

**THIRD GENDER EQUALITY PLAN FOR THE “ESTEBAN TERRADAS” NATIONAL INSTITUTE OF AEROSPACE TECHNOLOGY**

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## CONTENTS

<b>1</b>	<b>FOREWORD .....</b>	<b>6</b>
<b>2</b>	<b>STRATEGIC OBJECTIVES .....</b>	<b>7</b>
<b>3</b>	<b>SCOPE AND VALIDITY .....</b>	<b>7</b>
<b>4</b>	<b>LEGAL FRAMEWORK .....</b>	<b>¡Error! Marcador no definido.</b>
<b>5</b>	<b>ABBREVIATIONS .....</b>	<b>9</b>
<b>6</b>	<b>GENDER-BASED EQUALITY SITUATION .....</b>	<b>10</b>
6.1	DISTRIBUTION OF STAFF BY GENDER.....	11
6.2	DISTRIBUTION OF INTA STAFF BY CATEGORY AND GENDER .....	12
6.3	BREAKDOWN BY PROFESSIONAL CATEGORIES, PROFESSIONAL GROUP AND GENDER .....	14
6.4	BREAKDOWN OF STAFF BY DEPARTMENT / SUB-DEPARTMENT BY GENDER.....	21
6.5	DISTRIBUTION OF STAFF BY AGE AND GENDER .....	23
6.6	REMUNERATION .....	25
6.7	CAREER PATH FOR NON-RESEARCH CIVIL SERVANTS.....	<b>¡Error! Marcador no definido.</b>
6.8	CARRERA PROFESIONAL DEL PERSONAL FUNCIONARIO INVESTIGADOR	<b>¡Error! Marcador no definido.</b>
6.9	PROJECTS DEPARTMENT DATA.....	<b>¡Error! Marcador no definido.</b>
6.10	STAFF RECRUITMENT (2023-2025).....	39
6.11	COURSE AND CONGRESS ATTENDEES.....	42
6.12	COMPASSIONATE LEAVE REQUESTS.....	44
<b>7</b>	<b>OBJETIVES AND PRIORITY AREAS OF THE THIRD GENDER EQUALITY PLAN .....</b>	<b>46</b>
7.1	AXIS 1: Instrumental measures fofr organisational transformation.	<b>¡Error! Marcador no definido.</b>
7.2	AXIS 2: Awareness-raising and training .....	47
7.3	AXIS 3: Working conditions and career development .....	48
7.4	AXIS 4: Co-responsibility and compassionate leave .....	49
7.5	AXIS 5: Prevention and response to violence against women .....	49

7.6	AXIS 6: Understanding equality at INTA.....	50
7.7	AXIS 7: Inclusion of a gender-based perspective in research .....	50
<b>8</b>	<b>MONITORING AND EVALUATION OF THE THIRD GENDEREQUALITY PLAN .....</b>	<b>51</b>
<b>9</b>	<b>FACT SHEETS.....</b>	<b>52</b>

## LIST OF FIGURES

Figure 1 Distribution of INTA staff by gender .....	12
Figure 2 Breakdown of staff by group and gender, 2023 .....	13
Figure 3 Breakdown of staff by group and gender, 2025 .....	13
Figure 4 Breakdown of civil servants by group and gender for 2023 .....	15
Figure 5 Breakdown of civil servants by group and gender for 2025 .....	15
Figure 6 Breakdown of civil servants by group and gender for 2023 .....	16
Figure 7 Breakdown of civil servants by group and gender for 2025 .....	17
Figure 8 Breakdown of military personnel by subgroup and gender for 2023 .....	20
Figure 9 Breakdown of military personnel by subgroup and gender for 2025 .....	20
Figure 10 Breakdown of staff by department/sub-department and gender, 2023 .....	21
Figure 11 Breakdown of staff by department/sub-department and gender, 2025 .....	22
Figure 12 Breakdown of staff by department/sub-department and gender, 2023 .....	23
Figure 13 Breakdown of staff by department/sub-department and gender, 2025 .....	24
Figure 14 Percentage of men and women with a standardised A1 score .....	27
Figure 15 RSI in INTA Group A1 .....	29
Figure 16 GCI in INTA Group A1.....	31
Figure 17 Percentage of men and women at standardised A2 level.....	<b>¡Error! Marcador no definido.</b>
Figure 18 RSI in INTA Group A2 .....	<b>¡Error! Marcador no definido.</b>
Figure 19 Gender-standardised percentage of men and women in C1 .....	34
Figure 20 RSI in INTA Group C1 .....	35
Figure 21 Gender-standardised percentage of men and women in C2 .....	36
Figure 22 RSI in INTA Group C2 .....	36
Figure 23 Percentage of men and women in research staff.....	38
Figure 24 RSI among INTA research staff .....	38
Figure 25 New civil service appointments between 2023 and 2025.....	40
Figure 26 New staff recruitment for the 2023–2025 period .....	41
Figure 27 Course attendees.....	42
Figure 28 Congress attendees .....	43

### LIST OF TABLES

Table 1 Monitoring of measures under the Second Plan for Gender Equality for INTA .....	11
Table 2 Breakdown of staff by group and gender for 2023 .....	18
Table 3 Breakdown of staff by group and gender for 2025 .....	18
Table 4 Breakdown of productivity bonus by gender for 2023.....	25
Table 5 Breakdown of productivity bonus by gender for 2025.....	25
Table 6 Average age by gender and level of Group A1, 2025 .....	32
Table 7 Project management teams for 2025.....	39
Table 8 New civil service appointments for the period .....	40
Table 9 New staff appointments .....	41
Table 10 Course and congress attendees.....	44
Table 11 Work-life balance leave for 2025 .....	45
Table 12 Description of objectives and measures for AXIS 1 .....	54
Table 13 Description of objectives and measures for AXIS 2.....	57
Table 14 Description of objectives and measures for AXIS 3 .....	61
Table 15 Description of objectives and measures for AXIS 4.....	611
Table 16 Description of objectives and measures for AXIS 5.....	633
Table 17 Description of objectives and measures for AXIS 6.....	644
Table 18 Description of objectives and measures for AXIS 7 .....	655

## 1 FOREWORD

INTA, as a Public Research Body and a benchmark institute specialising in technological research and development in Aeronautics, Aerospace, Hydrodynamics, Security and Defence technologies, is aware of its responsibility in providing equal opportunities, regardless of gender.

The principle of equality is one of the fundamental pillars of the legal system and of public policies aimed at ensuring respect for human rights. However, its effective implementation is hampered by the persistence of gender roles and stereotypes which shape people's perceptions, treatment and opportunities based on their sex. These roles and stereotypes are, to a large extent, the root cause of inequalities between women and men. Gender bias, sexist behaviour and invisible barriers account for various instances of direct and indirect discrimination, particularly in the workplace.

Because of this, INTA is committed to the real and effective integration of equalities in the workplace, adopting measures aimed at avoiding and preventing gender-based discrimination. This includes direct or indirect discrimination equally.

Article 64 of Organic Law 3/2007 of 22 March on effective equality between women and men stipulates that the General National Administration (GNA) and public bodies linked to or dependent on it must draw up and implement an equality plan to eliminate inequalities between women and men within their structures, processes and working environments.

This Institution, aware of the importance of continuing to promote equality policies, policies in this area and in line with the actions outlined in the GNA's Fourth Equality Plan, has approved INTA's Third Gender Equality Plan. The roadmap sets out specific objectives, strategies and practices to ensure their success and systems for monitoring and evaluation, as established by Organic Law 3/2007 of 22 March on the effective equalities of women and men.

This Gender Equality Plan, like before, is the result of a process of reflection and debate on what needs to be done to move forward and warrant effective gender-based equality, both the organisational structure of INTA and its staff were included in the considerations. This plan has been negotiated and unanimously agreed upon by INTA's staff representatives.

Torrejón de Ardoz on the day of the signing

THE DIRECTOR-GENERAL

## 2 STRATEGIC OBJECTIVES

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This third gender equality plan, in line with the Fourth Equality Plan of the General State Administration, aims to address the real needs required to achieve and consolidate the following objectives:

- ✓ To drive organisational and cultural change to consolidate equal treatment and opportunities, and to strengthen equality structures by incorporating an intersectional perspective.
- ✓ To promote training and raise awareness of the principle of equality.
- ✓ To support work-life balance and co-responsibility, and to introduce mechanisms to remove the barriers hindering staff members' career development.
- ✓ To pay special attention to situations requiring special protection, such as victims of gender-based violence or the prevention of harassment.
- ✓ To incorporate a gender perspective in research.
- ✓ To ensure the mainstreaming of the principle of equality and to integrate the gender perspective into INTA, in accordance with the provisions of the thirteenth additional provision of Law 17/2022 of 5 September, amending Law 14/2011 of 1 June on Science, Technology and Innovation, which requires public research bodies to adopt equality plans to be monitored annually.

## 3 SCOPE AND VALIDITY

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This plan is to be applied and considered valid across the whole of INTA and should be observed by all INTA staff.

This document will have a validity of four years from the date of signing into force and will be valid until the approval of a new one.

## 4 LEGAL FRAMEWORK

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Gender-based equal opportunities is an internationally recognised right and one of the fundamental pillars of a democratic system.

The Spanish Constitution proclaims the right to equality and expressly prohibits discrimination based on sex (Article 14). It also establishes the obligation of the public authorities to ensure that equality is real and effective (Article 9.2) and also has the obligation to eliminate obstacles which prevent or hinder its full realisation and facilitate the participation of all citizens in political, economic, cultural and social life.

Under Organic Law 3/2007 of 22 March on the effective equalities of women and men there is further obligation to ensure gender-based equality. This legislation marked a turning point in the multi-institutional inclusion of the principle of gender-based equalities in public policy. Article 64 sets out the objectives to be achieved in terms of promoting equal treatment and opportunities in public employment, as well as the strategies or measures to be adopted to achieve them.

With this in mind, the First, Second, Third and Fourth Plans for Gender Equality within the General State Administration (GNA) and its public bodies were adopted; these are essential tools for ensuring effective equality between women and men. These plans have driven changes which have had a positive impact on the professional and personal lives of GNA staff. The Fourth Plan for Gender Equality within the GNA aims to consolidate the objectives of its predecessors.

In this regard, INTA's Third Equality Plan follows the guidelines set out in previous plans, with the aim of addressing the shortcomings identified and making progress on measures designed to promote effective monitoring and understanding of the implementation of equality between women and men is being implemented, in accordance with Organic Law 3/2007.

It is also worth noting the following regulations:

- ✓ Organic Law 2/2024 of 1 August on equal representation and a balanced presence of women and men aims to ensure gender equality in various areas, particularly in terms of representation on decision-making bodies. This law stipulates that, in these areas, neither gender may account for more than 60% nor less than 40%.
- ✓ Furthermore, Law 17/2022, of 5 September, which amends Law 14/2011, of 1 June, on Science, Technology and Innovation, introduces the general objective of promoting of gender-based perspectives as a universal issue in Science, Technology and Innovation, establishing two fundamental principles regarding its implementation:
  - The equal gender-based composition of bodies, councils and committees is regulated in this law, as well as in the evaluation and selection bodies of the Spanish Science, Technology and Innovation System.
  - There is a need to incorporate the gender perspective as an all-encompassing category in research and technology, so that its relevance is considered in all aspects of the research process. Starting from the priorities of scientific-technical research, women's' presence in research teams needs to be recognised.

- ✓ Royal Decree 247/2024 of 8 March, approving the Protocol for dealing with sexual harassment and gender-based harassment within the General National Administration and its public bodies, as well as the INTA's implementation instructions.

## 5 ABBREVIATIONS

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**GNA:** General National Administration

**PRB:** Public Research Body

**INAP:** National Institute of Public Administration

**UI:** Equality Unit

**OEP:** Public Employment Offer

**GEP:** Gender Equality Plan

**p.p.:** Percentage points (difference between percentages)

**GSSS:** General Secretariat for Space Systems

**GSAS:** General Secretariat for Aeronautical Systems

**GSNS:** General Secretariat for Naval Systems

**GSLS:** General Secretariat for Land Systems

**RSI:** Relative strain index

**GCI:** Glass ceiling index

## 6 GENDER-BASED EQUALITIES SITUATION

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Following the conclusion of INTA's Second Equality Plan, it is essential to carry out an assessment of the current situation regarding equality in order to lay the foundations for the third one. This assessment will enable us to evaluate the progress made, identify areas requiring improvement, and set new targets and strategies to continue promoting equal opportunities for everyone in our organisation.

During the implementation of the second equality plan, a range of initiatives have been carried out in line with the measures set out in its seven key areas of action; it is necessary to conduct a thorough analysis to gain an in-depth understanding of the results achieved, as well as the challenges still remaining.

This assessment process will not only enable us to identify areas for improvement, but will also provide us with a clear roadmap for the implementation of the third equality plan. INTA's commitment to gender equality is unwavering, and we are determined to continue moving towards a fairer and more equal organisation for everyone.

The development of any plan must be dynamic and must include flexible mechanisms to tackle all forms of discrimination.

INTA's Second Gender Equality Plan, published and approved following negotiations with the staff representatives in 2023, set out a total of 43 measures across seven strategic areas:

- Axis 1: Instrumental measures for organisational transformation, comprising 14 measures.
- Axis 2: Awareness-raising and training, with a total of 7 measures.
- Axis 3: Working conditions and career development, containing a total of 8 measures.
- Axis 4: Co-responsibility and compassionate leave, with a total of 3 measures.
- Axis 5: Measures to tackle violence against women, totalling 3 measures.
- Axis 6: Intersectionality and situations of special protection, comprising a total of 4 measures.
- Axis 7: Inclusion of a gender-based perspective in research, involving a total of 4 measures.

The progress report highlights that there are 36 active measures in total, representing 83.72% of the total.

Axis	Active	Active %	In progress	Pending	TOTAL, MEASURES
1	14	100%	0		14
2	6	85.71	1		7
3	6	75.00	1	1	8
4	3	100.00			3
5	3	100.00			3
6	1	25.00	2	1	4
7	3	75.00	1		4
<b>TOTAL</b>	<b>36</b>	<b>83.72</b>	<b>5</b>	<b>2</b>	<b>43</b>

Table 1: Monitoring of measures under the Second Plan for Gender Equality for INTA

This achievement reflects the commitment and joint efforts of the entire organisation to promote gender equality and create a more inclusive and equitable working environment.

The progress made to date shows that the measures implemented have had a positive impact. However, it is also important to recognise that 16.26% of the actions still need to be completed, which indicates that there are areas requiring attention and continuous improvement.

This level of implementation provides us with a solid foundation on which to build the third gender equality plan. It enables us to identify which strategies have been effective and which need to be adjusted or strengthened.

The analysis of the situation from a gender perspective has been carried out across the various sections by comparing the data contained in the Second Plan for Gender Equality at INTA for 2023 with the data from December 2025.

## 6.1 DISTRIBUTION OF STAFF BY GENDER

The data for this analysis has been collated from a variety of sources such as computer repositories and information gathered from applications such as SAP, an Enterprise Resource Planning software.

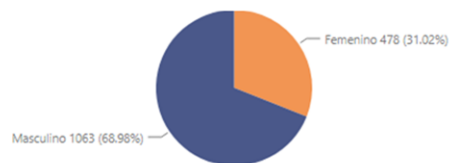
According to records as of 23 March 2023, INTA has a total of 1452 staff. 414 are women (28.51%) and 1038 are men (71.49%). This figure includes civil servants, contract staff and military personnel.

As of December 2025, INTA had a total of 1,541 employees, of whom 478 were women (31.08%) and 1,063 were men (68.96%).

Distribución del personal de INTA por género 2023



Distribución del personal de INTA por género 2025



**Figure 1: Distribution of INTA staff by gender**

Between 2023 and 31 December 2025, the total staff grew moderately, rising from 1,452 to 1,541 people, representing a net increase of 89 employees (+6.13%). This growth was not evenly distributed by gender.

The growth in the workforce has been driven mainly by the increase in the number of women, whose numbers have risen from 414 to 478, an increase of 64 people (+15.46%). As for men, the staff has grown from 1,038 to 1,063, representing an increase of 25 people (+2.41%). In relative terms, 71.9% of the net growth in the workforce is attributable to women, who account for almost three out of every four new recruits.

This development has had a positive impact on the organisation's gender composition. The proportion of women in the workforce has risen from 28.5% to 31.1%, whilst that of men has fallen from 71.49% to 68.96%. These statistics reflect a gradual improvement in the gender parity index and a narrowing of the representation gap between women and men.

However, despite this positive trend, the staff continues to show an overrepresentation of men, with approximately seven out of ten employees being men. This highlights the fact that, although the trend is positive, there is still a need to continue promoting measures under the gender equality plan aimed at achieving a more balanced gender composition.

