



GENDER EQUALITY PLAN 2025 - 2028

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Context and Rationale

Gender equality is a fundamental human right and a key driver of inclusive, sustainable, and innovative societies. It refers to the equal rights, responsibilities, and opportunities of individuals of all genders, and aims to eliminate discrimination, promote fairness, and ensure full participation in all areas of life – public, private, professional, and civic.

In recent years, gender equality has gained increasing prominence in international and national agendas. The European Union has adopted comprehensive frameworks such as the EU Gender Equality Strategy 2020 – 2025, while Portugal has implemented the National Strategy for Equality and Non-Discrimination – Portugal + Igual (ENIND 2018-2030). These frameworks emphasize the importance of integrating gender perspectives into organizational policies, promoting equal access to employment, and facilitating work-life balance.

In Portugal, Council of Ministers Resolution No. 19/2012 mandates the adoption of Gender Equality Plans (GEPs) by public and private entities, with the aim of ensuring equal treatment and opportunities for women and men, eliminating discrimination, and supporting the reconciliation of personal, family, and professional life.

Battery Cluster Portugal (BAT), as a non-profit association committed to structuring and strengthening the national battery and energy storage ecosystem, recognizes the importance of gender equality not only as a legal and ethical imperative but also as a strategic asset. Inclusive and diverse teams foster creativity, improve decision-making, and enhance the resilience and competitiveness of organizations.

This Gender Equality Plan (GEP) reflects BAT's commitment to:

- Creating an inclusive work environment that values and respects all individuals.
- Ensuring equal opportunities in recruitment, development, and participation.
- Promoting awareness and accountability regarding gender-related issues.
- Aligning with national and European policies on equality and non-discrimination.
- Contributing to a more equitable and sustainable industrial ecosystem.

The GEP is designed to be realistic, actionable, and adaptable, considering BAT's current structure and future growth. It will be implemented with the active involvement of all team members and monitored regularly to ensure continuous improvement.

About Battery Cluster Portugal

Battery Cluster Portugal (BAT) is a non-profit association, established in 2019, with the mission to structure, foster, and consolidate a national ecosystem dedicated to the battery and energy storage value chain.

BAT operates as a collaborative platform that brings together stakeholders across the entire value chain, from raw material extraction to battery recycling and second-life applications. Its role is to connect industry, academia, public entities, and civil society to accelerate innovation, competitiveness, and sustainability in Portugal and Europe.

Strategic Context

BAT's work is aligned with the European Green Deal and the European Battery Alliance, contributing to the twin green and digital transitions. By promoting a competitive and circular battery ecosystem, BAT strengthens Portugal's role in achieving the EU's climate neutrality targets and the autonomy of its industrial base.

BAT's activities also support the national energy transition strategy, helping to integrate renewable energy sources, enable electric mobility, and foster circular economy models that reduce dependency on external raw material suppliers.

The Cluster's mission is built on four strategic pillars:

- **Sectorial Integration:** promoting cooperation among industrial companies, SMEs, startups, academia, research centres, business associations, and public entities.
- **Innovation & Sustainability:** driving applied research and knowledge transfer, with a focus on circularity, traceability, and transparency, including the implementation of the EU-regulated Battery Passport.
- **Capacity Building:** enhancing technical, scientific, and organizational skills across the value chain, ensuring regulatory and market compliance.
- **Internationalisation:** positioning Portugal in global battery value chains and platforms such as the European Battery Alliance and BATT4EU.

BAT currently includes around 55 members, covering all stages of the battery value chain, from raw material extraction to second-life and recycling, and maintains active collaboration with non-member entities.

Team Structure and Current Gender Balance

As of 2024, BAT has a small team of three employees who manage the daily operations and strategic coordination of the Cluster. The team is composed of a General Manager, who is male, a male Project Manager, and a female Project and Financial Manager.

