

GENDER EQUALITY PLAN 2026–2029

Cerebrus Advies BV

Version: 1.0

Effective date: 15/09/2026

Period covered: 2026–2029

Document owner: Management of Cerebrus Advies BV

Gender Equality Coordinator: Dr. Jon Day, Chief Operating Officer

Management Sponsor: Dr. Heleen A. van de Weerd, Chief Executive Officer

Approved by: Dr. Jon Day, Chief Operating Officer

Date of approval: 15/09/2026

Next formal review: 14/09/2028

Public website URL: cerebrus.associates/gep

1. Management Commitment

Cerebrus Advies BV is committed to providing an inclusive working environment in which all employees, applicants, contractors and other persons working with or for the organisation are treated fairly and have equal opportunities irrespective of sex, gender, gender identity or expression, pregnancy or maternity, family or caring responsibilities, or any other characteristic protected by applicable law.

Cerebrus Advies BV recognises gender equality as an integral part of good governance, responsible employment practice, organisational performance and the quality of its professional services.

Through this Gender Equality Plan, Cerebrus Advies BV commits to identifying and removing structural, procedural and cultural barriers that may cause or perpetuate gender inequality.

The Management of Cerebrus Advies BV assumes overall responsibility for implementation of this Plan and will ensure that appropriate human, organisational and, where necessary, financial resources are made available.

This Gender Equality Plan will be formally adopted by top management, communicated internally and published on the public website of Cerebrus Advies BV.

2. Purpose and Scope

The purpose of this Gender Equality Plan is to:

- promote equal opportunities and equal treatment;
- prevent direct and indirect gender discrimination;
- identify and address structural or procedural gender inequalities;
- improve gender balance where relevant and appropriate;
- support fair recruitment, remuneration, development and promotion;

- promote a healthy work-life balance;
- prevent sexual harassment, gender-based harassment and gender-based violence;
- incorporate sex and gender considerations into relevant research, innovation, analytical and advisory activities;
- establish measurable objectives and accountability for gender equality;
- provide appropriate awareness raising and training;
- establish arrangements for monitoring and reporting; and
- create a working culture in which concerns can be raised without fear of retaliation.
- This Plan applies to:
 - directors and management;
 - permanent and temporary employees;
 - interns and trainees;
 - applicants for employment;
 - consultants and contractors working under the direction of Cerebrus Advies BV; and
 - where relevant, participants in projects and activities organised or managed by Cerebrus Advies BV.

Suppliers, subcontractors and project partners are expected to act consistently with the principles contained in this Plan when working with Cerebrus Advies BV.

3. EU and Horizon Europe Framework

This Gender Equality Plan has been developed with reference to the European Union framework for gender equality and the Gender Equality Plan requirements applicable under Horizon Europe.

Relevant EU principles and legislation include, where applicable:

- the principle of equality between women and men under EU law;
- the Charter of Fundamental Rights of the European Union;
- Directive 2006/54/EC on equal opportunities and equal treatment of women and men in employment and occupation;
- Directive (EU) 2019/1158 on work-life balance for parents and carers;
- Directive (EU) 2023/970 concerning pay transparency and strengthening application of the principle of equal pay;
- applicable Dutch legislation concerning equal treatment, employment and working conditions;
- the General Data Protection Regulation;
- Horizon Europe Gender Equality Plan requirements and guidance; and
- relevant guidance issued by the European Commission and the European Institute for Gender Equality.

Under Horizon Europe, possession and implementation of a compliant Gender Equality Plan is an eligibility criterion for certain categories of organisations established in EU Member States and Associated Countries, including public bodies, research organisations and higher education establishments, including private research organisations and private higher education establishments.

The specific eligibility criterion does not generally apply to other categories of private for-profit organisations, including ordinary SMEs.

Whether Cerebrus Advies BV is formally subject to the eligibility criterion for a particular Horizon Europe participation therefore depends on its legal and organisational classification and the applicable call conditions.

Irrespective of whether the eligibility criterion is mandatory for Cerebrus Advies BV in a specific Horizon Europe action, the company has elected to implement this Plan in accordance with the four mandatory Horizon Europe process-related requirements and to address all five recommended thematic areas.

