, and staff awareness.
<b>Horizontal Requirements: Resources, Data &amp; Training</b>	<b>Pillar 6:</b> Education & skills  <b>Pillar 8:</b> Governance	Dedicated roles (GEO/RCO/HRO), annual KPI tracking, gender-disaggregated data, and bias training.

## 5.2 Governance & responsibilities (GEO, RCO, HRO, CEO)

To ensure the successful implementation of the GEP, farmB has established a clear governance structure that assigns specific mandates to key roles within the company.

### Strategic Oversight (CEO)

The Chief Executive Officer (CEO) holds ultimate accountability for the Gender Equality Plan. The CEO's role is not merely formal; it involves the strategic oversight of all equality initiatives and the formal review and signature of the Annual GEP Progress Report. This top-down commitment ensures that gender equality is treated as a core business priority and that necessary resources are allocated for its realization.

### Operational Coordination (GEO, RCO, HRO)

The daily execution and monitoring of the plan are managed by the following officers:

- **Gender Equality Officer (GEO):** Acts as the primary coordinator for the GEP. The GEO is responsible for data aggregation, tracking the KPIs defined in the Annex, and drafting the annual progress report for management review.
- **Regulatory Compliance Officer (RCO):** Focuses on the implementation of Pillar 1 (Violence & Harassment). The RCO manages the anonymous complaint mechanism and ensures compliance with the Anti-Harassment Policy.
- **Human Resources Officer (HRO):** Responsible for the "Gender Mapping" of the workforce. The HRO ensures that gender-disaggregated data regarding recruitment, pay, and work-life balance (Pillars 3, 4, and 5) are accurately recorded and analyzed.

## 5.3 Monitoring approach (KPIs & annual review cycle)

Monitoring and evaluation are essential components of the effective implementation of the Gender Equality Plan (GEP), ensuring that planned actions lead to measurable progress and continuous organisational improvement. In line with Horizon Europe requirements, farmB Digital Agriculture S.A. applies a monitoring framework based on the collection of gender-disaggregated data, the use of key performance indicators (KPIs), and annual reporting.

For the period 2025–2027, farmB will maintain and further develop its internal gender map and monitoring indicators, focusing on practical KPIs appropriate to the size and structure of the organisation. Monitoring will include workforce composition by gender, gender distribution across departments and seniority levels, participation in training activities, recruitment and career progression statistics, and

participation in Research & Innovation (R&I) activities. Where feasible, additional indicators such as gender pay-related data will also be reviewed in order to support transparency and fairness.

The monitoring cycle will follow an annual review approach. On a yearly basis, the Gender Equality Officer (GEO), in collaboration with the Human Resources Officer (HRO) and the Regulatory Compliance Officer (RCO), will collect and analyse relevant data, assess progress against the defined KPIs, and identify areas requiring corrective action. The results will be documented in an internal annual review report and will support the revision and update of the GEP, ensuring that actions remain relevant and responsive to organisational developments.

This annual monitoring and review process enables farmB to ensure accountability, track implementation progress, and support evidence-based decision-making throughout the 2025–2027 action plan period.

#### **5.4 Pillar 1: Freedom from gender-based violence & harassment**

##### **Objective**

farmB is committed to ensuring a safe and respectful workplace, free from gender-based violence, harassment, and discrimination. The objective of this pillar is to strengthen prevention measures, reporting mechanisms, and response procedures, ensuring trust, confidentiality, and accountability.

##### **Actions 2025–2027**

- Establish and communicate a formal **Anti-Harassment & Anti-Violence Policy**.
- Complete the **recording mechanism** for both signed and anonymous complaints.
- Fully Develop and implement an **internal complaint handling protocol** (roles, timelines, escalation steps).
- Provide awareness and training actions on harassment prevention and respectful workplace behaviour.
- Ensure protection against retaliation and confidentiality during complaint handling.

##### **KPIs**

- Anti-harassment policy formally adopted and communicated (Yes/No).
- Number of employees informed/trained on harassment prevention.
- Complaint mechanism operational (Yes/No).
- Number of complaints recorded (anonymous/signed).
- Average response time for complaint handling (days).

##### **Risks & mitigation**

A key risk is underreporting due to lack of trust or fear of retaliation. This will be mitigated through confidentiality safeguards, anonymous reporting options, clear communication, and regular awareness actions.

