



**GENDER EQUALITY PLAN**  
**of**  
**Mozajka Ltd**  
**for the period 2026 – 2030**

CONTENTS	
1.	Introduction and objectives
2.	Dedicated resources
3.	Data collection and monitoring
4.	Training
5.	Concrete measures and actions



## 1. Introduction and objectives

This Gender Equality Plan (“**GEP**”) reflects the commitment of Mozajka Ltd (“**Mozajka**”) to promoting equality, fairness, and an inclusive working environment. The plan is set to be implemented from 2026 to 2030. It aims to ensure equal opportunities for employees, regardless of gender, and to support a workplace culture based on respect, transparency, and non-discrimination. The plan outlines practical measures to promote work-life balance, fair recruitment and career development, and balanced participation in decision-making. It also includes actions to prevent gender-based discrimination and harassment and establishes basic monitoring and awareness-raising activities. Through this plan, Mozajka commits to integrating gender equality principles into its management practices and organisational culture.

## 2. Dedicated resources

Mozajka commits to allocating the necessary human and organisational resources to support the effective implementation of this GEP. Responsibility for the implementation and monitoring of the plan is integrated into the company’s internal management and operational practices, with Mariana Damova, PhD being the designated member of the management team to coordinate the implementation of the GEP and monitor progress related to the measures and objectives outlined in the document (“**Gender Equality Coordinator**”). The Gender Equality Coordinator is responsible for overseeing the integration of gender equality considerations into relevant organisational processes, supporting the collection and review of gender-related information where appropriate, and ensuring that the actions included in the plan are regularly reviewed and updated when necessary. The Gender Equality Coordinator will also facilitate communication with employees regarding gender equality principles and ensure that employees are informed about relevant policies and procedures.

Where additional expertise is required, the company may consult external guidance, training materials, or specialised resources related to gender equality, diversity, and inclusive workplace practices. These resources may support the development of internal awareness, the improvement of organisational procedures, and the implementation of good practices in line with European and international standards on gender equality. All employees share responsibility for supporting the objectives of this GEP by contributing to a respectful, inclusive, and non-discriminatory working environment.

## 3. Data monitoring

The indicators laid out in Table 1 below will be used to assess the extent of success of this GEP in Mozajka and will function as references to achieving the objectives of the GEP. Annual reviews will be carried out to measure the effectiveness of the implementation of the measures in this GEP. Key Performance Indicators (“**KPI**”) set include the following:



Table 1 - Key Performance Indicators

<b>Area 1: Recruitment</b>		
<b>KPI</b>	<b>Target</b>	<b>Monitoring Frequency</b>
Open positions irrespective of gender	100%	Constant
Shortlist job applicants irrespective of gender	100%	Constant
<b>Area 2: Work-Life Balance and Inclusive Organisational Culture</b>		
<b>KPI</b>	<b>Target</b>	<b>Monitoring Frequency</b>
Percentage of employees using flexible working arrangements	>25%	Annual
Number of internal communications promoting work-life balance	3	Annual
<b>Area 3: Equal development competence in the company</b>		
<b>KPI</b>	<b>Target</b>	<b>Monitoring Frequency</b>
Presence of a mentoring programme for new employees	100%	Constant
<b>Area 4: Gender perspective in decision making</b>		
<b>KPI</b>	<b>Target</b>	<b>Monitoring Frequency</b>
Number of projects where gender-perspective is included during decision-making	2	Annually
<b>Area 5: Work environment free of sexual harassment</b>		
<b>KPI</b>	<b>Target</b>	<b>Monitoring Frequency</b>
Number of sexual harassment incidents	0	Constant
Number of awareness initiatives on respectful workplace behaviour	2	Monthly

#### 4. Training

Mozaika recognises that awareness and knowledge are essential for promoting gender equality and preventing discrimination in the workplace. Training and awareness-raising activities therefore form an important part of the implementation of this GEP. These activities aim to ensure that employees understand the principles of gender equality and are aware of how unconscious gender biases may influence everyday decisions, including recruitment, collaboration, and professional development.



To support this objective, the company will encourage participation in relevant training materials, guidance resources, and awareness initiatives related to gender equality and inclusive workplace practices. Where appropriate, employees involved in recruitment or organisational decision-making will familiarise themselves with good practices that promote fair evaluation, equal opportunities, and respectful communication.

External resources, online courses, or workshops may be used when needed to strengthen understanding of these issues. Through continuous awareness and learning, the company aims to maintain a respectful working environment and support equal opportunities for all employees.

## **5. Concrete measures and actions**

The company implements a set of concrete measures and actions to promote gender equality across its organisational practices.

In recruitment and professional development, the company applies fair and transparent procedures, including the use of gender-neutral language in job advertisements and objective criteria in selection and evaluation processes. Opportunities for training and professional growth are accessible to all employees on an equal basis.

The company also encourages balanced participation in decision-making processes and ensures that gender equality considerations are taken into account in relevant professional activities and projects. Clear procedures and internal communication support the prevention of gender-based discrimination, harassment, or inappropriate behaviour, ensuring a safe and respectful working environment for all employees.

A periodic employee satisfaction survey will be conducted to collect feedback on workplace culture, work-life balance, equal treatment, and perceptions of fairness within the organisation. The results of the survey will be reviewed and used to identify potential areas for improvement and to guide future organisational practices.

To support professional integration and development, the company will introduce a mentoring programme for new employees. This programme will facilitate knowledge sharing, provide guidance during the onboarding process, and help ensure that employees have equal access to information, support, and professional opportunities.

In addition, the company will promote awareness initiatives related to gender equality and inclusive workplace practices. These may include internal communication, sharing informational resources, or participation in relevant training and awareness activities aimed at preventing discrimination and encouraging respectful professional interactions.

Date: March, 15<sup>th</sup> 2026

Mariana Damova

CEO

Mozajka Ltd.