The Natural Intelligence
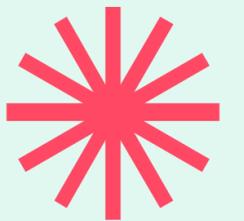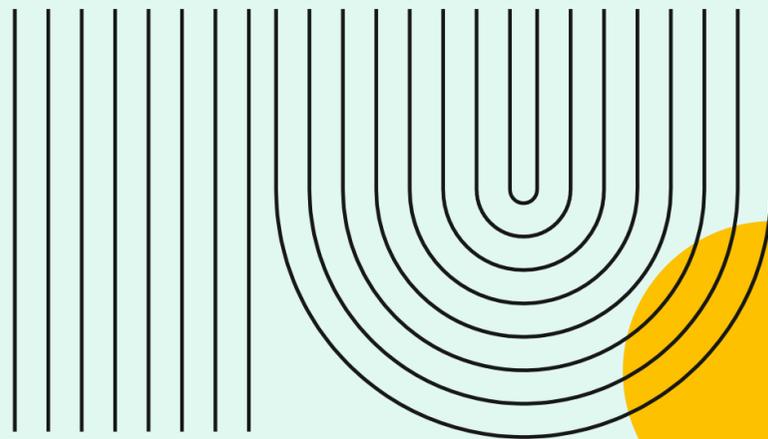
Playbook

A Practical Model for Creating Measurable, Long-Term **Gender Equality** in an Organization

NATURAL INTELLIGENCE

Opening Remarks

I grew up in Bat Yam in the 1980s, in a home where conversations about equality between women and men were part of my everyday life. My mother, was the first feminist in my life - not through headlines or conferences, but at home. Through her beliefs and the conversations she had with us, she taught me that every woman deserves to live as an equal alongside her partner - in her career, in parenting responsibilities, and in the work of running a household.

Decades later, at Natural Intelligence, we were in a large leadership meeting. As we walked out, Nir - the company's founder - and I talked about **the fact that I'd been the only woman in the room.** It wasn't a dramatic moment, but it stayed with me - and became a turning point. It was the moment I realized I had to do something about it.

From that point on, over the years, we led many efforts to advance gender equality - programs, initiatives, and many conversations. And our numbers looked relatively strong compared to the high-tech industry. But four years ago, we stopped and asked ourselves a simple question: Are these numbers truly good enough for us?

We realized they weren't.
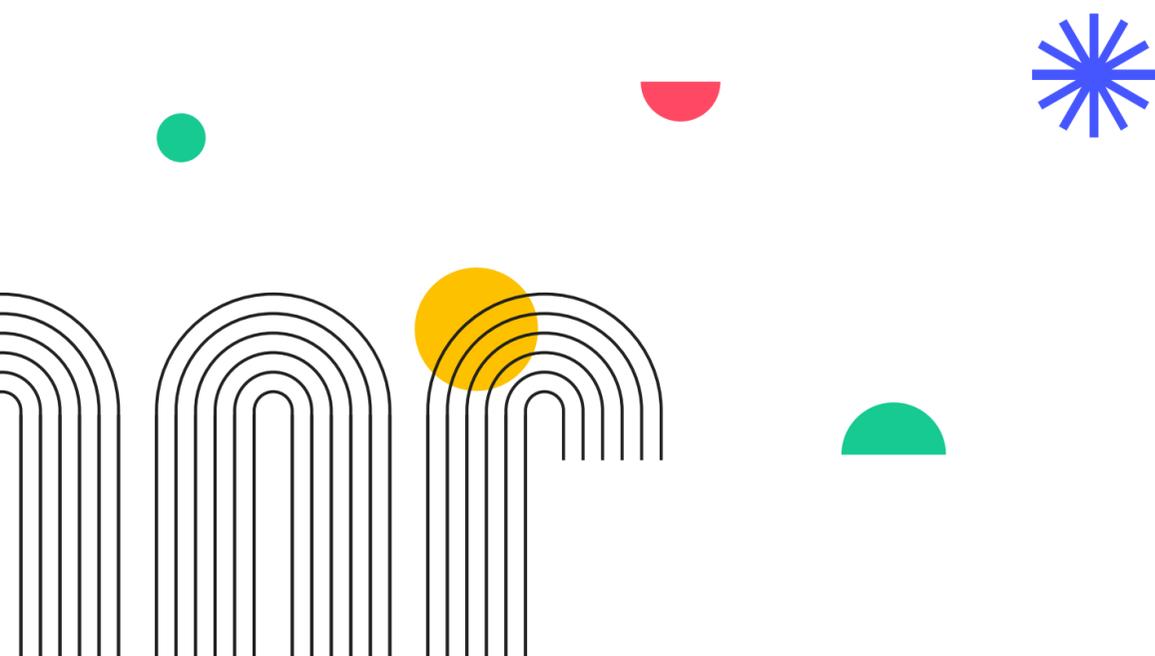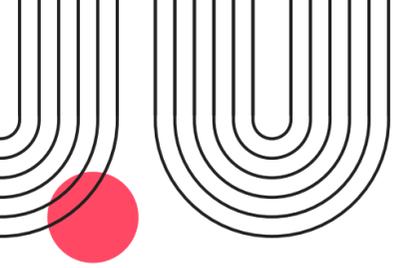
We decided to set a clear, ambitious, uncompromising goal - one that requires real change.

Some people thought it was excessive, others didn't understand the connection between gender equality and precise metrics. But the research on the subject is clear: a gender-balanced organization makes better decisions and performs better.

A defined goal is a guiding light; it forces all of us to embark on a shared journey to reach it. To turn this goal into a practical plan, we held a full-day workshop with dozens of employees, because gender equality is not a "women's issue"; it's a shared responsibility. Together, we built a multi-year plan that tracked progress, was transparent, and fostered open dialogue. Every quarter, we returned to the numbers and re-evaluated our progress.

What began as an ambitious goal became an organizational commitment, and four years later, we can say: we did it. We met our goals.

I believe that any organization can get there - **provided it is truly willing to make that change.**

Neta Feller
Chief People Officer
Natural Intelligence

Introduction: From a Decision To Reality

We learned that gender equality in an organization doesn't happen by accident, but it doesn't have to be complicated or intimidating. **It is built through consistent steps, through many small decisions that add up to a major change.**