## 6.2 DISTRIBUTION OF INTA STAFF BY CATEGORY AND GENDER

The following tables show the distribution of women and men by professional group, expressed as a percentage and in absolute numbers, for March 2023 and 31 December 2025.

### Distribución de personal por colectivo y género año 2023

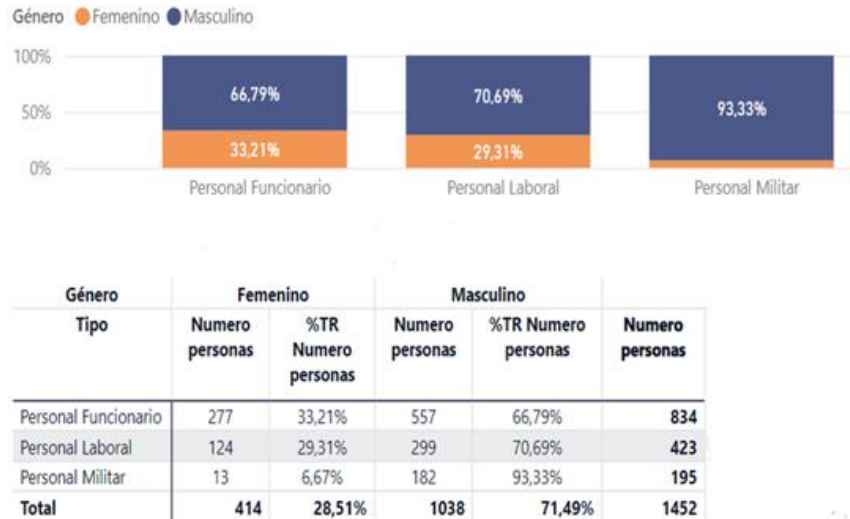


Figure 2: Breakdown of staff by group and gender, 2023

### Distribución de personal por colectivo y género año 2025

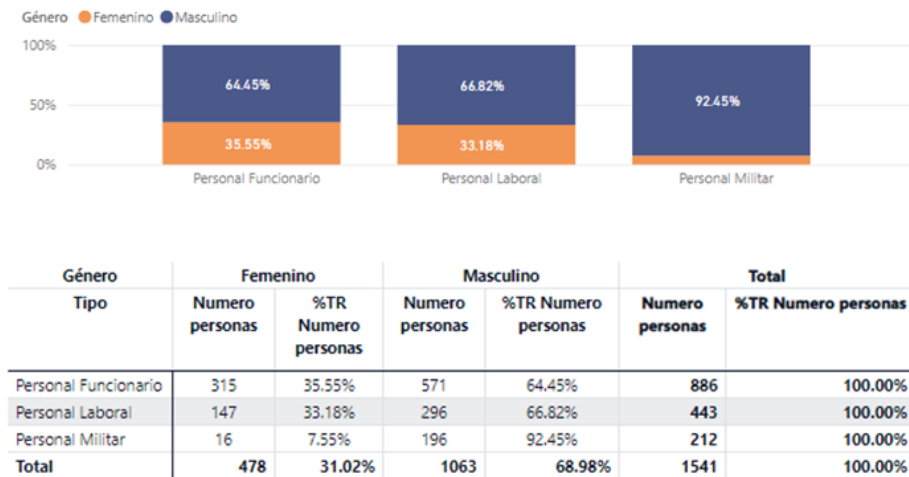


Figure 3: Breakdown of staff by group and gender, 2025

An analysis of the workforce by staff category reveals varying trends depending on the category, although an upward trend in the proportion of women is observed across all categories, albeit to varying degrees.

Among civil servants, the number of women has risen from 277 in 2023 to 315 in 2025, representing an increase in their proportion from 33.21% to 35.55%. At the same time, the number of men rose from 557 to 571, reducing their representation from 66.79% to 64.45%. This trend reflects a solid improvement towards gender parity, with this category accounting for a significant proportion of the increase in the number of women recorded during the period analysed.

Among the workforce, the trend is particularly significant from a gender perspective. The number of women has risen from 124 to 147, increasing their representation from 29.31% to 33.18%. Meanwhile, the number of men fell slightly, from 299 to 296, reducing their relative share from 70.69% to 66.82%. This represents the largest relative increase in female representation among the categories analysed, demonstrating a positive trend in narrowing the gender gap.

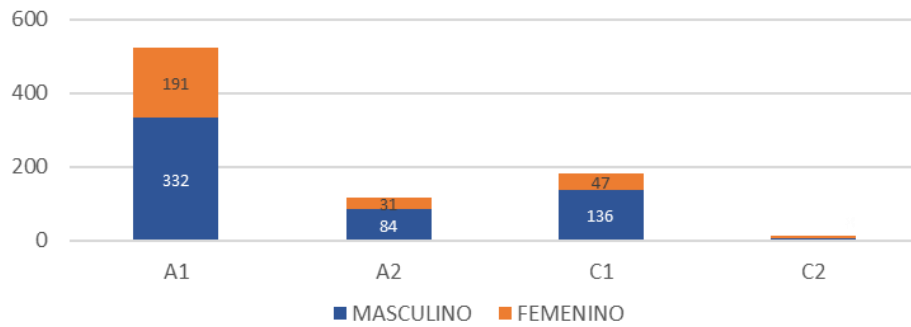
Finally, there has been only a very limited improvement among military staff. The number of women has risen from 13 to 16, increasing their representation from 6.67% to 7.55%, whilst men continue to make up the clear majority, accounting for over 92% in both years. Despite this slight progress, this group remains the one in which women are most under-represented.

### 6.3 BREAKDOWN BY PROFESSIONAL CATEGORIES, PROFESSIONAL GROUP AND GENDER

For each professional group within INTA—civil servants, contract staff and military personnel—the distribution by number and percentage of each professional subgroup is shown.

## CIVIL SERVANTS

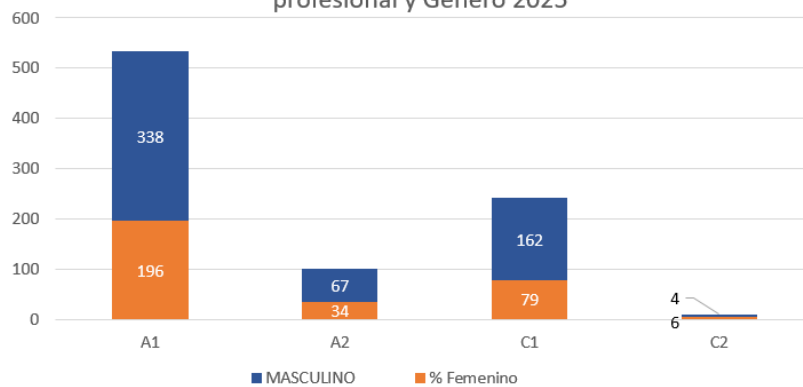
Distribución en número de Personal Funcionario por Grupo Profesional y Género 2023



P. FUNCIONARIO	MASCULINO	% Masculino	FEMENINO	% Femenino	TOTAL
A1	332	63	191	37	523
A2	84	73	31	27	115
C1	136	74	47	26	183
C2	5	38	8	62	13
<b>TOTAL</b>	<b>557</b>	<b>67</b>	<b>277</b>	<b>33</b>	<b>834</b>

Figure 3: Breakdown of civil servants by group and gender for 2023

Distribución en número de Personal Funcionario por Grupo profesional y Género 2025



P.FUNCIONARIO	MASCULINO	% Masculino	FEMENINO	% Femenino	TOTAL
A1	338	63	196	37	534
A2	67	66	34	34	101
C1	162	67	79	33	241
C2	4	40	6	60	10
<b>TOTAL</b>	<b>571</b>	<b>64</b>	<b>315</b>	<b>36</b>	<b>886</b>

Figure 4: Breakdown of civil servants by group and gender for 2025

Analysis by professional group shows that the increase in female representation within the organisation is concentrated primarily in groups A2 and C1, which are the main drivers of progress towards gender parity. In

both cases, the proportion of women has risen by around seven percentage points, reflecting a significant and sustained increase in the number of women at these levels.

In Group A1, although there has been an increase in the total workforce, this growth has been similar among both women and men, and therefore has not led to an improvement in the relative proportion of women. This trend suggests that, despite the increase in the staff, the existing imbalance in terms of representation persists, which is consistent with the indicators of vertical segregation identified previously.

Meanwhile, Group C2 remains the only one with a female majority, although there has been a slight decline in the proportion of women. This decline, whilst moderate, must be monitored closely to prevent any reversal of the progress made within this group.

#### DISTRIBUTION OF CIVIL SERVANTS BY LEVEL AND GENDER

The analysis was carried out across a total of 12 professional levels (16, 17, 18, 19, 20, 22, 24, 26, 27, 28, 29 and 30), enabling us to observe trends in female representation across the organisation's structure.

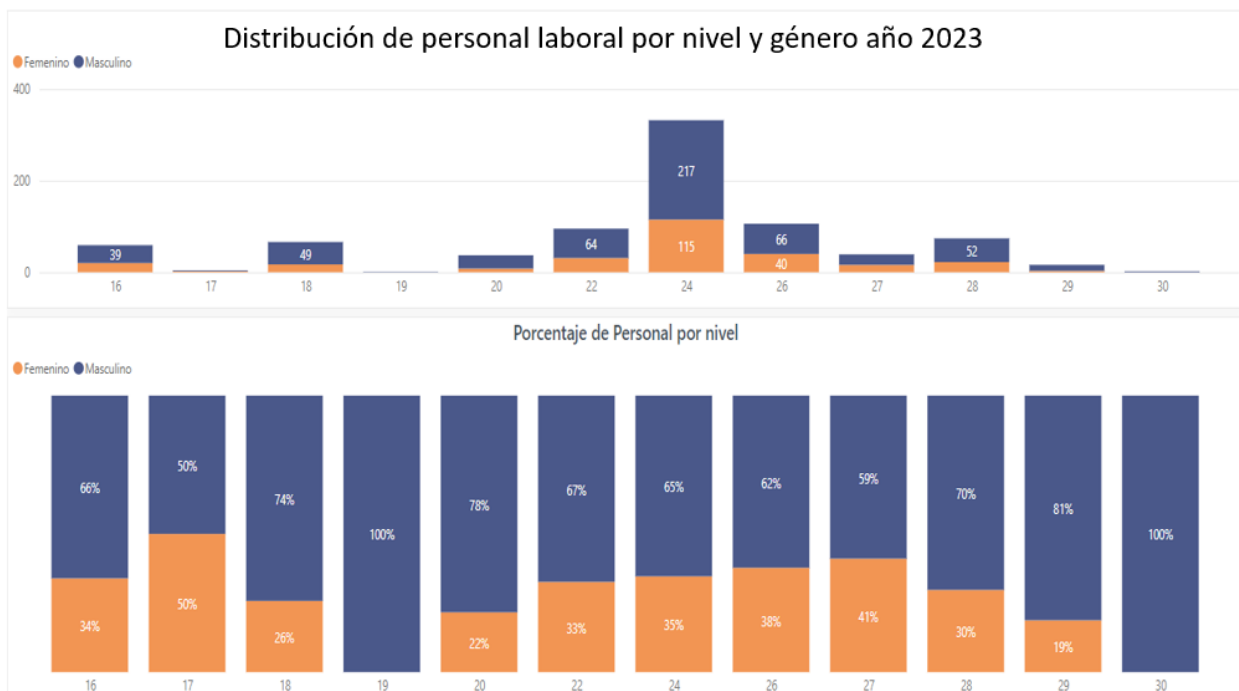
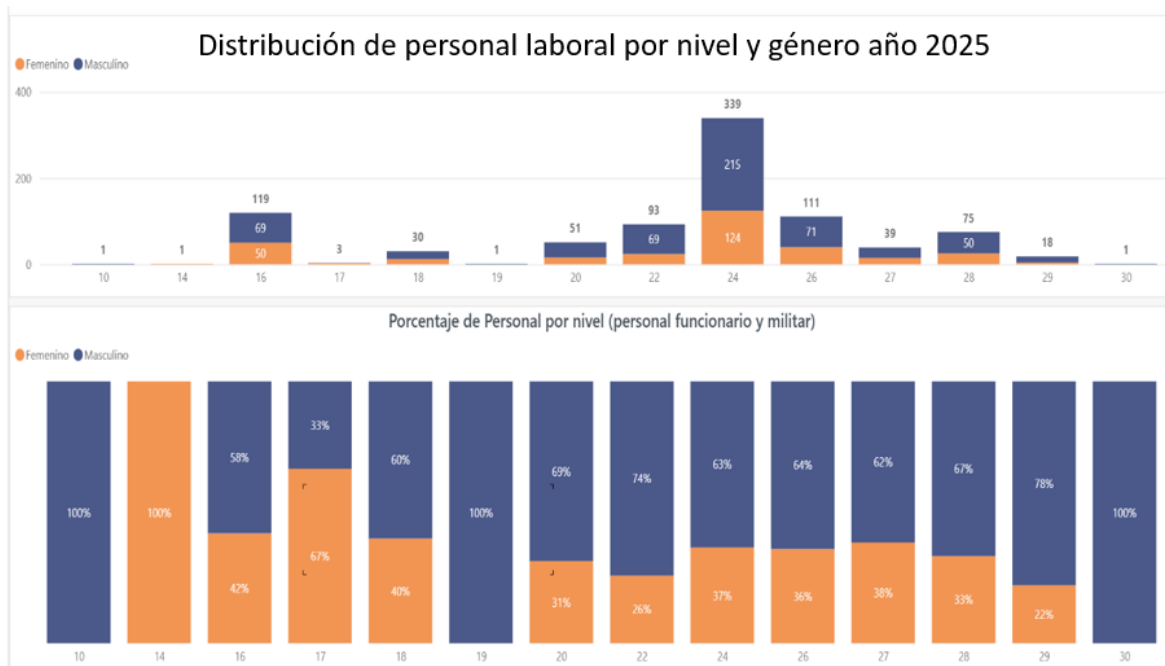


Figure 5: Breakdown of civil servants by group and gender for 2023



**Figure 6: Breakdown of civil servants by group and gender for 2025**

Overall, the average proportion of women at the levels analysed has increased significantly, rising from 27.3% in 2023 to 31.0% in 2025, representing an improvement of 3.7 percentage points. This increase reflects a generally positive trend in the recruitment and advancement of women at various professional levels. It should be noted that the management positions – comprising the Presidency, the Director-General and six Deputy Directorates – are, at the time of signing and publishing this new Gender Equality Plan, occupied by two women and six men.

The number of levels with female representation of 40% or more has also increased. In 2023, only two levels reached this threshold (level 17, with 50% women, and level 27, with 41%). By 2025, this situation extends to three levels, specifically levels 16 (42%), 17 (67%) and 18 (40%), which shows a greater concentration of women in certain sections of the career structure, but there is a decline in women’s representation at level 27.

A detailed analysis by level shows that the clearest progress is concentrated at levels 16, 18 and 20, which correspond to the lowest levels.

However, the analysis also identifies setbacks at certain levels, specifically levels 22, 26 and 27, where there has been a decline in the proportion of women. Although these declines are not widespread, they highlight the need for specific monitoring to prevent new gaps from becoming entrenched.

**STAFF**

	STAFF	MEN	% MEN	WOMEN	% WOMEN	TOTAL	
	Group or category (3rd and 4th collective agreements) and non-covered by collective agreements						
<b>2023</b>	M3	57	58	42	42	99	
	M2	4	50	4	50	8	
	M1	125	91	12	9	137	
	E2	36	84	7	16	43	
	E1	27	53	24	47	51	
	E0	1	100	0	0	1	
	G1	4	40	6	60	10	
	G2	12	75	4	25	16	
	G3	14	56	11	44	25	
	G4	14	64	8	36	22	
	DOCTOR	1	50	1	50	2	
	HIGHER QUALIFICATION (DOCTOR)	3	38	5	63	8	
	HIGHER QUALIFICATION (DOCTOR)	0	0	1	100	1	
	<b>TOTAL</b>		<b>298</b>	<b>70</b>	<b>125</b>	<b>30</b>	<b>423</b>

**Table 2: Breakdown of staff by group and gender for 2023**

	STAFF	MEN	% MEN	WOMEN	% WOMEN	TOTAL
	Group or category (3rd and 4th collective agreements) and non-covered by collective agreements					
<b>2025</b>	M3	43	55	35	45	78
	M2	21	66	11	34	32
	M1	123	83	25	17	148
	E2	37	80	9	20	46
	E1	29	52	27	48	56
	E0	3	43	4	57	7
	G1	2	25	6	75	8
	G2	11	73	4	27	15
	G3	9	45	11	55	20
	G4	9	53	8	47	17
	DOCTOR	1	50	1	50	2
	HIGHER QUALIFICATION	0	0	3	100	3
	HIGHER QUALIFICATION (DOCTOR)	2	50	2	50	4
	TECHNICIAN (NON-COLLECTIVE AGREEMENT)	6	86	1	14	7
	<b>TOTAL</b>		<b>296</b>	<b>67</b>	<b>147</b>	<b>33</b>

**Table 3: Breakdown of staff by group and gender for 2025**

#### ANALYSIS OF STAFF COVERED BY THE COLLECTIVE AGREEMENT

Between 2023 and 2025, staff covered by a collective agreement has shown a significant overall increase in the proportion of women, rising from 28.6% to 32.8% (+4.15 percentage points). This progress is due to a net increase of 15 people, driven by the increase in the number of women (+22), whilst the number of men fell slightly (-7).