Where Cerebrus Advies BV participates in a Horizon Europe action for which it is subject to the Gender Equality Plan eligibility criterion, this Plan shall remain in force at the moment of grant signature and throughout the duration of the grant.

4. Mandatory Horizon Europe Process Requirements

4.1 Public Gender Equality Plan

This Gender Equality Plan is a formal institutional document of Cerebrus Advies BV.

It shall:

- be formally signed and/or adopted by the Managing Director or other authorised top-management body;
- be published on the publicly accessible external website of Cerebrus Advies BV;
- remain publicly accessible while it is in force;
- be communicated to employees and relevant personnel; and
- be retained together with evidence of formal adoption.

Where previous versions of the Gender Equality Plan exist, Cerebrus Advies BV will, where reasonably practicable, retain these on its website or in an accessible institutional archive.

Evidence of adoption may include:

- the signed Gender Equality Plan;
- management or board resolution;
- management meeting minutes;
- corporate decision or institutional order; or
- equivalent documentation demonstrating adoption by top management.

Public website URL: cerebrus.associates

Date of publication: 15/09/2026

Approved/adopted by: Dr Jon Day, Chief Operating Officer

Approval evidence/reference: N/A

Target

The current signed Gender Equality Plan shall remain publicly accessible for 100% of its period of validity, subject only to temporary technical interruptions.

4.2 Dedicated Resources and Gender Equality Expertise

Cerebrus Advies BV commits appropriate human, organisational and, where required, financial resources to implementation of this Plan.

The company shall appoint a Gender Equality Coordinator with an explicit mandate to coordinate:

- implementation of the Plan;
- monitoring and reporting;
- staff communication;
- awareness raising and training;
- maintenance of relevant equality data;
- coordination of feedback;
- review of progress;
- development of corrective measures; and
- periodic revision of the Plan.

Gender Equality Coordinator: Dr Jon Day

Function: Chief Operating Officer

Management Sponsor: Dr. Heleen A. van de Weerd, Chief Executive Officer

Management shall review the resources available for implementation of the Plan at least annually.

These resources may include:

- working time allocated to the Gender Equality Coordinator;
- working time allocated to managers and employees supporting implementation;
- training and awareness-raising resources;
- access to internal or external gender-equality expertise;
- resources for monitoring and reporting;
- resources for confidential support;
- legal or HR expertise where necessary; and
- appropriate financial resources for external training, advice, investigations or specialist assistance.

Where Cerebrus Advies BV does not possess sufficient specialist gender-equality expertise internally, appropriate external expertise shall be obtained.

Evidence may include:

- appointment decisions;

- role descriptions;
- allocated working hours;
- budgets;
- management meeting minutes;
- contracts with external specialists;
- relevant qualifications or CVs;
- invoices;
- training agreements; and
- other records demonstrating availability of appropriate resources and expertise.

Target

A Gender Equality Coordinator and Management Sponsor shall be designated throughout 100% of the validity period of this Plan.

Resources for implementation shall be formally reviewed at least once per year.

4.3 Data Collection, Monitoring and Reporting

Cerebrus Advies BV shall collect and monitor appropriate sex/gender-disaggregated data on personnel, insofar as the collection and processing of such information is lawful, necessary and proportionate.

Data shall be processed in accordance with applicable privacy and data-protection requirements.

Monitoring shall include, where appropriate and statistically meaningful:

- workforce composition by sex/gender;
- management and leadership composition;
- recruitment and appointment outcomes;
- promotion and career progression;
- participation in training and professional development;
- remuneration indicators;
- flexible-working arrangements;
- family and caring leave utilisation;
- staff departures and retention;
- Gender Equality Plan training completion;
- reported gender-related discrimination or harassment cases in suitably anonymised form; and
- gender-dimension assessments in relevant research and innovation projects.

Internal monitoring will normally take place annually.

A documented Gender Equality Progress Report shall be prepared at least once every two years.

