

# EASA Gender Equality Plan 2024-2027



## Document Control Sheet

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# EASA Gender Equality Plan

## 1 Our Commitment

The European Union Aviation Safety Agency (EASA) is committed to promoting equal opportunities, and diversity and inclusion (EDI) within its workplace, its workforce and across the Aviation industry stakeholders globally. This commitment is fully aligned with the strategy of EASA's Management Board, who upholds diversity as a pivotal source of innovation, which enables the continuation of a sustainable and civil aviation industry.

Following internal consultation of management, the Diversity and Inclusion Ambassador, the Joint Committee on Working Conditions, and the EASA Research and Innovation Committee, the GEP was endorsed by the Executive Committee, signed by the Executive Director in November 2023, and published on EASA's intranet and published on the EASA website.

The EASA Gender Equality Plan (GEP) is a cross-cutting set of commitments and actions aiming to promote equal opportunities and diversity in general. It is adopted by EASA's Executive Director and built on the values of Respect, Unity, Integrity, Transparency, and Innovation, which are the value-foundation of EASA's organisational culture<sup>1</sup>. With this GEP, the EASA leadership commits to implement actions across the thematic areas recommended by Horizon Europe guidance on gender equality plans<sup>2</sup> following the Diversity and Inclusion strategy of the European Commission<sup>3</sup>.

As the EU regulator for aviation safety, EASA has evolved into a keen promoter of Equity, Diversity and Inclusion since the first inception of EASA's Diversity and Inclusion initiative in 2018 and has endorsed the EU Agencies' Charter on Diversity and Inclusion<sup>4</sup>. The adoption of this Charter is one action of the GEP and aims at increasing the visibility of our activities to counteract stereotypes. EASA commits to fostering inclusion as part of its foundational and organisational culture to increase diversity as a key contributor to innovation and sustainability.

## 2 Dedicated Resources and Expertise

The Executive Director nominated a Diversity & Inclusion Ambassador (DIA) in January 2022. The role of the DIA is to serve as an Ambassador of the Agency where it comes to promote and foster the values of EDI in the organisation. Together with a support team of staff members who voluntarily contribute to the D&I activities of the Agency, a regular follow up of the success of EASA's endeavours to improve EDI in the working environment is conducted. The DIA and HR jointly define goals and the scope of future initiatives. They primarily focus on promoting and supporting an inclusive and collaborative work environment which offers equal opportunities to all. In this context, a specific mission statement has been established and

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<sup>1</sup> [EASA values](#)

<sup>2</sup> [Horizon Europe Guidance on Gender Equality Plans](#)

<sup>3</sup> [European Commission – People first - Diversity and Inclusions](#)

<sup>4</sup> Annex I - EU Agencies' Charter on Diversity and Inclusion

announced throughout the Agency, under the sentence “EASA for All”, which may also be relevant for external communication campaigns, where needed. The DIA in joint effort with the HR EDI focal point also gathers information and endeavours to coordinate EASA’s engagement in a wider range of gender equality networks, such as e.g., DG MOVE, ICAO, EUROCONTROL, Aviation for All, Women in Aviation International. Making EDI a lived reality is a shared duty between all directors, managers, and all other staff. The responsibility to ensure adequate resources for the practical implementation of the GEP lies with EASA’s Resources Director. The activities from EASA’s Diversity and Inclusion Work Programme<sup>5</sup> further contribute to the GEP. The regular communication campaigns described in Annex II for the period between 2023 – 2025, and progress reports help to maintain the momentum.

### 3 Data Collection and Monitoring

EASA collects, monitors, and regularly publishes EDI related data such as gender and nationality distribution of staff

- in managerial roles,
- across pay grades and contract types,
- being promoted to the next higher grade, and
- making use of internal and external learning opportunities.

In addition, to ensure the attractiveness as a modern employer, EASA monitors the gender and nationality distribution of job applicants.

An annual report and evaluation of progress and outcomes is published on the EASA website.

### 4 Training and Awareness

EASA’s Diversity and Inclusion Work Programme includes a wide range of initiatives aiming at raising awareness on EDI issues, ranging from gender balance to other than gender-related EDI aspects. In addition to the broad training activities offered by the EU institutions’ learning portal EU Learn, EASA offers to its staff and managers specific learning opportunities related to DI and how to avoid and mitigate the impact of bias in the working environment.

