

## AMIRES GENDER EQUALITY PLAN 2022-2024

AMIRES s.r.o. and AMIRES, The Business Innovation Management Institute, z.ú., further referred to only as AMIRES, support organisations to reach real world and business impact through scientific, technological and innovation projects. These projects are categorized in three main fields: Energy and Sustainability (ENESUS), Deep technologies, and Health-Biotechnology.

AMIRES believes and manifests that gender equality shall become reality and already have in place at the organization level several actions to achieve this. AMIRES shares the values of the European Commission (EU Gender Equality Strategy 2020-2025<sup>1</sup>) and the United Nations sustainable development goals in reaching Gender equality. AMIRES understands that establishing gender equality is not only about promoting equal professional independence between men and women, closing the pay gap, advancing gender balance in decision making, but it also indirectly addresses the wider, global gender-related issues such as redefining the gender roles and ending gender-based violence.

AMIRES reflects that women still face inferior income opportunities compared with men across the globe. The global labour force participation rate for women is just over 50% compared to 80% for men<sup>2</sup>. At the same time, we know that although more women than men graduate from universities in Europe, women remain underrepresented in higher paid professions<sup>3</sup> (incl. the STEM areas, abbreviation of science, technology, engineering and mathematics). For instance, more women than men work in low-paid jobs and sectors, and in lower positions<sup>4</sup>. Unfortunately, discriminatory social norms and stereotypes about women's and men's skills and roles still exist, which is contributing highly to the undervaluation of women's work. Additionally, women still earn on average less than men<sup>5</sup>. As a consequence, earning less during their active career, the pay gaps results in an even wider pension gap, making older women more prone to risk of poverty than men. Above all this, women in the EU spend on average 22 hours per week on care tasks and household work; men only 9 hours<sup>6</sup>. However, according to the *Science, research and innovation performance of the EU 2022* report<sup>7</sup> from the European Commission, the countries where women are treated fairer are also those that perform better economically, and societies become more productive as they treat women better. It should be therefore in the interest of everyone to support women in the workforce.

AMIRES is aware that women are underrepresented in decision-making bodies in Europe, only 7.5% of board chairs and 7.7% as CEOs of largest companies are women. In national parliaments in the European Union, only 32.2% members are women<sup>8</sup>. In 2020, the number of female entrepreneurs were half that of men (4 % against 8 %, the entrepreneurship rate is measured as number of self-employed women/men as proportion of total active population aged 15 to 64)<sup>9</sup>. Typically, fast-growing sectors (such as construction, manufacturing, professional, scientific and technical activities, as well as information and communication) are dominated by male entrepreneurs. Such a gap is particularly striking for the construction and manufacturing industries, with a share of male entrepreneurs 10 % and 5 %, respectively, against less than 1 % and 1.5 % of female entrepreneurs, respectively. On the contrary, self-employed women mostly operate in the health and social work sector (4.4 % women compared to 2.5 % men), and in other service sectors including washing and cleaning textile products,

<sup>1</sup> [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)

<sup>2</sup> <https://genderdata.worldbank.org/data-stories/flfp-data-story/>

<sup>3</sup> PISA report 2019, <http://www.oecd.org/pisa/PISA%202018%20Insights%20and%20Interpretations%20FINAL%20PDF.pdf>; European Commission, 'Women in the Digital Age – Final Report', 2018; and World Economic Forum Global 'Gender Gap Report 2020'

<sup>4</sup> Eurostat, 'A decomposition of the unadjusted gender pay gap using Structure of Earnings Survey data', Statistical working paper, 2018.