The report shall assess:

- progress against objectives and targets;
- changes in relevant workforce indicators;
- implementation of actions;
- identified disparities;
- concerns or implementation difficulties;
- corrective actions where necessary; and
- proposed changes to the Plan.

The Gender Equality Coordinator shall submit the report to top management for review.

Where the size of Cerebrus Advies BV means that publication or circulation of detailed demographic data could identify individuals, data shall be aggregated, suppressed or otherwise protected.

Target

Cerebrus Advies BV shall complete the required Gender Equality Progress Report at least once every two years throughout the validity period of this Plan.

4.4 Gender Equality Awareness Raising and Training

Cerebrus Advies BV shall provide gender-equality awareness raising and/or training explicitly directed at:

1. staff; and
2. decision-makers.

For the purposes of this Plan, decision-makers include management and persons responsible for:

- recruitment;
- candidate selection;
- remuneration;
- performance assessment;
- promotion;
- allocation of significant assignments;
- professional development; or
- other personnel decisions.

Training and awareness raising shall address, as appropriate:

- gender equality and equal treatment;
- direct and indirect discrimination;
- unconscious gender bias;
- gender stereotypes;
- inclusive recruitment and selection;
- objective performance assessment;

- equality in career progression;
- equal pay;
- inclusive leadership;
- work-life balance;
- prevention of gender-based violence;
- prevention of sexual harassment;
- reporting and complaint procedures;
- protection against retaliation; and
- gender dimensions in research and innovation where relevant.

New employees shall receive appropriate information about this Plan and the company's reporting arrangements as part of onboarding.

Staff with recruitment, management or personnel decision-making responsibilities shall receive targeted gender-equality and unconscious-bias training.

Cerebrus Advies BV shall maintain evidence of awareness and training activities, which may include:

- training plans;
- programmes;
- curricula;
- invitations;
- presentations;
- attendance records;
- completion records;
- trainer agreements; and
- invoices or contracts for external training.

Targets

At least 90% of staff shall complete designated gender-equality awareness or training within each two-year implementation cycle.

At least 90% of persons with management, recruitment or significant personnel decision-making responsibilities shall complete appropriate gender-equality and unconscious-bias training within each two-year implementation cycle.

5. Baseline Assessment

Cerebrus Advies BV shall establish and periodically update a baseline assessment for gender equality.

The baseline shall include, where information is available, lawful to process and proportionate:

Indicator	Baseline Target / Monitoring Objective	
Total workforce by sex/gender	50:50	Monitor annually
Management positions by sex/gender	50:50	Monitor annually
New hires by sex/gender	50:50	Monitor annually
Applicants by sex/gender, where lawfully collected	50:50	Identify potential disparities
Promotions / career progression	50:50	Monitor annually
Average and median remuneration	50:50	Identify unexplained disparities
Training participation	50:50	Minimum 90% target
Flexible-working participation	50:50	Monitor equitable access
Parental and caring leave utilisation	50:50	Monitor equitable access
Employee departures	50:50	Identify potential patterns
Equality training completion	50:50	Minimum 90% target
Reported harassment/discrimination matters	50:50	All appropriately addressed

Where employee numbers are too small for meaningful statistical conclusions, qualitative information, employee feedback and process reviews shall supplement quantitative indicators.

Individual employees shall not be identifiable from published monitoring information.

6. Work-Life Balance and Organisational Culture

Objective

Cerebrus Advies BV shall promote an organisational culture in which employees can combine professional responsibilities with personal, parental and caring responsibilities without unfair disadvantage.

Measures

Cerebrus Advies BV shall:

- provide access to flexible-working arrangements where compatible with business and project requirements;
- assess flexible-working requests fairly and consistently;

- ensure that employees using parental leave, carers' leave, part-time work or flexible arrangements are not unfairly disadvantaged;
- avoid routinely scheduling internal meetings outside normal working hours where practicable;
- encourage a results-oriented rather than presenteeism-oriented culture;
- maintain appropriate arrangements for maternity, paternity, parental and care-related leave;
- support effective reintegration following extended family-related leave;
- periodically seek employee feedback on work-life balance;
- promote inclusive communication;
- avoid unnecessarily gendered or stereotypical language; and
- periodically review organisational practices for possible gender-related impacts.

