

Ozeon Gender Equity Plan (GEP)

Effective date: 03 July 2026 **Website:** <https://ozeon.com> **Owner:** Founder & CEO / Stakeholder Manager **Plan period:** 2026–2028 **Registered address:** Tornimäe tn 5, 10145 Tallinn, Kesklinna linnaosa, Harju maakond, Estonia **Contact:** people@ozeon.com

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1. Introduction and Purpose

Ozeon is committed to building a fair, inclusive, and high-performing organisation in which people of all genders can participate, contribute, lead, and progress equitably. This Gender Equity Plan establishes the company's principles, commitments, governance mechanisms, and implementation priorities for advancing gender equity across the organisation and the wider ecosystem it is building.

As a mission-driven company operating at the intersection of ocean innovation, climate action, open knowledge, technology, and finance, Ozeon recognises that gender equity is not a side issue. It is directly connected to organisational quality, innovation capacity, public trust, and long-term impact. This plan is intended to guide internal practice, support responsible growth, and strengthen readiness for collaboration with universities, institutions, funders, and international programmes.

This plan applies to Ozeon group entities, core team members, employees, contractors, advisors, interns, and participating leadership bodies, with implementation adapted to each entity's legal and operational context. It is reviewed annually.

2. Scope and Guiding Principles

This plan is based on the following principles:

- equal opportunity in access to work, leadership, visibility, and advancement
- zero tolerance for discrimination, harassment, bullying, and retaliation
- fair and transparent recruitment, remuneration, and progression processes
- proactive inclusion rather than passive non-discrimination
- respect for intersectionality, recognising that gender inequality can overlap with age, race, disability, nationality, sexuality, socioeconomic status, caregiving responsibilities, and other structural factors
- continuous improvement through data, monitoring, accountability, and learning

Ozeon will apply this plan across its internal operations and, where appropriate, in platform design, governance systems, partnerships, community programmes, and future Foundation activity.

3. Strategic Objectives

Over the life of this plan, Ozeon will work toward five strategic objectives.

Build an equitable organisational culture

Ozeon will foster a work environment in which all team members are treated with dignity and respect, supported in balancing work and life responsibilities, and able to contribute safely and meaningfully.

Improve gender balance in leadership and decision-making

Ozeon will seek balanced gender representation across leadership, advisory structures, public representation, and future governance bodies, while recognising startup-stage constraints and phased hiring realities.

Strengthen fairness in recruitment, pay, contracts, and career progression

Ozeon will establish fair and transparent hiring, compensation, and progression practices to reduce bias and improve access to opportunity across all genders.

Integrate gender-aware thinking into product, research, and ecosystem design

Ozeon will consider how gender affects participation, visibility, knowledge access, platform safety, and innovation pathways, especially where the company works with education, open knowledge, governance, and AI-enabled systems.

Prevent and respond to gender-based violence, harassment, and misconduct

Ozeon will maintain clear standards, reporting channels, and response procedures for harassment, discrimination, and related misconduct.

4. Governance and Accountability

Responsibility for implementation of this plan will sit with Ozeon leadership, with designated operational ownership assigned to a responsible lead or small working group.

Governance structure

- The Founder & CEO will hold executive accountability for adoption and implementation
- Alfinna Yebelanti (Stakeholder Management) is designated as the Responsible Implementation Lead and will oversee coordination, record-keeping, progress tracking, and annual review
- Where appropriate, advisory input may be sought from relevant advisors or external specialists
- As the organisation grows, responsibility may transition to a formal HR / Operations / Governance function and, later, align with Foundation-led ethical oversight where relevant

Resourcing

Ozeon will allocate proportionate internal time and administrative capacity to implement this plan. As resources allow, the company may also allocate budget for:

- policy review and compliance support
- training and awareness
- external advisory input
- inclusion and safeguarding improvements
- monitoring and reporting systems

Dedicated resources are one of the core process requirements commonly expected in formal GEP practice.

