



Handbook on Principles and Policies Related to Gender Equality

Approval Diligence

This Manual was unanimously approved by the Extraordinary General Assembly of INNETICA, meeting in Zaragoza on May 22, 2025, on second call, as stated in the minutes of said session (item 2 of the agenda).

Approval corresponds to the supreme governing body of the Association, in accordance with article 6 of its Statutes, which makes this Manual binding on all its bodies, associated persons, staff and collaborators.

Fact	Contents
Entity	Association of Innovation, Entrepreneurship and Information and Communication Technologies, INNETICA
CIF	G99252512
Registration	National Register of Associations, section 1, no. 614755
Registered office	Paseo de Santa Teresa, 6. 28695 Navas del Rey (Madrid)
Contact Office	Cinco de Marzo, 14, 1.º C. 50004 Zaragoza
Approving body	Extraordinary General Assembly
Date of approval	May 22, 2025
Voting	Unanimity

The President, Mr Miguel Ángel Arias Morata — The Secretary General, Mr Arturo-José González Ascaso



1. Management Presentation and Engagement

INNÉTICA assumes effective equality between women and men as a strategic and cross-cutting principle of all its activity. This commitment stems from its own Statutes, which oblige it to promote the European values of Article 2 of the Treaty on European Union, which expressly include equality between women and men.

The Board of Directors commits to:

- To integrate equal treatment and opportunities in the governance, people management and projects of the Association.
- Provide the necessary means to apply and revise this Manual.
- Prevent and act diligently against any form of discrimination or harassment based on sex.
- To report periodically to the General Assembly on the degree of compliance.

INNÉTICA is not legally obliged to have an equality plan, as it does not reach the workforce of fifty people required by Organic Law 3/2007. It adopts this Manual voluntarily, as an expression of its own commitment and not a mere regulatory requirement.

2. Purpose and scope of application

This Manual sets out the principles, measures and procedures with which INNÉTICA guarantees gender equality in its internal functioning and in its external activity.

Applies to:

- The bodies of the Association: General Assembly, Board of Directors, Executive Committee and Technical Council.
- Associates, in all their classes (art. 21 of the Statutes).
- Contracted staff, trainees or volunteers, and regular collaborators.



- The national and European projects that INNETICA coordinates or in which it participates as a partner, as well as its relations with entities of the consortia.

3. Regulatory and statutory framework

The Manual is based on the following standards:

Scope	Standard	Relevance
European Union	Treaty on European Union, Articles 2 and 3.3	Equality between women and men is a value and objective of the Union
European Union	EU Charter of Fundamental Rights, Articles 21 and 23	Non-discrimination on the basis of sex and equality in all areas
European Union	Strategy for Gender Equality 2020-2025	Reference framework for entities participating in European programmes
Spain	Spanish Constitution, art. 14	Equality before the law and prohibition of discrimination on the basis of sex
Spain	Organic Law 3/2007, for the effective equality of women and men	Definitions of discrimination and harassment; balanced presence (40-60%); prevention of harassment
Spain	Royal Decree 901/2020, on equality plans	Structure and reference contents, applied here on a voluntary basis
Spain	Organic Law 1/2002, regulating the Right of Association	Legal regime of INNETICA
Bylaws	Art. 3.9	Promotion of the European values of Article 2 TEU
Bylaws	Art. 20	Admission open to any person with capacity to act, without distinction

In the event of a conflict, the rule that offers the greatest protection of equality will always prevail.



4. Diagnosis of the situation (May 2025)

The usual collaborators are equal, but the Board of Directors does not reach the balanced presence of 40-60% defined by Organic Law 3/2007.

Collective	Women	Men	Total	% women	Rating
Board of Directors	1	3	4	25%	Below balanced presence
Regular contributors	3	3	6	50%	Parity

The only woman on the Board of Directors occupies the Communications Board. The Presidency, the General Secretariat and the European Projects Board are occupied by men.

Two priorities are derived from this diagnosis:

1. Correct the imbalance in the governing body in the next renewal of positions.
2. Maintain the parity already achieved among collaborators and extend it to the teams of each project.

5. Guiding principles

- **Equality of treatment and opportunities.** No person shall be treated less favourably on grounds of sex, either directly or indirectly.
- **Transversality.** The gender perspective is integrated into all decisions, processes and projects, not only in specific actions.
- **Balanced presence.** The aim is to ensure that no sex exceeds 60% or falls below 40% in decision-making bodies, teams and activities.
- **Zero tolerance for harassment.** Any conduct of sexual harassment or harassment based on sex is considered serious misconduct.



- **Co-responsibility.** It facilitates the reconciliation of personal, family and professional life for women and men alike.
- **Transparency and accountability.** Data and progress are collected, disaggregated by sex and reported to the General Assembly.

6. Areas of action and measures

The measures are ordered into eight areas.

6.1. Culture and strategy

- Include gender equality as an explicit criterion in the annual plan of activities.
- To disseminate this Manual among all members, staff and collaborators, and to publish it on the Association's website.
- Incorporate an adhesion clause to this Manual in collaboration agreements.