Over the years at Natural Intelligence, we treated gender equality as a management initiative like any other. We analyzed data, examined where organizational gaps emerged, and built a multi-year work plan based on measurable goals.
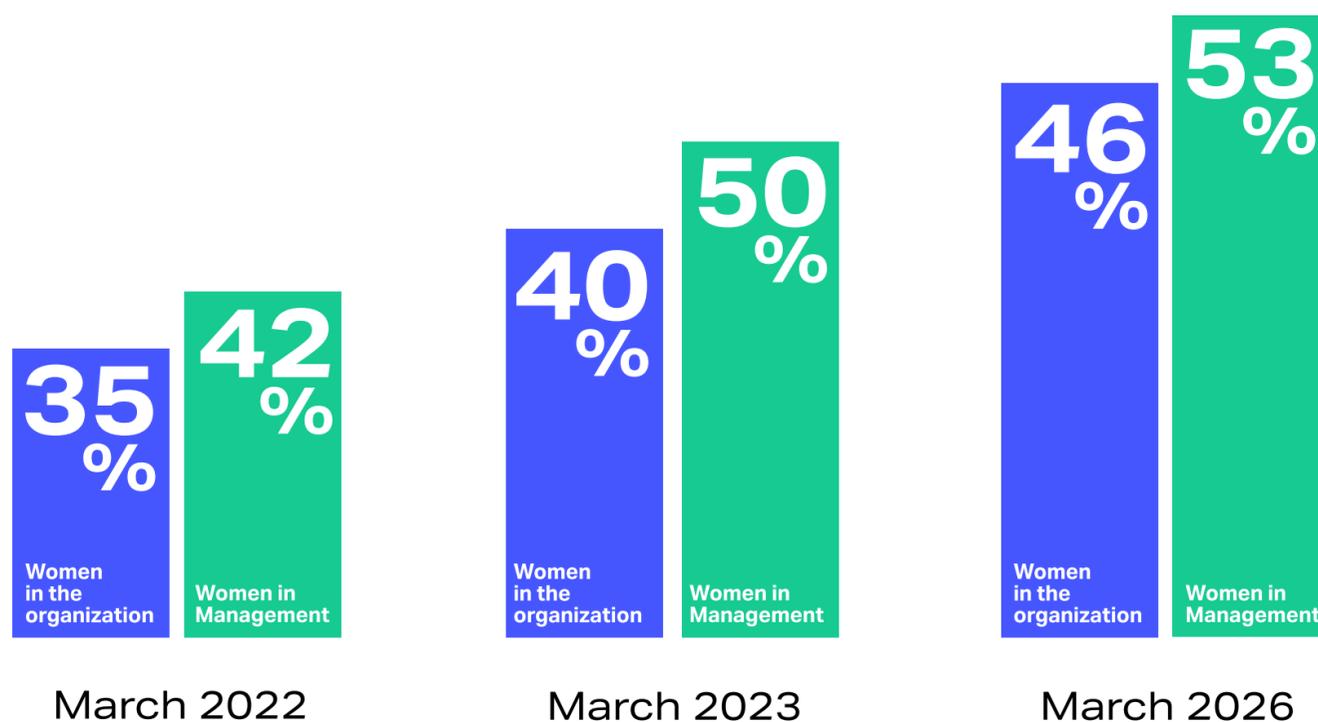
When we began, our baseline was 42% women and 35% women in management. These were strong numbers relative to the high-tech industry, but we decided not to settle.

In 2022, we set a clear, ambitious yet realistic goal: By 2025

50% women across the organization
45% women in management roles
(Deciding this was a milestone on the path to full equality)

March 2022	March 2023	March 2026
35% Women in the organization **42%** Women in Management	**40%** Women in the organization **50%** Women in Management	**46%** Women in the organization **53%** Women in Management

A year later, in January 2023, we had already reached 50% women across the company. Today, we are proud to stand at 53% women across the organization. We also exceeded our management goal, reaching 46% women managers, and therefore chose to raise the bar again. Our updated goal is 50% women in management roles by 2028.

We apply a systemic lens to evaluate **how management decisions impact women.** From employer branding and hiring to career advancement and work-life integration, we carefully assess our practices across the entire employee lifecycle.

This playbook summarizes the core elements of our journey:

- How we set a clear goal
- How we built an action plan that drives change
- How we created real gender equality that became part of the organization's DNA

(For your convenience, the playbook is organized by stages of the employee lifecycle.)

One more important note:

this is not an "all-or-nothing" plan. You don't need to adopt everything at once. Any organization can choose the starting point that fits, one goal, one process, one change, and build from there.

This is not a collection of theoretical ideas, but rather documentation of a data-driven, practical implementation process. Our **"Gender-Responsive Culture"** program has received professional recognition and awards in the field of corporate responsibility and organizational diversity.

Gender equality is a journey. The most important thing is to take the first step.

Chapter 1
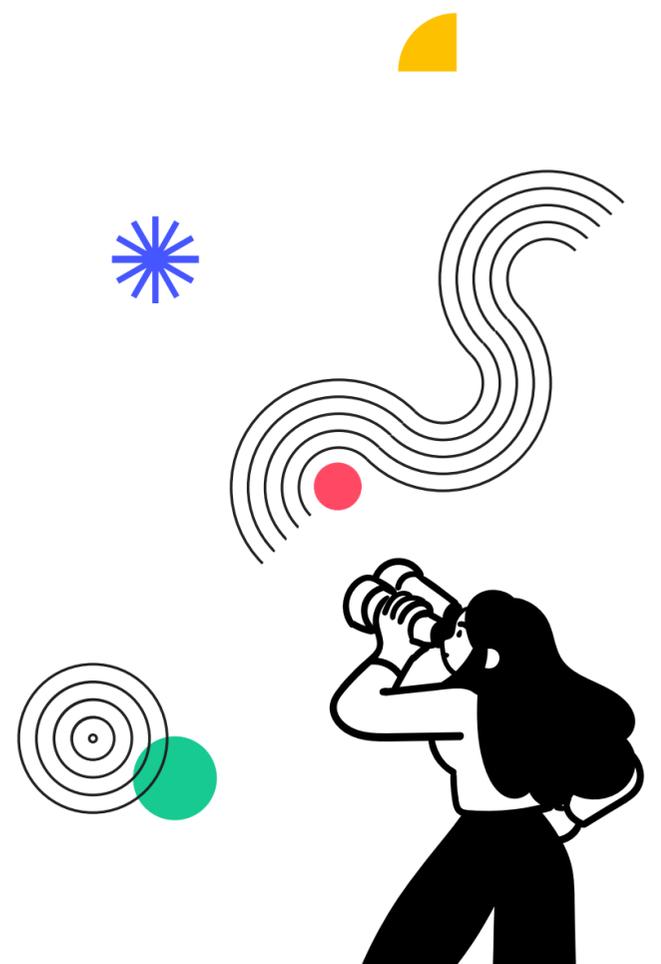
Starting With a Leadership Decision
The Strategic Starting Point

For us, gender equality began with a clear leadership decision: to make it an inseparable part of the company's strategy.

We learned that when leadership defines a goal, measures it consistently, and includes it in success metrics, equality shifts from a value statement to an operational management mechanism. Without such a decision, even meaningful initiatives remain isolated and do not create sustained change.

International research shows that organizations with balanced gender representation benefit from stronger performance, greater innovation, and better decision-making.

This chapter covers the two complementary components that drove our work: defining a clear, measurable goal, and consistent leadership that embeds that goal into decision-making processes.

At TheMarker's Gender Equality Conference (July 2024), **the company's CEO, Jonathan Edelshaim,** referred to the company's strategic approach:

"

I don't believe in promoting women because they are women, I believe in promoting them because they are excellent. I look for the best people for the job. If you look at the population, 50% are women. If you don't hire women, you give up half the talent. This isn't just a social cause; **it's a business imperative.** A company that doesn't know how to recruit women will fail. You have to make sure the work environment enables them to grow. It starts with an equal conversation and continues with building an environment that enables parents, not only mothers, **to combine work and home.**

"

1.1 A Measurable Goal Is a Must

We treat gender diversity like any vital business transformation: by letting the data guide our progress.