5. Commitments and Actions

Work-life balance and inclusive organisational culture

Ozeon will:

- support flexible and remote-friendly working arrangements where operationally feasible
- avoid unnecessary scheduling practices that disadvantage carers or those in different time zones
- encourage inclusive meeting practices, such as shared agendas, fair speaking time, and accessible documentation
- support a culture in which caregiving responsibilities are not penalised in performance expectations or advancement decisions

- review internal communications and role expectations to reduce exclusionary or gender-coded patterns

Initial actions

- Adopt a simple flexible-working statement
- Introduce inclusion guidance for meetings and team communications
- Review workload distribution and response-time expectations quarterly

Gender balance in leadership and decision-making

Ozeon will seek gender balance, or credible progress toward balance, across team composition, leadership appointments, advisory board appointments, public-facing speakers and representatives, and future governance and stewardship structures.

Because Ozeon is an early-stage company, the immediate priority is not rigid quota-setting but disciplined and visible effort to avoid homogenous structures forming by default.

Initial actions

- Track gender composition across the core team, advisors, interns, and speakers
- Include gender balance as an explicit consideration in new appointments
- Where candidate pools are narrow, document efforts made to broaden outreach

Recruitment, contracts, pay, and progression

Ozeon will maintain fair and transparent people processes by:

- using gender-neutral role descriptions and selection criteria
- advertising opportunities as openly as feasible for the stage of the company
- evaluating candidates against role-relevant criteria rather than informal fit
- documenting pay logic and contract rationale to reduce arbitrary disparity
- reviewing compensation and role progression periodically for inequity signals

Initial actions

- Standardise role description formats
- Introduce a simple interview and selection scoring approach for future hires
- Conduct a basic annual internal pay review, proportionate to company size

Safe reporting and anti-harassment measures

Ozeon has zero tolerance for sexual harassment, coercion, discrimination, intimidation, bullying, or retaliation. The company will:

- maintain a written code of conduct
- provide at least one confidential reporting route

- define who receives complaints and how they are handled
- prohibit retaliation against anyone who reports in good faith
- investigate issues proportionately and document outcomes
- take corrective action where misconduct is substantiated

Gender-based violence and sexual harassment are specifically recognised by EU gender-equality guidance as a core area for GEP action.

Initial actions

- Publish a code of conduct and reporting pathway
- Assign a responsible person for safeguarding and misconduct reporting
- Add conduct expectations to onboarding for employees, contractors, interns, and advisors

Gender-aware product and ecosystem design

Because Ozeon is building digital infrastructure, gender equity must also be considered in the product itself. Ozeon will work to ensure that platform design, governance tools, educational pathways, visibility systems, and community features do not unintentionally reproduce exclusion or unsafe participation dynamics. Areas of attention include:

- profile and identity design
- moderation and reporting tools
- public visibility and recommendation logic
- community safety
- access to opportunity and project participation
- representation in educational and editorial content
- future AI and intelligence systems

Initial actions

- Include gender and inclusion considerations in product review checkpoints
- Review community policies and moderation design with safety in mind
- Encourage diversity of contributors, featured content, and public-facing case studies

Gender dimension in research, education, and knowledge content

Where Ozeon publishes, curates, supports, or develops educational and research-related material, it will seek to consider whether gender is relevant to the framing of the issue, the design of the intervention, access to participation, outcomes, risks, or impacts, and data gaps or representation bias.

This is especially relevant where Ozeon works with health, education, climate adaptation, community systems, or public-interest innovation. The European Commission treats

integration of the gender dimension in research and innovation content as an important part of Horizon Europe practice, unless the topic explicitly excludes it.

Initial actions

- Add a prompt to internal project and content templates asking whether gender is relevant to the topic
- Encourage inclusive authorship, case studies, and examples in educational material
- Review future AI and recommendation systems for bias risk as they develop

6. Data Collection, Monitoring, and Review

Ozeon will maintain proportionate monitoring so that progress is visible and the plan remains operational rather than symbolic.

Baseline data

At minimum, Ozeon tracks:

- gender distribution across the core team
- gender distribution in leadership and advisory roles
- gender distribution across applicants and appointments where relevant
- pay and contract patterns at a high level, proportionate to company size
- participation in speaking roles, public events, and ecosystem representation
- reported incidents related to harassment or discrimination, with privacy protected

Collection and monitoring of sex/gender-disaggregated data is part of the standard GEP process logic in EU guidance.