6.2. Governance and decision-making bodies

- Achieve a balanced presence (40-60%) on the Board of Directors in the next renewal.
- To ensure that same presence when appointing the Executive Committee and the Technical Council.
- To present candidatures that respect this balance when the Association proposes representatives to networks, consortia or committees.

6.3. Selection, recruitment and collaboration

- Write offers and calls in inclusive language and with objective criteria, linked to the position.
- Avoid questions about family situation, pregnancy, or maternity or paternity plans in interviews.
- In the face of candidacies of equal merit, prioritise the underrepresented sex in the position or team.



6.4. Development and training

- Ensure equal access to training, international mobility and representation at project meetings.
- Provide basic training in equality and harassment prevention to all Board members and staff.
- Distribute in a balanced way the functions of leadership, work packages and coordination.

6.5. Pay equity

- To pay equally for work of equal value, without differences by sex in fees, salaries or supplements.
- Apply rates by professional category in the projects, according to the unit cost tables of each program.
- Annually review the remuneration and fees disaggregated by sex.

6.6. Work-life balance and co-responsibility

- Favor flexible hours and remote work when the task allows it.
- Schedule meetings at times compatible with family life and avoid late calls without justified cause.
- To protect persons exercising maternity, paternity or care rights against any harm.

6.7. Communication and inclusive language

- Use non-sexist language and imagery in documents, web, social media, and project materials.
- Take care of the balanced presence of women and men as speakers at events organized by INNETICA.

6.8. Gender perspective in projects

- Analyze, when designing each proposal, how the project affects women and men in the target group.



- Collect sex-disaggregated data from participants in all activities.
- Include gender indicators in the evaluation of the projects that INNETICA coordinates or leads.

7. Protocol for the prevention and action against sexual and gender-based harassment

INNETICA declares zero tolerance for sexual and gender-based harassment, in compliance with article 48 of Organic Law 3/2007.

7.1. Definitions

Those of Article 7 of Organic Law 3/2007 apply:

- **Sexual harassment:** any behaviour, verbal or physical, of a sexual nature that has the purpose or effect of violating the dignity of a person, in particular when it creates an intimidating, degrading or offensive environment.
- **Harassment based on sex:** any behaviour carried out on the basis of a person's sex, with the purpose or effect of violating their dignity and creating an intimidating, degrading or offensive environment.

7.2. Procedure

1. **Communication.** Any affected person or witness may communicate the facts, verbally or in writing, to the person responsible for Equality. If the person is involved, the communication will be addressed to the Presidency; if the Presidency is involved, to the Technical Council.
2. **Precautionary measures.** Within a maximum period of 3 working days, measures will be adopted, if appropriate, to separate the persons involved, without prejudice to the person making the complaint.
3. **Investigation.** The parties and witnesses shall be heard, with full guarantees of confidentiality, impartiality and presumption of innocence.



4. **Resolution.** The file will be resolved within a maximum period of 30 calendar days from the communication.
5. **Sanction.** If the facts are proven, the suspension and dismissal regime of article 22 of the Statutes will be applied to the associated persons, and the labor disciplinary regime will be applied to the contracted personnel. The facts will be brought to the attention of the authorities when they could constitute a crime.

7.3. Warranties

- Confidentiality of all actions and the identity of the people involved.
- Prohibition of reprisals against anyone who denounces, testifies or collaborates in good faith.
- Accompaniment to the affected person throughout the procedure.
- False reports made in bad faith will be considered, in turn, serious misconduct.

8. Equality and resources manager

Mr. Arturo-José González Ascaso, Secretary General of the Association, is appointed as Head of Equality, who is responsible to the Board of Directors.

Its functions are:

- To promote and coordinate the application of the measures in this Manual.
- Receive and process communications on the protocol against harassment.
- Collect sex-disaggregated data and prepare the annual monitoring report.
- Advise on the incorporation of the gender perspective into project proposals.

The Board of Directors allocates to these functions the necessary time and, where project budgets allow, resources for training and awareness-raising activities.



9. Monitoring, evaluation and indicators

The person responsible for Equality will submit a follow-up report each year to the Board of Directors, which will submit it to the ordinary General Assembly together with the annual accounts.

Indicator	Baseline (May 2025)	Goal
% of women on the Board of Directors	25%	Between 40% and 60% at the next renewal
% of women among regular contributors	50%	Maintain between 40% and 60%
% of women on the Executive Committee and the Technical Council	25%	Between 40% and 60%
Board and staff members trained in equality	75%	100%
Average pay gap between women and men by equal category	0	0%
Harassment Communications Received and Resolved on Time	0	100% resolved on time



10. Validity, Revision and Entry into Force

This Manual enters into force on May 22, 2025, the date of its approval by the Extraordinary General Assembly, and is valid for four years.

It will be reviewed in advance when the applicable regulations change, the governing bodies are renewed or the annual monitoring report reveals significant deviations. Any modification will require the approval of the General Assembly.

In Zaragoza, on May 22, 2025.

The President
Mr Miguel Ángel Arias Morata

Signed:

The Secretary-General
Mr Arturo-José González Ascaso

Signed: