



Gender Equality Plan (GEP) 2026-2028

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Purpose statement: LatentWorlds AI builds software infrastructure for robotics and physical AI. We believe teams build better systems when people are treated fairly, have equitable access to opportunity, and can do their best work in a respectful environment. This Gender Equality Plan sets out our commitments, actions, targets, and monitoring practices to promote gender equality and prevent discrimination and gender-based violence.

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Owner (top management): Cristian Meo, Cofounder & CEO

Website publication location: <https://www.latentworlds.ai/policies/gender-equality-plan>

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1. Scope, principles, and definitions

This Gender Equality Plan applies to everyone working with LatentWorlds AI, including founders, employees, interns, contractors, and advisors when they are working with or representing the company. It covers recruitment and selection, pay and progression decisions, day-to-day collaboration, and all work-related travel, offsites, and events. In this document we refer to this plan as the GEP.

Throughout this document, **gender equality** means equitable access to opportunity, resources, pay, leadership pathways, and a safe workplace regardless of sex, gender identity, or gender expression. **Underrepresented genders** refers to genders that are typically underrepresented in our sector; we use the term to focus efforts where imbalance exists. **Decision-makers** are people with hiring authority or people-management responsibility, including anyone who sets pay, promotion, or performance outcomes. **Sex/gender-disaggregated data** means aggregated HR metrics segmented by sex and/or gender where lawful and based on voluntary disclosure.

We implement this GEP in line with applicable employment and privacy laws, including GDPR where relevant. Where demographic data is sensitive or restricted, we rely on voluntary, consent-based collection and report only aggregated statistics with privacy safeguards.

2. Process requirements

This GEP is a formal document adopted by top management, published on our website, and reviewed annually.

It includes dedicated resources and accountability for implementation, a proportionate approach to gender equality expertise, a defined approach to data collection and monitoring with regular indicator reporting, and training and awareness raising for staff and decision-makers.

3. Publication and communication

We publish this GEP as a webpage and downloadable PDF and keep prior versions available for transparency. Internally, we share the plan during onboarding, reference it in our employee handbook, and maintain practical guidance for hiring managers and people managers so that day-to-day decisions reflect these commitments.

4. Governance, accountability, and resources

Sponsor and accountability. The CEO is the executive sponsor and is accountable for outcomes. For 2026-2028, the CEO is also the implementation lead, supported by the CTO and any people managers.

Review rhythm. Progress is reviewed at least twice per year by the CEO and CTO. As the company grows, we will broaden review to include additional team members so that feedback loops and shared ownership scale with headcount.

Dedicated resources. LatentWorlds AI commits the time and budget needed to implement this plan, proportionate to our size. We allocate at least **0.02 FTE** for GEP implementation work and a minimum budget of **€1,000 per year** for training, lightweight tooling for anonymised feedback where feasible, and external expertise when needed.

Gender expertise. We use external expertise in a pragmatic way: through training providers, policy review when appropriate, and independent support for investigations where there is a conflict of interest or where additional expertise is needed. During the 2026-2028 GEP cycle, we will obtain at least one external review of our approach to inclusive hiring and workplace conduct.

5. Data collection, monitoring, and reporting

We monitor gender equality through a small set of practical indicators. Where lawful and feasible, we collect data in a consent-based way and analyse it in aggregate.

The indicators we track cover workforce composition, pay and progression, work-life balance, and culture and safety. We track headcount by role family and seniority, recruitment pipeline outcomes, and retention and attrition. We maintain role- and level-based compensation bands as soon as the team size makes them meaningful and use them to support consistent pay decisions. We monitor leave uptake and return-to-work outcomes, and we track training completion and any reported incidents of misconduct in an aggregated, privacy-preserving way.

We establish a baseline snapshot within 90 days of adopting this GEP and review indicators at least annually. We produce an internal annual indicator note that summarises trends and actions taken. Public reporting is privacy-preserving; where numbers are too small to publish safely, we publish a narrative progress update. We publish a public update at least every two years.

6. Training and awareness

We treat training as a practical tool to reduce bias and build a respectful workplace, and we keep it proportionate to our size and stage.

All team members complete respectful workplace and anti-harassment training during onboarding and at least every two years. Decision-makers include hiring managers, interviewers, and people managers. Before participating in interviews or making hiring decisions, they complete a short training module on structured interviewing and bias-aware evaluation, refreshed at least every two years.

We target 100% completion of required training within 60 days of joining the company or assuming a decision-making role. We retain evidence of completion, training materials, and provider details.

7. Measures and targets by thematic area, 2026-2028

7.1 Work-life balance and organisational culture

We aim to build a culture where performance is sustainable and participation is equitable, including for caregivers. We support flexible work arrangements where the role allows, with clear expectations for collaboration. We set meeting norms that reduce time-zone bias, encourage inclusive participation, and avoid unnecessary meetings.

