



2025-2028

Naked Innovations

Gender Equality Plan

Naked Innovations S.L.

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CONTENTS

1. Introduction
2. Statement
3. Gender Equality Analysis
4. Gender Equality Plan Objectives
5. Action Plan
6. Signatures



01. INTRODUCTION

A Gender Equality Plan (GEP) is a strategic document that outlines an organisation's commitment to fostering an equitable and inclusive workplace for all genders. Its purpose is to identify and address barriers to gender equality, promote fair opportunities for career progression, ensure equitable pay and decision-making, and cultivate a workplace culture that values diversity and inclusion. By setting measurable objectives and implementing actionable initiatives, the plan seeks to eliminate biases, support professional growth for all employees, and create an environment where every individual can thrive, regardless of gender.


Legal Framework

The Gender Equality Plan aligns with Spain's robust legal framework on gender equality, including the **Organic Law 3/2007 for Effective Equality Between Women and Men**, which mandates equal treatment and opportunities in the workplace. This law emphasises the importance of eliminating gender discrimination, ensuring equal pay, and promoting women's access to leadership roles. In Catalonia, the **Law 17/2015 on Effective Equality Between Women and Men** further reinforces these principles, highlighting the importance of gender mainstreaming in workplace policies and decision-making processes. These frameworks provide a strong foundation for fostering a culture of equity and inclusivity at Naked Innovations.

Our Process

The development of this Gender Equality Plan was an inclusive and systematic process, designed to ensure its relevance and effectiveness for Naked Innovations. We followed a structured eight-step approach:

1. **Assessing the Current State:** We began by gathering data through an anonymous employee survey, which provided insights into perceptions of gender equality within the company. Additionally, we analysed workforce demographics, decision-making roles, salary and pay structures and existing policies to identify potential areas of imbalance or inequality.
2. **Data Analysis and Reporting:** The survey results and workforce data were thoroughly analysed to uncover trends, concerns, and structural issues. This analysis highlighted disparities in leadership representation, pay equity, and perceived opportunities for career advancement.

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3. **Stakeholder Engagement:** Employees across all levels and departments were involved in discussions to provide qualitative feedback and validate the findings from the survey. Their perspectives were essential in shaping priorities for the plan.
 4. **Defining Objectives:** Based on the insights gathered, we identified key objectives, such as improving gender representation in leadership, promoting equitable pay structures, and fostering a more inclusive culture.
 5. **Action Planning:** Practical initiatives were developed to achieve these objectives, including mentorship programs, structured pay grades, and transparent promotion criteria. Existing company policies and practices were also reviewed and revised to ensure alignment with gender equality goals. This included refining recruitment, promotion, and compensation processes to minimise unconscious bias.
 6. **Implementation Strategy:** A phased approach to implementing the plan was designed, assigning responsibilities, timelines, and success metrics to specific actions.

This process reflects Naked Innovations' commitment to building a fair and inclusive workplace, recognizing that achieving gender equality is an ongoing effort requiring regular reassessment and adaptation.

Equality Commission

The creation and implementation of this Gender Equality Plan has been led by Naked Innovations' Chief of People Charlotte Fennell. The senior leadership team (CEO Ryan Edwards, COO Laurie Tan and Managing Director Ayman Moghnieh) were consulted throughout the process and the wider Naked Innovations team (including regular external collaborators) were informed and engaged.

Activation date

This Gender Equality Plan was developed during Q4 of 2024 and will be activated Q1 2025 and remain in place for a period of 3 years.

02. STATEMENT

At Naked Innovations, gender equality, equal opportunities, and diversity have been integral to our ethos since the company's launch. We recognize that achieving gender balance and inclusivity is not just a moral imperative but also a crucial driver of innovation and success—both internally within our team and externally in the agrifood sector we serve.

Gender considerations are deeply embedded in our vision and mission, as we strive to build sustainable ecosystems that reflect and respect the diverse perspectives of all individuals. By fostering an inclusive workplace and championing gender equity in the agrifood sector, we aim to create meaningful, lasting change. Our commitment to these principles guides our daily actions and long-term goals.

03. Gender Equality Analysis

Employee Survey:

Summary - The employee survey revealed that while the majority of Naked Innovations employees feel the company promotes a gender-equal culture and values diverse perspectives, several areas for improvement were highlighted. Although 75% reported never experiencing or witnessing gender discrimination, there are notable concerns around gender representation in leadership, perceived pay disparities, and career advancement accessibility. Only 33.4% feel pay and compensation are fair across genders, and comments suggest that male employees often experience quicker advancement and higher compensation, with more day-rate consulting work available to men. Additionally, while development opportunities are seen as accessible, respondents expressed the need for structured pay grades, transparent promotion criteria, and proactive support for female leadership. Suggestions for improvement include clear policies for salary transparency and structured paths to leadership roles, ensuring that all genders have equal opportunities for growth and recognition.

Results analysis -

1. Survey Demographics:

- **Participation Rate:** The survey received 12 responses, with 58.3% female and 41.7% male respondents.
- **Division Representation:** Responses varied by division: Leadership team (41.7%), Team/Project leads (25%), Consultancy (25%), and Research (8.3%).

2. General Perceptions of Gender Equality:

- **Perception of Gender Equality Culture:** A combined 66.6% agreed or strongly agreed that Naked Innovations promotes a gender-equal culture, with 25% remaining neutral and 8.3% expressing disagreement.
- **Incidence of Discrimination:** 75% reported never having witnessed or experienced gender discrimination, though 16.7% indicated having experienced or witnessed discrimination, with additional comments highlighting instances of microaggressions, inappropriate interactions, and perceived biases in leadership dynamics.