<sup>5</sup> Eurostat, 2018 at [https://ec.europa.eu/eurostat/databrowser/product/view/SDG\\_05\\_20?lang=en](https://ec.europa.eu/eurostat/databrowser/product/view/SDG_05_20?lang=en);

<sup>6</sup> EC A Union of Equality: Gender Equality Strategy 2020-2025

<sup>7</sup> Science, research and innovation performance of the EU 2022 [report](#)

<sup>8</sup> EC A Union of Equality: Gender Equality Strategy 2020-2025

<sup>9</sup> Eurostat - Labour Force Survey (2020) contained data in the Science, research and innovation performance of the EU 2022 report

hairdressers, as well as well-being services where the proportion of female entrepreneurs is twice that of males (4 % against 2 %). Furthermore, the EU still struggles to improve its performance in terms of female-led patent applications (only 12.6% are female patent applicants), and thereby falls behind other countries<sup>10</sup>. In 2020, only 1.7 % of the capital raised in European Venture Capital markets was captured by tech companies with only female founders. Women-led tech companies struggle to raise capital exceeding USD 50 million<sup>11</sup>. Moreover, in 2020, no deal over USD 50 million was closed by companies with only female founders. Women angel groups represent an important source of financing for female-led businesses. From a policy perspective, increasing the visibility and number of women business angels would help to address these issues, thereby contributing to attracting additional deal flows by female entrepreneurs<sup>12</sup>.

To address the societal challenges, AMIRES commits to the following Gender Equality Plan (GEP), which covers both internal and external strategies, as illustrated in the following figure.

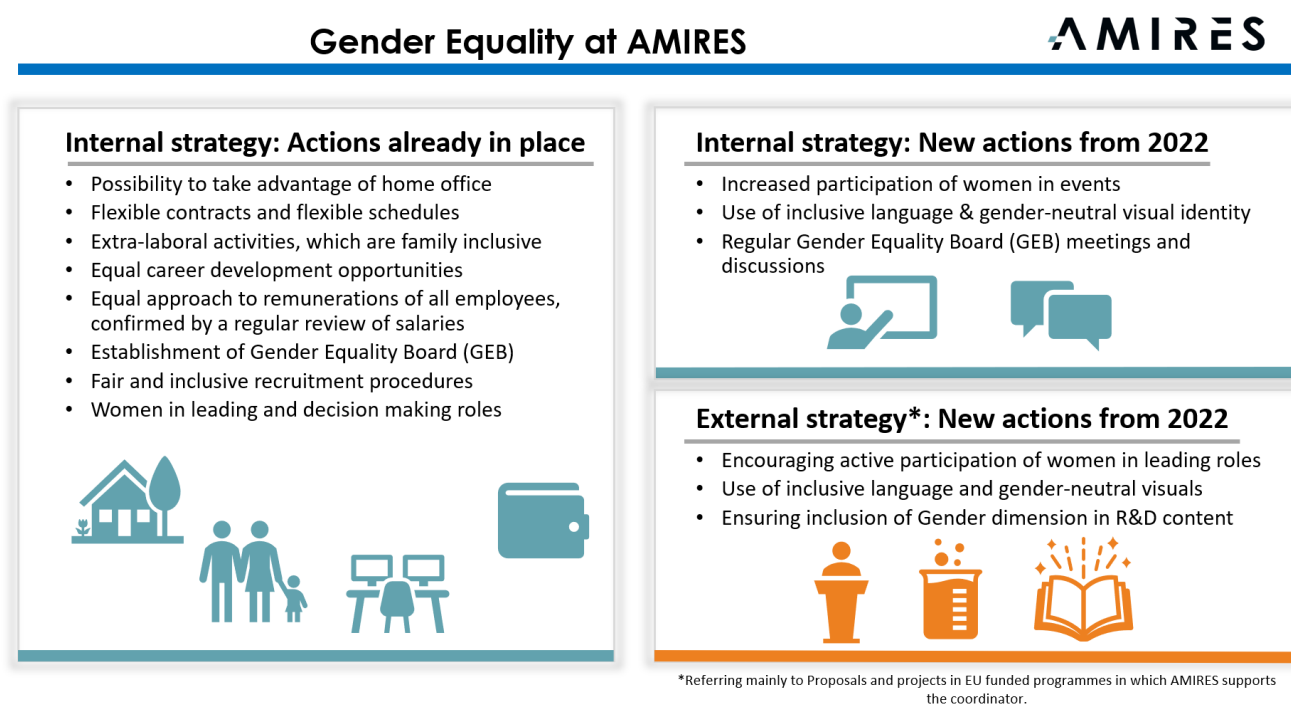


Figure 1. AMIRES Gender Equality Plan (GEP) is based on an internal and external strategy.