### 5 Strategic Objectives and Actions

EASA subscribes to the high-ranking objectives of the European Union to enhancing social acceptance, respect, eliminating prejudice, and promoting the benefits of diversity in our society.

Therefore, EASA’s recruitment services strive to offer equal opportunities and access to all candidates regardless of their race, colour, ethnic or social origin, genetic features, language, religion, or belief,

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<sup>5</sup> Annex II – EASA Diversity and Inclusion Work Programme 2023 - 2025

political or any other opinion, membership of a minority, birth, disability, age, sexual identity, or any other characteristic.

Consequently, EASA has highlighted three people-related strategic objectives (ABC) with a strong focus on improving EDI. They are:

**Achievement:** Minimise barriers for all staff to perform, develop professionally and fulfil the Agency's forward-looking mission.

**Belonging:** Enhance leadership practises, social structures, support mechanisms and awareness for maintaining psycho-socially safe working conditions and staff well-being.

**Composition:** Achieve the goal of 40% of the underrepresented gender at all managerial levels respecting current contractual commitments.

To achieve these goals, all selection procedures consistently apply an equal opportunities policy and respect EU and international anti-discrimination legislation.

At EASA, the appropriate policies to manage **work-life balance** are the foundation to ensure that staff members and collaborators are supported equally to advance their careers alongside personal responsibilities outside the workplace, including family care. Therefore, the implementation of EASA's policies on

- parental leave,
- flexible working time and teleworking, and
- leave arrangements for caring responsibilities

are regularly monitored by the Joint Committee on Working Conditions<sup>6</sup>.

With three out of five EASA Directors being women on the day of signature of this document, EASA sets an example for **gender balance in leadership and decision-making** for new generations of staff and staff to be. EASA's Diversity and Inclusion Work Programme includes planned internal actions on recruitment, training, and awareness raising-related activities to increase staff diversity through outreach, selection, and promotion of equality, inclusion and respect for and among all staff members and between managers and staff members.

**Gender equality in recruitment and career progression** is monitored by the Joint Committee on Careers and Training<sup>7</sup>. Increasing the attractiveness of EASA for women and candidates representing diversity groups is one of the desired outputs of EASA's Diversity and Inclusion Work Programme. This is being

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<sup>6</sup> EASA DECISION N° 2023/019/ED OF THE EXECUTIVE DIRECTOR OF THE AGENCY of 30th August 2023 ON ESTABLISHING JOINT COMMITTEES

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achieved by specific actions such as the use of inclusive language and images in vacancy notices<sup>8</sup>, publications and documents, and the promotion of role models from diversity groups who are willing to support newcomers.

To further **integrate the gender dimension into research content**, EASA further commits to including gender-related requirements in its tender specifications for research contracts, where applicable. In addition, EASA commits to maintaining a 50% rate of women who act as research project managers.

At EASA, all staff can feel protected against psychological harassment and **gender-based violence including sexual harassment** by a policy on protecting the dignity of a person<sup>9</sup>, and procedures<sup>10</sup> preventing and combating psychological and sexual harassment. Confidential Counsellors and the HR Department are available to always assist staff under the strictest confidentiality. The policy and procedures are available on the HR intranet and outline unacceptable behaviours, explain the reporting procedures, when and how to investigate, which support is available for victims, and the possible consequences for perpetrators.

In addition to the strictly gender-related activities, EASA's Diversity and Inclusion Work Programme proposes actions and outputs to promote a better workplace for all.

The EUAN Charter on Diversity and Inclusion and the EASA Diversity and Inclusion Work Programme 2023-2025 are annexed to this document, as reference documents to support the Agency's GEP.

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<sup>8</sup> [EASA Careers website – D&I](#)

<sup>9</sup> ED DECISION° 2008/180/A OF THE EXECUTIVE DIRECTOR OF THE AGENCY OF 5 AUGUST 2009 on the EASA policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment

<sup>10</sup> Preventing harassment - Informal and formal procedures - [WI.HR.00013](#).