What isn't measured → isn't managed

What isn't managed → doesn't change

At Natural Intelligence, we defined:

A clear percentage goal for women's representation across the organization	A separate goal for women's representation in management roles	Timelines for reaching the goals	Quarterly measurements

We found that setting a measurable goal created clarity and organizational expectation, enabled us to identify trends in real time, understand where gaps exist, and make informed adjustments. Once gender equality was translated into numbers and timelines, it became a management success metric, not a general statement.

This measurement aligns with the UN's international standards (SDG 5 – Gender Equality), which view setting clear goals as an essential tool for creating real, not merely declarative, equal opportunity.

1.2 Leadership Commitment
From Declaration to Day-To-Day Behavior

Setting the goal was a necessary condition, but not sufficient on its own. We realized gender equality would exist only if leadership committed to it, actively advanced it, and consistently, led it.

In practice, this meant:

1

Managers began to view gender equality as part of his or her success metrics

2

The topic became consistently present in discussions about hiring, promotion, internal mobility, and resource allocation

3

We invested the time, attention, and leadership influence needed

In parallel, we worked to connect leadership and managers to the understanding that **gender balance is not only a social value but also a driver of business success.**

We saw that when leadership communicates a clear and consistent commitment, both value-driven and business-driven gender equality becomes embedded in organizational culture and decision-making. **It stops depending on any one person's initiative and becomes part of the organization's DNA.**

# Achieving Gender Equality Through Shared Ownership
Women and Men, Together

After defining a clear leadership goal, we examined what we needed to do differently to achieve it. We understood that such a shift cannot rely on leadership alone, it requires shared thinking by employees together.

We therefore held a broad organizational workshop with approximately 70 employees, the goals were explicitly presented: **reaching 50% women across the organization and approximately 45% in management by 2025.** Presenting the goals publicly signaled a clear commitment and marked the start of an in-depth, practical process.

During the workshop, we held roundtable discussions to jointly shape the path to achieving the goals. The process included identifying real-world challenges and barriers, raising practical ideas, and collectively designing effective mechanisms for change.

In this way, the goal didn't remain a leadership statement, it became a relevant, binding action plan grounded in organizational reality.

Chapter 2
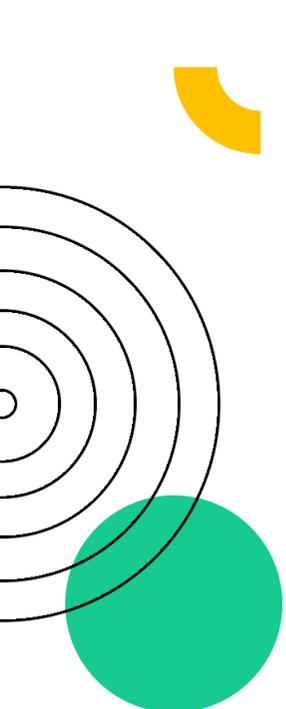
An Employer Brand That Welcomes Women

During Natural Intelligence's research and analysis phase, we learned that candidates carefully choose which organizations to approach based on factors such as women's representation, inclusive language, and transparency about professional growth opportunities. We therefore decided to make our commitment to gender equality part of our employer brand- **the first point of contact between a candidate and the organization:**

1

Visibility of women employees across all levels and a range of roles in professional conferences, media coverage, social channels, and company marketing materials, showing what a real growth path looks like, with emphasis on tech roles

2

Sharing real data, not slogans. For example, 53% women across the organization and 46% women in management

3

**A clear message about growth opportunities,** demonstrating that the path is open, without a glass ceiling

For us, employer branding is not only a marketing tool but also a strategic mechanism that expands our talent pool, strengthens our positioning, and attracts high-quality candidates who believe in their ability to grow.

With that understanding, we made gender equality a central pillar of our communications and PR work plan. We consistently ensure a balanced visual representation in company communications and elevate women leaders and employees as role models at conferences and in the media.

While many organizations treat International Women's Day as a one-off event, for us, within our employer branding strategy and our effort to lead the conversation on gender equality, **International Women's Day becomes Women's Month, one of the highlights of our organizational calendar.**

Throughout the year, we run initiatives and programs that support women, but Women's Month consolidates and amplifies the activity through a series of events, initiatives, and internal and external communications in the public arena. This deepens the conversation, raises awareness, and strengthens organizational commitment to gender equality.
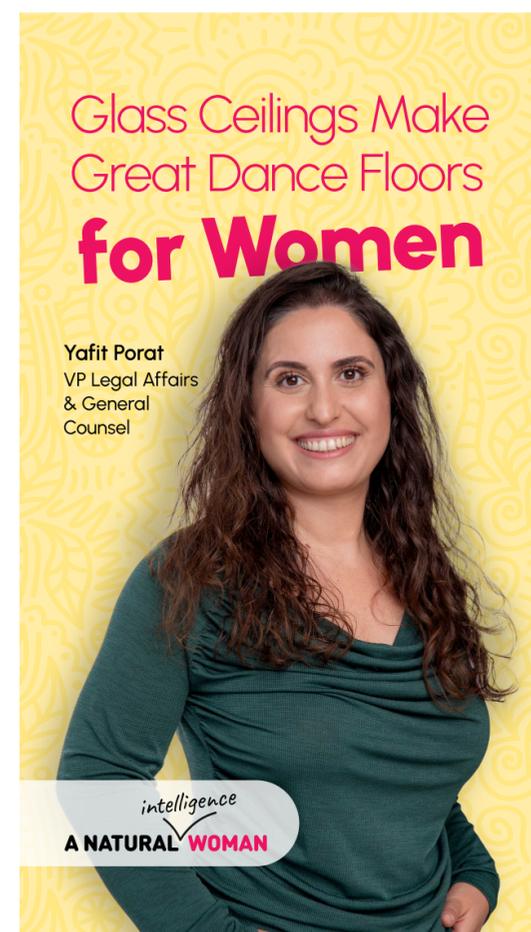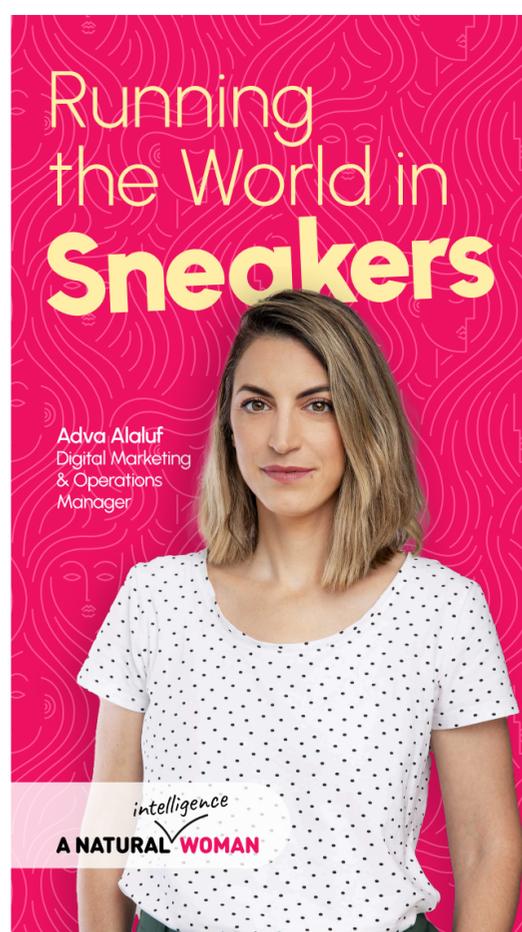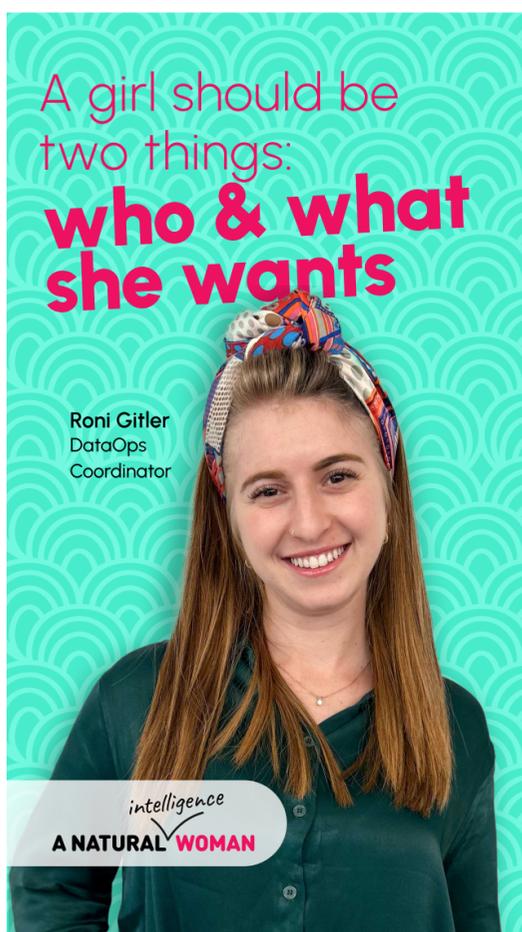
Natural Intelligence's International Women's Day 2024 campaign