Review cycle

- Internal review: every 12 months
- Light progress check: every 6 months
- Formal update of the plan: every 24 months, or earlier if the organisation changes substantially

Success indicators

Possible indicators for this stage include:

- balanced or improving gender representation across team and advisory structures
- documented use of fair recruitment and role-definition processes
- completion of basic conduct and inclusion onboarding
- no unresolved harassment process failures
- evidence that inclusion and gender-aware thinking are being incorporated into product and ecosystem decisions

7. Training and Capacity Building

Ozeon will introduce proportionate awareness and capacity-building measures for staff and contributors. These may include:

- onboarding on code of conduct and reporting routes
- bias-aware recruitment guidance for hiring managers
- inclusion guidance for leadership and public representation
- future training on AI ethics, moderation, safety, and equitable digital design where relevant

Training is one of the four mandatory process-related requirements commonly referenced in formal Horizon Europe GEP compliance.

8. Public Availability and Transparency

This Gender Equity Plan is intended to function as a public document and may be published on Ozeon's website or included in institutional, grant, and partnership materials. Ozeon will review and update the plan periodically to reflect organisational growth, legal obligations, and lessons from implementation.

9. Statement of Commitment

Ozeon recognises that gender equity is not achieved through a single policy. It is built through repeated operational choices, inclusive design, accountability, and willingness to improve. This plan establishes the company's commitment to building a fairer organisation and a more inclusive ecosystem as it grows.

10. Thematic Areas Addressed by the Gender Equality Plan

Work-life balance and organisational culture

Addressed: Yes

Concrete measures

- Flexible and remote-friendly working arrangements where operationally feasible
- Inclusive meeting practices, including shared agendas, fair speaking time, and accessible documentation
- Review of workload distribution and response-time expectations
- Recognition that caregiving responsibilities should not disadvantage team members

Targets

- Flexible-working guidance adopted and applied across the organisation
- Inclusion guidance introduced for meetings and team communications
- Workload and communication expectations reviewed at least quarterly

- Annual review of organisational culture and inclusion practices

Gender balance in leadership and decision-making

Addressed: Yes

Concrete measures

- Gender balance considered explicitly in leadership, advisory, and governance appointments
- Tracking of gender composition across the core team, leadership, advisors, interns, and public representatives
- Broader outreach where candidate pools appear too narrow or homogenous

Targets

- Annual monitoring of gender representation across leadership and advisory structures
- Demonstrable effort to avoid homogenous decision-making bodies
- Gender balance included as a formal consideration in future appointments and governance roles

Gender equality in recruitment and career progression

Addressed: Yes

Concrete measures

- Gender-neutral role descriptions and selection criteria
- More transparent and documented hiring processes
- Basic interview and selection scoring approach
- Periodic review of compensation and progression patterns to identify inequities

Targets

- Standardised role description format adopted
- Basic structured recruitment process implemented for future hires
- Annual internal pay and progression review carried out
- Evidence of fairer and more transparent recruitment practice as the team grows

Integration of the gender dimension into research and/or teaching content

Addressed: Yes

Concrete measures

- Internal project and content templates include a prompt asking whether gender is relevant to the topic

- Inclusive authorship, examples, case studies, and educational materials encouraged
- Gender and inclusion considerations built into product and content review checkpoints
- Future AI, recommendation, and knowledge systems reviewed for potential bias

Targets

- Gender relevance prompt added to project and content development workflows
- Gender-aware review included in product, educational, and research-related content where relevant
- Ongoing review of AI and platform systems for participation and representation bias

Measures against gender-based violence including sexual harassment

Addressed: Yes

Concrete measures

- Zero-tolerance policy for harassment, discrimination, bullying, coercion, and retaliation
- Written code of conduct
- Confidential reporting route
- Defined responsibility for receiving and handling complaints
- Documented response and corrective-action process

Targets

- Code of conduct and reporting pathway published
- Responsible safeguarding/contact person designated
- Conduct expectations included in onboarding
- Annual review of safeguarding and reporting mechanisms

11. Minimum Process Requirements for the Gender Equality Plan

Public GEP

This Gender Equality Plan is intended to function as a formal public document of Ozeon and will be published on the institution's website in a clearly accessible location. The current version of the GEP will be maintained online as the active policy document, and earlier versions will also be retained on the website where appropriate in order to provide continuity, transparency, and a record of institutional development over time.