## Annex I

# **EUAN Charter on Diversity and Inclusion endorsed by EASA**

The EU Agencies Network is committed to promoting equality and diversity within the Agencies and Joint Undertakings (JUs) it represents. The Network encourages the Agencies/JUs, as employers, to engage into a proactive and inclusive approach to diversity and inclusion.

This Charter is thus a commitment in favour of diversity and inclusion among the EU Agencies Network, whose staff members must benefit from equal treatment and opportunities, irrespective of any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation, as stated in article 1d of the Staff Regulations

The EUAN members commit to:

1. Implement a human resources policy where diversity is regarded as a source of enrichment, innovation and creativity and where inclusion is promoted by managers and all staff, through policies improving work-life balance and flexible working arrangements for all genders, through appropriate support, particularly for the underrepresented genders, and through the implementation of the obligations enshrined in the UN Convention on the Rights of Persons with Disabilities and the UN's Sustainable Development Goal on gender equality.
2. Secure equal opportunities at every step of the career, through selection and recruitment procedures but also in staff promotion and mobility. Selection and recruitment must always be made on the basis of merit, irrespective of any other factors. The process must be devoid of bias while respecting the specific measures and rules so as to redress the gender imbalance at support roles level and to achieve the goal of at least 40% of underrepresented gender at all management levels respecting current contractual commitments.
3. Fully enforce the Staff Regulations, especially its articles 1d, 12a and 42a by excluding any kind of discrimination. There can be no place for divisive or opaque behaviours, nor any form of bullying or harassment.
4. Heighten managers' and Human Resource services' awareness of any barriers that can prevent individuals from succeeding. Raise awareness by promoting or organising special events and training to fight against stereotypes and to foster inclusion as a corporate culture built on greater diversity and inclusion.
5. Communicate widely, externally, and internally to each colleague, the commitment to implement a diversity and inclusion policy and deliver regular and detailed follow-ups of the results. This charter is based on the Commission's Charter on Diversity and Inclusion, which is part of the Diversity and Inclusion strategy of the European Commission, adopted on 19 July 2017.

## Annex II



# Diversity & Inclusion Work Programme 2023-2025





## Introduction

“Diversity and inclusion” is the practice of actively including people from a variety of backgrounds and perspectives in the workplace or other environment. In EASA this practice is paramount for creating a safe and inclusive environment where everyone can work together and contribute to the success of the Agency.

Diversity and inclusion can be achieved through policies and practices that respect and value the unique contributions of each person, and also through events, initiatives, and activities designed to raise awareness and promote a more inclusive and equitable environment in which all individuals are welcome and respected.

This action plan promotes the commitment to building a more diverse and inclusive workplace for the EASA staff and aims to foster a working environment that is diverse and inclusive in the broadest sense. More specifically, it presents the planned activities and initiatives designed to ensure that the Agency is creating and maintaining an environment that respects and values diversity and inclusion.

The 2023-2025 work programme focuses on the following areas, stemming from the European Union policy on Diversity and Inclusion :

- Cross cutting actions;
- Gender equality;
- LGBTIQ+
- Racial and ethnic origin;
- Persons with disabilities.

This work programme shall be reviewed and updated regularly to ensure it continues to meet the needs of the Agency and its staff.

## Selection and recruitment

Objective: to support the work of HR in their efforts to increase staff diversity through outreach, selection, and recruitment, increasing awareness and promotion of diversity and inclusion in these processes.

Output 1.1	Encourage candidates representing diversity groups (e.g., candidates with disabilities, candidates from a racial or ethnic minority background) to apply for jobs in the Agency and give visibility to role models within the institution, namely via further developing diversity communication channels aiming at attracting a more diverse talent pool.
Action 1.1.1	Promote the use of inclusive language and images reflecting staff diversity in internal and external vacancy notices, recruitment pages <i>Performance indicator: proposal adopted and implemented by HR and Communications Department, as applicable</i>
Action 1.1.2	Develop page for the EASA website with dynamic content (videos, photos) promoting diversity and inclusion in support of prospective candidates <i>Performance indicator: page developed and included by HR in recruitment procedures (vacancies notices, recruitment package); web page analytics (number of visits to D&amp;I webpage)</i>
Action 1.1.3	Book meetings 2 x year with HR HoD to assess statistics of recruitment in terms of gender balance, both for regular recruitment and for the Junior Qualification Programme, for example June and December each year.
Action 1.1.4	Promote a virtual pool of role models/peers/mentors who are willing to support and guide newcomers
Action 1.1.5	Promote a meeting 1 x year between the newcomers and staff who has been working for the Agency for more than 5 years for exchange of experiences and intergenerational sense of community.