The greatest progress towards gender balance has been made in several groups, particularly E0, G1, G3 and G4. E0 Group stands out, having gone from having no women at all to a female majority, although it is a small group. G1, G3 and G4 groups have consolidated or achieved near-parity, reflecting a positive trend.

In M1 and E2 groups, there has been a noticeable increase in the proportion of women, although both continue to show a significant imbalance. In particular, the proportion in M1 group has risen from 9% to 17%; despite this improvement, there appears to be a potential bottleneck in technical or higher-skilled roles.

Conversely, the M2 group is a cause for concern, as it moves from a situation of gender parity in 2023 to a female representation of 34.4% in 2025, as a result of growth heavily skewed towards the hiring of men. The M3 group maintains a slight imbalance, against a backdrop of an overall reduction in workforce from 99 to 78. Overall, the data show positive progress across the board, combined with persistent inequalities and isolated setbacks, which justifies the introduction of specific monitoring measures, particularly in technical groups and in those which have experienced a decline.

#### ANALYSIS OF STAFF NOT COVERED BY THE COLLECTIVE AGREEMENT

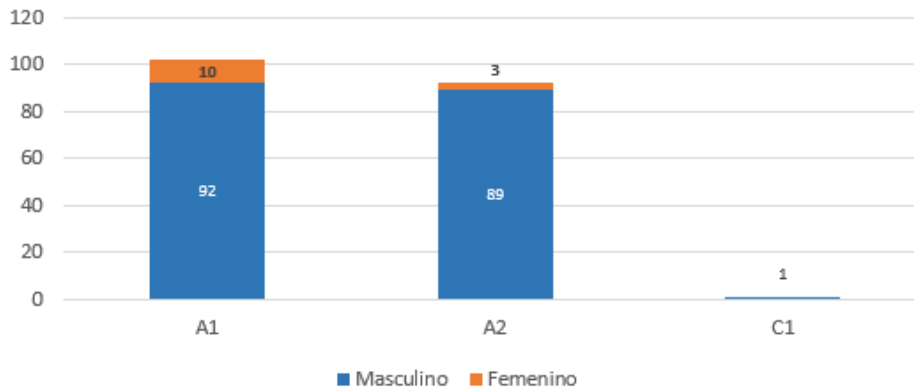
An analysis of staff outside collective bargaining agreements reveals a significant shift in the gender composition of this group between 2023 and 2025. Whilst in 2023 the group was predominantly female, comprising approximately 64% women, by 2025 it had become predominantly male, comprising around 56% men, although it continues to meet gender parity criteria.

This change is primarily due to two concurrent factors. On the one hand, the inclusion of the technical group outside the collective agreement, which is predominantly male (six men and one woman). On the other hand, the reduction in the number of staff holding higher degrees (Doctorate), which mainly affected women, has had a direct impact on the overall gender balance of non-contractual staff.

Taken together, these developments have reversed the previous trend and led to a shift towards a stronger representation of men in this sector, highlighting the need to examine in greater detail the criteria for recruitment and retention in this sector, in order to prevent the emergence of new gender imbalances.

## MILITARY PERSONNEL

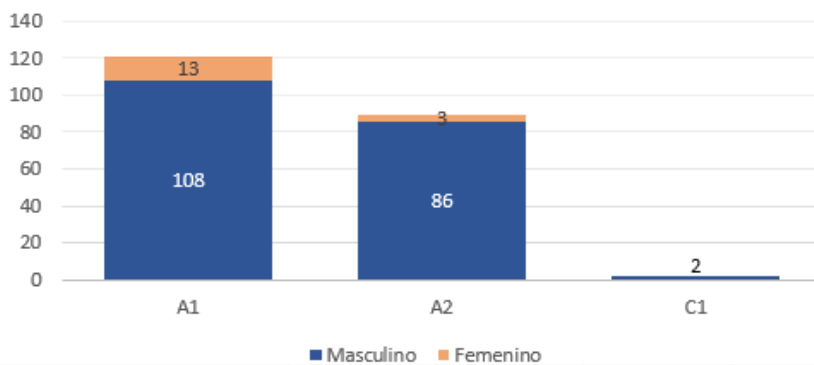
Distribución en número de Personal Militar por subgrupo y género año 2023



P. MILITAR	Masculino	% Masculino	Femenino	% Femenino	TOTAL
A1	92	90	10	10	102
A2	89	97	3	3	92
C1	1	100	0	0	1
<b>TOTAL</b>	<b>182</b>		<b>13</b>		<b>195</b>

Figure 7: Breakdown of military personnel by subgroup and gender for 2023

Distribución en número de Personal Militar por subgrupo y género año 2025



P. MILITAR	Masculino	% Masculino	Femenino	% Femenino	TOTAL
A1	108	89,26	13	10,74	121
A2	86	96,63	3	3,37	89
C1	2	100,00	0	0,00	2
<b>TOTAL</b>	<b>196</b>	<b>92,45</b>	<b>16</b>	<b>7,55</b>	<b>212</b>

Figure 8: Breakdown of military personnel by subgroup and gender for 2025

The analysis highlights the persistence of a very wide gender gap, as men remain over-represented, accounting for more than 92% of the total in 2026, despite a slight improvement compared with previous years.

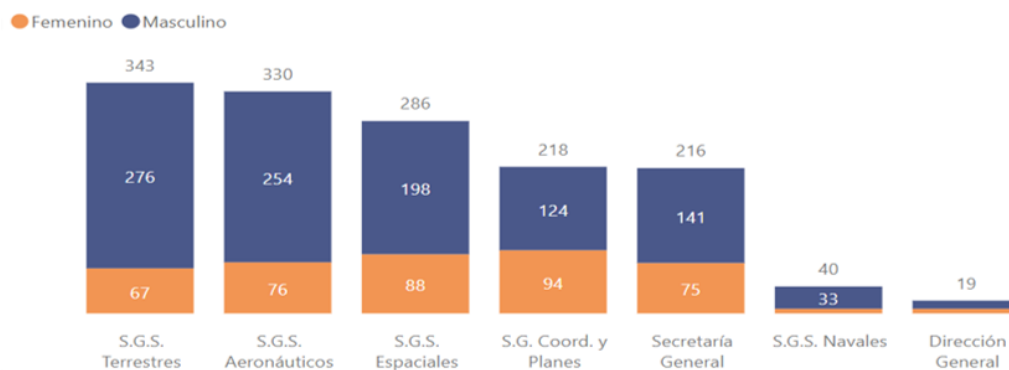
Group A1 shows modest but positive progress, with an increase in both total workforce and female participation, which has risen from 9.8% to 10.7%. This is the only category in which there has been an increase in the number of women.

By contrast, A2 remains a predominantly male group, with men accounting for around 96.6% of its members. Although the total number of staff has fallen, this decline has not been accompanied by an increase in the number of women, resulting in a standstill in terms of equality.

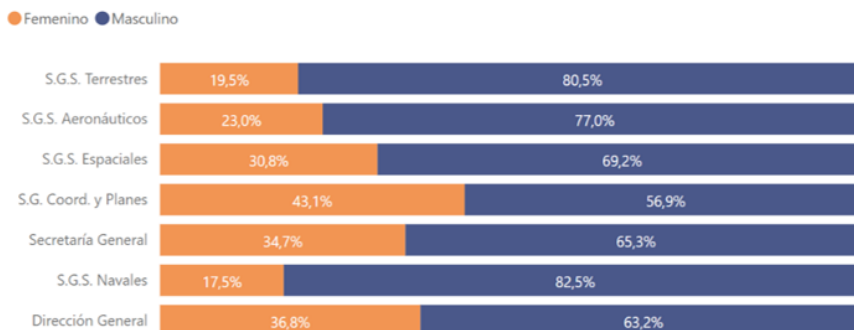
Finally, C1 is still exclusively male, with 100% of its workforce being men; however, this figure is not particularly significant as the group consists of only two members.

#### 6.4 BREAKDOWN OF STAFF BY DEPARTMENT/SUB-DEPARTMENT BY GENDER

Distribución en número del personal por Dirección/subdirección general y género año 2023

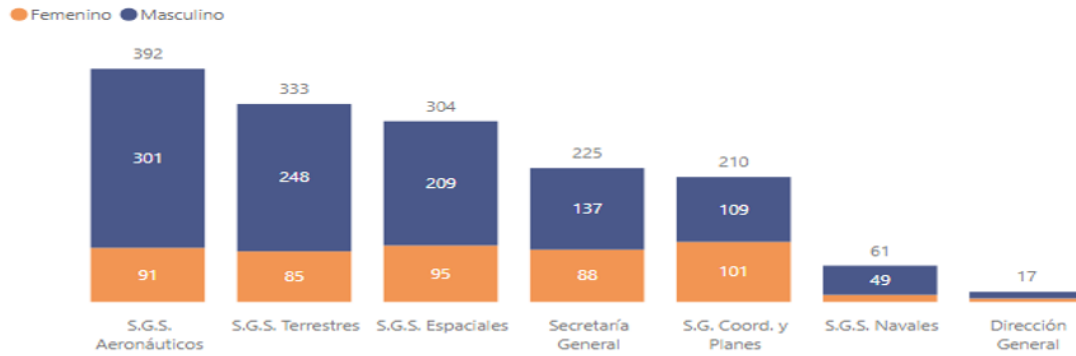


Distribución en % del personal por Dirección/subdirección general y género año 2023

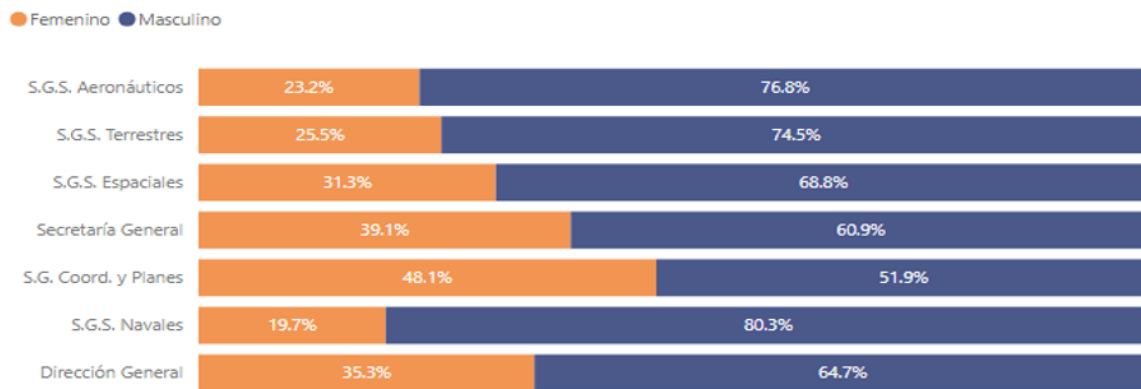


**Figure 9: Breakdown of staff by department/sub-department and gender, 2023**

Distribución en número del personal por Dirección/subdirección general y género año 2025



Distribución en % del personal por Dirección/subdirección general y género año 2025



**Figure 10 : Breakdown of staff by department/sub-department and gender, 2025**

Between 2023 and 2025, INTA’s total staff has risen from 1,452 to 1,541 people, representing a net increase of 89 workers. This growth has not been evenly distributed by gender. The number of men rose slightly, from 1,038 to 1,063 (+25), whilst that of women increased much more sharply, rising from 414 to 478 (+64).

As a result, the proportion of women in the workforce rises from 28.5% in 2023 to 31.1% in 2025, representing an increase of 2.56 percentage points. These findings indicate that the growth in staff numbers has been driven primarily by the increase in the number of women, contributing to a positive trend in gender balance within INTA’s structure.

An analysis by organisational area reveals differing trends. The Aeronautics division is the main driver of workforce growth (+62 staff), although this increase is largely concentrated among men (+47), which limits its contribution to improving gender balance.

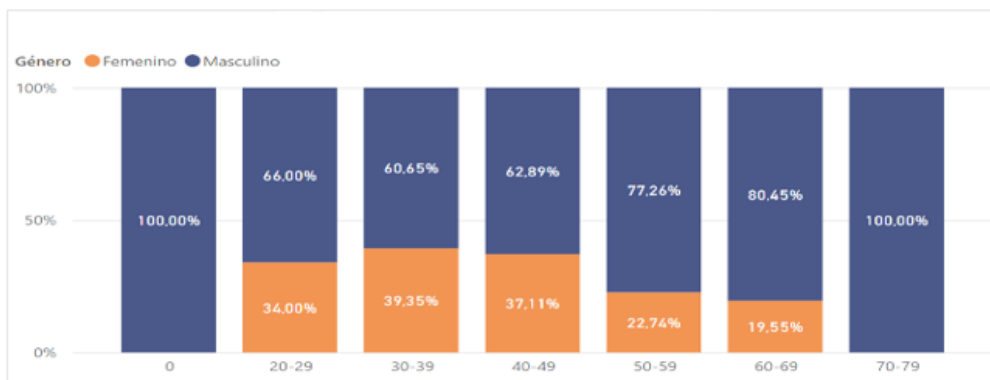
In contrast, the General Secretariat and Coordination and Planning show a clearly positive trend from an equality perspective. In the General Secretariat, there has been a reduction in the number of men (-4) alongside a significant increase in women (+13), whilst in Coordination and Planning the number of men has fallen markedly (-15) and that of women has risen (+7). These trends explain the growth or stability of the workforce in both areas and their positive contribution to closing the gender gap.

Finally, the Land Systems General Secretariat (SGST) shows a net reduction in staff numbers; however, this trend is accompanied by an increase in the number of women (+18) and a significant decrease in the number of men (-28), which has a positive impact on improving the gender balance within this area.

## 6.5 DISTRIBUTION OF STAFF BY AGE AND GENDER

### Distribución del personal por edad y género año 2023

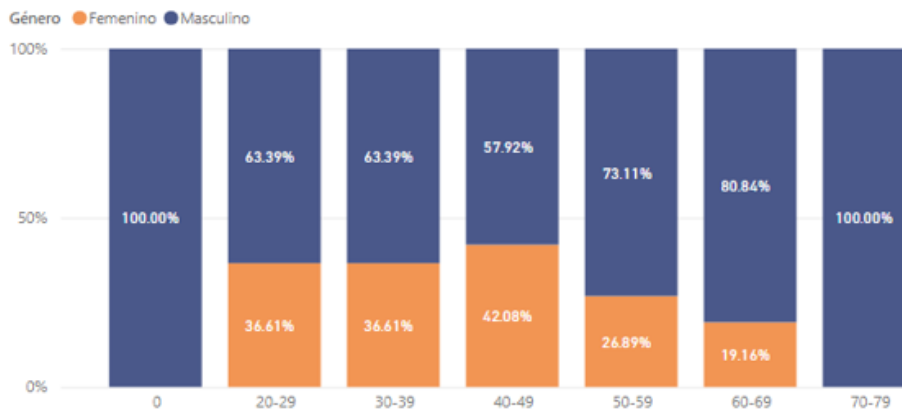
Género	Femenino		Masculino		Numero personas
	Numero personas	%TR Numero personas	Numero personas	%TR Numero personas	
0			1	100,00%	1
20-29	34	34,00%	66	66,00%	100
30-39	61	39,35%	94	60,65%	155
40-49	144	37,11%	244	62,89%	388
50-59	123	22,74%	418	77,26%	541
60-69	52	19,55%	214	80,45%	266
70-79			1	100,00%	1
<b>Total</b>	<b>414</b>	<b>28,51%</b>	<b>1038</b>	<b>71,49%</b>	<b>1452</b>



**Figure 11 : Breakdown of staff by department/sub-department and gender, 2023**

### Distribución del personal por edad y género año 2025

Género	Femenino		Masculino		Total	
	Numero personas	%TR Numero personas	Numero personas	%TR Numero personas	Numero personas	%TR Numero personas
0			1	100.00%	1	100.00%
20-29	41	36.61%	71	63.39%	112	100.00%
30-39	82	36.61%	142	63.39%	224	100.00%
40-49	154	42.08%	212	57.92%	366	100.00%
50-59	142	26.89%	386	73.11%	528	100.00%
60-69	59	19.16%	249	80.84%	308	100.00%
70-79			3	100.00%	3	100.00%
<b>Total</b>	<b>478</b>	<b>31.00%</b>	<b>1064</b>	<b>69.00%</b>	<b>1542</b>	<b>100.00%</b>



**Figure 12 : Breakdown of staff by department/sub-department and gender, 2025**

Analysis by age group shows that the 30–39 age group is the main driver of growth, with a net increase of 69 people. This increase is concentrated mainly among men (+48), although there has also been a significant rise in the number of women joining the workforce (+21).