## 1. AMIRES internal strategy and Gender Equality Plan

AMIRES believes that, in order to make big changes in the world, one has to start with small steps on the individual and organisational level. AMIRES has always believed that within those steps it is natural to support women in their professional and private lives. Therefore, the following specific and concrete activities have been put in place at the organisation:

- All AMIRES employees have the same opportunities for career development;
- AMIRES believes that equal sharing of care responsibilities at home is crucial. Therefore, working from home for all employees, especially the ones with children, was an option at AMIRES even before the COVID-19 pandemic;

<sup>10</sup> Science, research and innovation performance of the EU 2022 report

<sup>11</sup> Science, research and innovation performance of the EU 2022 report

<sup>12</sup> Wa4e (2018), [The Barriers and Opportunities for Women Angel Investing in Europe](#).

- Flexible contracts and flexible schedules are available and readily implemented at AMIRES, which cater to employees' specific family or personal needs (at this moment 15% of the employees at AMIRES work part time, and 85% in full time, at the moment of GEP signature one employee is on parental leave combined with part time). Employees have the opportunity to come back from maternity/parental leave as soon as their situation allows them and in the percentage of time it fits them best;
- AMIRES' activities outside of work, such as team meetings and activities, always take into consideration families and children;
- Recruitment of new employees has always been done based on merit and compatibility with the role, regardless of age, nationality or gender. Currently, 80% of all employees at AMIRES are female;
- A Gender Equality Board (GEB) (see Annex) was established with the aim to continuously monitor the gender equality at AMIRES and propose activities and actions to further promote and improve gender inequality internally and externally (please refer to section 2 of this document).

AMIRES believes that a successful team is based on diversity and a multidisciplinary approach. Apart from diversity in terms of gender, AMIRES is an example of cultural diversity, bringing together individuals from Brazil, Bulgaria, Czechia, Estonia, Germany, Italy, Mexico, the Netherlands, Slovakia, Serbia, Spain, and Ukraine. In addition, the AMIRES female team is a perfect example of multidisciplinary expertise, bringing together a combination of skills and knowledge that encompasses different fields, such as business, political sciences, engineering, international affairs, languages and biomedicine. Therefore, in AMIRES we have learned that tackling situations from different angles provides more efficient and effective solutions thanks to a multidisciplinary and enriched vision.

In order to further improve the gender equality and opportunities for career developments, AMIRES devised the following actions:

### Action 1: Salary review

The management of AMIRES commits to establish and continuously improve the methodology for salary monitoring, including at least: position in the company, responsibilities, experience, time in the company and gender, in order to have fundamental data for solid, data-driven evidence for equal and fair compensation. The methodology will allow to identify a salary level appropriate for new hires or promotion within the company, which avoids salary inequalities during the professional career changes.

#### **Target:**

- The management will perform periodic reviews of salaries (at least 2 times a year) in order to analyse any potential salary inequalities between men and women (both genders should be protected equally) and employees with the same position;
- Salaries of new hires will be based on the beforementioned analysis;
- The anonymized results will be shared with employees.

**Monitoring:** This target will be monitored by the management of AMIRES every 6 months. During the first analysis which was performed during June 2022, no gender pay gap was identified.

### Action 2: Encouraging the active participation of women in events

AMIRES wants women to be represented in all areas, especially in STEM areas and innovation; and therefore, will play the exemplary role in the European innovation ecosystem. AMIRES plays an important role in these areas, in which it manages dozens leading scientific, technological, development and innovative projects.

AMIRES actively welcomes the presence of excellent female professionals in professional events and workshops. These highly skilled women moderate discussions, lead events, and steer the outcomes of high-quality innovation projects, whose consortia consist of industry, large companies, SMEs, research and innovation centres, universities and even hospitals.