Targets

Flexible-working and family-related leave practices shall be reviewed annually for material gender-related disparities.

100% of formal flexible-working requests shall be assessed using role-related and gender-neutral criteria.

Employee feedback on work-life balance and organisational culture shall be sought at least once every two years.

No employee shall suffer adverse career treatment because of lawful maternity, parental, paternity, carers' or other family-related leave.

7. Gender Balance in Leadership and Decision-Making

Objective

Cerebrus Advies BV shall ensure that leadership and decision-making opportunities are accessible on equal terms and that no gender is systematically disadvantaged.

Measures

Cerebrus Advies BV shall:

- review the gender composition of management and leadership roles;
- monitor participation in significant decision-making responsibilities;
- ensure leadership appointments use transparent and objective criteria;
- actively encourage suitably qualified employees from under-represented groups to pursue development and leadership opportunities;
- review access to strategic projects, high-visibility assignments and key client responsibilities;
- review succession planning for possible gender-related barriers; and
- seek appropriate diversity in committees and panels where reasonably practicable.

No person shall be appointed or promoted solely because of gender.

Any positive measures intended to improve representation shall remain lawful, proportionate and consistent with competence-based selection.

Targets

Leadership and decision-making representation shall be reviewed annually.

100% of management and leadership appointments shall be based on documented, objective and gender-neutral criteria.

Where a material gender imbalance is identified, Cerebrus Advies BV shall assess its causes and determine whether proportionate corrective measures are appropriate.

8. Gender Equality in Recruitment and Career Progression

Objective

Cerebrus Advies BV shall maintain fair, transparent and gender-neutral recruitment, remuneration, evaluation and career-development processes.

8.1 Recruitment

Vacancy descriptions shall:

- use inclusive and gender-neutral wording;
- contain objective requirements relevant to the role;
- avoid unnecessary criteria that may indirectly disadvantage particular groups; and
- encourage applications from suitably qualified candidates of all genders.

Where practicable, recruitment decisions shall involve more than one assessor.

Selection shall use consistent and role-related criteria.

Questions or decisions based on pregnancy, anticipated pregnancy, family plans, marital status or caring responsibilities shall not form part of recruitment decisions except where expressly permitted or required by law.

8.2 Career Progression

Employees shall have equal access to:

- training;
- professional certification;
- mentoring;
- business-development opportunities;
- significant client assignments;
- project leadership;
- management opportunities; and
- promotion.

Performance assessment shall be based on transparent, job-related and objective criteria.

Periods of maternity, parental or carers' leave shall not be treated as evidence of lower commitment, performance or potential.

8.3 Equal Pay

Cerebrus Advies BV supports the principle of equal pay for equal work and work of equal value.

Remuneration decisions shall use gender-neutral criteria, which may include:

- role requirements;
- level of responsibility;
- relevant experience;
- competence;
- performance;
- market conditions; and
- objectively justified business factors.

Cerebrus Advies BV shall periodically review compensation information for indications of unjustified gender differences.

Where an unexplained difference is identified, the underlying cause shall be investigated and appropriate corrective action taken where necessary.

Recruitment and remuneration procedures shall be reviewed to remain consistent with applicable EU and Dutch pay-transparency requirements.

Targets

100% of recruitment processes shall use documented role-related selection criteria.

100% of identified unexplained gender-related remuneration differences shall be investigated.

Recruitment, career-progression and professional-development outcomes shall be reviewed annually for material gender disparities.

9. Integration of the Gender Dimension into Research and Innovation Content

Objective

Cerebrus Advies BV shall ensure that sex and gender considerations are appropriately addressed where relevant to research, innovation, analytical or advisory activities.

This requirement does not mean that gender must be artificially introduced into every assignment.

Instead, relevant projects shall consider whether biological sex and/or gender may materially affect:

- the problem being examined;
- research questions;
- available data;
- users or target populations;
- methodology;
- assumptions;
- sampling;
- interpretation;
- impacts;
- risks;
- proposed services or solutions; or
- recommendations.