Women's Month reflects our belief that gender equality **is not a one-time initiative, but part of our culture and the way we operate year-round.**
Our activities take place on three complementary levels:

Internal Programming

Throughout the month, we hold a series of talks, panels, and workshops led by leading women in their fields, on topics such as leadership, career development, decision-making, and professional influence. The goal is to create meaningful dialogue, provide practical tools, and strengthen women's growth paths within the organization.

External Campaign

In parallel, each year we launch a dedicated social campaign with a rotating message. This allows us to expand the conversation beyond the organization, raise public awareness, and share knowledge and insights we gained while advancing gender equality in the workplace.

Community Action

Throughout the month, we also go beyond the organization and run volunteer initiatives in the community. For example, we hold empowerment workshops for teenage girls, based on the belief that real impact begins long before entering the workforce. Employees volunteer in girls' residential programs and educational settings, investing time in mentoring, dialogue, and skill-building. By involving employees in community activity, we expand our circles of influence, strengthen meaning and commitment, and connect organizational values to tangible action.

Chapter

3

A Recruiting Process That is Customized for Women

In analyzing our recruiting processes, we identified that women sometimes avoid applying due to a combination of psychological, structural, and social barriers.

Key factors include:

Confidence Gaps In Professional Self-Presentation

Women tend to apply only when they meet all job requirements, while men apply even when they meet only some.

Long, Intimidating Job Descriptions

Overly long requirement lists can signal rigid thresholds and deter potential applicants.

Hesitation Around Compensation Conversations

There is often difficulty asking for pay that reflects true professional value. Beyond impostor syndrome, many women are influenced by social norms around modesty and "niceness." Fear of being perceived as ungrateful, aggressive, or "greedy" can lead candidates to accept the first offer, concerned that further negotiation will "expose" a lack of professionalism or result in the offer being withdrawn.

Low Gender Representation In Certain Industries Or Roles

A lack of female role models can reduce confidence and identification with the role.

Gender Bias Within Recruiting Processes

We learned that language, job descriptions, or assessment processes that are not bias-aware can send discouraging signals.

"

When **a man** sees a job description, **one matching parameter** is enough for him to apply.
For **a woman, one parameter that doesn't fit may be enough not to apply at all.** Even in interviews, we encourage women **to speak confidently about their strengths.** And when the salary conversation comes up, we ask them to state a number with confidence, without hesitation.

"

Neta Alsheich
Human Resources, Natural Intelligence
N12 interview, March 2023

To address these barriers, we focused our response on making information accessible, shortening job descriptions, and emphasizing our commitment to gender equality from the earliest stages.

How We Did It

Reflecting Our Commitment From The Start

We published information about our gender equality commitment on our website and in job postings. We encouraged women to apply to tech roles as well, where the challenge of recruiting women is greater.

Compensation Conversations And Confidence

We encouraged candidates to share compensation expectations confidently. Recruiting teams were trained to identify and neutralize gender stereotypes.
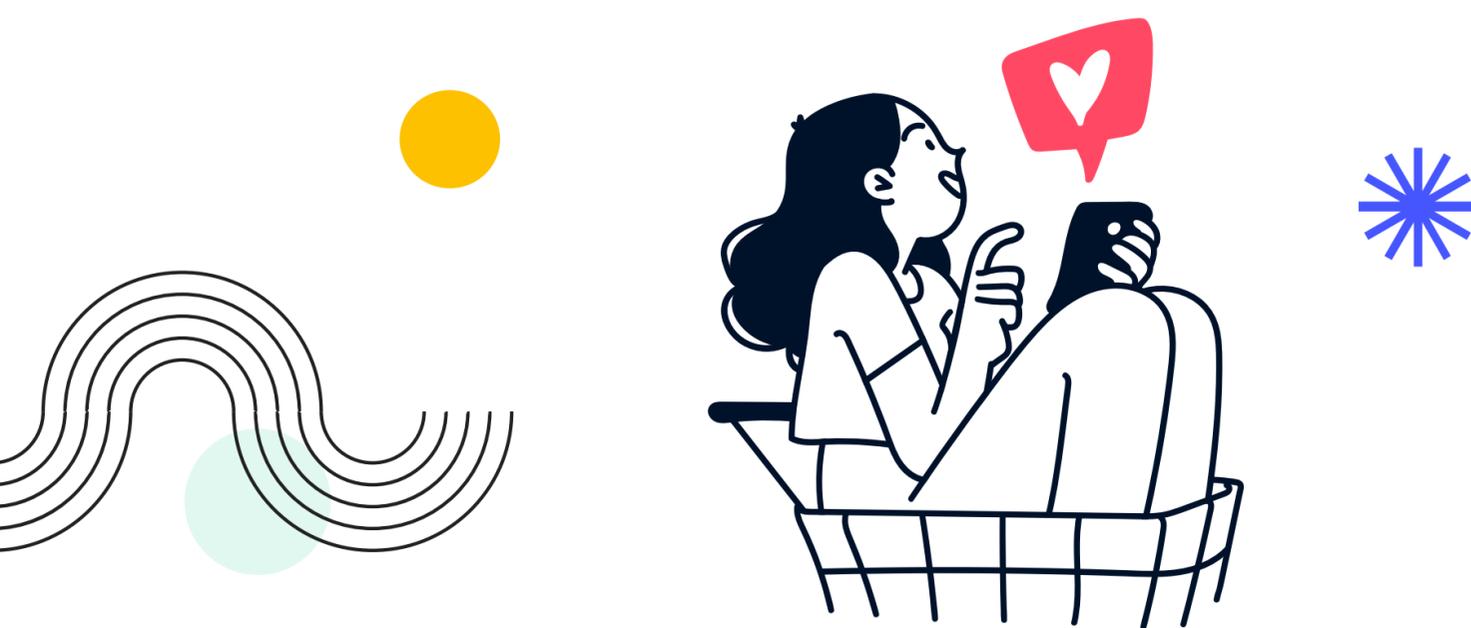
Reducing Passive Barriers

We shortened and clarified job descriptions, emphasizing learning and development after onboarding, not only prior experience.