Within AMIRES, female employees already frequently take the lead in discussions and events, this good practice will be continued as it has been done previously. Additionally, AMIRES will seek to participate in events that stimulate the participation of women in STEM areas (irrespective of age). AMIRES will launch other proactive initiatives, e.g. to engage and stimulate young girls and women in areas attributed traditionally to male participation, such as STEM areas, and women's economic empowerment. Additionally, AMIRES will search for efficient partnerships to boost internal and external activities towards gender equality awareness and implementation. Finally, AMIRES will strive to have a gender-balanced representation of speakers at own events.

During 2021-2022, for the events which AMIRES organized, an average of 51% of the speakers were female, with the lowest share of female speakers at 18% and highest at 83%.

#### **Target:**

- Participation/organisation of 1-2 events or initiatives in which female participation in STEM areas as well as women entrepreneurs of STEM business are encouraged, by the end of 2023. This may be done through cooperation with organisations that are leading this type of initiatives.
- At least 40% of female speakers/moderators at events organised by AMIRES.

**Monitoring:** These targets will be ensured at the event planning phase and monitored every 6 months by the Gender Equality Board.

#### Action 3: Use of an inclusive language<sup>13</sup> and gender-neutral visual identity

Another necessary approach to promote active participation of women and ensure the recognition of their invaluable contributions is in the use of an inclusive language at all levels, written content on websites, proposal preparation writing, presentations at fairs, conferences, meetings, job ads, dissemination materials, publications, etc. The Gender Equality Board shall raise awareness amongst the employees of AMIRES about the use of inclusive language and gender-neutral visual identity and monitor its implementation to avoid gender stereotypes. This target shall be pursued also in the external strategy (see Section 2 of the GEP).

**Target:** All written content created by AMIRES shall use inclusive language and gender-neutral visuals. This includes, but is not only restricted to, the AMIRES website and social media, publications, presentations, promotional material, videos, internal reports, etc.

**Monitoring:** The use of inclusive language and gender-neutral visuals will be monitored continuously by GEB. If it is found that weaknesses on neutral visuals and language still exist, internal training among AMIRES employees will be organised.

#### Action 4: Regular Gender Equality Board meetings and discussions

The Gender Equality Board and management of AMIRES will meet regularly every 6 months, or more often, according to the needs. During these meetings, status of the GEP and other open topics related to gender will be discussed.

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<sup>13</sup> Examples using instead of First Man studies, First in Human studies, businessperson instead of businesswoman or businessman. Other examples: [https://www.europarl.europa.eu/cmsdata/151780/GNL\\_Guidelines\\_EN.pdf](https://www.europarl.europa.eu/cmsdata/151780/GNL_Guidelines_EN.pdf)

**Target:** AMIRES Gender Equality Board and management will meet at least twice per year. The topics related to this document or other related to gender equality will be discussed, including revision of the action plan and potential adaptations of the GEP.

**Monitoring:** A report will be provided to AMIRES employees every six months by GEB. Once per year a written summary report by GEB will be published on AMIRES website and social media.

## 2. AMIRES external strategy and commitment beyond the organisation

In addition to the internal GEP, AMIRES is committed to promoting gender equality even beyond its organisation. Namely, AMIRES will go a step further and take actions to promote gender equality among its partners and clients. These activities mainly relate to proposal preparation and project implementation phases where AMIRES is involved. Although, AMIRES has encouraged the female representation in leading positions in consortia and has in place the revision of the Gender Dimension section in proposals by the Gender Equality Board, these actions have been not monitored through formal procedure. Therefore, with this GEP, AMIRES will monitor these actions.

### Action 5: Encouraging active participation of women in leading roles

AMIRES encourages and supports its partners in including activities that seek gender equality during project proposal preparation and during the execution of funded projects. If such activities are non-existent in their organisations, AMIRES will provide an example and stimulate its partners to improve and expand their efforts to pursue gender equality. As proposal preparation support for coordinators of prospective projects, AMIRES will encourage the consortia to include activities that seek gender equality, such as (the list is not exhaustive):

- AMIRES will encourage the participation of female coordinators and promote female participation as Work Package leaders and external advisors;
- AMIRES will encourage setting up the meetings in the 9-16h timeframe to facilitate working parents' schedules.