The GEP will be formally signed and/or adopted by top management. Evidence of adoption will be retained in Ozeon's internal governance records and may include signed approval by the Founder and CEO, board resolutions, management approval records, meeting

minutes, or equivalent institutional documentation confirming adoption and implementation.

If requested, Ozeon will be able to provide the website hyperlink to the currently implemented GEP or equivalent document, as well as supporting evidence of adoption.

Dedicated Resources

Ozeon commits to allocating dedicated human and organisational resources to support the implementation of this Gender Equality Plan. Alfinna Yebelanti, Stakeholder Management, is named as the Responsible Implementation Lead, with responsibility for coordination, record-keeping, progress tracking, and reporting to the Founder & CEO. As the company grows, this responsibility may be formalised further through a dedicated function, working group, or committee structure.

Ozeon also commits to ensuring access to relevant gender equality expertise in the implementation of this plan. Depending on the stage of growth and available resources, this may include internal responsible persons with relevant competence, advisory support, or external expertise where required. Evidence of dedicated resources may include:

- assignment of a responsible implementation lead
- internal governance records documenting oversight
- meeting records or working notes related to implementation
- contracts, advisory arrangements, or CVs evidencing relevant expertise
- and, where applicable, budgetary allocations or approved time commitments for implementation activity

Data Collection and Monitoring

Ozeon commits to collecting and reviewing sex/gender-disaggregated data relevant to the implementation of this Gender Equality Plan, proportionate to the size and stage of the organisation. This monitoring is intended to support accountability, identify gaps, and inform future action. At a minimum, Ozeon will seek to monitor:

- gender distribution across personnel, leadership, advisory roles, and interns
- recruitment and appointment patterns where relevant
- compensation and contract patterns at a proportionate level
- participation in decision-making, representation, and public-facing roles
- and reported incidents related to discrimination, harassment, or misconduct, with privacy protected

Monitoring and reporting will take place at least every two years, with lighter internal review on a more regular basis where feasible. Ozeon will retain relevant records and, if requested, will be able to provide monitoring outputs, implementation reviews, or other documentation demonstrating that data collection and evaluation are part of the active implementation of the GEP.

Training and Awareness Raising

Ozeon commits to providing gender equality awareness raising and training for both staff and team members, and decision-makers, including leadership and those involved in recruitment, governance, and supervisory responsibilities.

These activities are intended to support a more inclusive organisational culture and reduce the risk of unconscious bias, exclusionary behaviour, and unequal treatment. Training may be delivered as standalone sessions or integrated into onboarding, management development, conduct training, or wider organisational learning processes. Topics may include:

- gender equality principles
- inclusive organisational culture
- prevention of discrimination and harassment
- reporting and safeguarding responsibilities
- and unconscious gender bias, especially in recruitment, leadership, and decision-making

Ozeon will retain evidence of implementation or planned implementation, which may include training plans, onboarding materials, event invitations or programmes, attendance records, presentation materials, or external expert contracts where relevant.

Short Compliance Statement

Ozeon's Gender Equality Plan is intended to meet the core process requirements of a compliant public GEP by ensuring that:

- it is published as a formal public document on the institution's website and adopted by top management
- dedicated resources and relevant expertise are assigned for implementation
- sex/gender-disaggregated data is collected and monitored with reporting at least every two years
- and awareness raising and training are provided for both staff and decision-makers, including attention to unconscious gender bias

Practical Notes for Implementation

Before using the GEP in applications or institutional processes, Ozeon ensures that the following are in place:

- the GEP is uploaded to the website
- a named approver signs it
- a short internal approval record is saved
- a responsible implementation lead is named (Alfinna Yebelanti, Stakeholder Management)

- a simple monitoring spreadsheet is created
- and at least one basic training or onboarding module is documented

12. Contact

For questions about this Gender Equity Plan or Ozeon's gender equality practices:
people@ozeon.com

13. Adoption and Signature

This Gender Equity Plan has been reviewed and is formally adopted on behalf of Ozeon by the signatories below.

Joseph Frederick Flynn

Founder & CEO

Signature: _____



Date: _____ 03 July 2026

Alfinna Yebelanti

Stakeholder Management

Signature: _____



Date: _____ 03 July 2026

Inspiring regenerative innovation for a sustainable future
through Open Science, Crowdfunding, and Transparency.