By 2026 we will publish internal guidance covering flexible work expectations, meeting hygiene, and non-retaliation for using leave or flexibility. We comply with statutory parental leave and related protections in each jurisdiction where we employ people, and we provide a clear return-to-work plan for any team member coming back from parental leave.

7.2 Gender balance in leadership and decision-making

We want decision-making to be transparent, accountable, and progressively more balanced as the company scales. We document leadership responsibilities and key decision ownership so that opportunities and expectations are clear.

By 2026 we will document ownership for recruitment decisions, compensation decisions, and performance feedback. When practical, we ensure that major people decisions are reviewed by more than one decision-maker. As formal leadership structures evolve, we will actively consider gender balance and will set quantitative representation targets once headcount makes them meaningful and privacy-preserving.

7.3 Gender equality in recruitment and career progression

We design hiring and progression processes to be structured and evidence-based. Job descriptions focus on essential requirements, avoid biased language, and are reviewed before publishing. Interviews are structured, with consistent questions and scorecards.

For each role, we make a documented effort to reach diverse candidate pools, including by using at least one sourcing channel that is more likely to reach candidates from underrepresented genders. We track pipeline stages in aggregate and use what we learn to improve sourcing and evaluation. We document hiring decisions against role requirements to reduce reliance on subjective "fit".

As the company grows, we maintain role- and level-based compensation bands to reduce arbitrary pay decisions, and we review compensation outcomes annually where sample sizes allow. By 2027 we will publish a lightweight career progression guide for core role families so expectations for growth are transparent.

7.4 Integration of the gender dimension into research and product development

Our product sits in the robotics and physical AI ecosystem, where data and evaluation choices shape downstream performance and safety. We therefore treat inclusion as part of product quality.

By 2026 we add a short inclusion check to internal design documents, prompting teams to consider user and operator diversity, data collection contexts, and potential sources of bias. For curated datasets used in research, demos, or benchmarks, we document sources, permissions, intended use, and known limitations. We review documentation and examples for inclusive language and avoid stereotypes. During

2027 we will run at least one internal session on bias, human factors, and evaluation practices relevant to physical AI.

7.5 Measures against gender-based violence, including sexual harassment

LatentWorlds AI has zero tolerance for sexual harassment, gender-based violence, intimidation, or retaliation. This applies to conduct in the workplace, online collaboration spaces, and during travel, conferences, and company events.

Concerns can be reported confidentially to the CEO or CTO, or via gep@latentworlds.ai, which is monitored by both. If a concern involves one of the founders, it can be reported to the other. If a concern involves both founders, or if independence is required, we will engage a qualified external professional to receive and handle the report.

When a report is made, we acknowledge receipt promptly, assess immediate safety needs, and take interim measures if necessary. We investigate fairly and with appropriate confidentiality, supported by external expertise where needed. Outcomes may include corrective actions up to and including termination, and we prohibit retaliation against anyone who reports or participates in an investigation.

8. Implementation and timeline

2026: publish this GEP; publish inclusive hiring and structured interview guidance; launch required training; document decision ownership for hiring and compensation; introduce the inclusion check in design documents.

2027: publish the career progression guide; deliver the physical-AI bias and human-factors session; publish a public progress update where privacy allows.

2028: review effectiveness, update targets, publish the next GEP, and publish a public update at least every two years.

9. Review and record-keeping

We review this plan annually and update it when needed, including after significant growth, leadership changes, expansion into new jurisdictions, or lessons learned from surveys or incidents. We keep records of training, published versions of the GEP and progress updates, anonymised feedback results where feasible, and recruitment process artifacts such as templates and scorecards, without retaining candidate personal data beyond legal retention.

10. Adoption and signature

By signing this document, top management commits to implementing and resourcing this Gender Equality Plan.

Adopted on: 2026-02-24

Cristian Meo

Cofounder & CEO, LatentWorlds AI

Signature:

A handwritten signature in black ink that reads "Cristian Meo". The signature is written in a cursive style with a horizontal line underneath the text.

Appendix — Practical checklists

A1. Inclusive hiring

- Job description reviewed for inclusive language and truly required qualifications.
- Interview plan uses consistent questions and a scorecard.
- Hiring decision is documented against role requirements.

A2. Training expectations

- Respectful workplace and anti-harassment training completed during onboarding.
- Decision-makers complete structured interviewing and bias-aware evaluation training before interviewing.
- Refresher training completed at least every two years.

A3. Reporting channels

- Primary: report to the CEO, CTO, or via gep@latentworlds.ai.
- Escalation: if independence is required, an external qualified professional is engaged to receive and handle the report.