During 2021-2022, EU proposals in which AMIRES has been involved (including those which have not yet been evaluated and proposals that did not get to implementation) were coordinated by 39% female coordinators. Interestingly, from this 39%, Energy and Sustainability-related proposals had the highest percentage, 28%<sup>14</sup>, of female coordinators (11%<sup>15</sup> of Health, 0% of DeepTech) (Figure 3). On average, 36% of the Work Package <sup>16</sup> leaders in these proposals are female, strikingly with 0% being the lowest vs 63% the highest. Only 26% of advisory roles (in scientific, external or ethics boards) were proposed to be taken by female professionals, with shares ranging from 0% to 50% of female advisers.

Additionally, AMIRES is involved in the project management and/or dissemination and communication of dozens of EU-funded projects under implementation phase, 85% of which belong to the Horizon 2020 programme and 15% Horizon Europe (HE). Only 19% are coordinated by women (8%<sup>17</sup> in Energy and Sustainability-related projects, 8%<sup>18</sup> in health projects and 4%<sup>19</sup> DeepTech projects, Figure 3). Meanwhile, on average, 27% of the Work Package leaders are female. Interestingly, from these 27%, in average 34% of Health-related projects, 31%

<sup>14</sup> 71% of total of female coordinators, which correspond to 39% of coordinators

<sup>15</sup> 29% of total of female coordinators, which correspond to 39% of coordinators

<sup>17</sup> 40% of the female coordinators, which correspond to 19% of coordinators

<sup>18</sup> 40% of the female coordinators, which correspond to 19% of coordinators

<sup>19</sup> 20% of the female coordinators, which correspond to 19% of coordinators

DeepTech-related projects, 22% ENESUS-related projects (the lowest, 10%, is in a DeepTech-related project-and the highest,58%, in a Health-related project). On average, only 17% of advisory roles in the running projects are taken by women (highest 75%; lowest 0%, mainly in DeepTech-related projects). Especially problematic is that some projects and proposals of projects even have no female representation at all in such roles, which should be improved.

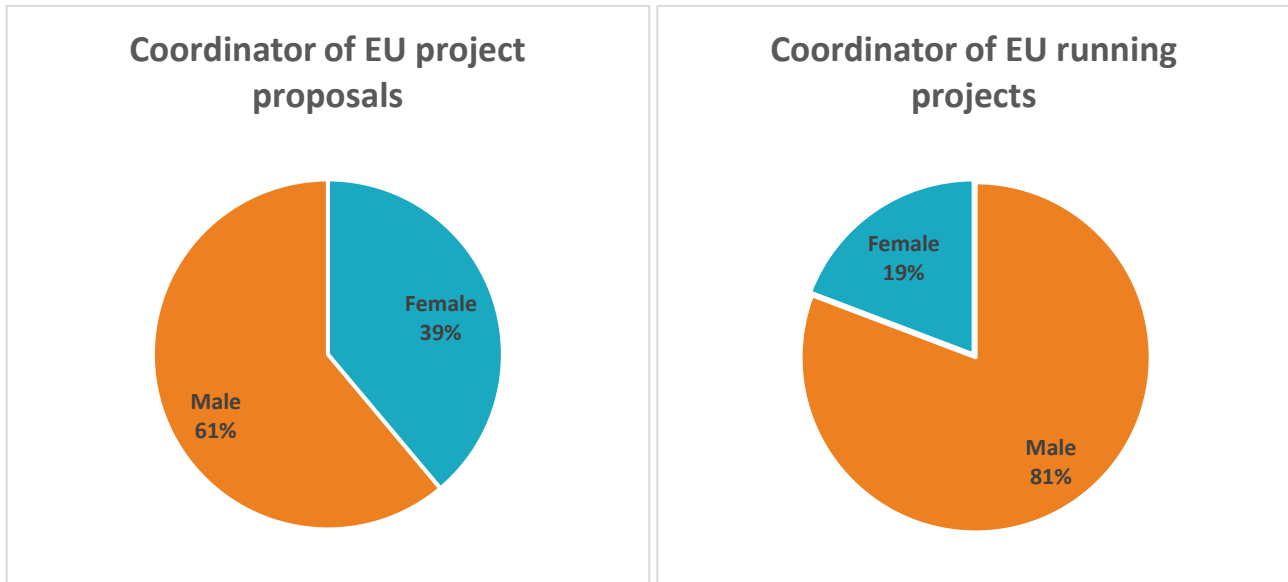


Figure 2. Percentage of female coordinators in EU proposal projects and EU-funded projects of the last two years, in which AMIRES supports the coordinator in proposal preparation, and implementation of the project as project managers and/or dissemination managers.