Employee Referral Program

We created women-focused referral mechanisms that helped us recruit strong candidates and strengthen our community of women employees.

Chapter

4

Onboarding
A Sense Of Belonging From Day One

Onboarding is our first opportunity to show new employees that our commitment to equality is not just a statement, it is part of who we are.

At Natural Intelligence, the experience includes:

1

Presenting our equality goals and the relevant data

2

Using clear, welcoming, gender-neutral organizational language

3

Introducing new hires to the Women's Forum and professional development programs

When values and data are on the table from day one, **they become part of the organizational norm,** they reinforce real opportunity, and ensure the first step in the employee journey **align with our strategic commitment to gender equality.**
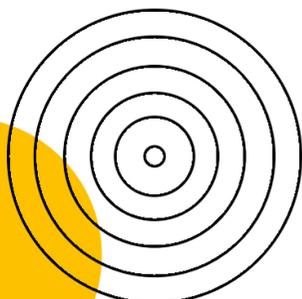
Professional And Leadership Development For Women

For us, true representation is also measured in leadership. We learned that increasing the number of women in the organization is not enough on its own. Our internal analysis showed that **without structured, proactive programs, women's promotion pace is slower, even when performance is equal to that of male peers.**

To address this, we built a leadership and professional development infrastructure that spans all stages of growth and creates real advancement paths.

Our leadership track includes several key components:
internal mentoring, a Women's Forum, manager training, and structured promotion pathways.

> It's not a given that a company knows how to identify skills and capabilities and **create opportunities for advancement and personal development even without prior experience.** Thanks to the talented and supportive people I work with, a whole new and fascinating world opened up for me.

Sari Snai
Business Project Management Team Leader
Natural Intelligence

5.1 Internal Mentoring

Our mentoring program, **"Naturaliot,"** is an internal initiative in which senior women leaders mentor women employees. The program builds a tailored personal development path, provides advanced leadership tools, and creates a strong internal support network that encourages growth and professional advancement.

The program includes:

1

Training mentors to ensure effectiveness and professionalism

2

Defining clear goals for each mentor-mentee pair

3

Systematic measuring to rate effectiveness and career impact

Naturaliot is a measurable leadership development mechanism. To date, we have run six cohorts, with dozens of women employees and senior leaders serving as mentors. Over the years, approximately 33% of participants advanced to team lead or functional leadership roles. Many graduates return in later cohorts as mentors themselves, creating a sustainable leadership pipeline within the organization.

5.2 Women's Forum

We established the Women's forum to enable shared learning, strengthen professional confidence, and develop skills.

Each year, the content is tailored to participants' needs: communication, storytelling, social activism, and a direct, intentional focus on compensation and the financial aspects of a career. **We believe professional independence and influence are closely tied to the ability to manage resources and confidently advocate for what we deserve.** The sessions provide practical tools for more informed and confident financial conversations.

In addition, we hold inspiring deep-dive sessions that create meaningful personal and professional dialogue. For example, we closed 2025 with a special Women's Forum session hosted by Neta Feller featuring Adi Soffer Teeni, CEO of Meta Israel. We spoke about building a career at the peak intensity of life, balancing personal and professional roles, support networks, and the courage to ask hard questions, even in uncomfortable places.

The session reinforced that professional and personal growth often happen not despite complex periods, but sometimes precisely because of them, through navigating difficulty, uncertainty, and the challenges of modern life.

5.3

Manager Training
Awareness of Gender Bias

We ran multiple training cycles for managers, and we also integrate these topics on an ongoing basis into leadership and management meetings, strengthening open dialogue, awareness of gender biases, and embedding equal-minded decision-making into our processes.

Led by **"Porzot Kadima",** (Move Up) experts in gender diversity and organizational inclusion, all company managers completed in-depth workshops on gender-biased management, and Women's Forum members received training in public speaking and effective messaging.

This work promotes gender-aware leadership thinking and supports more transparent and equitable advancement processes.
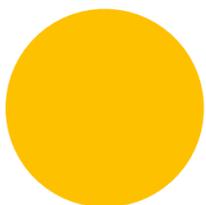
5.4 Building Promotion Pathways

Professional growth is built over time. We believe real growth comes from doing. Our organizational culture encourages women employees to take ownership and expand their circle of influence, even beyond their formal job scope.

This enables women employees to try new skills, lead projects outside their immediate domain, and gain meaningful leadership and professional experience to support development.

In parallel, we continuously review gender representation data to ensure balance and equal opportunity at every level.

The results speak for themselves:
we increased from 35% women managers to 46%, and the executive leadership team reached full balance, with three women VPs and three men VPs.

5.5 Equitable Compensation Processes

To ensure equality is reflected in pay, we implemented fair and equitable compensation processes. This includes an annual pay review and audit led by senior leadership, enabling us to proactively monitor pay gaps and ensure fair pay for equivalent work across all levels.

Chapter
6

An Inclusive And Equitable Organizational Culture

Organizational culture is not shaped solely by formal policies; it is first and foremost shaped by everyday language, messaging, and visibility. This is exactly the idea behind our **"Gender-Responsive Culture"** program: we recognized that the way we, as an organization, speak about our employees and showcase achievements directly shapes employees' sense of belonging and their opportunities for growth and advancement.

In this chapter, we share how we created an environment where language and visibility reinforce gender equality in practice.

6.1 Language Shapes Reality

For us, embedding respectful, precise language became part of our organizational DNA, as we saw **it strengthened inclusion and belonging for all employees.**

We use gender-neutral language consistently across internal platforms: policy documents, leadership communications, emails, internal announcements, and WhatsApp channels. This language reflects our worldview and is not treated as merely symbolic.

Despite the challenges Hebrew presents and the initial discomfort gender-neutral language can sometimes create, consistency and persistence gradually make inclusive language the natural language of the organization, along with the values it represents.

6.2 Visibility And Female Role Models

To build a culture of equality, it's not enough to do the work, we need to show it. We therefore highlight success stories of women employees and leaders and amplify their work both inside and outside the company, on social channels, in the traditional media, and at professional conferences.

For us, visibility is not only PR, it's a strategic tool based on a simple principle: you can't be what you can't see.

When women are on stage in key roles, we create role models. Employees see real growth possibilities and can imagine themselves leading and advancing. That message also extends beyond the company, helping us attract high-quality candidates seeking an organization where they can grow.

