



Gender Equality Plan

2025



Gender Equality Plan at GreenDelta

Version 2.0

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Introduction & Objective

Gender equality refers to “the equal rights, responsibilities and opportunities of women and men and girls and boys”¹. Establishing gender equality is a crucial prerequisite for the development of a sustainable society and requires engagement from both men and women¹.

We as GreenDelta acknowledge the importance of considering the needs, rights and interests of men and women in any aspect of our professional and private life and believe that the same possibilities should be available to any person regardless of their gender and any other personal characteristics.

Strategy

GreenDelta is committed to publishing a gender equality plan (GEP) every three years, structured according to three main sections:

1. Analysis: gender equality at GreenDelta

This chapter reports on different aspects related to gender equality in the company. Data are presented for each year within the ‘reporting period’ to allow oversight on general trends across key categories over time.

2. Targets and actions

This chapter outlines the key targets for ensuring gender equality and a safe workplace, alongside the actions GreenDelta proposes to meet these targets. Both short-term (12 month) and long-term (3 year) targets are defined here.

3. Monitoring

This chapter presents a list of indicators that will be monitored by GreenDelta over the course of the 3-year reporting period to ensure that adequate progress is made towards achieving the defined objectives.

¹ United Nations. Available at: <https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm> last accessed: 09.07.2025

Outcomes from the 2022-2024 reporting period

In 2021, GreenDelta published v1.6 of its Gender Equality Plan (Di Noi et al, 2021). This document outlined a series of targets and actions for ensuring gender equality and a safe workplace, to be reviewed after three years.

This summary outlines the specific changes that have arisen as a result of the processes outlined in the 2021 report, and the factors that have either contributed towards or hindered progress towards the company's goals.

1. Equal pay for equal work

- GreenDelta has continued to offer equal pay for equal work.

2. Promoting gender balance in the company, in particular in the software development group

- As of December 2024, the software development team was comprised of 100% men. Three women were employed as software developers between 2023-2024.
- Addressing the gender distribution in the software development team should continue to be an area of particular focus for the company in the coming years. The indicators outlined in chapter 4 should be regularly monitored to ensure sufficient action is being taken.

3. Promoting equal competence development in the company

- A mentorship programme was established to ensure that new employees received the necessary support to learn and grow within the company.

4. Promoting women in leading positions

- The company will continue to promote professional growth to ensure that the percentage share of women in senior positions increases in the 2025-2027 reporting period.

5. Incorporating gender perspective in decision-making

- Gender perspective as part of social life cycle assessment was included in the scope of work for the EU research projects SH2E, PRIMUS, STOPP, FLEXBY and SiToLub.

6. Eliminating gender biases

- Employees were given the opportunity to make comments and suggestions on the GEP to ensure a fair and unbiased outcome
- No complaints related to any discrimination and gender inequality arose during the reporting period
- Two employees were appointed to monitor gender biases in the company.

7. Ensuring gender balance in company events

- There was no detected gender bias associated with number of events (conferences, project meetings etc.) joined by employees.

8. Ensuring a work environment free of any sexual harassment

- There were no cases of sexual harassment in the company during the reporting period.

1 Analysis: Gender Equality at GreenDelta

This chapter reports on different aspects related to gender equality in the Company. Data presented are from 2022-2024.

1.1 Gender distribution in the company

As of December 2024, 36% (9 out of 25) of employees at GreenDelta were women (see Table 1), compared to 48% in 2023 and 40% in 2022. The main disparity is visible in the distribution of software developers, with 80% (4 out of 5) of the positions being occupied by men in December 2024. The percentage of women in the sustainability consultant team increased from a 60% share to 64%.

1.2 Employee turnover rate

Employee turnover was at its highest in 2023, at 11 incoming and 4 outgoing (Table 2). 2023 also saw the highest number of incoming women. Employee turnover decreased in 2024, with 3 incoming and 4 outgoing employees.

2.2 Salary

All employees with same qualification receive equal pay for equal working time and work.

2.3 Contractual relationships

All employees have a permanent contract (Table 3). Employees are employed either with full-time or part-time contracts, depending exclusively on their needs.

2.4 Parenthood

Maternity and paternity leaves are guaranteed according to German law². After the completion of parental leave, employees are provided with the same responsibilities and working time as before the leave, unless differently agreed with the employer in advance (e.g. concerning working hours). Working time is flexible in order to enable reconciliation of work and family life.

2.5 Internationality

GreenDelta welcomes cultural and national differences. The Company currently brings together 26 persons from 12 different Countries. The following languages are spoken at GreenDelta: German, English, French, Italian, Spanish, Russian, Arabic, Kannada, Telugu, Hindi, Mandarin, Greek, Slovak and Vietnamese. Although the main working language is English, employees are also involved in projects with their countries of origin where the use of local language is highly valued.