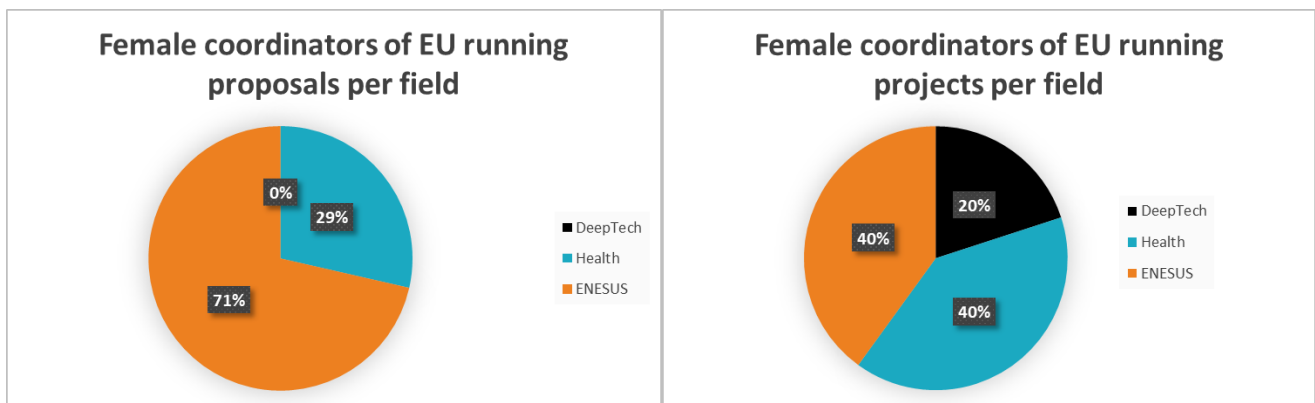


Figure 3. Female coordinator proportion according to projects/proposals-related field in the last two years. From the total of female coordinators.

**Target:** By 2023, AMIRES mainly wants to avoid zero representation of women in leading and advisory roles. To achieve that, AMIRES will try to involve 35% female Work Package leaders, 25% female coordinators in consortia for which AMIRES supports proposal preparation and running projects, as well as 25% of female advisory board members. By the end of 2024, the target is 40% Work Package leaders and 30% coordinators, and 30% of advisory board members.

**Monitoring:** AMIRES Gender Equality Board will monitor each 6 months how the progress towards this target is progressing and, if required, proposes further action through a set of measures. These involve improving the

communication with consortia, promoting existing female leaders, and providing exhaustive lists of experts in case of advisor roles.

## Action 6: Use of an inclusive language and gender-neutral visuals

Similarly, to the Action 3 of the internal strategy, AMIRES will promote the use of inclusive language and gender-neutral visuals by its partners during the proposal preparation stage as well as during the implementation of projects. This is especially relevant for those projects in which AMIRES has the role of dissemination managers.

Currently, 23% of project managers at AMIRES consider always using gender neutral images and language in the projects, 19% sometimes, 19% often, 27% rarely and 12% never. The reasons for this are quite variable: sometimes the role of AMIRES does not include the communication/dissemination of the project, in other cases, there is lack of awareness or previous experience on the matter. A common challenge seems to be that some projects are primarily related to technology development, and related images do not show people, thus making it difficult to show the relevance of using gender neutral images and language.

**Target:** Continuous efforts from AMIRES employees to raise awareness about the use of inclusive language and gender-neutral visuals among its partners and consortia during proposal preparation and project implementation. The GEB will revise, at the least, the gender and communication & dissemination section of all proposals that are fully supported by AMIRES with regards to the inclusive language.