Another part of visibility is data transparency. We consistently share women's representation across the organization and in leadership in all key forums, from leadership meetings to company-wide gatherings.
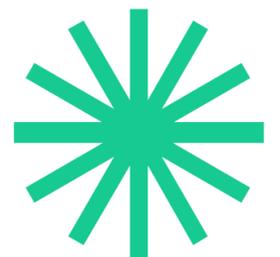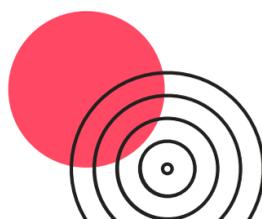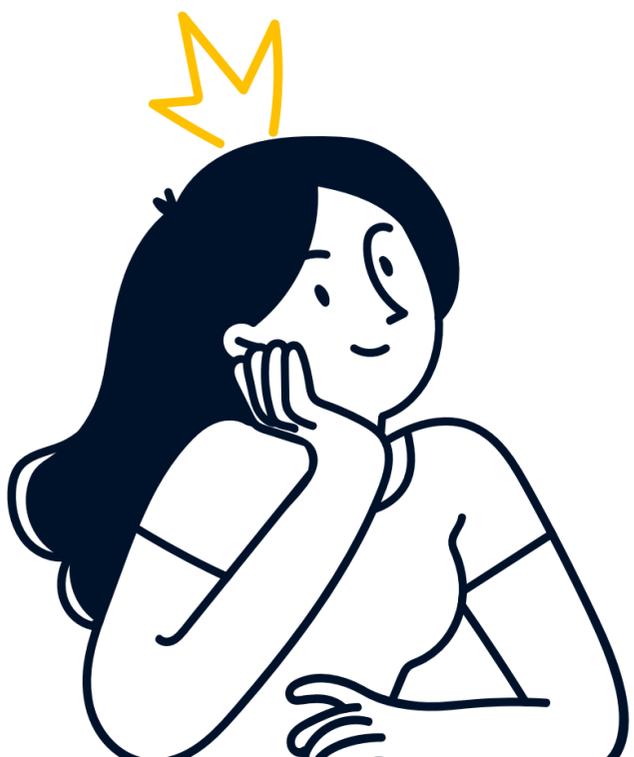
6.3 A Safe Workplace For Everyone

For us, advancing gender equality requires a safe and respectful workplace. Psychological and personal safety are foundational for full participation, career development, and professional voice.

We maintain a clear zero-tolerance policy for sexual harassment, supported by organizational mechanisms, training, and ongoing access to information.

This policy includes:

1

Mandatory onboarding training on sexual harassment prevention and organizational procedures

2

Making the sexual harassment prevention policy accessible across internal communication channels

3

A discreet reporting mechanism that allows any employee to contact senior leaders for guidance and support

Our message is clear:
every employee has a point of contact, and every case is handled seriously, sensitively, and professionally.

Impact Beyond The Organization

We recognized that our organization does not operate in a vacuum, and when policy translates into action beyond the company, the impact on equality expands.

This chapter describes how we extended our work beyond the company's boundaries and its impact across three circles: the family unit, the community, and the professional ecosystem.

7.1 Supporting The Integration Of Career And Family

Gender equality does not exist only within office walls. An internal analysis of turnover patterns and workload perceptions showed that becoming a parent is a sensitive time that can significantly affect a person's career and their partner's career as well. With that understanding, we developed policies designed to provide real support and enable employees to better integrate career and family.

We replaced the outdated "mom-friendly role" framing with a parent-friendly role policy: we allow every parent in the company to work in a flexible schedule of two shorter days per week (with the option to make up hours on other days). Our message is clear: when fathers leave early twice a week and take a more active role in family routines, their partners gain more time and capacity to invest in career growth. In this way, the organization supports equality not only at work, but also within the family unit.
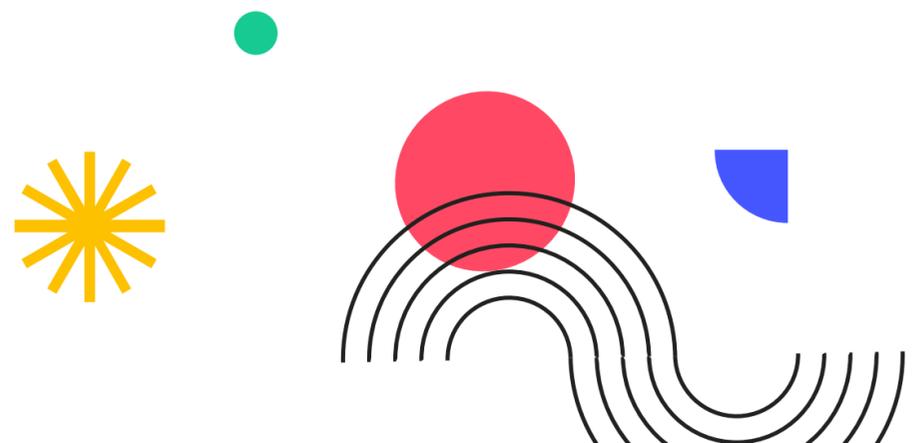
To enable true integration of career and family, we built long-term support mechanisms for employees:

1

Two weeks of paid leave near childbirth for partners who are not taking parental leave (including surrogacy processes)

2

Easier approval processes for unpaid leave for employees who wish to extend time at home

3

A support program from pregnancy through return to work, including parent sessions, subsidized sleep consulting, and ongoing HR check-ins

4

Maintaining continuous employment benefits during parental leave, including holiday gifts, meal budgets, and participation in company events

5

Hosting parent and baby meetups at the office for employees during parental leave

6

Summer activities and the option to bring children to the office on school holidays

This is how we created a work environment that enables our employees to grow their careers without sacrificing meaningful time at home.

> Framing roles as **'mom-friendly'** can hold women back. We should use **'parent-friendly'** language instead.

Neta Feller
Globes interview, May 2022

7.2

Investing In The Community And The Next Generation Of Women

Advancing gender equality starts long before entering the workforce. That's why we build deep partnerships with organizations working to support girls and women.

A key partnership is with **Shavot,** through which we support Israeli Girls Week and participate in educational initiatives throughout the year.

As part of this work:

1

Women employees visit schools and speak to students about career choices and professional paths

2

We host mentees and alumni from partner nonprofits in our offices for inspiration and networking sessions

3

Women employees lead practical workshops on entering the workforce: resume writing, job interviews, and personal branding

Through this activity, we strengthen the connection between the organization and the community and expand choices and opportunities for the next generation of women.

# 7.3 Impact On Other Organizations In The Ecosystem

As noted, we view advancing gender equality as a broader mission that does not end at our organizational boundaries. We therefore work to share knowledge, make methodologies accessible, and create shared learning spaces with other industry organizations.

As part of this approach, **we also serve as a professional community hub for women in the industry.** We regularly host professional and tech communities in our offices, including women-in-tech communities, entrepreneur communities, and additional professional groups.

These gatherings include talks, workshops, networking sessions, and professional knowledge sharing.

By opening our organization's doors to communities and professional collaboration, we contribute to accessible knowledge, connections among women in the industry, and stronger career pathways beyond our organization.

As part of our broader involvement in advancing gender equality in Israeli society, Neta Feller also serves on the board of **Bonot Alternativa,** a nonpartisan civic movement working to advance gender equality, increase women's representation in decision-making positions, and protect women's rights as part of strengthening democracy and society in Israel.

