

# Cyber Innovations Ltd. – Gender Equality Plan (2025–2028)

---

Approved by: Emily Rosenorn-Lanng, Chief Executive Officer

Date of Issue: October 2025

Next Review: October 2026

Status: Public Document (published at [www.cyberinnovations.co.uk](http://www.cyberinnovations.co.uk))

## 1. Purpose and Scope

Cyber Innovations Ltd. (CI) is committed to advancing gender equality, inclusion, and equitable opportunity across all aspects of its operations. As a research-led cybersecurity education company, CI recognises the persistent underrepresentation of women and gender-diverse people in science, technology, engineering, and mathematics (STEM) fields — particularly in cybersecurity. This Gender Equality Plan (GEP) sets out the company's framework, actions, and monitoring mechanisms to promote fairness, diversity, and wellbeing across its workforce, governance, and project ecosystem.

This plan applies to all CI staff, contractors, collaborators, and partners, including Bournemouth University-affiliated researchers, Innovate UK project partners, and subcontractors.

## 2. Minimum Process-Related Requirements

### 2.1 Publication

This GEP is a formal document, approved and signed by CI's CEO, and publicly available on the CI website. It forms part of the company's ESG and ethical compliance framework and will be reviewed annually by the senior management team.

### 2.2 Dedicated Resources

The CEO (Emily Rosenorn-Lanng) acts as Equality Lead, supported by the CTO (Professor Vasilis Katos) and Dorset Mind for wellbeing policy review. Each project budget includes allocations for inclusive participation and wellbeing resources.

### 2.3 Data Collection and Monitoring

CI collects and monitors sex- and gender-disaggregated data across employment, training, and participation. Data are reported annually in the ESG report, with anonymised trends shared with partners and funders.

### 2.4 Training and Awareness

CI provides unconscious bias, inclusive leadership, and gender equality training for all staff and trainers. Dorset Mind contributes to psychological safety and wellbeing awareness.

## 3. Priority Areas and Measures

| Focus Area                                 | Objectives                                                                  | Key Measures and Actions                                                           |
|--------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Work-Life Balance & Organisational Culture | Support flexible, inclusive working and a psychologically safe environment. | Offer hybrid working; ensure meeting accessibility; integrate wellbeing and stress |

|                                                                           |                                                                   |                                                                                                                     |
|---------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|                                                                           |                                                                   | management into all training.                                                                                       |
| <b>Gender Balance in Leadership &amp; Decision-Making</b>                 | Ensure equal representation and voice in governance and projects. | Maintain at least 50% female representation at board level; rotate project leadership; transparent decision-making. |
| <b>Gender Equality in Recruitment &amp; Career Progression</b>            | Embed fairness in recruitment and progression.                    | Use gender-neutral job adverts; require mixed-gender panels; track applicant gender balance.                        |
| <b>Integration of Gender Dimension in Research &amp; Teaching Content</b> | Embed gender perspectives in research and training materials.     | Include gender-aware case studies; apply Human Layer Kill Chain framework; reference diverse experiences.           |
| <b>Measures Against Gender-Based Violence and Harassment</b>              | Establish zero tolerance for harassment or discrimination.        | Implement Dignity and Respect Policy; confidential reporting; partner with Dorset Mind for wellbeing support.       |

#### 4. Governance, Accountability, and Reporting

Lead: CEO (Emily Rosenorn-Lanng)

Review Body: CI Executive Board

Advisory Input: Dorset Mind and Bournemouth University (EDI and Ethics)

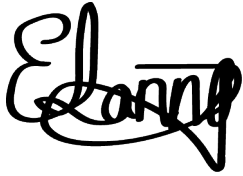
Reporting: Annual Gender Equality & Wellbeing Report shared with Innovate UK and BU.

#### 5. Monitoring Indicators (Sample 2025–2026)

| Indicator                                               | Baseline (2025) | Target (2026)                           |
|---------------------------------------------------------|-----------------|-----------------------------------------|
| <b>Female representation at director level</b>          | 33%             | ≥ 40% maintained                        |
| <b>Female participation in CFA &amp; Toolkit pilots</b> | 45%             | ≥ 50%                                   |
| <b>Gender balance in trainer appointments</b>           | 40%             | ≥ 50%                                   |
| <b>Completion of bias and EDI training</b>              | 0%              | 100% by Q3 2026                         |
| <b>Reported psychological safety (Likert ≥4/5)</b>      | n/a             | ≥ 80% report 'safe to speak up' culture |

## 6. Review and Continuous Improvement

This plan will be reviewed annually and updated in line with the operational review cycle and Innovate UK reporting requirements. Amendments will be published online and circulated internally.

A handwritten signature in black ink, appearing to read 'Emily Rosenorn-Lanng', with a stylized, overlapping structure.

Signed,

Emily Rosenorn-Lanng  
Chief Executive Officer, Cyber Innovations Ltd.  
October 2025