**Monitoring:** The use of inclusive language and gender-neutral visuals will be monitored continuously. A careful revision by AMIRES Gender Equality Board will be performed every six months. If it is found that still weaknesses on neutral visual and language exist, internal training with all AMIRES employees will be organised. In addition, awareness of inclusive language/visual will be shared with consortium partners.

## Action 7: Gender dimension in R&D

In addition, AMIRES expects that all research and technological development that AMIRES is associated with considers the gender dimension, the biological and social characteristics of sex and gender in its research, if applicable. This includes, for example, that women are not disadvantaged or have less access to innovations, and diseases are not misdiagnosed (e.g. because of biased data / not enough data of women were gathered). Therefore, AMIRES encourages a strong emphasis on gender dimension in research and following of Sex and Gender Equity in Research (SAGER) guidelines<sup>20</sup> during proposal preparation and supports the consideration of gender dimension as a requirement in most of European funded topic calls.

Out of all proposals submitted with full support of AMIRES during 2021-2022, 23.5 % received positive comments from evaluators regarding gender aspects (including gender dimension), and no proposals received negative comments. The remaining ones have not yet been evaluated, had no comments on gender, or the gender criterion was an obligatory aspect.

From the running projects at AMIRES, 23% consider gender dimension in the research and development (R&D) activities. However, the remaining projects do not consider it, either because it is not relevant or because requirements for addressing the gender dimension do not apply, as per the call text. It should be noted that in Horizon 2020, the gender dimension of R&D was not an obligatory criterion.

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<sup>20</sup> <https://researchintegrityjournal.biomedcentral.com/articles/10.1186/s41073-016-0007-6>

**Actions:** The GEB will revise, at the least, the gender and communication & dissemination section of all proposals that are fully supported by AMIRES with regards to the gender dimension in R&D. Additionally, it will monitor the gender aspects in projects currently being implemented.

**Target:** We aim that 95% of the proposals, in which AMIRES is fully supporting the preparation, will not receive negative comments on the Evaluation Summary Report (ESR) of HE applications on the gender section, namely gender dimension, or gender aspects. This target is to be revised at end of 2023, at the earliest. In implemented projects, in which AMIRES are project managers and/or dissemination managers, questionnaires will be circulated to monitor there is no language/imaging gender bias. The questionnaires will be revised by the Gender Equality Board every 6 months. These questionnaires will provide input for the revision of the websites and dissemination materials and the gender dimension content. Content and figures in these materials should show neutral vocabulary and have 0% of major gender bias nor discriminatory content. 100% of projects that included gender dimension during proposal preparation, should still consider it and project managers should provide an update to the AMIRES Gender Equality Board on the consideration of gender dimension during project implementation.

**Monitoring:** This target will be monitored every 6 months by GEB.

### 3. Summary of AMIRES Gender Equality Action Plan

With these measures in place, AMIRES is confident to contribute, on a small scale, to the EU gender equality goals and to a better and fairer society. All proposed actions will be monitored as indicated. Additional measures will be implemented in case the targets are not fulfilled. The AMIRES management together with the Gender Equality Board will ensure that attention is paid to gender aspects and will suggest appropriate actions where necessary. AMIRES is proud creating a positive and favourable working environment for all its employees regardless of their nationality, gender, age, ethnicity, religious affiliation or disability. This action plan is a living document and will be updated if relevant.