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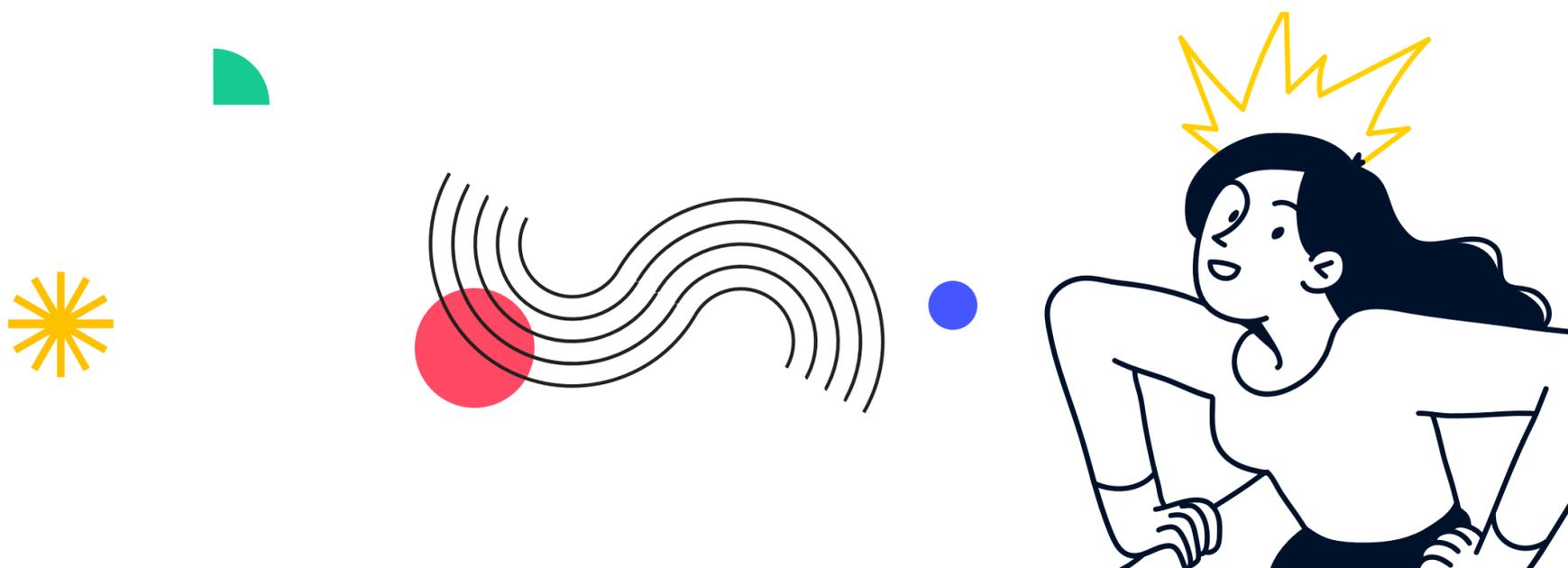
Gender equality doesn't end at the office door.
A strong, business-leading organization has a responsibility to positively influence the ecosystem and community around it.
Our goal is to create real impact, not only within our organization, but beyond it as well.
And change doesn't happen in a vacuum. It happens through partnerships, through working with nonprofits, and through sharing knowledge and experience with others.
That belief is what gave rise to this playbook: our desire to share what has worked for us, **and an invitation to other organizations to help advance this important change.**

"

Anat Sharir
CSR Manager
Natural Intelligence

# 7.4 Shaping Public Discourse **And Combating Violence Against Women**

"Based on Israel's 2024 statistics, **a woman is murdered every two weeks**. Government budgets have declined significantly for two consecutive years. From this, we understand the situation is not going to change as a result of government action alone. Our employees spend a third of their lives at work, and that gives us responsibility on this issue."

Neta Feller, Chief People Officer, Natural Intelligence
[Calcalist interview](#), March 2024

Violence against women is a reality that does not stop at the office door. Many women live in fear in their own homes, and the violence they experience is not always visible. It's important to understand that preventing violence against women touches a broader issue. **We work to eradicate all forms of violence, physical, economic, emotional, sexual, and digital.**

Because our employees spend a significant portion of their time at work, it is essential to make the organization a safe space. We built a policy intended to deliver a clear message to every woman employee: **in any case of threat or violence, the organization has a professional, discreet infrastructure designed to provide support and assistance.**
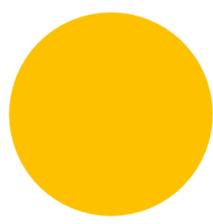
To create this safety net, we operate on two parallel tracks:

1

An Internal Safety Net (Supporting Employees)

Appointing two senior HR managers as available, discreet points of contact

Fully funding confidential support from an external expert counselor for any employee who needs it

Posting discreet signage with helpline information in private areas

Ongoing awareness activities for employees

2

Driving Public Awareness And Action

Support for the AI initiative **"Listen to My Voice"** (with Shiran Melamedovski and D-ID) to distribute life-saving messages

Ongoing support and partnerships with nonprofits supporting survivors of violence

Leading digital campaigns to raise public awareness

Participation in a broad cross-industry coalition advancing this issue

Chapter 8
Measurement, Oversight, And Continuous Improvement

We learned that real change requires data-driven management. Without consistent measurement, it's difficult to understand whether our actions are creating long-term change, and where further refinement is needed.

We define in advance the key metrics we track over time:

1
Percentage of women across the organization

2
Percentage of women in management roles

3
Women's participation in mentoring, development, and training programs

In parallel, we maintain regular quarterly reporting to the leadership forum, enabling us to track trends, identify gaps, **and adjust actions in real time.** Quarterly measurement makes gender equality part of ongoing leadership dialogue, **not a one-off initiative.**

8.1 Surveys And Internal Feedback

Beyond quantitative metrics, we also want to understand the employee experience and how employees perceive opportunities, belonging, and professional development.

For that reason, once a year, we run a broad organizational survey with gender-based breakdowns.

The survey includes questions on:

1

Satisfaction with professional growth opportunities

2

Sense of belonging and inclusion

3

Satisfaction with development processes, trainings, and career pathways

Over the years, the questions related to diversity, equity, and inclusion are often the highest-scoring ones, a figure that reflects the cumulative impact of organizational culture and perception, rather than a single action.