Measures

For relevant research and innovation activities, Cerebrus Advies BV shall:

- assess whether sex and/or gender are relevant to the proposed activity;
- document the assessment where required;
- incorporate appropriate gender analysis into research questions, methodology and outputs where relevant;
- use disaggregated data where lawful, available and analytically appropriate;
- examine whether systems, services, policies or recommendations could affect genders differently;
- avoid treating male experience as an automatic default;
- assess whether apparently neutral assumptions could introduce gender bias; and
- ensure relevant project staff understand applicable EU funding requirements.

Where sex and gender analysis is genuinely not relevant, the reason shall be documented where required by the applicable funding programme.

As Cerebrus Advies BV is not assumed to be a higher or secondary education establishment, formal teaching content is not treated as an applicable organisational component unless the company undertakes relevant educational activities.

Training and capacity-building activities undertaken as part of projects shall nevertheless be reviewed for gender inclusiveness where appropriate.

Target

100% of relevant Horizon Europe research and innovation activities for which a gender-dimension assessment is applicable shall document whether sex and/or gender are relevant to the activity.

10. Measures Against Gender-Based Violence, Including Sexual Harassment

Cerebrus Advies BV applies a zero-tolerance approach to:

- gender-based violence;
- sexual harassment;
- gender-based harassment;
- intimidation;
- victimisation;
- bullying based on gender; and
- retaliation against persons who raise concerns in good faith.

Prohibited conduct includes unwanted verbal, non-verbal, digital or physical behaviour of a sexual or gender-related nature that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment.

10.1 Reporting

Anyone who experiences or observes inappropriate behaviour is encouraged to raise the matter through an appropriate reporting channel.

Available channels may include:

- the employee's manager;
- the Gender Equality Coordinator;
- an appointed confidential adviser or vertrouwenspersoon;
- another designated member of management; or
- an appropriate external reporting or support channel.

Internal contact: Dr Jon Day

Confidential adviser / vertrouwenspersoon: Dr Heleen van de Weerd / appointed as required

At least one alternative reporting route shall be available where the complaint concerns the person's normal manager.

10.2 Handling Complaints

Complaints shall be:

- taken seriously;
- handled as confidentially as reasonably possible;
- assessed promptly;
- investigated fairly and impartially where necessary; and

- followed by appropriate corrective or disciplinary measures where misconduct is established.

Retaliation against a person who raises a concern in good faith, participates in an investigation or supports another person making a complaint is prohibited.

Knowingly making a deliberately false allegation may itself constitute misconduct.

An allegation that cannot be substantiated shall not, merely for that reason, be treated as a deliberately false complaint.

Where appropriate, Cerebrus Advies BV may involve:

- independent investigators;
- legal advisers;
- HR specialists;
- occupational-health professionals;
- confidential advisers; or
- competent public authorities.

Targets

A confidential reporting route shall be available and communicated throughout 100% of the validity period of this Plan.

100% of reported concerns regarding possible gender-based violence, sexual harassment or gender-related discrimination shall be acknowledged and referred into the appropriate procedure.

Relevant training shall address sexual harassment and gender-based violence during each two-year gender-equality training cycle.

11. Intersectionality and Inclusion

Cerebrus Advies BV recognises that gender inequality may interact with other personal or social characteristics.

Implementation of this Plan shall therefore take an inclusive approach, considering where relevant factors such as:

- age;
- disability;
- racial or ethnic background;
- nationality;
- religion or belief;
- sexual orientation;
- gender identity or expression;
- socioeconomic background; and
- family or caring responsibilities.

Monitoring involving such characteristics shall only take place where lawful, proportionate and compatible with applicable data-protection requirements.

12. Data Protection and Confidentiality

Gender equality monitoring shall comply with applicable privacy and data-protection requirements, including the General Data Protection Regulation and applicable Dutch legislation.