## Learning and development

**Objective:** to enhance comprehension of unconscious bias and various crucial diversity and inclusion subjects among managers, HR experts, and the entire staff by supporting the delivery of learning opportunities, thereby raising awareness.

Output 2.1	Encourage focused training programmes on diversity and inclusion matters for all staff. Promote the incorporation of diversity and inclusion training as a mandatory component of internal learning paths, as well as the newcomer’s induction training.
Action 2.1.1	Promote and/or organise information and discussion events where speakers (incl. external speakers) are invited to share/present on various themes linked to diversity and inclusion (e.g., lunch time lectures) <i>Performance indicator: number of events organised on yearly basis and number of participants (incl. virtual participants)</i>
Action 2.1.2	Promote online trainings specifically targeting diversity and inclusion (e.g., LinkedIn Learning, EU Learn) <i>Performance indicator: number of online trainings promoted, and number of EASA participants enrolled</i>
Action 2.1.3	Propose to/and support HR in fostering courses on selection interviewing with a focus on understanding, recognising and mitigating bias. <i>Performance indicator: inclusion of these dedicated courses in the ELG course library and number of EASA staff having taken the courses</i>
Action 2.1.4	Propose to/and support HR in including a diversity and inclusion module in the induction training of the Agency <i>Performance indicator: inclusion of module in newcomer induction training and number of newcomer induction trainings delivered (incl. number of newcomers that attended)</i>
Action 2.1.5	Develop online diversity and inclusion library resources, available to all staff, and also acting as supporting learning material <i>Performance indicator: functional library implemented; analytics of visits to page; social media engagement (number of likes and comments)</i>

## Communication and awareness-raising

Objective: to enhance the effectiveness of communication on diversity and inclusion, topics and to prioritize the topic within the Agency.

Output 3.1	Organise communication and awareness campaigns through the celebration of international days <i>Performance indicator: number of campaigns launched for each international day; social media engagement (number of likes and comments)</i>
Action 3.1.1	Communication for 14 February – Valentine’s Day
Action 3.1.2	Communication for 8 March – International women’s day
Action 3.1.3	Communication for 21 March – International day for the elimination of racism
Action 3.1.4	Communication for 19 November – International men’s day
Action 3.1.5	Communication for 3 December – International Day of Persons with disabilities
Action 3.1.6	Communication for 7 December – Share ICAO material for International civil aviation day
Output 3.2	Organise targeted awareness campaigns (including news items, media resources, intranet posts) on specific diversity and inclusion areas <i>Performance indicator: number of campaigns launched; social media engagement (number of likes and comments)</i>
Action 3.2.1	February – Black History Month (refer to chapter 6.)
Action 3.2.2	May – European Diversity month
Action 3.2.3	June – LGBT Pride month (refer to chapter 5)
Output 3.3	Raise internal awareness of the EASA D&I Team and its activities
Action 3.3.1	Develop D&I Policy for the group <i>Performance indicator: policy developed and disseminated through intranet page</i>
Action 3.3.2	Further develop and disseminate the D&I Statement poster in physical and digital format <i>Performance indicator: poster developed; number of posters printed and distributed; webpage updated; social media engagement (number of likes and comments)</i>
Action 3.3.3	Update intranet webpage with statement poster, updated photo of team and quote from team members regarding diversity and inclusion in EASA (include information on the mandate of the group, confidentiality policy) <i>Performance indicator: page updated; analytics on number of page visits; social media engagement (number of likes and comments)</i>
Action 3.3.4	Flyer 20-year anniversary – include interview with the D&I team, presentation of its objectives, members, activities carried out and outlook on the rest of the year <i>Performance indicator: D&amp;I inclusion in the Flyer and distribution number</i>