#### **5.5 Pillar 2: Health, wellbeing & safe workplace**

##### **Objective**

To promote employee wellbeing and ensure a healthy, safe, and supportive working environment, addressing psychosocial risks and fostering a culture of respect and inclusion.

### **Actions 2025–2027**

- Promote wellbeing initiatives and supportive workplace practices.
- Monitor psychosocial risks and workplace stress factors.
- Encourage open communication and early identification of wellbeing concerns.
- Include wellbeing considerations in internal HR processes and team management practices.

### **KPIs**

- Number of wellbeing-related internal actions implemented per year.
- Sick leave trends monitored annually (Yes/No).
- Staff satisfaction feedback (if survey is implemented).

### **Risks & mitigation**

Risk of increased stress due to company growth and workload. Mitigation includes monitoring, supportive management practices, and promoting work-life balance measures.

## **5.6 Pillar 3: Equal pay & economic empowerment**

### **Objective**

To promote fairness and transparency in remuneration and ensure that equal work is rewarded equally, supporting equal economic opportunities across the organisation.

### **Actions 2025–2027**

- Monitor salary data by gender (where feasible).
- Review pay levels for comparable roles, particularly in R&I positions.
- Identify potential pay gaps and apply corrective actions if needed.
- Strengthen transparency through structured job roles and salary bands (where applicable).

### **KPIs**

- Annual salary review conducted (Yes/No).
- Average salary by gender (overall and/or R&I positions).
- Gender pay gap monitored annually (Yes/No).

### **Risks & mitigation**

Risk of unintentional pay disparities due to ad hoc salary setting. Mitigation includes structured review, documented salary criteria, and annual monitoring.

## **5.7 Pillar 4: Work-life balance & organisational culture**

### **Objective**

To support work-life balance and promote an organisational culture that enables equal participation, flexible working arrangements, and fair treatment for all employees.

### **Actions 2025–2027**

- Promote flexible working arrangements, where operationally feasible.
- Encourage equal access to parental leave and family-related support.

- Promote inclusive and gender-neutral language in internal and external communication.
- Monitor staff needs and adjust organisational practices accordingly.

#### **KPIs**

- Flexible work arrangements implemented/used (Yes/No).
- Parental leave uptake monitored annually (Yes/No).
- Staff satisfaction related to work-life balance (if survey is implemented).

#### **Risks & mitigation**

Risk of unequal access to flexibility depending on roles. Mitigation includes transparent criteria and consistent HR communication.

### **5.8 Pillar 5: Equal employment opportunities & career progression**

#### **Objective**

To ensure equal opportunities in recruitment, evaluation, and career development, supporting fair progression and preventing bias in decision-making.

#### **Actions 2025–2027**

- Monitor recruitment processes by gender (applications, shortlists, hires).
- Ensure inclusion of gender equality considerations in job advertisements.
- Support gender-balanced participation in recruitment and evaluation processes.
- Promote career development opportunities equally for all staff.

#### **KPIs**

- Gender distribution of applicants/shortlisted/hired candidates.
- Percentage of women involved in recruitment processes.
- Promotions tracked annually by gender (Yes/No).

#### **Risks & mitigation**

Risk of unconscious bias in hiring and promotion decisions. Mitigation includes monitoring, awareness actions, and involvement of responsible officers in recruitment processes.

### **5.9 Pillar 6: Education, skills & training**

#### **Objective**

To strengthen organisational capacity through continuous learning and awareness, ensuring that staff and management understand gender equality principles and unconscious bias.

#### **Actions 2025–2027**

- Provide annual awareness sessions on gender equality and unconscious bias.
- Introduce onboarding information on the GEP for new employees.
- Provide targeted training for managers and decision-makers (inclusive leadership).
- Disseminate internal guidance material on respectful workplace culture.

## KPIs

- Number of employees trained per year.
- Percentage of new employees informed during onboarding.
- Number of training sessions conducted annually.

## Risks & mitigation

Risk of limited participation due to workload. Mitigation includes integrating training into regular working schedules and offering short targeted sessions

## 5.10 Pillar 7: Equal representation in leadership & decision-making

### Objective

To support balanced participation in leadership roles and decision-making processes, strengthening diversity and equal representation within the company's governance and project management structures.