Cerebrus Advies BV shall:

- collect only information for a defined and legitimate purpose;
- limit access to authorised persons;
- aggregate or anonymise information where appropriate;
- avoid publication of information capable of identifying individuals;
- apply appropriate retention periods;
- maintain suitable technical and organisational safeguards; and
- provide appropriate privacy information where required.

Particular care shall be taken where the small size of the organisation means that demographic breakdowns could indirectly identify individual employees.

13. Governance and Responsibilities

13.1 Management

Management is accountable for:

- approving this Plan;
- demonstrating visible commitment;
- allocating appropriate resources;
- considering equality implications in significant HR decisions;
- reviewing monitoring reports;
- ensuring corrective action is taken where necessary; and
- ensuring the Plan remains operational rather than merely documentary.

13.2 Gender Equality Coordinator

The Gender Equality Coordinator is responsible for:

- coordinating implementation;
- maintaining the action plan;
- coordinating training and communication;
- coordinating relevant data monitoring;
- preparing progress reports;
- providing guidance to staff and management;
- maintaining evidence of implementation;

- proposing improvements; and
- coordinating periodic review of the Plan.

13.3 Managers

Managers are responsible for:

- applying the Plan in day-to-day decision-making;
- ensuring equal access to opportunities;
- responding appropriately to concerns;
- avoiding discriminatory behaviour and bias;
- supporting reasonable flexible-working arrangements; and
- participating in relevant training.

13.4 Employees

Employees are expected to:

- treat colleagues respectfully;
- comply with this Plan;
- participate in required training;
- raise or challenge inappropriate behaviour where appropriate;
- cooperate with legitimate monitoring and investigations; and
- contribute to an inclusive workplace culture.

14. Resources

Cerebrus Advies BV commits appropriate resources to implementation of this Plan.

Human Resources

Gender Equality Coordinator: Dr Jon Day

Management Sponsor: Dr Heleen van de Weerd

External HR/legal/gender-equality adviser, where required: appointed as required

Time

Reasonable working time shall be allocated for:

- monitoring;
- training;
- reporting;
- policy implementation;
- employee support; and
- periodic review.

Financial Resources

Management shall authorise appropriate expenditure for:

- equality training;
- external gender-equality expertise;
- confidential-support services;
- legal or HR support;
- investigations where necessary; and
- other implementation measures.

Expertise

Cerebrus Advies BV shall use internal or external HR, equality, legal, research-gender or other specialist expertise as appropriate.

Resource requirements shall be reviewed annually.

15. Monitoring and Reporting

Implementation shall be reviewed internally at least annually.

A formal written Gender Equality Progress Report shall be produced and approved by management at least once every two years.

The assessment shall include, as appropriate:

1. updated workforce indicators;
2. progress against actions and targets;
3. gender balance in leadership;
4. recruitment and career-progression outcomes;
5. remuneration analysis;
6. training completion;
7. work-life-balance indicators;
8. relevant discrimination or harassment matters in suitably aggregated form;
9. implementation of gender analysis in relevant research and innovation activities;
and
10. proposed corrective actions and future objectives.

Material issues identified through monitoring shall lead to appropriate consideration and, where necessary, corrective action.

Supporting monitoring records, implementation evidence, training records and internal assessment tools will be maintained by Cerebrus Advies BV and made available to the competent authorities where required, but do not form part of the publicly published version of this Plan.

16. Action Plan 2026–2029

Action	Responsibility	Timing	KPI / Evidence
Formally approve and sign GEP	Managing Director / Management	On adoption	Signed/adopted GEP
Publish GEP on company website	Management	On adoption	Live public webpage
Retain evidence of adoption	Management	On adoption	Resolution/minutes/signed document
Appoint Gender Equality Coordinator	Management	On adoption	Appointment record
Appoint Management Sponsor	Management	On adoption	Appointment record
Allocate implementation resources	Management	Annually	Time/budget decision
Establish workforce baseline	Coordinator	Within 3 months	Baseline completed
Review recruitment templates	Coordinator / Management	Within 6 months	Templates reviewed
Review remuneration indicators	Management	Annually	Review documented
Review access to development and promotion	Management	Annually	Outcomes reviewed
Deliver general gender-equality awareness	Coordinator	At least every 2 years	Minimum 90% participation
Deliver bias training to relevant decision-makers	Coordinator	At least every 2 years	Minimum 90% participation
Establish/confirm confidential reporting route	Management	Within 3 months	Route communicated
Review flexible-working practices	Management	Annually	Review completed
Review leadership representation	Management	Annually	Review completed