Action 3.3.5	Promote the cooperation with EUAN namely the D&I Charter for the Agencies, the Diversity and Inclusion awards, more specifically the applications from EASA, the selection criteria and awards received (as from 2022) <i><u>Performance indicator:</u> information posted on intranet webpage; awards received by the D&amp;I Team; social media engagement (number of likes and comments)</i>
Action 3.3.6	Conduct surveys and feedback sessions to gather staff's opinions and suggestions on how to improve the work environment, support work-life balance, and foster a more inclusive workplace culture <i><u>Performance indicator:</u> number of surveys launched; number of responses</i>
Output 3.4	Promoting diversity and cultural awareness
Action 3.4.1	Promote the use of inclusive language and images reflecting staff diversity in internal and external communications <i><u>Performance indicator:</u> proposal adopted and implemented by Communications Department</i>
Action 3.4.2	Virtual Book/Video Club- start a workplace book/video club that focuses on diversity and inclusion topics to encourage employees to learn more about different cultures, identities, and experiences, and promote open discussions and dialogue. <i><u>Performance indicator:</u> subpage created in the D&amp;I intranet page; analytics on visits; social media engagement (number of likes and comments)</i>
Action 3.4.3	Language Exchange: Facilitate a language exchange program where employees can teach and learn languages from each other. This can promote cultural awareness and foster connections among employees from diverse backgrounds. Lists of courses already available (e.g., VHS) also to be added. <i><u>Performance indicator:</u> number of language exchange programmes taking place; number of posts/communications promoting the language exchange; social media engagement (number of likes and comments)</i>
Action 3.4.4	Develop "Staff Spotlight" posts in the intranet page – either short bio or video <i><u>Performance indicator:</u> number of posts; social media engagement (number of likes and comments)</i>
Action 3.4.5	Foster cooperation with Communications for improvement of the EASA Forum (proposal to rename EASA Flea market) in terms of accessibility and attractiveness. <i><u>Performance indicator:</u> number of posts/exchanges; social media engagement</i>
Output 3.5	Raise awareness on the importance of work-life balance
Action 3.5.1	Launch campaigns on the benefits of work-life balance, promoting work flexibility and highlighting the Agency's flexible work policies through intranet posts and workshops <i><u>Performance indicator:</u> number of campaigns; social media engagement (number of likes and comments)</i>

## Gender specific actions

**Objective:** to foster a gender inclusive workspace culture that supports work-life balance and eliminates gender-based harassment. This will involve giving special attention to the use of inclusive language and images to promote a more inclusive environment.

Output 4.1	Increase the visibility and recognition of women’s contributions to the Agency and the aviation community in general
Action 4.1.1	Celebrate and recognize the contributions of women and other underrepresented genders in the workplace, and promote diverse role models in leadership position (not limited to the Agency, but also in the aviation community) through campaigns, intranet posts and organisation of forums/workshops (incl. external speakers) <i>Performance indicator: number of awareness campaigns; social media engagement (number of likes and comments); number of events and number of participants</i>
Action 4.1.2	Disseminate relevant events from other groups/forums (e.g., women in aviation, aviation for all) <i>Performance indicator: number of events disseminated; social media engagement (number of likes and comments)</i>
Output 4.2	Promote the use of inclusive language and images to promote a more inclusive environment
Action 4.2.1	Organise gender neutral language campaigns to raise awareness about gender-neutral language and encourage staff to use it in all communications, including job descriptions, emails, and meeting <i>Performance indicator: number of campaigns; number of EASA communications using neutral language (or date of applicability of a gender-neutral language policy in EASA); social media engagement (number of likes and comments)</i>
Action 4.2.2	Promote the use of EU guidelines for inclusive language and communication that promotes respect for diversity, inclusion and belonging in the Agency, for further implementation in HR and Comms <i>Performance indicator: publication of guidelines; applicability date in the Agency; social media engagement (number of likes and comments)</i>
Output 4.3	Continue to promote a harassment free workplace
Action 4.3.1	Launch campaigns that aim to raise awareness about sexual harassment, discrimination, and other forms of gender-based violence. These campaigns can include posters, flyers, and intranet posts <i>Performance indicator: number of campaigns; social media engagement (number of likes and comments)</i>
Action 4.3.2	Promote events and/or launch awareness campaigns that focus on educating staff on gender issues, gender stereotypes, unconscious bias, and the importance of creating a gender-inclusive workplace culture. <i>Performance indicator: number of events; number of participants to events; number of campaigns; social media engagement (number of likes and comments)</i>
Output 4.4	Enhance staff awareness and understanding of gender issues
Action 4.4.1	Promote online library resources where staff can learn about LGBTIQ+ organizations, resources, and services. This can include healthcare providers, legal services, advocacy groups & support groups <i>Performance indicator: subpage created in the D&amp;I intranet page; analytics on visits; social media engagement (number of likes and comments)</i>