### Actions 2025–2027

- Encourage women's participation in leadership and coordination roles.
- Monitor gender balance in managerial positions and project leadership.
- Promote inclusive participation in internal committees and decision-making structures.
- Support mentoring and professional development opportunities for women employees.

## KPIs

- Percentage of women in managerial positions.
- Percentage of women leading projects or work packages (where applicable).
- Gender distribution in internal committees (if applicable).

## Risks & mitigation

Risk of limited leadership pool due to small company size. Mitigation includes gradual targets, mentoring, and equal access to development opportunities.

## 5.11 Pillar 8: Institutional mechanisms & gender equality governance

### Objective

To ensure that gender equality is embedded into company governance through clear responsibilities, monitoring processes, and accountability mechanisms that support continuous implementation of the GEP.

### Actions 2025–2027

- Maintain the governance roles of GEO, RCO, and HRO for implementation and monitoring.
- Ensure senior management oversight and endorsement of the GEP.
- Conduct annual review and reporting based on gender-disaggregated indicators.
- Strengthen internal communication and regular updates on the GEP.
- Establish a Gender Equality Committee (optional) to support coordination and follow-up.

## KPIs

- Annual gender equality report produced (Yes/No).
- Annual update of workforce gender map (Yes/No).
- Number of internal communications/actions related to GEP per year.
- Governance roles officially maintained and active (Yes/No).

### **Risks & mitigation**

Risk of reduced continuity due to organisational changes or workload. Mitigation includes clear role allocation, annual reporting obligations, and management support.

## 6 Implementation Plan

### 6.1 Implementation roadmap 2025–2027

The implementation of the Gender Equality Plan (GEP) for the period 2025–2027 will follow a structured and realistic roadmap, aligned with the company's size, organisational needs, and growth strategy. Actions will be implemented progressively, with priority given to measures that strengthen governance, monitoring capacity, workplace safety, and equal opportunities in recruitment and career development.

Implementation will be coordinated by the Gender Equality Officer (GEO), in collaboration with the Human Resources Officer (HRO) and the Regulatory Compliance Officer (RCO), under the oversight of senior management. Progress will be reviewed annually through KPI monitoring and internal reporting, allowing adjustments where necessary and ensuring continuous improvement throughout the implementation period.

### 6.2 Consolidated Action Plan Table

Action	Owner	Timeline	Resources	KPI	Status
<b>Maintain governance roles (GEO, RCO, HRO)</b>	CEO / GEO	2025–2027	Internal staff	Roles active (Yes/No)	Ongoing
<b>Annual gender map update &amp; monitoring indicators</b>	GEO / HRO	Annual	Internal staff	Annual gender map updated (Yes/No)	Planned
<b>Adopt and communicate Anti-Harassment Policy</b>	GEO / RCO	2025	Internal staff	Policy published/communicated (Yes/No)	Planned
<b>Establish signed &amp; anonymous complaint mechanism</b>	GEO / HRO / RCO	2025	Internal + tools	Mechanism operational (Yes/No)	Ongoing
<b>Establish complaint handling protocol</b>	GEO / RCO	2025	Internal staff	Protocol adopted (Yes/No)	Ongoing
<b>Provide annual training on GE &amp; unconscious bias</b>	GEO / HRO	Annual	Internal/external trainer	# employees trained	Planned
<b>Onboarding communication of GEP for new staff</b>	HRO	Continuous	Internal staff	% new staff informed	Ongoing
<b>Monitor recruitment statistics by gender</b>	HRO / GEO	Annual	Internal staff	gender data recorded (Yes/No)	Planned

<b>Monitor women representation in leadership</b>	GEO / CEO	Annual	Internal staff	% women in management	in	Planned
<b>Monitor pay-related indicators (where feasible)</b>	HRO / CEO	Annual	Internal staff	avg salary by gender		Planned
<b>Promote gender balance in R&amp;I teams</b>	GEO / Project Leaders	2025–2027	Internal staff	% women in R&I		Ongoing
<b>Gender dimension consideration in R&amp;I outputs</b>	Project Leaders / GEO	2025–2027	Internal staff	% projects with gender check		Planned

### 6.3 Resources and budget allocation (where applicable)

The implementation of the GEP is primarily supported through internal resources and the allocation of dedicated responsibilities to the appointed officers (GEO, RCO, HRO). Where necessary, additional resources may be allocated for specialised actions such as external training, awareness material, or the development of supporting tools (e.g. anonymous reporting mechanisms). Resource allocation will be reviewed annually, taking into account organisational growth, emerging needs, and the implementation progress of the action plan.