The 40–49 and 50–59 age groups have seen a net reduction in population size; however, in both cases there has been an increase in the number of women (+10 and +19, respectively), accompanied by a significant outflow of men (–32 in each age group). This trend contributes to an improvement in the gender balance, despite the decline in the total size of these age groups.

Finally, the 60–69 age group has seen a significant increase (+42 people), driven mainly by men (+35). As a result, the relative share of women in this age group has fallen slightly (–0.39 percentage points), suggesting a lower proportion of women in the age groups closest to retirement.

## 6.6 REMUNERATION

With regard to the impact of average annual gender pay gap, there is no overall difference in salaries. This is logical given that these are job roles within the GNA. Its positions have a fixed pay scale and not linked to the person occupying the post.

In relation to the productivity bonus allocated to civil servants and contract employees, broken down by tranches, a comparative analysis of the data for the financial years 2023 and 2025 is carried out, with the aim of assessing its evolution over time.

CIVIL SERVICE AND EMPLOYMENT DATA FOR 2023				
PRODUCTIVITY CATEGORY	WOMEN	%	MEN	%
NO TRANCHE	45		61	
TRANCHE 1	267	80.4	549	73.7
TRANCHE 1+	15		28	
TRANCHE 2	65	19.6	196	26.3
TRANCHE 2+	1		3	

**Table 4: Breakdown of productivity bonus by gender for 2023**

CIVIL SERVICE AND EMPLOYMENT DATA AS AT 31/12/2025				
PRODUCTIVITY CATEGORY	WOMEN	%	MEN	%
NO TRANCHE	23		42	
TRANCHE 1	327	83	568	77.5
TRANCHE 1+	16		34	
TRANCHE 2	67	17	165	22.5
TRANCHE 2+	2		21	

**Table 5: Breakdown of productivity bonus by gender for 2025**

It should be noted that tranches 1+ and 2+ apply exclusively to contract staff and that this group represents a small proportion of the total workforce (civil servants and contract workers). Furthermore, the absolute number of people falling into these higher tranches is limited in both financial years under review.

For this reason, and in order to carry out a more representative comparative analysis from a gender perspective, it is considered methodologically more appropriate to focus the assessment on tranches 1 and 2, which account for virtually all staff and allow for a clearer identification of the structural dynamics underlying

the distribution of the productivity bonus. Similarly, new recruits will not be included in the analysis, as they do not receive this allowance immediately upon taking up their post.

In this context, a comparative analysis between 2023 and 2025 shows that, for women, there is an increase in the concentration in Tranche 1, rising from 80.4% to 83%, whilst in Tranche 2 there is a drop from 19.6% to 17%. This trend indicates that the growth in the female workforce has been absorbed mainly in Tranche 1, with no proportional shift towards Tranche 2.

For men, Tranche 1 also increases, from 73.7% to 77.5%, whilst Tranche 2 sees a significant decrease from 26.3% to 22.5%. This represents a relative reduction in the proportion of men in Tranche 2, although it remains higher than that of women at that level.

A comparison between the two sexes reveals that women are more heavily concentrated in Tranche 1, by approximately five percentage points, whilst men maintain a relatively higher presence in Tranche 2 in both financial years. Although the difference in this latter tranche narrows slightly in 2025, an uneven distribution persists at the intermediate levels of the pay scale.

Consequently, even when excluding tranches 1+ and 2+ from the analysis due to their lack of representativeness, a certain degree of segmentation can be observed in the distribution of band 1 and 2, with a higher concentration of women in the lower band and a higher proportion of men in the upper band, by around five percentage points. This situation suggests that the allocation of tranches should continue to be monitored regularly, in order to verify that the evaluation and selection criteria do not generate indirect effects which differ by gender.

## 6.7 CAREER PATH FOR NON-RESEARCH CIVIL SERVANTS

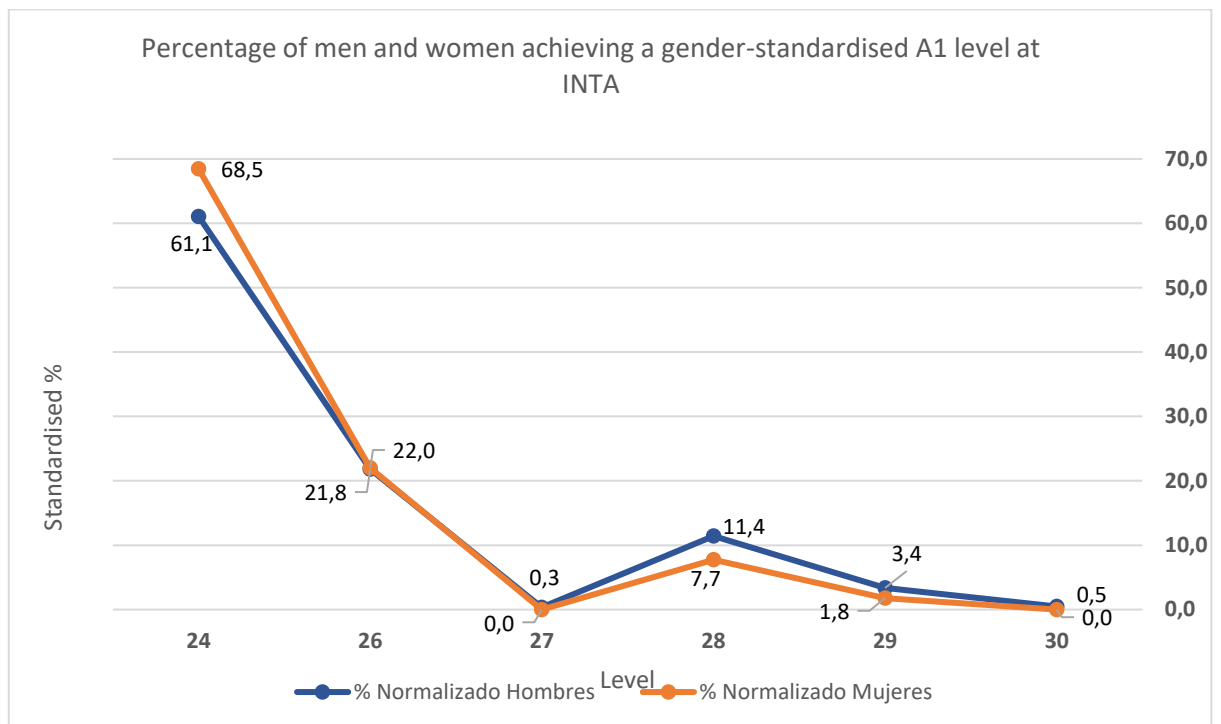
The National Institute of Aerospace Technology (INTA) is an organisation comprising various professional groups: civil servants, contract staff and military personnel. Each of these categories has its own applicable regulations and specific characteristics.

This study focuses on the career progression of non-research civil servants, a group whose career development is directly linked to the centre's organisational structure.

Given that women account for only 35.55% of the total workforce at INTA, the analysis has been broken down by gender, assessing the career paths of men and women separately. The aim is to identify whether there are differences in career progression opportunities between the two genders and to determine whether either group faces greater difficulties in achieving the same objectives.

The study is based on aggregate data for the entire INTA as of December 2025. However, further nuances are taken into account, as the proportion of women varies significantly depending on whether the sub-directorates analysed fall within the technical or management sphere.

### A1 CIVIL SERVANTS



**Figure 13: Percentage of men and women with a standardised A1 score**

In the case of Group A1, it can be noted that at entry level and the level immediately above, both genders are represented in similar proportions; however, it is interesting to highlight that women are over-represented by 10% compared to men. As one moves up to higher levels, the trend shifts and the “scissor effect” becomes apparent.

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## SCISSOR EFFECT

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The **gender gap** is a phenomenon describing the uneven progression of women and men within an organisation or a career path over time or across hierarchical levels.

The two curves start from a relatively balanced point at the base, but as they progress, they **diverge in opposite directions**, forming a “scissor” shape. Although there may be some parity at the initial levels (for example, in recruitment or training), **women face greater difficulties in progressing** and accessing higher levels of responsibility.

The scissor effect reflects phenomena such as the **glass ceiling**, horizontal and vertical segregation, and the invisible barriers affecting women's career progression.

☞ In summary: The **scissor effect** is a visual and analytical indicator showing how, as one moves up the career ladder, the trajectories of men and women diverge, highlighting inequalities in opportunities.

At level 28, the gender gap, to the detriment of women, amounts to 32%, and at level 29 it rises to 47%. As regards level 30, of the six existing posts, all six are held by men; as already noted in section 6.8, this contravenes Organic Law 2/2024 on equal representation and the balanced presence of women and men.

The graph illustrates the “scissor effect” in the transition from level 26 to 28 and highlights the existence of the glass ceiling.

Although in absolute terms the percentage differences between women and men at some levels appear small ( $\leq 2$  percentage points), their relative impact is significantly greater, given that the total number of people at these levels is very small (around 2–3% of the total for each gender).

In contrast, at levels 24 and 26, where approximately 60% of the workforce by gender is concentrated, seemingly larger differences (7 percentage points at level 24) have a proportionally smaller impact on the overall career structure.

An analysis of career progression within Group A1 reveals a gender gap at senior levels. Although women account for 36.1% of the group's total workforce, their representation declines progressively as the professional level rises, until it disappears entirely at the highest level.

This trend suggests that women face greater difficulties in reaching the upper echelons of their careers, which is a clear example of vertical segregation and the glass ceiling. The under-representation of women at levels 28, 29 and 30 does not reflect their proportion within the group as a whole, which points to the need to review promotion criteria and processes from a gender equality perspective.

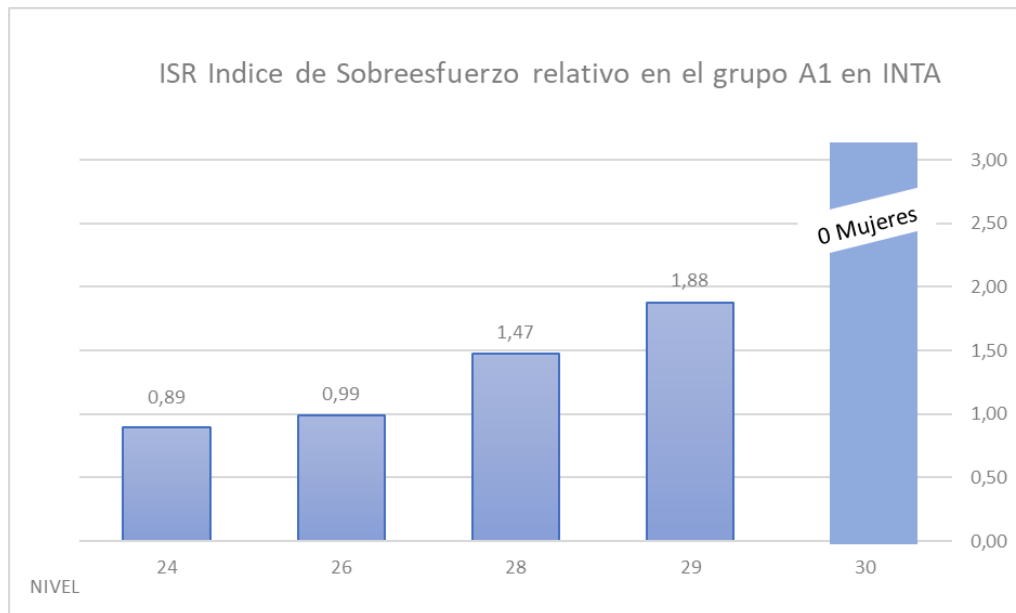
Another way to visualise the glass ceiling is through the relative strain index. It measures the ratio between the effort required of women and that required of men to reach the same professional level. In the context of equality analysis, overexertion does not refer to a greater individual physical or mental burden, but to the systematic need to compensate for structural disadvantages. It includes the additional investment of time, energy and strategies required by women to overcome gender bias, glass ceilings or greater demands for professional validation. This phenomenon highlights the existence of inequalities in the conditions for promotion and professional development. Therefore, extra effort is an indirect indicator of structural inequality, not of individual merit.

The relative strain index is defined as follows:

$$RSI = \frac{\% \text{ of women in the total group} / \% \text{ of women at a specific level}}{\% \text{ of men in the total group} / \% \text{ of men at a specific level}}$$

Interpretation:

- RSI = 1 → equal effort
- RSI > 1 → women must exert greater effort
- Example: RSI = 1.30 → women exert 30% more effort than men to achieve the same professional goals



**Figure 14: RSI in INTA Group A1**

A comparison of the relative strain index (RSI) between women and men reveals significant overexertion among women at the upper levels of the career ladder. At levels 24 and 26, there is no female over-effort; both genders are proportionally represented, with a slight over-representation of women at lower levels. In

contrast, starting at level 28, women must exert between 47% and 88% more “effort” than men to reach the same professional levels.

The analysis of A1 civil servants across INTA as a whole can be extrapolated to each of the Subdirectorates, with a few specific exceptions, such as level 29 in the GSSS and level 28 in the GSNS, where women are overrepresented. This data is striking, as female representation in the GSSS stands at 34.5% and in the GSNS at just 20%, compared to the management subdirectorates (General Secretariat and SGCP), which exceed 50% but have lower female representation at higher levels; specifically, in the General Secretariat, there are no women at level 29, and at level 28, despite making up 50% of the workforce, they have an overburden index of 1.67, meaning that women in this sub-directorate must work 67% harder than men to have the same promotion opportunities. In the SGCP, the overburden at level 29 is 132%.

The glass ceiling index is defined as follows:

$$GCI = \frac{\% \text{ of women in the total group}}{\% \text{ of women in senior positions}}$$

In the specific case of Group A1, we have the following:

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#### GLASS CEILING INDEX

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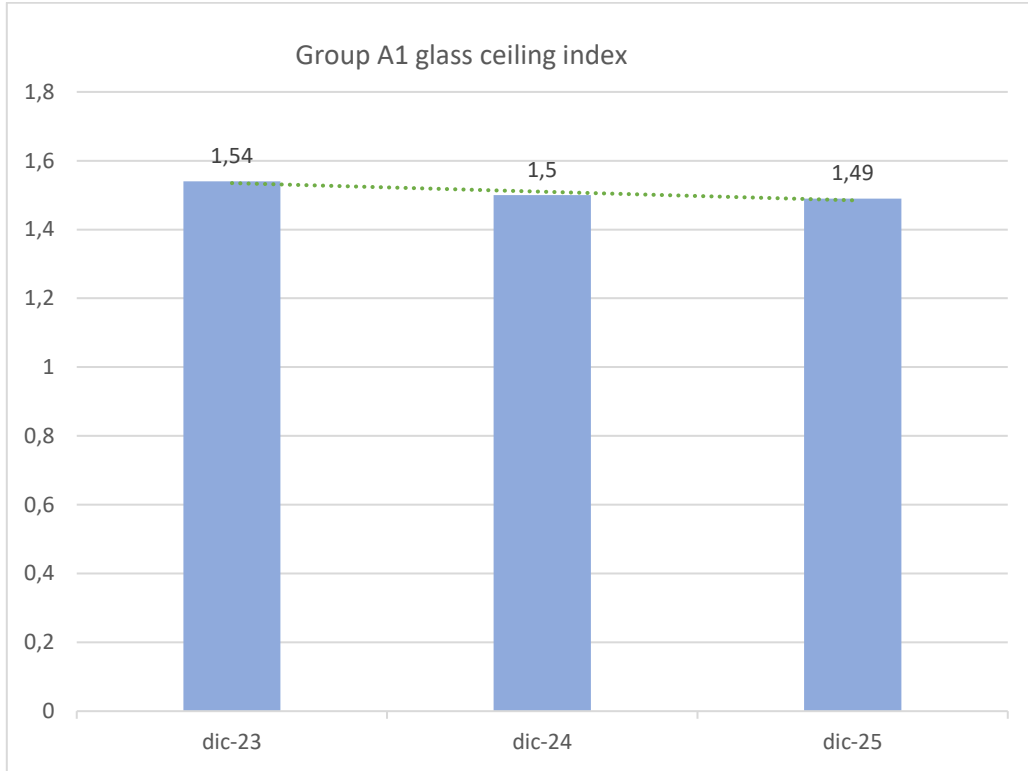
*The **glass ceiling index** captures the difficulties women face in advancing their careers, compared to those faced by men. It compares the proportion of women in the highest positions (levels 28, 29 and 30) to the proportion of women within Group A1, indicating the extent to which women are able to progress in their careers.*

*The index ranges from 0 to infinity:*

- *GCI = 1 means there are no differences in promotion between women and men.*
- *GCI < 1 would indicate that women are over-represented.*
- *GCI > 1 indicates the existence of a glass ceiling, i.e. that women are under-represented at management and pre-management positions within INTA.*

*The higher the index value, the higher the glass ceiling and the more difficult it is for women to reach the highest position in their professional careers.*

In the particular case of group A1, we have the following:



**Figure 15: GCI in INTA Group A1**

An analysis of the professional structure of Group A1 shows the existence of a significant glass ceiling, reflected in a glass ceiling index (GCI) of 1.49. This indicates that the proportion of women decreases disproportionately as one moves up the group's hierarchical levels, meaning that women are relatively less likely to reach senior positions than men.