Table 1. Action Plan for implementation of Gender Equality activities at AMIRES

Strategy	Challenge identified	Targets	Proposed actions	Timeline	Responsible
Internal strategy	Pay gap	Fair salaries ensured by a regular review of compensation to analyse any potential salary inequalities of employees with the same position	<ul style="list-style-type: none"> <li>periodic reviews of salaries by AMIRES management.</li> <li>Salaries of new hires will be based on the beforementioned analysis.</li> <li>Sharing of results of the review with employees.</li> </ul>	A salary review is to be performed by the management at least twice a year.	AMIRES management
	Underrepresentation of women at STEM events	Encouraging the active participation of women in conferences and other events: at least 40% of female speakers and/or moderators at events organised by AMIRES	Participation/organisation of 1-2 events or initiatives in which female participation in STEM areas are encouraged, as well as women entrepreneurs of STEM business by the end of 2023. This will be done through contacting the organisations that are leading this type of initiatives.	These targets will be monitored every 6 months.	AMIRES GEB
	Gender-bias in the language used to talk about AMIRES projects, research and innovation content	Use of inclusive language and gender-neutral visual identity	All written content created by AMIRES shall use inclusive language and gender-neutral visuals. This includes, but is not only restricted to, the AMIRES website and social media, publications, presentations, promotional material, videos, internal reports, etc.	Continuous monitoring, revision by end of 2023 by GEB.	AMIRES GEB
	Keeping Gender on the agenda	Regular Gender Board meetings and discussions (at least every 6 months)	The Board and management of AMIRES will make it a priority to hold regular meetings of the Gender Board. During these meetings, status of the GEP and other open topics related to gender will be discussed.	Every 6 months or more often, according to the needs identified by the management and GEB.	AMIRES management and GEB

External strategy	<p><b>Underrepresentation of female leading roles</b></p>	<p>AMIRES will encourage active participation of women in leading roles. By 2023, AMIRES mainly wants to avoid null representation of women in leading and advisory roles. To achieve that, AMIRES will try to involve 35% female WP leaders, 25% female coordinators in consortia for which AMIRES supports proposal preparation and running projects, as well a 25% of advisory board members. By the end of 2024, the targets will be increased to 40% female WP leaders, 30% female coordinators, and 30% of women as advisory board members.</p>	<p>In order to reach this goal, AMIRES Gender Equality Board will monitor every 6 months how the progress towards this target is progressing and, if required, take further action (improve the communication with consortia, providing exhaustive lists of experts in case of advisor roles, for example).</p>	<p>Monitoring (every 6 months) or more often, if necessary, by GEB.</p>	<p>AMIRES GEB</p>
	<p><b>Gender-bias in the language or images used in projects and proposals, research and innovation content</b></p>	<p>Use of inclusive language and gender-neutral visuals in all texts and materials produced by AMIRES. All materials should use neutral vocabulary.</p>	<p>Continuous efforts from AMIRES employees to raise awareness about the use of inclusive language and gender-neutral visuals among its partners and consortia during proposal preparation and project implementation.</p>	<p>Continuous monitoring, revision by end of 2023</p>	<p>AMIRES GEB</p>

	<p><b>Lack of consideration of the Gender dimension in R&amp;D content</b></p>	<p>Not more than 5% of proposals in which AMIRES is fully supporting the preparation receive negative comments on the ESR (evaluation summary report) of HE applications on the gender section, namely gender dimension, or gender aspects.</p> <p>Projects that included gender dimension during proposal preparation should consider it during implementation and project managers should provide an update to the AMIRES Gender Equality Board on the consideration of gender dimension during project implementation.</p>	<p>The board will revise, at least, the gender and communication &amp; dissemination section of all proposals that are fully supported by AMIRES with regards to the gender dimension in R&amp;D and inclusive language. Additionally, it will monitor the gender aspects in projects currently being implemented via questionnaires which will be reviewed by the Gender equality board every 6 months. These questionnaires will provide input for the revision of the websites and dissemination materials and the Gender Dimension section of proposals.</p>	<p>This target will be monitored every 6 months through questionnaires shared by the Gender Equality Board with all AMIRES project managers. The target is to be revised at the end of 2023, at the earliest.</p>	
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## ANNEX: AMIRES Gender Equality Board

### 3.1. Role and responsibilities

- Propose activities and actions to promote and improve gender equality
- Monitor the actions and targets contained in the Gender Equality Plan with the specified timelines (internal and external strategies)
- Meet with AMIRES management to discuss topics related to Gender Equality, revise the action plan and adapt the GEP
- Report the results to AMIRES employees every six months and publicly every year (after approval of AMIRES management)

### 3.2. Members

- The members should be AMIRES employees
- The members can be added or revoked anytime by AMIRES management
- Current GEB Members (as of December 2022):
  - Jana Mwangi
  - Anastasia Grozdanova
  - Kristin Aldag
  - Olja Kristic
  - Mariana Pacheco Blanco