## LGBTQA+ specific actions

**Objective:** to create/foster an inclusive work environment that ensures equal rights and inclusion for LGBTIQ+ staff members by enhancing staff awareness and understanding of LGBTIQ+ issues through communication and awareness-raising activities.

Output 5.1	Organise Pride Month awareness campaigns (including news items, media resources, intranet posts) <i>Performance indicator: number of participants to events organised; number of speakers engaged; number of posts; social media engagement (number of likes and comments)</i>
Action 5.1.1	Decorate the workplace with rainbow-themed decorations, such as rainbow flags, balloons, and streamer
Action 5.1.2	Invite LGBTIQ+ guest speakers to give talks or presentations on their experiences, challenges, and successes (alternatively, promote online events that can be attended by staff)
Action 5.1.3	Launch communication campaigns promoting Pride Month and LGBTIQ+ rights and visibility (posters, intranet posts, events in Cologne)
Action 5.1.4	Host social events that celebrate Pride Month, such as potlucks, or parties. These events can include Pride Month-themed food and drinks, music – should be organised in cooperation with the social committee
Output 5.2	Enhance staff awareness and understanding of LGBTIQ+
Action 5.2.1	Promote LGBTIQ+ online library resources where staff can learn about LGBTIQ+ organizations, resources, and services. This can include healthcare providers, legal services, and LGBTIQ+ advocacy groups <i>Performance indicator: subpage created in the D&amp;I intranet page; analytics on visits; social media engagement (number of likes and comments)</i>
Action 5.2.2	Host workshops on LGBTIQ+ history, rights, and issues. These workshops can be led by guest speakers, internal experts, or external trainers. <i>Performance indicator: number of events; number of external speakers; number of participants (incl. virtual); social media engagement (number of likes and comments)</i>



## Racial and ethnic origin specific actions

Objectives: to promote understanding, respect, and inclusivity of all individuals, regardless of their race or ethnicity

Output 6.1	Increasing awareness and understanding of different racial and ethnic groups <i><u>Performance indicator:</u> number of events; number of participants to events organised; number of speakers engaged; number of posts; social media engagement (number of likes and comments)</i>
Action 6.1.1	Organise and/or promote physical and/or virtual cultural events, such as exhibitions, and performances that showcase the arts, crafts, music, and traditions of different racial and ethnic groups.
Action 6.1.2	Promote workshops to build awareness of unconscious bias, stereotypes, and microaggressions, and provide employees with tools and strategies to recognize and address them.
Action 6.1.3	Promote online library resources where staff can learn about different racial and ethnic groups organizations, resources, and services. <i><u>Performance indicator:</u> subpage created in the D&amp;I intranet page; analytics on visits; social media engagement (number of likes and comments)</i>
Output 6.2	Addressing systemic racism and discrimination through awareness campaigns
Action 6.2.1	Create and display posters and infographics in visible places in the workplace that promote messages of diversity and inclusion and encourage employees to speak out against discrimination. <i><u>Performance indicator:</u> number of campaigns; social media engagement (number of likes and comments)</i>
Output 6.3	Organise Black History Month awareness campaigns (including news items, media resources, intranet posts) <i><u>Performance indicator:</u> number of campaigns; social media engagement (number of likes and comments)</i>
Action 6.3.1	Create an intranet campaign featuring posts highlighting significant Black figures, events, or achievements.
Action 6.3.2	Promote films, documentaries and books that highlight Black history, culture, and experiences, and/or were directed and written by Black producers and authors.