Action	Responsibility	Timing	KPI / Evidence
Assess gender dimension in relevant R&I projects	Project Leads	Each relevant project	Assessment documented
Conduct employee inclusion feedback exercise	Coordinator	At least every 2 years	Results reviewed
Prepare formal GEP Progress Report	Coordinator	At least every 2 years	Report approved
Review/update Gender Equality Plan	Management	By end of Plan period or earlier if required	Updated GEP

17. Key Performance Indicators

Cerebrus Advies BV shall use indicators proportionate to the size and nature of the organisation.

Principal KPIs are:

1. 100% of recruitment processes use documented, objective and job-related criteria.
2. 100% of management and leadership appointments use objective and gender-neutral criteria.
3. 100% of identified unexplained gender-related pay differences are investigated.
4. At least 90% of staff complete designated gender-equality awareness or training within each two-year cycle.
5. At least 90% of relevant decision-makers complete gender-equality and unconscious-bias training within each two-year cycle.
6. 100% of reported gender-related discrimination, gender-based violence or sexual-harassment concerns are acknowledged and referred into the appropriate procedure.
7. 100% of relevant Horizon Europe research and innovation activities document whether a gender dimension is applicable.
8. Gender representation in recruitment, management and career progression is monitored regularly.
9. A formal Gender Equality Progress Report is produced at least every two years.
10. The signed Gender Equality Plan remains publicly available while it is in force.

Numerical representation targets may be introduced following baseline assessment where a significant imbalance is identified and a specific target would be appropriate, proportionate and lawful.

18. Communication

This Plan shall be:

- made available to all employees;
- incorporated into appropriate onboarding arrangements;
- published on the public website of Cerebrus Advies BV;
- referenced in relevant HR procedures;
- communicated to persons with management or personnel responsibilities; and
- communicated to relevant EU-funded project teams where applicable.

Management shall actively support implementation of the Plan.

Publication alone shall not be regarded as sufficient implementation.

19. Review and Continuous Improvement

This Gender Equality Plan is a living management instrument.

It shall be reviewed:

- following significant organisational change;
- following material changes in applicable legislation or Horizon Europe requirements;
- where monitoring identifies significant inequality;
- following serious equality-related incidents;
- where implementation experience indicates that changes are necessary; and
- in all cases no later than the end of the stated Plan period.

Employee feedback shall be taken into account where appropriate.

Actions and targets may be amended where monitoring shows that existing measures are not sufficiently effective.

20. Adoption

By adopting this Gender Equality Plan, Cerebrus Advies BV confirms its commitment to promoting substantive gender equality, preventing discrimination and maintaining a respectful and inclusive working environment.

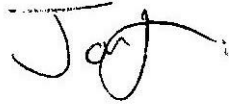
Management commits to:

- provide appropriate resources;
- support implementation;
- monitor progress;
- review outcomes;
- take corrective action where necessary; and
- maintain this Plan in accordance with applicable organisational and Horizon Europe requirements.

For Cerebrus Advies BV

Name: Dr Jon Day_____

Position: Chief Operating Officer_____



Signature: _____

Date: 15/09/2026_____

Gender Equality Coordinator

Name: Dr Jon Day_____

Position: Chief Operating Officer_____

Date appointed: 15/09/2026_____

DOCUMENT CONTROL

Document title: Gender Equality Plan 2026–2029

Organisation: Cerebrus Advies BV

Version: 1.0

Effective date: 15/09/2026

Approved by: Dr Jon Day

Document owner: Dr Jon Day

Next review date: 14/09/2028

Public URL: cerebrus.associates/gep

Previous version: Not applicable

Change history: Not applicable

Version	Date	Description of Change	Approved By
1.0	15/09/2026	Initial adoption	Jon Day