The distribution by level confirms this pattern of vertical segregation: the highest levels (levels 29 and 30) have very few or no women, whilst the highest concentration of women is found in the lower levels of Group A1, particularly at level 24.

It is worth noting that this index has fallen slightly over the years, indicating a modest improvement in the professional situation of women at INTA and highlighting the need to adopt concrete measures to address this discrepancy.

An analysis of the **average age by gender and level** yields the following results:

Group	Level	Number of men	Average age of men	Number of women	Average age of women	Total number	Total average age by level
A1	30	2	66.00	0	0	2	66.00
A1	29	10	60.80	3	60.00	13	60.62
A1	28	34	58.80	13	57.00	47	58.30
A1	27	1	53.00	0	0	1	53.00
A1	26	65	52.60	37	49.40	102	51.47
A1	24	182	43.20	115	43.30	297	43.24

**Table 6: Average age by gender and level of Group A1, 2025**

The average age of non-research A1 civil servants is 47.2 years, with the average age for women standing at 46.0 years and for men at 47.9 years.

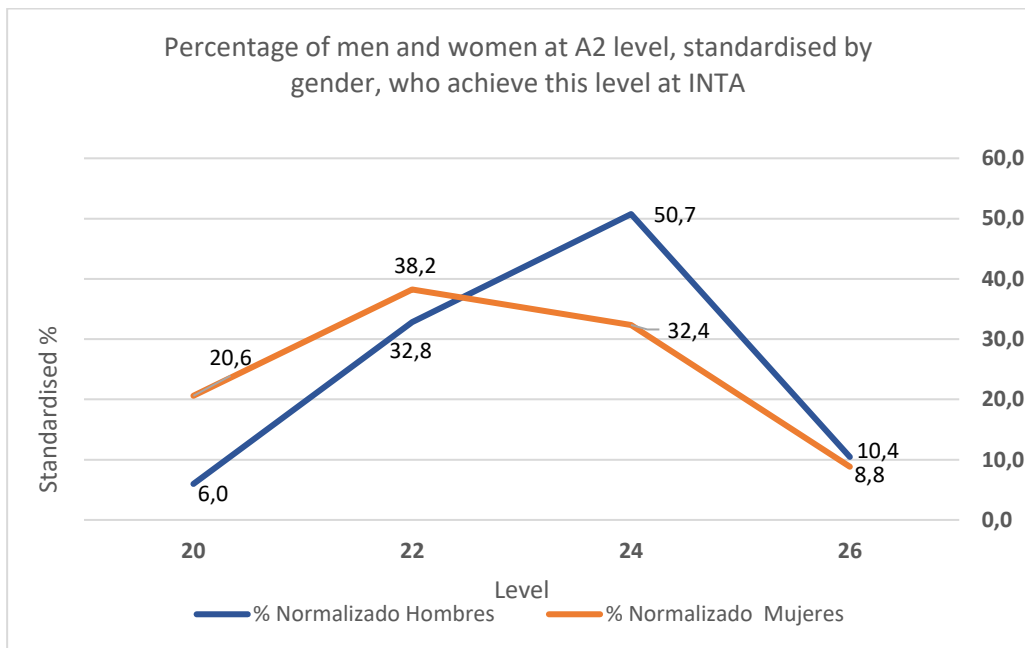
In Group A1, an analysis of the age variable reveals that the difference in average age between women and men is less than two years, meaning that there is not even a full three-year gap between the two sexes. This small difference suggests that the patterns of entry into and retention within the group are, broadly speaking, similar.

Furthermore, a breakdown by level shows that, at all levels where women are present (A1-29, A1-28, A1-26 and A1-24), the differences in average age between women and men are small and not statistically significant. Only at levels A1-30 and A1-27, where there are no women, is it not possible to make a comparison by gender.

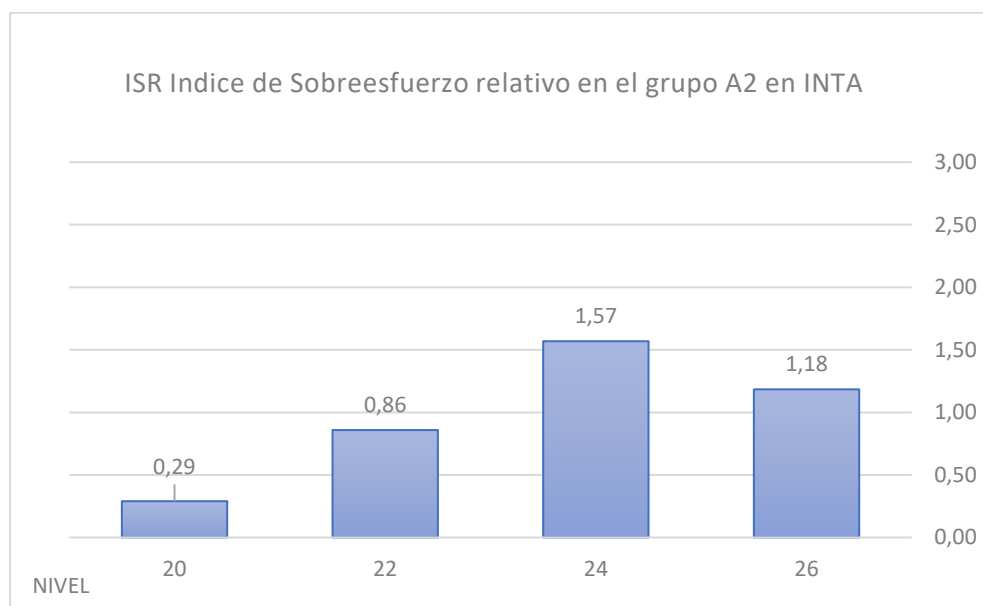
Consequently, age does not explain the observed glass ceiling index (1.49), as the length and maturity of the professional careers of women and men in Group A1 are equivalent. The lower representation of women at senior levels cannot be attributed to shorter seniority or career progression, which reinforces the hypothesis that structural or organisational factors limit women's access to the highest levels.

## A2 CIVIL SERVANTS

Group A2 has a similar pattern to A1: at the entry level, women are significantly over-represented, and a “scissor effect” occurs as one moves up to the next levels, with the difference that at the top level of the group, the gender gap narrows the most.



**Figure 16 Percentage of men and women at standardised A2 level**



**Figure 17 RSI in INTA Group A2**

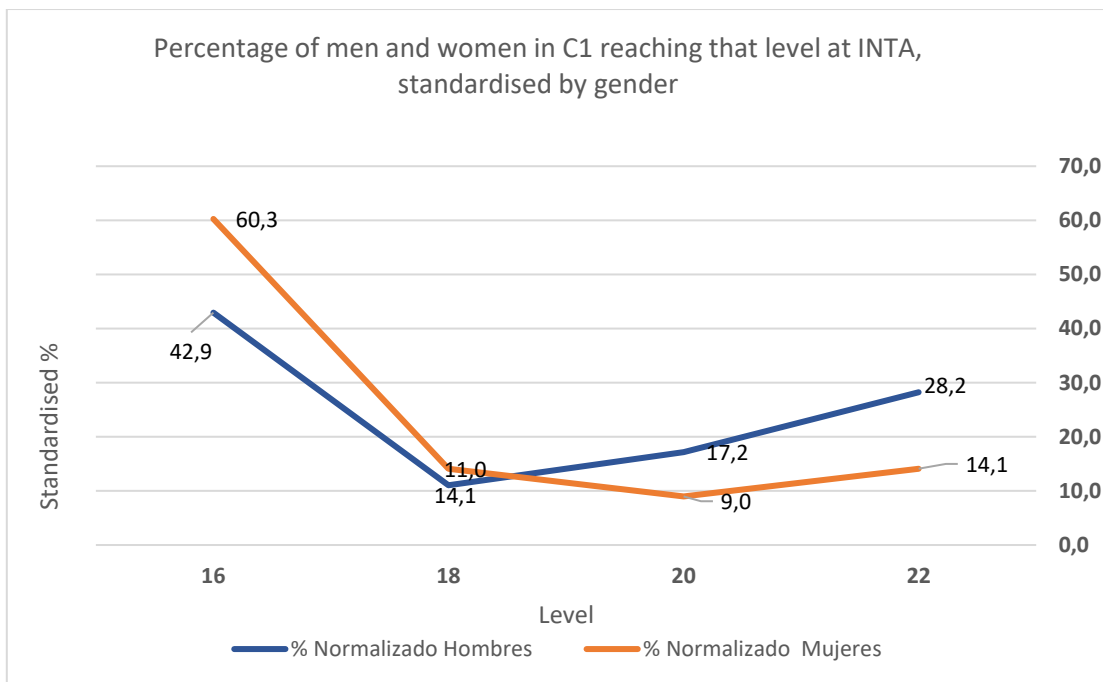
An analysis of the relative strain index reveals that women are 57% less likely to reach level 24, whilst they are 71% more likely to be found at the lowest level.

Two situations in particular are worth highlighting: one occurs in the GSNS, where there are no women in Group A2, and the other in the GSLS, where the “scissor effect” is reversed—women are over-represented at the higher levels of the group and under-represented at the lower levels.

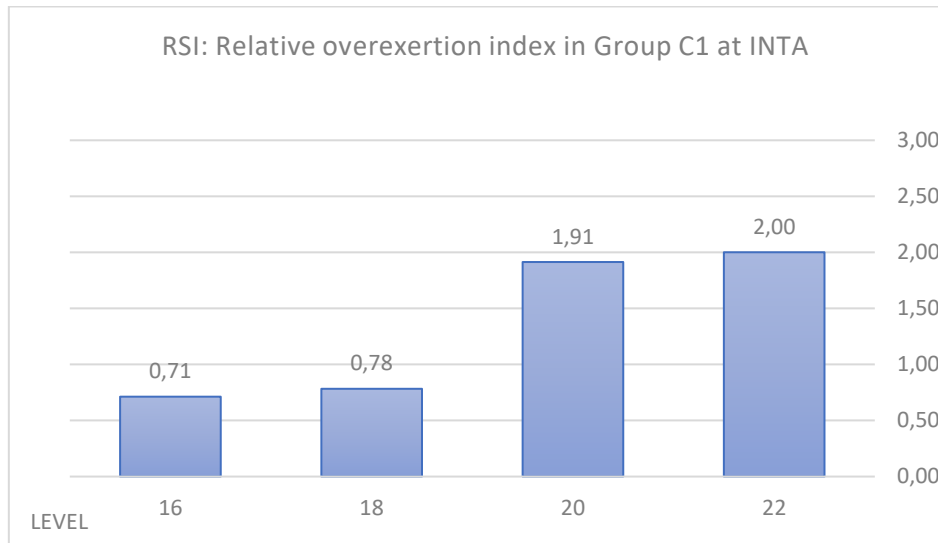
### C1 CIVIL SERVANTS

The distribution of civil servants in Group C1 follows the pattern seen in the previous categories: women are over-represented at the lower levels, but this trend reverses at the higher levels within the group, where they are under-represented.

The analysis excludes grades 17 and 19, as these account for only 1.2% of C1 civil servants.



**Figure 18: Gender-standardised percentage of men and women in C1**



**Figure 19 RSI in INTA Group C1**

Here, the deviation at level 20 is 91% and at level 22 it is 100%. The exception is the SGCP and GSLS, where level 22 is in balance.

In the case of the 13-person C1 GSNS, only two are women, and both are at the lowest grade (16).

#### C2 CIVIL SERVANTS

Group C2 maintains the same pattern as the previous groups. In this particular case, it is important to stress that the two lower levels, levels 14 and 16, consist solely of women. The four men in C2 occupy the higher levels; three of them are at the top level, 18, and the remaining one is at the level immediately below, 17.

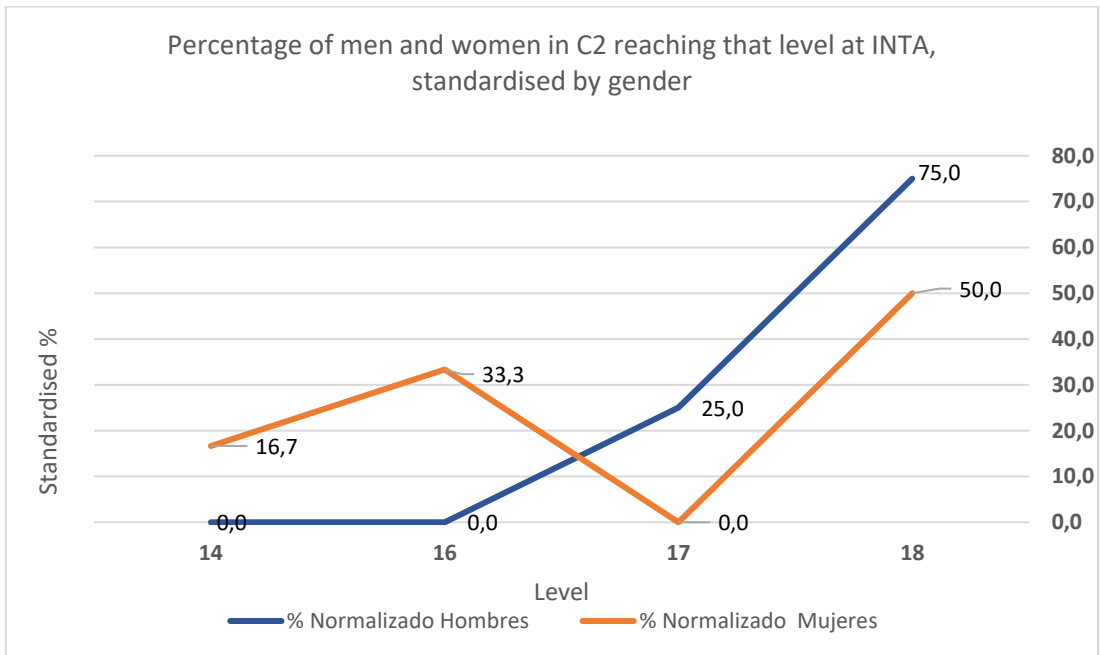


Figure 20: Gender-standardised percentage of men and women in C2

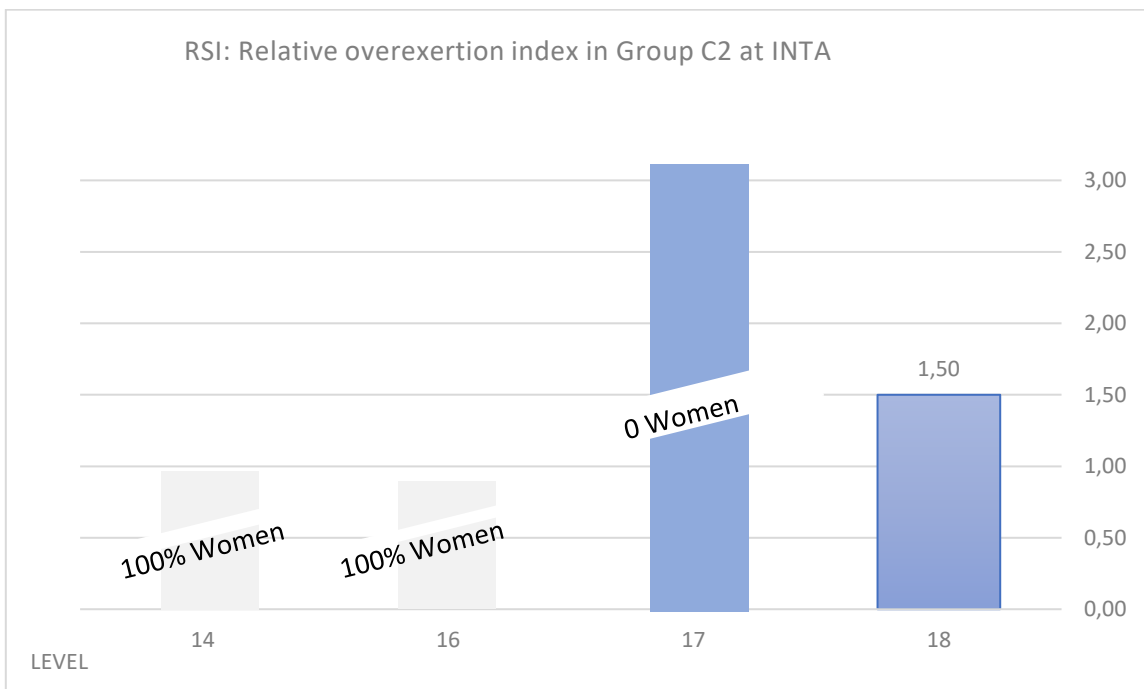


Figure 21: RSI in INTA Group C2

In conclusion, an analysis of the career progression of non-research civil servants at INTA reveals that, across all groups, women at the institute appear to face greater difficulties in advancing and reaching senior positions, which may indicate potential inequalities in promotion opportunities.