² Bundesministerium für Familie, Senioren, Frauen und Jugend. Available at: <https://familienportal.de/familienportal/meta/languages/family-benefits>. Last accessed: 04.08.2021

Category		2022		2023		2024	
		no.	%*	no.	%	no.	%
Director	Women	0	0%	0	0%	0	0%
	Men	1	100%	1	100%	1	100%
Sustainability Consultant	Women	4	40%	6	43%	5	36%
	Men	6	60%	8	57%	9	64%
Software Developer	Women	0	0%	2	33%	1	20%
	Men	4	100%	4	67%	4	80%
Administration	Women	1	100%	2	100%	2	100%
	Men	0	0%	0	0%	0	0%
Working Student	Women	0	-	1	100%	1	33%
	Men	0	-	0	0%	2	67%
Intern	Women	3	75%	2	67%	0	-
	Men	1	25%	1	33%	0	-
Total	Women	8	40%	13	48%	9	36%
	Men	12	60%	14	52%	16	64%

Table 1: Gender distribution per working category in the company as at 31st December of each year.

*Percentages refer to the number of employees per category

Category		2022		2023		2024	
		no.	%*	no.	%	no.	%
Incoming	Women	0	0%	8	62%	2	18%
	Men	6	38%	3	21%	1	7%
Outgoing	Women	1	17%	3	23%	4	36%
	Men	5	31%	1	7%	0	0%
Incoming	Total	6	27%	11	42%	3	12%
Outgoing	Total	6	27%	4	15%	4	15%
Turnover	Total	12	55%	15	58%	7	27%

Table 2: New employee hires and employee turnover. Excluding interns and working students

*Percentages refer to the number of employees per category

Type of Contract		2022		2023		2024	
		no.	%*	no.	%	no.	%
Permanent	Women	6	100%	13	100%	12	100%
	Men	16	100%	14	100%	13	100%
Limited	Women	0	0%	0	0%	0	0%
	Men	0	0%	0	0%	0	0%
Full-time	Women	5	83%	11	85%	9	82%
	Men	15	94%	13	93%	13	93%
Part-time	Women	1	17%	2	15%	2	18%
	Men	1	6%	1	7%	1	7%

Table 3: Contractual relations in the company. Excluding interns and working students as at 31st December of each year.

*Percentages refer to the number of men and women in the company.

2 Targets and Actions

Biases relating to gender, class, race, poverty level, ethnicity and age all unfortunately remain prevalent in the broader global socio-cultural context^{3,4}. Within this context however, GreenDelta is committed to strengthening and maintaining the already positive aspects of its gender equality plan (e.g. in the field of sexual harassment and work life balance) and improving the weaker aspects (e.g. gender distribution in the software development team), contributing to positive change towards gender equality in society.

No specific gender biases could be detected from the data presented in chapter 2. However, it should be noted that the number of men in the company is currently higher than women (67% vs 33%) and that a larger share higher positions (senior and intermediate) are covered by men.

To address these issues and to ensure progress towards GreenDelta's gender equality goals, five key areas of action have been identified:

- 1 Recruitment and career development
- 2 Leadership and decision making
- 3 Gender perspective
- 4 Reconciliation of professional and personal & family life
- 5 Sexual harassment

³ United Nations. Available at: <https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm> last accessed: 09.07.2025

⁴ D. Hruby. Sexism is still a problem for German research. Nature 567, S60-S62 (2019) doi: <https://doi.org/10.1038/d41586-019-00919-y>.

2.1 Recruitment and career development

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Promoting gender balance in the software development group	Advertise intern and working student IT positions in university platforms to address a large number of candidates		x
	Promote recruitment of female IT interns and working students to contribute to IT professionals of tomorrow		x
	Promote open IT positions via GreenDelta channels (LinkedIn, website, Twitter) to address a large number of candidates. To promote Gender Equality in this area, preferences will be given to women, given equal competences of the candidates	x	x
	Disseminate the work of the software development team via GreenDelta channels (LinkedIn, website, Bluesky) and other means of communication (e.g. newspapers, university blogs) to bring IT closer to future potential IT students and professionals	x	x
	Shortlist IT job applicants ensuring gender balance	x	x

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Applying gender-sensitive recruitment procedures	Ensure that all positions are open to any gender (w,m,d)	x	x
	Shortlist job applicants ensuring gender balance	x	x
	Conduct job interviews by applying an inclusive and non-discriminating language (i.e. focus only on the competencies of the candidates and not on family status/wishes, gender, sexual orientation, nationality etc.)	x	x
Equal pay for equal work	Continue paying equal salary for equal work and working time	x	x
Promoting gender balance in the company	Commit to achieving gender balance in the company within the next 4 years		x