This composition results in a gender distribution of approximately 67% men and 33% women. Figure 1 below illustrates the current gender balance within the team

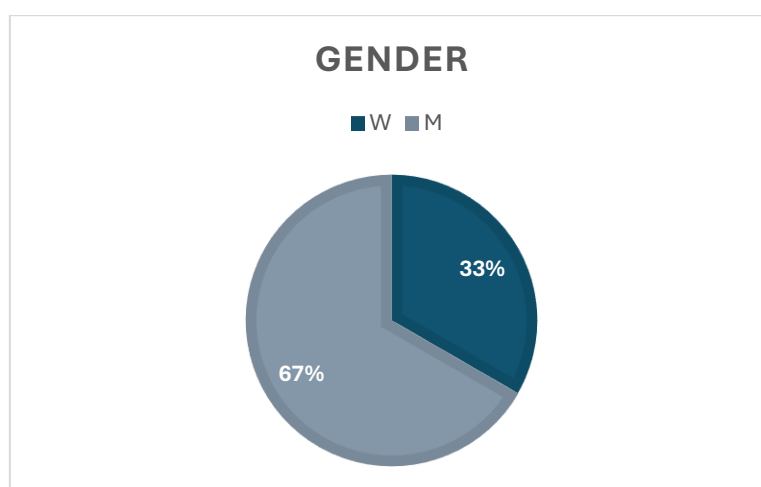


Figure 1 - Gender distribution within BAT's team (2024)

Despite its size, the team covers key functional areas, such as leadership, project coordination, financial management, and strategic operations, and works in a highly collaborative and integrated manner. The absence of formal departments allows for fluid communication, shared decision-making, and collective responsibility across all activities.

While the current gender balance reflects a male majority, BAT recognizes the importance of promoting gender diversity, particularly in leadership and technical roles. The Gender Equality Plan aims to ensure that future recruitments and development opportunities support balanced representation and equal access for all genders.

As Battery Cluster grows, the Gender Equality Plan will remain adaptable to changes in team composition and organisational structure. It will guide inclusive hiring practices, support professional development for underrepresented genders, and foster a culture of equity and respect.

In addition to internal efforts, Battery Cluster acknowledges its broader role as a facilitator of good practices within the national battery ecosystem. By implementing

and sharing its Gender Equality Plan, BAT seeks to inspire its members, including companies, research institutions, and universities, to adopt similar principles and contribute to a more inclusive and innovative sector.

Existing Practices Supporting Gender Equality

Although BAT is a relatively young organization with a small team, it has already adopted several informal practices that align with the principles of gender equality, diversity, and inclusion. These practices have been key to creating a healthy and productive work environment and will now be formalized and integrated into this Gender Equality Plan.

One of the main practices already in place is flexible working arrangements, which allow employees to adjust their schedules to accommodate personal or family needs. This flexibility contributes to a better work-life balance and helps reduce stress and potential inequalities related to family care responsibilities. In addition, remote work is encouraged whenever necessary, ensuring that employees can maintain productivity and continuity of work while balancing personal obligations or unforeseen circumstances.

BAT also promotes an inclusive and respectful work environment, where diversity is valued and collaboration is central. Decisions regarding projects, tasks, and responsibilities are made collectively, and all employees are encouraged to contribute equally, regardless of gender. Opportunities for professional development are equally accessible to all team members, fostering a merit-based culture free of discrimination or bias.

Furthermore, even without a formal reporting system, BAT maintains an open-door communication policy. Employees are encouraged to share their concerns, ideas, and suggestions directly with the General-Manager, who is responsible for addressing them promptly and fairly. This approach helps prevent issues such as harassment or discrimination by promoting transparency and trust within the organisation.

These existing practices serve as the foundation for the actions outlined in this plan, demonstrating BAT's commitment to building an equitable and supportive workplace culture. By formalizing these measures, BAT aims to strengthen its internal operations and set an example of good practices for its members and the broader battery ecosystem in Portugal.

Gender Equality Plan: Objectives and Measures

The Gender Equality Plan defines specific objectives and actions to foster an inclusive work environment, eliminate barriers to equal participation, and prevent any form of discrimination. Each objective is aligned with the strategic vision of the Battery Cluster and the broader European and national frameworks for gender equality. Given the small size of the team, these measures are practical and focused on immediate impact while laying the groundwork for future growth.