## 6.8 CAREER PATH FOR RESEARCH CIVIL SERVANTS

The research careers of INTA’s civil servants are primarily governed by Law 14/2011 of 1 June on Science, Technology and Innovation. This law establishes the general framework for the professional careers of research staff in Public Research Bodies (PRBs).

The first grade in the career path is Senior Researcher (grade 27), which is accessed through a competitive selection process. From there, researchers can progress to Research Fellow (grade 28) and, finally, to Research Professor (grade 29), which is the highest rank in the scientific career path in Spain.

Each step up the career ladder brings with it increased responsibilities, which include not only carrying out research, but also leading teams, raising funds and representing the institute at high-level scientific and technological forums. INTA’s career structure is a cornerstone for the development of scientific talent and excellence in aerospace research in Spain.

As at 31 December 2025, the number of research staff stood at 71, of whom 28 were women, representing 39.4% of the total. The distribution across the sub-directorates is highly uneven, with the SGCP, GSAS and GSSS accounting for 87.3% of the posts.

Women account for 39.1% of workers at the SGCP, 21.1% at the GSAS and 60% at the GSSS.

In the case of research staff, the pattern is similar to that described in the previous section on non-research civil servants: the “scissor effect” is evident, with women being over-represented at lower levels and under-represented at higher levels. An analysis of the career progression of research civil servants at INTA reveals that women appear to face greater difficulties in advancing and reaching higher levels of responsibility, although it should be noted that at the lowest level they are on a par with male staff and are over-represented at the intermediate level.

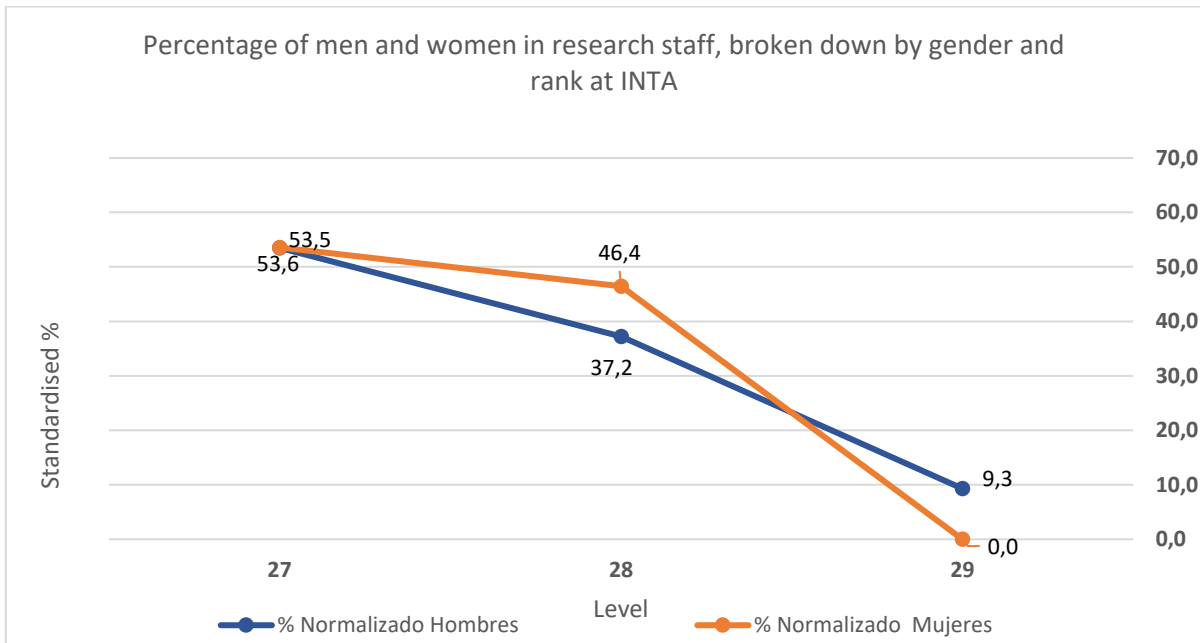


Figure 22: Percentage of men and women in research staff

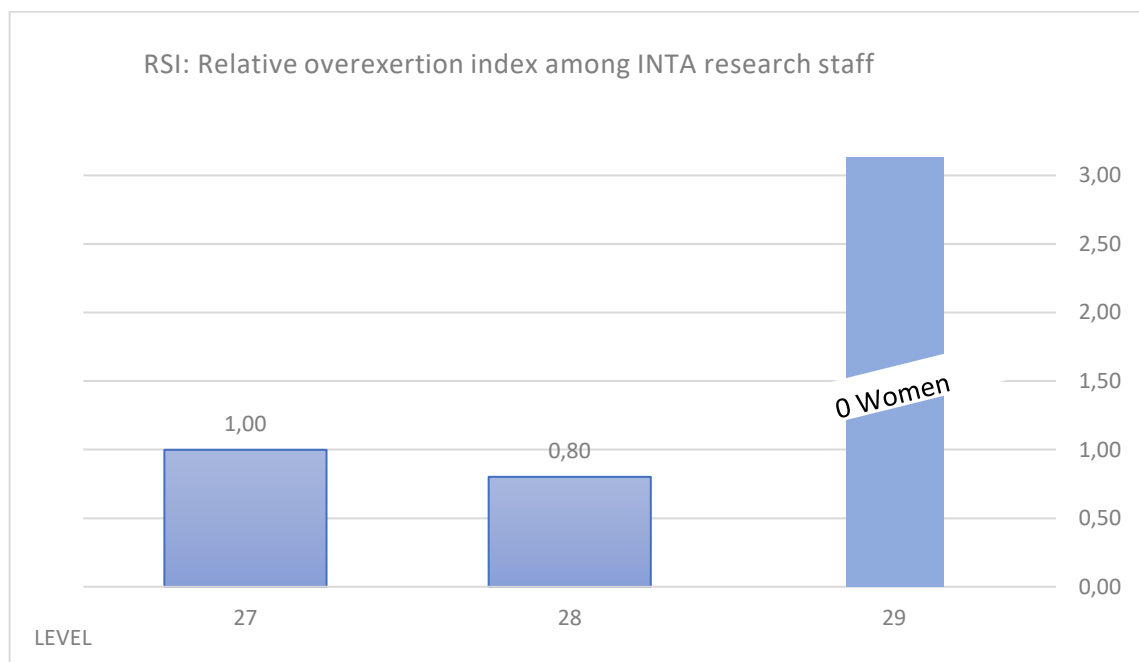


Figure 23: RSI among INTA research staff

## 6.9 PROJECTS DEPARTMENT DATA

A significant part of INTA’s work focuses on the development of technological and scientific projects.

In 2025, the number of projects being carried out at the institute stood at 327, of which 87 were led by women.

TIPO DE PROYECTO	Nº Proyectos	JP mujeres	%
<b>INVESTIGACIÓN</b>	160	45	28%
*Subvenciones Unión Europea	39	15	38%
*Subvenciones Nacionales	61	17	28%
*Líneas de I+D propias de INTA	60	13	22%
<b>PRESTACIÓN SERV. TECNOLÓG.</b>	167	42	25%
<b>TOTAL</b>	<b>327</b>	<b>87</b>	<b>27%</b>

Table 7: Project management teams for 2025

Given that female representation at the organisation stands at 31.1%, it is clear that there is a four-point shortfall in female representation at the institution.

## 6.10 STAFF RECRUITMENT (2023–2025)

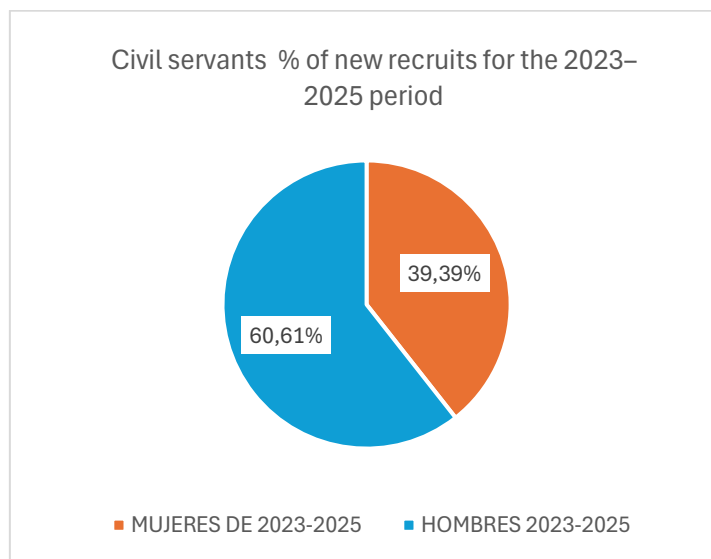
Since the adoption and implementation of the National Institute of Aerospace Technology’s (INTA) Second Gender Equality Plan in June 2023, there have been new appointments of both contract staff and civil servants. The data set out below illustrates, from a gender perspective, the trend in new appointments across each group.

### CIVIL SERVANTS

When analysing the **civil servant workforce**, it should be borne in mind that, during 2023, recruitment through public employment offers has been limited, as the calls for applications for PRB grades and categories published at the end of 2022—which correspond to vacancies from 2021–22—have not yet been filled, and the vacancies from 2019–20, were mostly resolved and filled in 2022, as recorded in INTA’s II PI. It can be seen that in 2023 the number of male recruits was higher, and this trend continued in 2024; however, it can be observed that the number of female recruits has increased considerably within gender parity parameters, representing 44.36%, a level which is maintained in 2025, although hiring in that year has also been scarce.

YEAR	WOMEN	%W	MEN	%M	TOTAL
2023	11	20.75	42	79.25	53
2024	59	44.36	74	55.64	133
2025	34	43.58	44	56.42	78
				<b>TOTAL</b>	<b>264</b>

**Table8: New civil service appointments for the period**



**Figure 24: New civil service appointments between 2023 and 2025**

**Conclusions:**

- ✓ Between 2023 and 2024, there was a very significant increase in the number of women (more than double the proportion).
- ✓ In 2025, the figure remains at a similar level to 2024, indicating that it has stabilised at around 44%.

It should be noted that in 2024, of the total of 133 new recruits in Group C1, 98 were from the open competition for research assistants in public research bodies, representing 73% of new recruits, and the number of women recruited to this group was 54, or 55.10%.

In 2025, of the total of 78 new recruits, the highest percentage is in Group A1, with 82% being women (42%), within gender parity parameters, the appointments to the Senior Defence Scientists Corps via open competition are particularly striking: of a total of 25 appointments, 12 are women, representing 48%.

### STAFF

The total number of staff recruited between 2023 and 2025 is 243, broken down as follows:

YEAR	WOMEN	%W	MEN	%M	TOTAL
<b>2023</b>	32	43.24	42	56.76	74
<b>2024</b>	23	34.33	44	65.67	67
<b>2025</b>	41	40.20	61	59.80	102
<b>TOTAL</b>					<b>243</b>

Table 9: New staff appointments

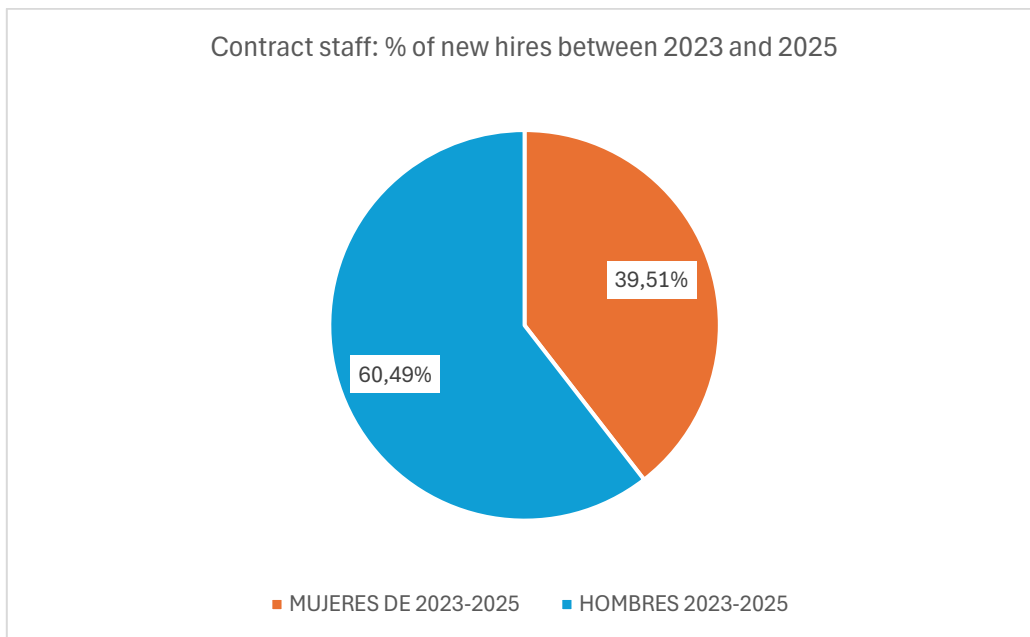


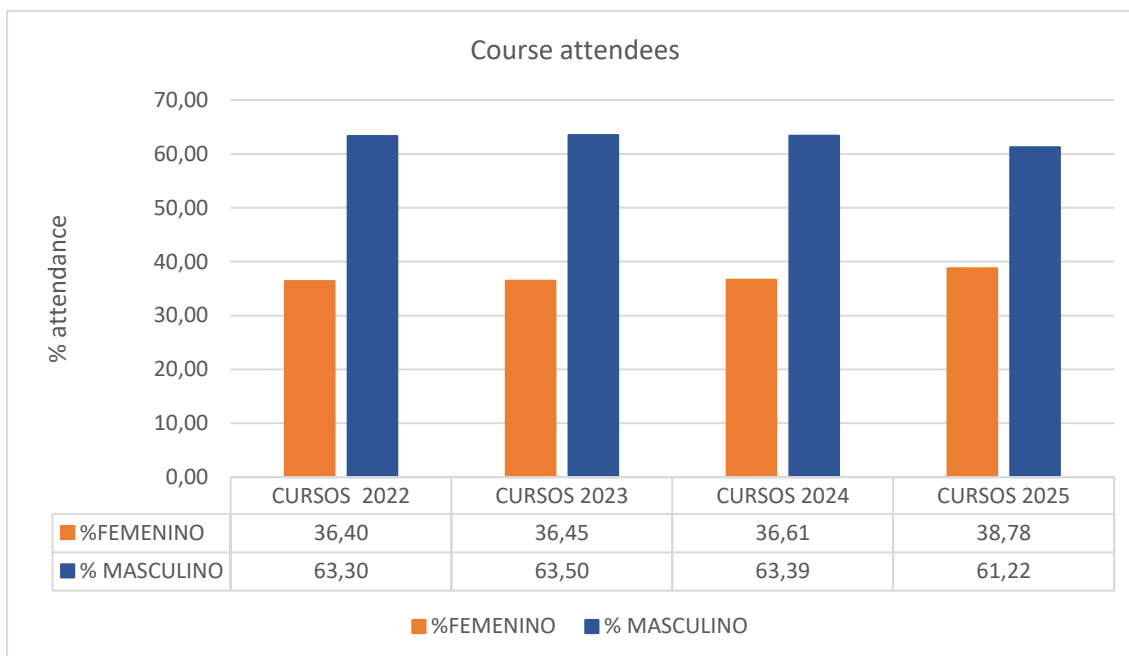
Figure 25: New staff recruitment for the 2023–2025 period

### Conclusions

- ✓ 2024 sees a decline in female participation. The proportion of women falls by 9 percentage points compared with 2023, even though the total number of new recruits decreases by only 7 people.

- ✓ 2025 sees a strong recovery in volume and an improvement in female representation (+5.87 percentage points compared to 2024), although it does not achieve parity and remains below 2023 levels.
- ✓ Between 2023 and 2025, female representation stands at 39.51%.
- ✓ Growth in 2025 compared with 2024 is driven slightly more by women (51.43% of the increase).