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Promoting equal competence development in the company	Ensure that junior employees receive adequate training in the field of consulting and/or software development	x	x
	Ensure that junior employees are guided in the first employment period by a mentor	x	x
	Ensure that opportunity of professional personal growth is given to junior employees to achieve higher positions	x	x
	Discuss competence development among employees and in annual individual employee/employer meetings	x	x

2.2 Leadership and decision making

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Promoting women in leading positions	Increase number of female employees leading national and international projects		x
	Promote professional growth of female employees from junior to senior positions		x
	Support the reconciliation of leading project activities and family life regardless of gender	x	x
Incorporating gender perspective in decision making	Ensure the consideration of rights, interests and needs of female and male employees when taking decisions at company level	x	x
	Promote a focus on social impacts on women when performing sustainability assessments in projects	x	x

2.3 Gender Perspective

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Promoting women in leading positions	Promote the use of inclusive language in the company	x	x
	Promote the importance of gender equality in company meetings	x	x
	Condemn the use of stereotypes in the company, e.g. based on gender, nationality, sexual orientation religion and any other personal characteristics	x	x
	Ensure that employees have the chance to comment on the Gender Equality Plan	x	x
	Appoint two responsible persons for monitoring gender biases	x	x
	Appoint two responsible persons to collect employees' complaints related to any discrimination and gender inequality	x	x

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Ensuring gender balance in company events	Promote gender balance in the company's participation to conferences and other events	x	x
	Consider the needs of female and male employees when organising company meetings	x	x

2.4 Reconciliation of professional and personal and family life

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
Parenthood	Encourage both men and women to take parental leave	x	x
	Consider the needs of parent-employees when scheduling meetings and company events	x	x
	Enable flexible working time, including remote working	x	x
	Keep contact with employees that are on parental leave	x	x
Work life balance	Enable flexible working time, including remote working, regardless of family status	x	x
	Consider the needs of female and male employees when organising company meetings	x	x
	Discourage overtime and, when this occurs, enable employees to get back the extra time	x	x

2.5 Sexual Harassment

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2025)	Long-term (by the end of 2028)
A work environment free of any sexual harassment	Encourage employees to report any case of sexual harassment to the leadership, another employee or the appointed person for monitoring gender biases	x	x
	Encourage employees to report any case of colleagues incurring sexual harassment	x	x
	The leadership takes action in the event of a report on sexual harassment (e.g. investigation of circumstances, lawsuit, termination of contract)	x	x
	Raising awareness about the topic among female and male employees	x	x
	Appoint two responsible persons to collect complaints about any case of sexual harassment	x	x

3 Monitoring

The Gender Equality Plan will be updated every 3 years. Monitoring actions will be implemented to ensure that the foreseen targets are achieved in the short- and long- term. The director of GreenDelta and two persons appointed to collect employee complaints related to any discrimination and gender inequality (see Section 3.3) are responsible to monitor the actions planned to achieve the targets. In the event that one of the appointed persons leaves the Company, another employee will be selected to take over this responsibility.

The targets and actions set in this document are available to all GreenDelta's employees for commenting and making suggestions. New targets and actions can be discussed in Company meetings and contribute to an update of the GEP.

A number of indicators can be set for each target to monitor the implementation and success of the related actions half-way (in 1.5 years) and at the end of the 3 years (before updating the GEP). The selected monitoring indicators are displayed in Table 4.

Target	Indicator (time period 2025-2028)
Promoting gender balance in the software development group	Share of women in the software development group
	Share of female interns in the software development group
	Number of posts in GreenDelta channels related to IT projects
	Gender ratio of shortlisted applicants for IT positions
Applying gender-sensitive recruitment procedures	Gender ratio of shortlisted applicants for job positions
Equal pay for equal work	Establishment of employee ranks (senior, intermediate, junior) positions
Promoting gender balance in the company	Gender ratio in the company
Promoting equal competence development in the company	Presence of a mentoring programme when a new employee is hired
	Share of employees moving from junior to higher positions
Promoting women in leading positions	Share of women leading national and international projects in the company
	Share of women in senior positions
	Share of parent-employees leading projects

Target	Indicator (time period 2025-2028)
Incorporating gender-perspective in decision-making	Number of projects where gender-perspective is included in the sustainability assessment
Eliminating gender biases	Number of complaints related to any discrimination and gender inequality
	Presence of appointed employees to monitor gender biases
	Inclusion of employees' comments and suggestions on GEP
Ensuring gender balance in company events	Gender ratio in events joined by GreenDelta (e.g. conferences, project meetings)
Parenthood	Share of parent-employees remote working
	Share of parent-employees with flexible working time
	Share of parent-employees taking parental leave
	Gender ratio of parent-employees taking parental leave
Work-life balance	Share of employees remote working
	Share of employees with flexible working time
	Number of hours of overtime in one year per employee
A work environment free of any sexual harassment	Number of cases of sexual harassment



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