Quantitative Targets and Timelines

To ensure greater objectivity and effective monitoring, the objectives of the Plan should be supported by clear quantitative targets and defines timelines. Setting measurable indicators makes it possible to assess progress in a transparent and evidence-based manner, preventing actions from remaining only at the level of intention. Examples of such targets include ensuring that at least 50% of shortlisted candidates in new recruitment processes are women, organising a minimum of one awareness session per year on gender equality or inclusive communication, and guaranteeing that 100% of staff participate in annual training activities. Defining these concrete targets and timelines will strengthen the credibility of the Plan and facilitate accountability to stakeholders.

Equal Access to Employment

Objective	Actions/Measures	Timeline	Responsible
Ensure fair and inclusive recruitment	Develop formal recruitment policy with gender-neutral language.	Policy adopted by mid-2025.	General-Manager
	Use objective evaluation criteria based on merit.		
	Encourage applications from underrepresented genders.		
	Ensure transparency in job postings and selection.		

Work-Life Balance

Objective	Actions/Measures	Timeline	Responsible
Support flexible arrangements	Maintain flexible hours and telework options.	Annual	All team members
	Collect feedback to identify additional needs.		
	Explore future initiatives (e.g., parental leave, childcare support, mental health resources).		

Training and Awareness

Objective	Actions/Measures	Timeline	Responsible
Promote gender equality knowledge	Organize internal training (e.g., unconscious bias, inclusive communication).	Annual	General-Manager + External trainers
	Extend awareness to members via campaigns and sessions.		
	Ensure gender balance in external training participation.		

Prevention of Harassment

Objective	Actions/Measures	Timeline	Responsible
Ensure safe and respectful workplace	Establish zero-tolerance policy.	Annual	General-Manager
	Define confidential reporting and investigation procedures.		
	Conduct awareness sessions and share resources.		

	Promote open-door communication.		
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Monitoring and Reporting

Objective	Actions/Measures	Timeline	Responsible
Track progress and ensure accountability	Define KPIs (e.g., gender ratios, training participation).	Q1 every year	General-Manager
	Conduct annual GEP review.		

Implementation and Responsibilities

The successful implementation of this Gender Equality Plan requires clear definition of roles, allocation of resources, and commitment from all levels of the organisation. Given the small size of Battery Cluster's team, the General-Manager will serve as the primary coordinator and will have overall responsibility for managing the plan. This includes ensuring that actions are carried out on time, monitoring progress, and integrating gender equality into BAT's strategic decision-making processes.

The General-Manager will:

- Oversee the integration of gender equality measures into everyday operations.
- Act as the main point of contact for any issues or questions related to the GEP.
- Provide updates to Battery Cluster's members and stakeholders on progress and results.
- Ensure that adequate resources, whether internal or external, are available to implement actions.

Although Battery Cluster does not have formal departments, all team members will play an active role by:

- Participating in the design and review of actions.
- Giving feedback on the effectiveness of measures.
- Reporting potential challenges or areas for improvement.

Battery Cluster Portugal may also collaborate with external experts, consultants, or partner organisations when specialized expertise is required, particularly for training initiatives or the development of reporting tools.

Evaluation and Continuous Improvement

The GEP will be treated as a living document that evolves as the Battery Cluster grows and as new challenges and opportunities emerge. The evaluation process will take place annually and will involve reviewing the progress made on each action, analysing the impact of implemented measures, and identifying gaps that need to be addressed.

The evaluation will include:

- Collecting feedback from employees about the effectiveness of the plan and its measures.
- Assessing progress against key performance indicators, such as participation in training, recruitment outcomes, and work-life balance satisfaction.
- Reviewing compliance with EU and national gender equality guidelines.
- Updating the plan to include new objectives or actions, ensuring continuous alignment with BAT's strategic goals and growth.

This process ensures that gender equality remains central to BAT's culture and operations, adapting to new realities and continuously improving over time.

Approval and Signature

The approval of this Gender Equality Plan demonstrates Battery Cluster Portugal's commitment to gender equality as a strategic priority. By signing below, the management formally acknowledges its responsibility to implement and support the actions outlined in this plan. The signed document will serve as a reference for accountability and transparency, ensuring that all stakeholders are aware of BAT's commitment.

(General-Manager of Battery Cluster)