## 6.11 COURSE AND CONGRESS ATTENDEES



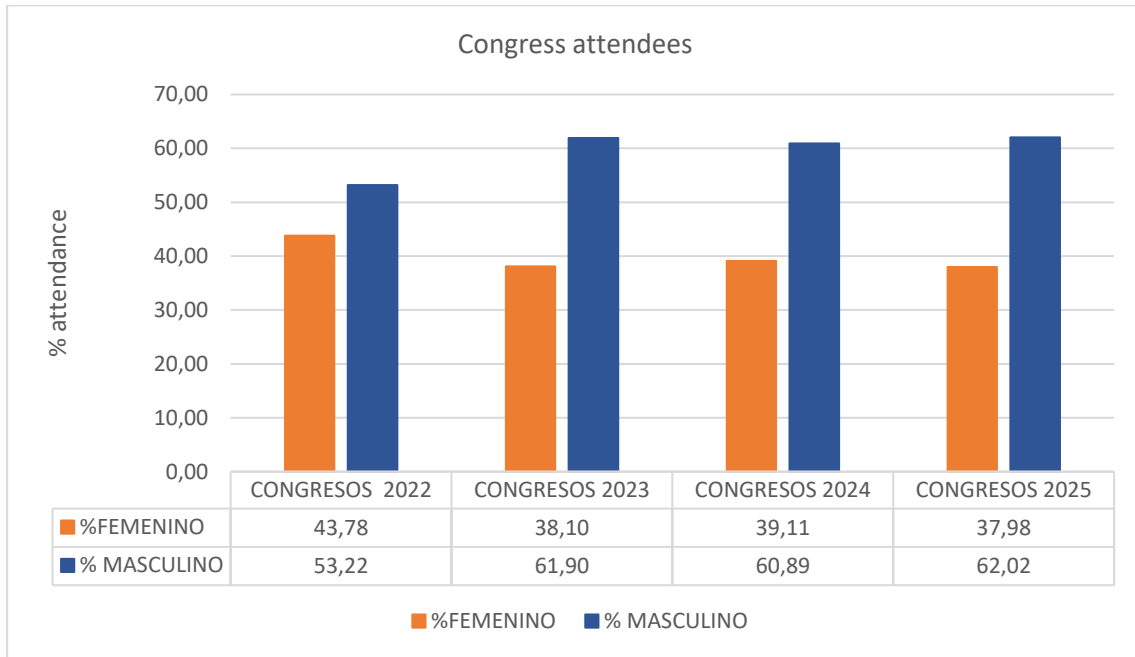
**Figure 26: Course attendees**

### PARTICIPATION IN TRAINING COURSES

During the period 2022–2025, female participation in training courses has consistently exceeded their relative share of the workforce, where women account for 31.08% of INTA’s total staff. Specifically, their participation ranges from 36.40% (2022) to 38.78% (2025), representing an over-representation of between 5 and 8 percentage points compared to their structural presence within the organisation.

Meanwhile, male participation remains between 61% and 63%, showing a slight downward trend in 2025, in parallel with the increase in female participation.

These statistics indicate that women access internal training in a proportion greater than their share of the staff, which could be interpreted as intensive use of the available professional development mechanisms.



**Figure 27: Congress attendees**

#### CONGRESS PARTICIPATION

In the case of congress attendance, female participation also exceeds their overall representation within the company (31.08%), reaching figures ranging from 37.98% (2025) to 43.78% (2022). The difference compared to their structural share therefore remains between 7 and 13 percentage points.

However, a downward trend has been observed since 2022, a year in which women's participation was significantly higher, subsequently stabilising at around 38–39%. At the same time, men's participation has increased since 2023 and has consolidated at levels above 60%.

In general terms, there is no evidence of female under-representation in congress attendance; rather, women participate in such activities in a proportion higher than their representation in the staff. However, the narrowing of the gender gap compared to 2022 suggests that specific monitoring is required to ensure that unequal access does not arise in the medium term, particularly in those areas where attendance at congresses has a direct impact on scientific visibility and career progression.

The table below shows staff participation in congresses and courses related to STEM fields, broken down by gender. This analysis allows for an assessment of the relative presence of women and men in activities directly related to scientific and technical areas which are strategic for professional careers at INTA.

	WOMEN	% WOMEN	MEN	% MEN	TOTAL
<b>ONLINE STEM CONGRESSES</b>	0	0.00%	0	0.00%	0
<b>IN-PERSON STEM CONGRESSES</b>	77	37.93%	126	62.07%	203
<b>EXTERNAL STEM COURSES</b>	7	41.18%	10	58.82%	17
<b>INTA STEM COURSES</b>	150	36.23%	264	63.77%	414
<b>ONLINE STEM COURSES (run by INAP)</b>	0	0.00%	2	100.00%	2
<b>ONLINE STEM COURSES (run by INTA)</b>	34	33.33%	68	66.67%	102

**Table10: Course and congress attendees**

The data show that female participation in STEM activities is, overall, higher than their proportion of the staff (31.08%), mirroring the trend already observed in the overall analysis of courses and congresses.

At in-person STEM congresses, women account for 37.93% of attendees, whilst in external STEM courses they account for 41.18%, this being the area with the highest relative female presence. In internal STEM courses delivered by INTA, female participation stands at 36.23%, and in online STEM courses delivered by the organisation itself, at 33.33%.

These percentages confirm that there is no under-representation of women in access to training and scientific and technical refresher courses, with a moderate over-representation compared to their presence in the staff, in line with the findings of the general analysis of courses and congresses.

## 6.12 COMPASSIONATE LEAVE REQUESTS

Work-life balance measures aim to promote well-being in both the workplace and the home, emphasising the need to strike a balance between the two spheres. Through a variety of approaches, the aim is to provide staff with the tools and opportunities to effectively balance their professional and personal responsibilities. By

applying the principle of equality, the aim is to ensure that both men and women have the same opportunities to balance their work and family responsibilities.

In order to track developments in work-life balance and co-responsibility, we analyse the leave entitlements and provisions set out in the relevant legislation aimed at promoting work-life balance, comparing data from 2023 and 2025 from a gender perspective, based on the information presented in the following tables:

Broadly speaking, the trends observed between 2023 and 2025 reflect, on the one hand, an increase in the proportion of women in the workforce, which helps to narrow the gap in the take-up of work-life balance leave between women and men. On the other hand, there is evidence of a gradual increase in men exercising these rights, particularly in relation to breastfeeding leave and voluntary leave to care for family members.

		2023		2025	
STAFF	TYPE OF LEAVE	MEN	WOMEN	MEN	WOMEN
CIVIL SERVANTS	MATERNITY/PATERNITY	18	5	14	10
	BREASTFEEDING	6	3	5	4
	LEAVE	5	8	7	5
	VOLUNTARY LEAVE FOR PERSONAL CIRCUMSTANCES	3	1	4	1
	VOLUNTARY LEAVE TO CARE FOR A FAMILY MEMBER	0	1	1	0
WORK-RELATED	MATERNITY/PATERNITY	4	2	6	3
	LEAVE	0	1	0	1
	VOLUNTARY LEAVE FOR PERSONAL CIRCUMSTANCES	0	0	0	0
	VOLUNTARY LEAVE TO CARE FOR A FAMILY MEMBER	0	0	0	2
MILITARY	PATERNITY LEAVE	3	0	2	0
	<b>TOTAL</b>	<b>39</b>	<b>21</b>	<b>39</b>	<b>26</b>

**Table 11 Work-life balance leave for 2025**

## 7 OBJECTIVES AND PRIORITY AREAS OF THE THIRD GENDER EQUALITY PLAN

This Plan for Equality between Women and Men of the National Institute of Aerospace Technology (INTA) has been drawn up in accordance with and in line with the Fourth Plan for Gender Equality of the General National Administration, and serves as the strategic instrument for ensuring effective equality between women and men within the organisation, as well as to prevent and remedy any form of direct or indirect discrimination on the grounds of sex.

This document integrates the gender mainstreaming approach promoted by the GNA, systematically incorporating a gender perspective into human resources management, work organisation, working conditions, the prevention of violence against women, and the conduct of research, in line with the principles of good governance, institutional quality and public accountability.

It comprises seven key areas of action, aligned with the priority areas defined in the Fourth Plan for Gender Equality in the GNA, which enable a comprehensive approach to equality from an organisational, training, employment, preventative and knowledge-generation perspective. Within the framework of these areas, 15 strategic objectives are defined, aimed at consolidating the progress achieved and correcting the gender imbalances and gaps identified in the assessment.

To achieve these objectives, the plan sets out a total of 40 measures, formulated in an operational and assessable manner, which strengthen institutional equality mechanisms, promote staff awareness and training, foster equality in access, career progression and pay, encourage co-responsibility, and ensure the prevention of and response to violence against women.

Through the adoption and implementation of this gender equality plan, INTA reaffirms its commitment to the objectives of the Fourth Gender Equality Plan for the General State Administration and to building a fairer, more inclusive and more equitable public organisation, in which equality between women and men is established as a cross-cutting principle which guides all its policies, procedures and actions.

This document is structured as follows.

### 7.1 AXIS 1: Instrumental measures for organisational transformation

Axis 1 of the INTA Gender Equality Plan aims to drive sustainable organisational transformation by mainstreaming the gender perspective across the agency's structure, processes and institutional culture. It serves as a key pillar underpinning the entire plan, by strengthening governance mechanisms, information systems, public procurement, and communication and coordination channels relating to equality.

To this end, it consists of **three strategic objectives**, which are implemented through a total of **eight measures**, aimed at consolidating gender equality as a structural principle in INTA's day-to-day operations.

- **Objective 1.** Promoting an organisational culture incorporating the gender perspective at INTA. It is implemented through **two measures**, aimed at strengthening governance and participation in equality matters and ensuring the availability of sex-disaggregated data, which is essential for the diagnosis, monitoring and evaluation of equality policies.
- **Objective 2.** Integrate gender equality into the organisation's structure. It is achieved through **a single measure** aimed at systematically integrating the gender perspective into INTA's recruitment procedures, thereby reinforcing the institution's commitment to effective equality between women and men.
- **Objective 3.** Strengthen the Equality Unit and the equality-related sections of the website and intranet. It is being implemented through **five measures**, focused on strengthening the Equality Unit and raising its profile, improving coordination with other units and bodies, updating and enhancing the equality sections on the intranet and the public website, and raising staff awareness of the use of inclusive language.

## 7.2 AXIS 2: Awareness-raising and training

Axis 2 of INTA's Gender Equality Plan aims to drive the cultural change necessary for effective equality between women and men, through awareness-raising and staff training. This is a key component in ensuring that the gender perspective is recognised, understood and integrated into professional practice, decision-making and INTA's institutional activities.

The pillar is structured around **three objectives**, which are implemented through a total of **seven measures**, aimed at strengthening information, specialised training and the systematic incorporation of the gender perspective into the organisation's training processes.

- **Objective 4.** Awareness-raising and information.  
It is based on **three measures** aimed at disseminating equality plans, encouraging the use of inclusive language in institutional documentation, and promoting STEM careers among children and young people, with a particular focus on reducing the gender gap in these areas in the medium and long term.

- **Objective 5.** Training and capacity building.

It is achieved through **two measures**, designed to strengthen and consolidate training on gender equality within INTA's Training Plan, with particular focus on senior management, middle management and project leaders, as key agents in the effective application of the principle of equality.

- **Objective 6.** Encouraging the incorporation of a gender perspective into training.

It is achieved through **two measures**, designed to systematically integrate a gender perspective into the evaluation of training activities and to facilitate access for INTA staff to guides, resources and teaching materials produced by other bodies within the General National Administration.

### 7.3 AXIS 3: Working conditions and career development

Axis 3 of the INTA Gender Equality Plan aims to ensure effective equality between women and men in terms of access to employment, career development, working conditions, pay, and occupational health and safety, addressing those key areas where structural gender inequalities are perpetuated within organisations.

Its purpose is to remove barriers to career progression, ensure equal opportunities throughout a working life and promote fair, inclusive and safe working environments. To this end, it comprises **three objectives**, which are implemented through a total of **eleven measures**.

- **Objective 7.** Talent recruitment, career development and access to employment.

It is organised into **seven measures** aimed at incorporating a gender perspective into recruitment and post-filling processes, promoting training in equality and STEM fields, ensuring gender balance on selection panels, facilitating access to training for those in particularly vulnerable situations, and promoting work-life balance measures and organisational flexibility encouraging the retention and promotion of female talent.

- **Objective 8.** Measures aimed at achieving equal pay for women and men.

It is implemented through **two measures**, focused on analysing potential pay gaps and assessing the balanced representation of women and men in pre-management and management positions, as key elements for identifying and addressing situations of inequality and vertical segregation.

- **Objective 9.** Health and safety with a gender perspective.

It is achieved through **two measures** designed to integrate the gender perspective into occupational risk prevention and staff health monitoring, ensuring more effective protection tailored to the specific differences and needs of women and men.

## 7.4 AXIS 4: Co-responsibility and compassionate leave

Axis 4 of the INTA Gender Equality Plan aims to promote co-responsibility between women and men and to facilitate a healthy work-life balance, as essential elements for ensuring equal opportunities and preventing care responsibilities from continuing to have an unequal impact on career paths.

It aims to raise awareness of, disseminate and analyse the use of work-life balance measures, promoting equitable access to them and enabling the identification of potential gender biases in their use. To this end, it focuses on a **single objective**, which is implemented through **two measures**.

- **Objective 10.** Strengthening awareness of work-life balance measures.

It is implemented through two measures: firstly, the active dissemination of the GNAs Guide to Work-Life Balance amongst INTA staff; and secondly, the collection and analysis of gender-disaggregated data on the use of leave and time off related to work-life balance and care responsibilities, as a key tool for advancing towards effective co-responsibility.

## 7.5 AXIS 5: Prevention and response to violence against women

This axis addresses prevention, awareness-raising and action against all forms of violence against women within INTA, with the aim of ensuring a safe and respectful working environment, free from any form of sex-based harassment or violence. It is composed of **two objectives**, which are implemented through **six lines of action**.

- **Objective 11.** Enhancing the prevention of all forms of violence against women.

It is based on the need to strengthen INTA staff's knowledge and awareness regarding violence against women, as well as to maintain institutional support mechanisms for victims. To this end, three measures are envisaged, aimed at disseminating information, carrying out awareness-raising activities and ensuring the continuity of specific support.

- **Objective 12.** Ensuring the effective implementation of the INTA Adaptation Instruction to the GNA Protocol on Action against Sexual and Gender-Based Harassment.

It seeks to ensure awareness of, and the correct application and monitoring of this policy, as well as to strengthen the support and assistance resources available to INTA staff. Three measures are set out aimed at disseminating the procedure, strengthening the Confidential Advisory Service and developing support materials for victims and witnesses.

## 7.6 AXIS 6: Understanding equality at INTA

This axis seeks to consolidate a stable system for gathering knowledge, analysing and monitoring the state of equality between women and men at INTA, providing objective, up-to-date information disaggregated by sex for decision-making, the evaluation of the Institutional Plan (IP) and the continuous improvement of equality policies. It comprises two objectives, each comprising **two measures**.

- **Objective 13.** Understanding the current situation of women at INTA.  
It focuses on obtaining, analysing and regularly disseminating gender-sensitive information on the situation of women and men at INTA, enabling the identification of progress, persistent gaps and areas for improvement regarding equality. The production of annual reports is a key tool for monitoring and evaluating the IP.
- **Objective 14.** Ascertaining the views of INTA staff on equality.  
It intends to include the perceptions and experiences of INTA staff as a complementary source of qualitative information, using consultation tools to identify needs, detect potential inequalities and guide future actions on gender equality.

## 7.7 AXIS 7: Inclusion of a gender-based perspective in research

This axis aims to systematically integrate a gender perspective into INTA's research and innovation activities, aligning research practice with European and national standards regarding equality, scientific excellence and the quality of R&D&I outcomes.

The axis is organised around **an objective** which is implemented through a total of **four measures**, focusing on the dissemination of specialised resources, the generation and analysis of data on female participation, the delivery of specific training activities, and the development of support materials for research staff.

- **Objective 15.** Promoting awareness and the incorporation of a gender perspective in research.  
It focuses on raising awareness, providing training and equipping research staff with the tools and resources needed to incorporate a gender perspective into the design, development and evaluation of research and innovation projects. It also seeks to highlight women's participation in projects and in research leadership roles, helping to identify potential gaps and areas for improvement.

## 8 MONITORING AND EVALUATION OF THE THIRD GENDER EQUALITY PLAN

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The Equality Unit will produce an annual evaluation report on the plan. This will be based on the progress made in relation to the various indicators and the extent to which the proposed measures have been implemented.

This progress will enable us to assess the plan's success and, where necessary, to reformulate the objectives, indicators and proposed measures.