Survey insights help us refine our mentoring, development, and training programs, as well as compensation and rewards processes.
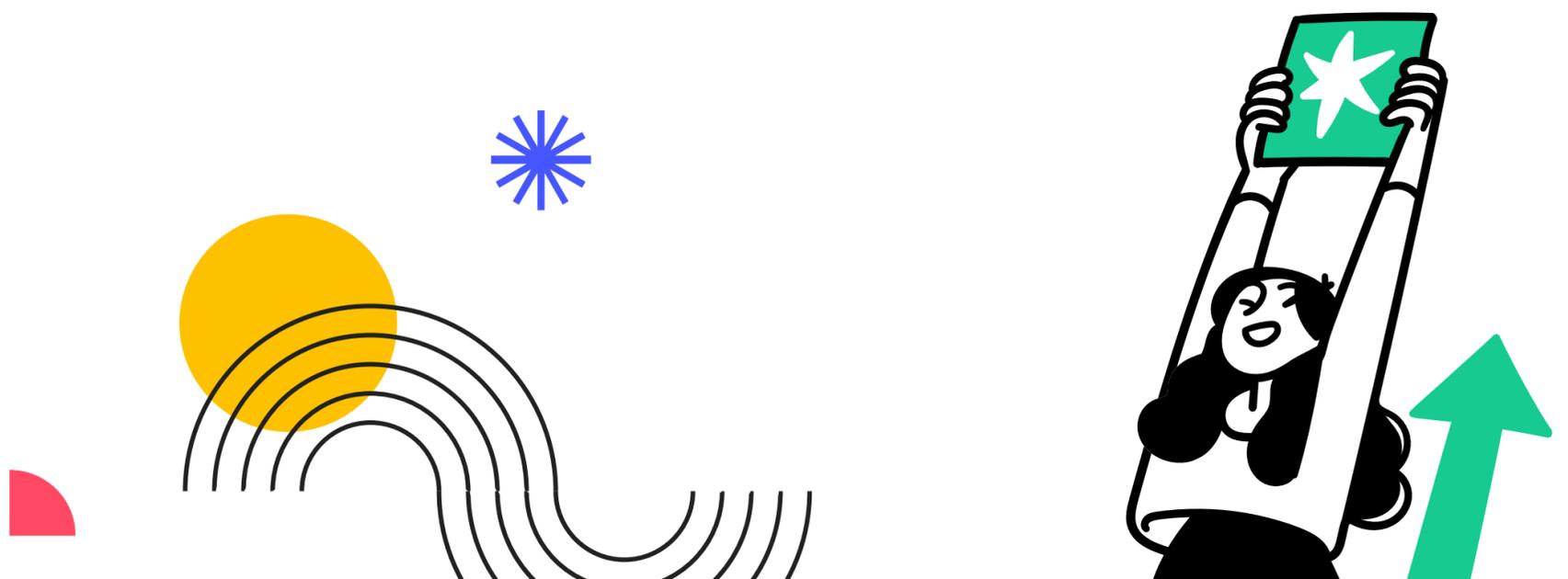
Looking Ahead
Gender Equality In The Age Of AI

Looking forward required us to address the challenges brought by the AI revolution. Algorithm-based technologies are increasingly integrated into organizational workflows, from early screening of candidates to management tools, performance evaluation, and decision-making. Alongside their many benefits, these systems can replicate existing gender biases and, at times, deepen them, especially when they rely on historical data.

We realized that as we adopt AI tools and automation processes, we must ensure historical biases are not unintentionally reproduced. For example, if men historically held a higher share of senior leadership roles, algorithms trained on historical data may mistakenly learn that pattern as "preferred." Therefore, throughout implementation, we carefully examine models and data sources to ensure technology does not introduce new barriers for women.

At the same time, we also see significant potential for these technologies to advance equality. Thoughtful use of AI can help analyze organizational data, identify gaps, and make equal opportunity more accessible. Our organizational challenge is to ensure technological progress serves as a tool to strengthen gender equality, not to reproduce existing gaps.

A Personal Note To Close

When we began this journey at Natural Intelligence, we didn't have all the answers.
We only knew one thing: good intentions alone were no longer enough.

Today, as I look at the outcomes of our **"Gender-Responsive Culture"** program, I know that gender equality is not a privilege reserved for large organizations. It's a step any company can take if it is willing to make a courageous decision.

It doesn't happen overnight, and it takes more than hanging a nice sign on the wall.
It requires measurement, transparency, and the understanding that real change happens only when women and men act together.

Don't wait for the perfect moment or the perfect plan. Choose one goal.
Change one process. Take the first step.

This journey pays off, for employees and for the company's success.

Best of luck,

Neta Feller
Chief People Officer
Natural Intelligence

Checklist For Implementing
Gender Equality In Your Organization

NATURAL INTELLIGENCE

Chapter 1
Starting With a Leadership Decision - The Strategic Starting Point

- ☐ Define a clear, measurable gender representation goal
- ☐ Share data regularly in leadership forums
- ☐ Involve employees in shaping the action plan to achieve the goals

Chapter 2
An Employer Brand That Welcomes Women

- ☐ Share transparent, real representation data in organizational communications
- ☐ Feature women leaders in conferences, media, and social channels
- ☐ Highlight growth opportunities without a glass ceiling
- ☐ Integrate gender equality messaging into employer branding strategy

Chapter 3
A Recruiting Process That is Customized for Women

- ☐ Present commitment to gender equality in job postings and on the company website
- ☐ Shorten and sharpen job descriptions
- ☐ Encourage women to apply even if they don't meet every requirement
- ☐ Train recruiting teams to identify gender biases
- ☐ Encourage confident, precise compensation conversations

Chapter 4
Onboarding

- ☐ Present equality goals on day one
- ☐ Use gender-neutral language in organizational communications
- ☐ Introduce employees to professional development programs
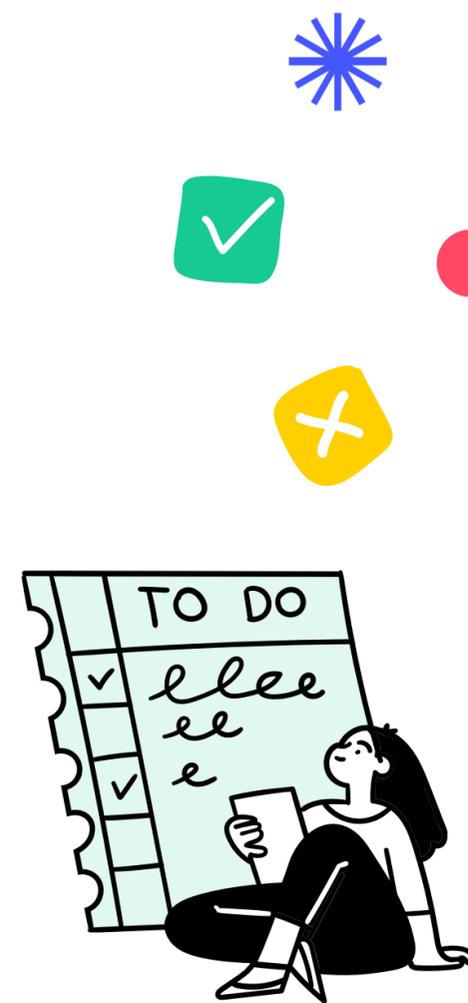
Chapter 5
Professional And Leadership Development For Women

- ☐ Run internal mentoring programs
- ☐ Hold professional forums to build career skills
- ☐ Train managers in gender-aware leadership
- ☐ Encourage women employees to expand responsibilities to gain leadership experience
- ☐ Conduct pay gap audits

Chapter 6
An Inclusive And Equitable Organizational Culture

- ☐ Use gender-neutral language across organizational platforms
- ☐ Share representation data in quarterly meetings
- ☐ Highlight women's success stories
- ☐ Make female role models visible for professional inspiration
- ☐ Ensure a safe workplace and prevent harassment through training and reporting mechanisms

Chapter 7
Impact Beyond The Organization

- ☐ Offer flexible work conditions that support career–family integration
- ☐ Maintain connection and full benefits for employees during parental leave
- ☐ Build deep partnerships with social nonprofits
- ☐ Share professional knowledge with other organizations in the industry
- ☐ Work to prevent violence against women through initiatives, campaigns, and partnerships

Chapter 8
Measurement, Oversight, And Continuous Improvement

- ☐ Measure the percentage of women across the organization and in management roles
- ☐ Provide quarterly leadership reporting
- ☐ Run an annual organizational survey with gender-based breakdowns
- ☐ Use survey insights to improve organizational processes

Good Luck