## 7 Stakeholder Engagement & Communication

Effective stakeholder engagement and communication are essential for the successful implementation of the Gender Equality Plan (GEP). farmB Digital Agriculture S.A. recognises that gender equality objectives can only be achieved through continuous awareness raising, active staff participation, and transparent communication across all organisational levels. The company therefore ensures that the GEP is communicated internally and externally, supporting a shared understanding of commitments, responsibilities, and available mechanisms.

### 7.1 Internal communication of the GEP

farmB ensures that the GEP is communicated to all employees and associates through internal communication channels. Regular updates may be provided by the Human Resources Officer (HRO) and the Gender Equality Officer (GEO), ensuring that staff are informed about relevant policies, actions, and developments. Internal communication supports transparency and reinforces the integration of gender equality principles into everyday organisational practices.

### 7.2 Onboarding and awareness for new employees

As farmB is a growing organisation, onboarding and continuous awareness raising are key priorities. The company ensures that new employees are informed about the GEP, its objectives, and the company's commitment to an inclusive and respectful workplace. This includes providing introductory information during onboarding processes, as well as guidance on internal procedures related to equality, workplace conduct, and reporting mechanisms.

### 7.3 Feedback mechanisms & staff participation

farmB promotes staff participation in the implementation and continuous improvement of the GEP. Employees are encouraged to provide feedback and share observations regarding workplace culture, equal opportunities, and any potential barriers to inclusion. Feedback mechanisms may include direct communication with the HRO or GEO, internal consultations, and structured discussions when needed. This approach supports trust, accountability, and the identification of improvement opportunities.

### 7.4 External visibility (website / dissemination)

In line with Horizon Europe requirements and transparency principles, farmB ensures external visibility of its commitment to gender equality through the publication of the GEP and relevant updates on the company's official communication channels, including the company website. Where applicable, gender equality commitments may also be reflected in dissemination activities, project communication, and public-facing material, reinforcing farmB's role as an equal opportunity employer and a responsible actor in research and innovation.

## 8 Conclusions & Commitment Statement

### 8.1 Commitment of farmB senior management

farmB Digital Agriculture S.A. reaffirms its strong commitment to gender equality as a fundamental organisational value and as a key element of responsible governance, workplace fairness, and sustainable development. Senior management recognises that gender equality contributes to improved organisational performance, inclusive decision-making, and a respectful working environment. The

successful implementation of this Gender Equality Plan (GEP) is supported through leadership endorsement, clear governance responsibilities, and continuous monitoring of progress.

## **8.2 Long-term objectives**

Through the implementation of the GEP 2025–2027, farmB aims to strengthen its long-term organisational culture by ensuring equal opportunities in recruitment, career progression, leadership participation, and professional development. The company is committed to preventing discrimination and harassment, promoting work-life balance, and fostering an inclusive and gender-sensitive environment for all employees.

In addition, as an organisation active in Research and Innovation (R&I), farmB remains committed to promoting gender equality within R&I teams and integrating gender-related considerations into innovation processes, where relevant, contributing to inclusive and socially responsible outcomes.

## **8.3 Next review and update timeline**

The implementation of the GEP will be monitored through an annual review cycle based on gender-disaggregated indicators and key performance measures. An internal monitoring report will be produced on a yearly basis, allowing for the identification of progress, challenges, and corrective actions where needed.

A full revision of the GEP will be conducted at the end of the 2025–2027 implementation period, ensuring that the plan remains updated, responsive to organisational developments, and aligned with evolving EU policy priorities.

## Annexes

### Note on Annexes and Supporting Internal Documents

To ensure effective implementation of the Gender Equality Plan (GEP), farmB Digital Agriculture S.A. maintains a set of supporting tools, templates, and operational documents (such as detailed KPI calculation notes, internal risk monitoring tables, complaint handling protocols, training outlines, and annual reporting templates). These documents are considered internal working material, as they may contain operational details and information subject to regular updates.