## 9 FACT SHEETS

AXIS 1: INSTRUMENTAL MEASURES FOR ORGANISATIONAL TRANSFORMATION					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>1. Encouraging an organisational culture incorporating the gender perspective at INTA</b>	<b>Measure 1.1:</b> Strengthening the INTA Equality Subcommittee	Ensuring effective operation through a structured system of regular meetings, ensuring a consistent forum for development, monitoring and planning. It will be composed of representatives from: the General Secretariat, the Equality Unit and each of the trade union sections	Immediate and permanent	Secretary-General of INTA	Number of meetings convened with the Subcommittee
	<b>Measure 1.2:</b> Reviewing and, where necessary, computer-based applications for personnel management, allowing for the data collection, divided by gender	Ensuring that the computer-based applications for personnel management allow for the data collection, divided by gender, which is necessary for the preparation of studies, analysis and reports on the state of the equality situation at INTA	In place since the approval of the Third Plan for Gender Equality at INTA	Equality Unit and Information and Communications Technology Department	Number of applications adapted to collect personnel management information, divided by gender
<b>2. Mainstreaming gender equality in the structure of the organisation</b>	<b>Measure 2.1:</b> Mainstreaming the gender perspective in the clauses of INTA's procurement documents	Promoting gender-based equality by including clauses to this effect in INTA's contracting files	Since the approval of the Second Action Plan for INTA	Equality Unit and Recruitment Management Area	Number of contracting files which include clauses promoting equality

**AXIS 1: INSTRUMENTAL MEASURES FOR ORGANISATIONAL TRANSFORMATION**

OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>3. Promoting the Equality Unit on websites and the intranet</b>	<b>Measure 3.1:</b> Strengthening and raising the profile of the Equality Units	Reinforcing the unit's institutional role, promoting a culture of respect, equity and the prevention of discrimination, particularly in relation to gender issues. Facilitating access to resources and support	Following the publication of the Third Plan for Gender Equality at INTA	Secretary-General of INTA	Number of awareness-raising activities carried out
					Number of publications on the intranet
	<b>Measure 3.2:</b> Ensuring coordination of INTA's Equality Unit with the Equality Unit of the Ministry of Defence, with the Women and Science Unit and with the Equality Units of the PRBs	Professionalising the equality structure at INTA by promoting the coordination of INTA's Equality Unit with the Equality Units of the Ministry of Defence, Women and Science and with those of other PRBs	Immediate and permanent	INTA Equality Unit	Number of coordination actions with other Equality Units in which INTA participates
	<b>Measure 3.3:</b> Maintaining and enhancing the "Equality at INTA" section of the intranet	Keeping the equality section of the intranet up to date. A channel of communication with the Institute's staff will be created by setting up an e-mail box.	Permanent	Equality Unit	Number of updated contents in the "Equality at INTA" section on the intranet
					Number of proposals received through the mailbox

AXIS 1: INSTRUMENTAL MEASURES FOR ORGANISATIONAL TRANSFORMATION					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
	<b>Measure 3.4:</b> Strengthening the equality section on the INTA's public website	Increasing the visibility, updating and improving the equality section on the INTA's public website	Immediate and permanent	Equality Unit	Number of visits this website receives annually
	<b>Measure 3.5:</b> Raising staff awareness on the use of gender-inclusive language	Promoting the use of inclusive language by revising, updating and publicising the guide on the use of non-sexist language	Since the creation of the Equality Unit	Equality Unit	Number of actions to spread awareness of the guide to gender-inclusive language

**Table 12: Description of objectives and measures for AXIS 1**

AXIS 2: AWARENESS-RAISING AND TRAINING					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>4. Awareness-raising and information</b>	<b>Measure 4.1:</b> Disseminating the Fourth Plan for Gender Equality in the General State Administration and the 3rd Plan for Gender Equality at INTA	Informing INTA staff about the Third Gender Equality Plan by publishing it on the Institute's intranet and website. It will be available both in Spanish and English	Immediate	Equality Unit	<p>Number of actions for the dissemination of the Third Gender Equality Plan at INTA</p> <p>Number of attendees, broken down</p>
	<b>Measure 4.2:</b> Incentivizing the use of inclusive language in the forms and documents used by INTA	Fostering the use of inclusive and non-sexist language in documents produced by INTA	Permanent	Equality Unit	<p>Number of reminder actions regarding the use of inclusive language</p> <p>Number of reviews of forms and documents regarding the use of inclusive language</p>
	<b>Measure 4.3:</b> Promoting STEM subjects among children and young people through awareness-raising and dissemination actions in schools	Encouraging students' vocations in STEM areas, in order to combat in the medium and long term the existing gender gap in this field, promoting STEM careers and specialisations among young people, with special emphasis on students in the process of academically deciding their professional future	Immediate and permanent	Scientific Culture Unit	Number of outreach activities aimed at primary and secondary schools

AXIS 2: AWARENESS-RAISING AND TRAINING					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
5. Education and training	<b>Measure 5.1:</b> Strengthening and expanding INTA's equality training programme	Supporting INTA's annual training plan with training actions on gender equality and gender mainstreaming	Annually since the publication of the Third Plan for Gender Equality at INTA	Equality Unit and Training and Planning Department	Number of equality courses offered each year
					Number of students in equality courses, distributed by gender and level
	<b>Measure 5.2:</b> Keeping training initiatives on equality and protocols regarding sexual harassment and gender-based harassment in the INTA Training Plan, aimed at senior management, middle management, project leaders and thesis supervisors	The INTA Training Plan will include equality training courses for senior and middle management, as well as project managers	Annually since the publication of the Second Plan for Gender Equality at INTA	Equality Unit and Training and Planning Department	Number of equality training courses offered annually to senior and middle management
					Number of participants in equality courses for management and pre-management staff, distributed by gender and level

AXIS 2: AWARENESS-RAISING AND TRAINING					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>6. Strengthening the integration of a gender perspective into training</b>	<b>Measure 6.1:</b> CONTINUING to include a section on gender-based perspective in the satisfaction surveys for training actions and incorporating the framework questionnaire set out in Objective 6, Measure 6.2 of the IV GNA Equality Plan	Introducing questions in the satisfaction surveys of the training actions, capable of detecting aspects linked to the gender perspective in the training action given (timetable, course modality, inclusive language in the documentation).	Annually since 2023	Training and planning department	Number of gender-sensitive questions included in the evaluation questionnaires for training activities, and participants broken down by gender
	<b>Measure 6.2:</b> Publishing guidelines and teaching resources on gender equalities from other GNA bodies, on the intranet's equality section	Disseminating, through the equality section of the intranet, the documents, guides and other resources on equality publicised and/or produced by the National Government (INAP, Women's Institute and other PRBs).	Since the approval of the Second Action Plan for INTA	INTA Equality Unit	Number of training resources developed by federal government agencies which are distributed annually

**Table 13: Description of objectives and measures for AXIS 2**

AXIS 3: WORKING CONDITIONS AND CAREER DEVELOPMENT					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>7. Talent recruitment, career development, and access to employment</b>	<b>Measure 7.1:</b> Including gender-based equality issues in the syllabus of the selection processes in which INTA is responsible for	Promoting knowledge of equality among people applying for selection processes	Annually since 2023	Human Resources Department	Number of recruitment processes which feature equality issues in their syllabus.
	<b>Measure 7.2:</b> Strengthening the weighting of training in gender equality for positions advertised in competitive recruitment processes	Highlighting the importance of equality training as a cross-cutting element in job openings announced in competitive recruitment processes	Annual since the creation of the Equality Unit	Human Resources Department	Number and percentage of positions advertised through competitive selection procedures requiring such training
	<b>Measure 7.3:</b> Ensuring a balanced presence in staff selection bodies in which INTA is responsible for, especially on the tenure track	Promoting a balanced representation of men and women in the selection bodies, both in terms of composition and tenure.	Annually since 2023	Human Resources Department	Number of meetings in which women are chairpersons compared to the total number of meetings
					Number of tribunals with a balanced presence of women and men
<b>Measure 7.4:</b> Supporting the training of female public employees in STEM (Science, Technology, Engineering and Mathematics)	Promoting the participation of women in training activities in STEM fields, with the aim of promoting their professional advancement	Permanent	Training and planning department	Number and percentage of women undertaking training actions in STEM fields at INTA	

AXIS 3: WORKING CONDITIONS AND CAREER DEVELOPMENT					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
	<b>Measure 7.5:</b> Facilitating access to training for staff on leave due to birth, adoption, temporary disability due to pregnancy and situations related to gender-based violence or other situations of vulnerability	Ensuring that workers in such situations maintain equal access to training. To this end, training actions will be made more flexible or adapted as far as possible to meet the needs of people in these situations, especially in the case of courses which facilitate access to public employment and professional promotion.	Permanent	Training and planning department	Number of women and men who have made use of the measure
	<b>Measure 7.6:</b> Continuing to include in INTA's Social Action Plan assistance for childcare, work-life balance and other aids related to parenting	Bearing, to some extent, the costs associated with managing parenting, especially in the early years of a child's life, as this is one of the most important barriers to maintaining employment and attracting talent in any field of work. To this end, the Social Action Plan aids related to parenting management will be maintained.	Permanent	Training and planning department	Number of grants awarded
	<b>Measure 7.7:</b> Conducting a gender-sensitive study on the implementation of remote work	The analysis of data (study) on remote work at INTA will help identify how it influences the perpetuation of gender roles	Annually	Human Resources Department	Number and percentage of women who have been authorized to work remotely at INTA

<b>AXIS 3: WORKING CONDITIONS AND CAREER DEVELOPMENT</b>					
<b>OBJECTIVES</b>	<b>STEPS</b>	<b>Description</b>	<b>Timeframe</b>	<b>Coordinators</b>	<b>Performance indicator</b>
<b>8. Measures aimed at closing the gender pay gap</b>	<b>Measure 8.1:</b> Conducting a detailed study of the possible gender pay gap at INTA	Analyzing the possible gender pay gap at INTA and, where appropriate, to identify the variables that influence it, proposing corrective measures if necessary.	Following the publication of the Third Plan for Gender Equality at INTA	Human Resources Department and Research and Reporting Service	Number of variables influencing possible pay gaps according to the methodology designed by the DGFP/InMujeres in compliance with the IV Plan of the GNA
	<b>Measure 8.2:</b> Analysing the application of the principle of balanced representation of women and men in pre-management and management positions	Studying the representation of women and men in management and pre-management positions at INTA	Annually	Human Resources Department and Equality Unit	Number of proposed corrective measures
<b>9. Health and safety with a gender perspective</b>	<b>Measure 9.1:</b> Incorporating a gender perspective into occupational risk prevention assessments, as well as into the content of occupational risk prevention courses.	Raising awareness and providing knowledge to enable the integration of a gender perspective into occupational risk prevention, ensuring more effective prevention for staff.	In the first year	Occupational Health and Safety Service	Trend in the percentage of women holding positions at levels 28, 29, and 30, broken down by year and analyzed by each subdirectorate to determine the overall figure for INTA
					Number of people, broken down by gender, who have participated in each training initiative and who report having acquired knowledge about occupational risks specific to their gender

<b>AXIS 3: WORKING CONDITIONS AND CAREER DEVELOPMENT</b>					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
	<b>Measure 9.2:</b> Continuing to run campaigns incorporating a gender-based perspective in the occupational health of INTA staff	Maintaining gender-sensitive health monitoring campaigns, such as gynaecological/urological check-ups	Annually	Occupational Health and Safety Service	Number of people, divided by gender, who have participated in each campaign

**Table 14: Description of objectives and measures for AXIS 3**

<b>AXIS 4: CO-RESPONSIBILITY AND COMPASSIONATE LEAVE</b>					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>10. Strengthening awareness of work-life balance measures</b>	<b>Measure 10.1:</b> Disseminating the compassionate leave guide from the General National Administration and raising awareness of the measures adopted by the GNA in this area	Ensuring that INTA staff are familiar with the compassionate leave guide from the General National Administration. To this end, the guide will be published on the equality section of INTA's intranet	Permanent	Equality Unit	Publication on the equality section of the INTA intranet and reminders
	<b>Measure 10.2:</b> Separating licensing by gender (maternity, paternity, breastfeeding, childcare...)	Understanding the distribution of care burdens among INTA staff	Annually	Equality Unit and Information Technology and Communications Department	Number of persons requesting each of the work-life balance and care leave, divided by gender

**Table 15: Description of objectives and measures for AXIS 4**

AXIS 5: PREVENTION AND RESPONSE TO VIOLENCE AGAINST WOMEN					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>11. Strengthening the prevention of all forms of violence against women</b>	<b>Measure 11.1:</b> Improving understanding of what constitutes violence against women	Information and awareness-raising on the intranet	Permanent	Equality Unit	Access to this information
	<b>Measure 11.2:</b> Conducting specific awareness-raising actions, and observance of commemorative days, to raise awareness of violence against women	Publishing information on violence against women on INTA's websites and intranet, with a special focus on specific dates	Permanent	Equality Unit	Number of awareness actions published on the INTA's website and intranet
	<b>Measure 11.3:</b> Keeping the aid available for victims of gender-based violence in INTA's Social Action Plan	Bearing, to some extent, the costs incurred by victims of gender-based violence, while maintaining the Social Action Plan (extraordinary aid)	Annually	Training and planning department	Maintenance of aid for victims of gender-based violence in INTA's Social Action Plan
<b>12. Ensuring the effective implementation of the INTA Adaptation Instruction to the Protocol</b>	<b>Measure 12.1:</b> Promoting the GNA Protocol on Action against Sexual Harassment and Harassment on the Grounds of Sex, and the INTA Guidance on Aligning with the GNA Protocol	Raising awareness and informing staff about the protocol	Annually	Human Resources Department and Equality Unit	Number of information sessions held
					Number and percentage of attendees
	<b>Measure 12.2:</b> Strengthening Confidential Counselling at INTA	Providing support for training in confidential counselling for INTA staff	Permanent	Human Resources Department and Equality Unit	Number of confidential advisors

<b>AXIS 5: PREVENTION AND RESPONSE TO VIOLENCE AGAINST WOMEN</b>					
<b>OBJECTIVES</b>	<b>STEPS</b>	Description	Timeframe	Coordinators	Performance indicator
	<b>Measure 12.3:</b> Preparing a guide for victims and witnesses of sexual and gender-based harassment	Developing a support guide for victims and witnesses to assist them through the process of adapting the harassment protocol	Annually	Human Resources Department and Equality Unit	Number of views and/or downloads of the guide

**Table 16: Description of objectives and measures for AXIS 5**

AXIS 6: UNDERSTANDING EQUALITY AT INTA					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>13. An overview of the situation of women at INTA</b>	<b>Measure 13.1:</b> Producing and publishing an annual report on gender-based perspectives, indicating the situation on gender-based equalities at INTA	Knowing and disseminating the situation regarding gender-based equalities at INTA by obtaining and processing data, divided by gender	Annually since the approval of the Second Gender-Based Equalities Plan	Equality Unit	Publication of the report in the first quarter of each year after the publication of the Third Gender-Based Equalities Plan
<b>14. Finding out what INTA staff think about equality</b>	<b>Measure 14.1:</b> Carrying out a gender-sensitive survey on specific subjects and areas of particular interest within the scope of INTA	Conducting a gender-sensitive survey on specific subjects and areas of particular interest within the scope of INTA	Twice-yearly	Equality Unit	Number of participants broken down by gender

**Table 17: Description of objectives and measures for AXIS 6**

AXIS 7: INCLUSION OF A GENDER-BASED PERSPECTIVE IN RESEARCH					
OBJECTIVES	STEPS	Description	Timeframe	Coordinators	Performance indicator
<b>15. Promoting awareness of gender perspectives in research</b>	<b>Measure 15.1:</b> Publishing on the INTA intranet manuals and other documents produced by the European Commission and the Ministry of Science and Innovation on gender mainstreaming in research.	Informing research workers about manuals and other documents produced by the European Commission and the Ministry of Science and Innovation on gender mainstreaming in research	From the establishment of the Equality Unit onward	Equality Unit	Number of intranet publications
	<b>Measure 15.2:</b> Disseminating the results of women’s participation in the leadership of research and innovation projects.	Highlighting the participation of women in research and innovation projects. Statistics will be compiled on their participation in research teams, equal opportunities, accountability and representation	From the establishment of the Equality Unit onward	Equality Unit and SGCP	Percentage of women and men in research projects
					Percentage of women and men acting as principal investigators in research projects
	<b>Measure 15.3:</b> Organising seminars on incorporating a gender perspective into research projects	Providing researchers with tools to avoid gender-blind research	Since the publication of the Third Plan for Gender Equality at INTA	Equality Unit, Training and Planning Department and SGCP	Number of seminar attendees, broken down by gender
Number of research projects incorporating a gender perspective					
<b>Measure 15.4:</b> Developing guidelines for incorporating a gender perspective into research projects	Supplying research staff with tools to incorporate a gender perspective into R&D&I projects	Since the publication of INTA’s Third Industrial Property Report	Equality Unit and SGCP	Number of views and/or downloads of the guide	

**Table 18: Description of objectives and measures for AXIS 7**