In this context, farmB ensures that the core GEP remains publicly available and transparent, while the supporting implementation documents are managed internally and reviewed on an annual basis by the responsible officers (GEO, HRO, and RCO), in order to reflect organisational developments and ensure continuous improvement.

### Annex A: KPI Definitions (Summary)

KPI	Definition	Frequency	Responsible
<b>Workforce gender distribution (%)</b>	Percentage of employees by gender in the overall workforce.	Annual	HRO / GEO
<b>Gender distribution by department/team (%)</b>	Percentage of employees by gender per department/team.	Annual	HRO / GEO
<b>Women in managerial positions (%)</b>	Percentage of women in managerial or decision-making roles.	Annual	GEO / CEO
<b>Women in R&amp;I roles (%)</b>	Percentage of women involved in Research & Innovation activities.	Annual	GEO / Project Leaders
<b>Women leading projects / WPs (%)</b>	Percentage of women acting as project coordinators or work package leaders.	Annual	GEO / Project Leaders
<b>Recruitment applicants by gender (# / %)</b>	Gender distribution of job applicants.	Annual	HRO
<b>Shortlisted candidates by gender (# / %)</b>	Gender distribution of shortlisted applicants.	Annual	HRO
<b>Hires by gender (# / %)</b>	Gender distribution of newly hired employees.	Annual	HRO
<b>Promotions tracked by gender (Yes/No)</b>	Annual tracking of career progression/promotions by gender.	Annual	HRO / GEO
<b>Training participation (# staff trained)</b>	Number of employees participating in gender equality or unconscious bias training	Annual	GEO / HRO
<b>Onboarding GEP coverage (%)</b>	Percentage of new employees informed about the GEP during onboarding.	Annual	HRO
<b>Average salary by gender</b>	Average salary comparison by gender (overall or by R&I category).	Annual	CEO / HRO
<b>Gender pay gap monitored (Yes/No)</b>	Formal annual review of pay disparities.	Annual	CEO / HRO
<b>Complaint mechanism operational (Yes/No)</b>	Confirmation that signed and anonymous reporting tools are active.	Annual Review	GEO / RCO
<b>Complaints recorded (#)</b>	Number of signed and anonymous complaints recorded.	Annual	GEO / RCO
<b>Average response time (days)</b>	Average time between complaint submission and initial response.	Annual	GEO / RCO

<b>Anti-Harassment Policy adopted (Yes/No)</b>	Formal adoption and communication of the policy to all staff.	Annual Review	GEO / RCO
<b>Wellbeing actions implemented (#)</b>	Number of internal initiatives related to employee wellbeing.	Annual	HRO
<b>Sick leave trends monitored (Yes/No)</b>	Annual monitoring of sick leave to identify psychosocial risks.	Annual	HRO
<b>Flexible work arrangements (Yes/No)</b>	Tracking the availability and use of flexible working options.	Annual	HRO
<b>Parental leave uptake (Yes/No)</b>	Annual monitoring of employees taking parental/family leave.	Annual	HRO
<b>Annual Gender Map update (Yes/No)</b>	Official update of the internal workforce gender mapping.	Annual	GEO / HRO
<b>GEP Progress Report Approval (Yes/No)</b>	Formal review and signature of the annual report by the CEO.	Annual	CEO / GEO

### **Annex B: Commitment of General Management**

The management of farmB Digital Agriculture S.A. hereby reaffirms its unwavering commitment to the principles of gender equality, diversity, and inclusion. This Gender Equality Plan 2025–2027 is not merely a compliance document but a strategic roadmap that reflects our core values as an innovative European organization.

As CEO, I personally endorse this plan and commit to providing the necessary leadership, institutional mandate, and resources for its successful implementation. We recognize that our success in the Research and Innovation (R&I) sector depends on our ability to foster a workplace where all talents, regardless of gender, have equal opportunities to lead, grow, and innovate.

By formally adopting this GEP, farmB pledges to maintain full transparency through annual monitoring and reporting, ensuring that gender equality remains at the heart of our corporate governance and organizational culture.

Signed,



**Dr. Christos Koidis**

**Chairman of the Board &  
Managing Director**

## Contact

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