3. Valuation of Employee Opinions:

- A total of 91.7% felt their opinions were valued irrespective of gender, with 41.7% strongly agreeing and 50% agreeing. However, there was one notable disagreement, indicating room for improvement in ensuring all voices feel equally valued.

4. Perceived Opportunities for Career Advancement and Leadership Accessibility:

- **Career Advancement:** While 66.7% agreed that opportunities for advancement were gender-neutral, 25% were neutral, and 8.3% disagreed. Concerns were raised around perceived discrepancies in leadership promotions, project leadership, and decision-making responsibilities.
- **Leadership Inclusivity:** While a majority (75%) felt leadership decisions were inclusive, 33.4% either disagreed or remained neutral regarding equal gender representation in leadership and decision-making. Comments highlighted concerns over quicker advancement for men in leadership and structural challenges that may impact women's access to leadership roles.

5. Compensation and Pay Equity Concerns:

- **Fair Pay Perception:** Only 33.4% felt pay was fair across genders, with 25% disagreeing and 41.7% remaining neutral. Responses highlighted an observed trend of male employees being paid higher or receiving day rates for consulting work more frequently than female employees in similar roles. Several respondents suggested the need for structured pay grades to promote pay equity.
- **Visibility and Transparency:** Comments emphasised that transparency around pay and criteria for salary increases could address concerns over perceived disparities and improve overall trust.

6. Access to Professional Development and Support for Work-Life Balance:

- **Professional Development:** All respondents agreed that access to development, mentoring, and growth opportunities is available to all genders, with 25% strongly agreeing.
- **Work-Life Balance:** A supportive environment for work-life balance was recognised, with 83.4% agreeing or strongly agreeing that Naked Innovations provides flexible working options and leave benefits.

7. Suggestions for Improvement:

- **Structural Improvements:** Respondents recommended establishing clearer pay grades and ensuring that freelance and payroll structures do not unintentionally disadvantage any gender.
- **Support for Leadership Diversity:** Feedback suggested that the organisation be proactive in facilitating more female representation in leadership and decision-making roles.
- **Mentorship and Training:** There was a call for mentorship and training programs tailored to empower women and other underrepresented groups to advance confidently into leadership roles.

Gender Analysis of Decision-Making

Summary - An analysis of the decision-making process and its gender distribution across key business areas revealed a number of male-dominated decision areas including **strategic direction, financial decisions, client and partnership engagement,** and **innovation.** Balanced decision-making areas where both male and female influences are present include **Talent management, project management,** and **company policies and culture.** The lack of female influence in financial decisions and compensation is a potential risk for gender pay equity and benefits that serve all employees' needs.

Results Analysis -

1. Strategic Direction and Vision

- **Decision Makers:** CEO (Male), COO (Male) with influence from the Managing Director (Male) and Chief of People (Female).
- **Analysis:** Decision-making in the company's strategic direction is primarily led by male leaders, with limited female input coming from the Chief of People. Given the critical nature of strategic decisions, more gender-diverse perspectives could enhance the company's long-term vision.

2. Financial Decisions

- **Decision Makers:** COO (Male) with influence from CEO (Male) and Managing Director (Male).
- **Analysis:** Financial decisions are dominated by male leaders, with no female influence. Since financial planning impacts all employees, introducing female voices into the financial decision-making process could help balance perspectives, especially in terms of equity in resource allocation.

3. Talent Management and Promotions

- **Decision Makers:** Chief of People (Female), with final approval from CEO (Male) and COO (Male).
- **Analysis:** The Chief of People (Female) leads this critical area, but final decisions require approval from male leadership. While female leadership has a strong influence on people management, having male leaders involved in approvals could still introduce bias. It might be valuable to review how much autonomy the Chief of People has in promoting talent.

4. Compensation and Benefits

- **Decision Makers:** COO (Male) with influence from CEO (Male).
- **Analysis:** Compensation and benefits decisions are entirely male-driven. This could be a potential area of concern for gender equity, as male leadership might not fully consider the diverse needs and experiences of the workforce when setting compensation packages or benefit structures.

5. Client and Partnership Decisions

- **Decision Makers:** CEO (Male), COO (Male), with support from Managing Director (Male).
- **Analysis:** Decisions related to client and partnership engagement are exclusively made by male leaders. As this impacts business growth and relationships, introducing female representation in these decisions could help broaden perspectives and create a more balanced approach to client management.

6. Project Management and Resources

- **Decision Makers:** Managing Director (Male) and Chief of People (Female) with influence from CEO (Male) and COO (Male).
- **Analysis:** There is balanced gender involvement in project management and resource allocation, with both the Chief of People and Managing Director playing leading roles. This is a positive example of gender diversity in decision-making, though male leadership still has a significant influence.

7. Company Policies and Culture

- **Decision Makers:** Chief of People (Female) with support from CEO (Male) and COO (Male).
- **Analysis:** Gender representation in this area is positive, with the Chief of People (Female) playing a leading role in shaping company policies and culture. However, male leadership

still has considerable influence, so ensuring the Chief of People has full autonomy would be beneficial for fostering a more inclusive culture.

8. Crisis or Conflict Resolution

- **Decision Makers:** Chief of People (Female) with support from CEO (Male), COO (Male), and Managing Director (Male).
- **Analysis:** The Chief of People leads crisis and conflict resolution, but support from predominantly male leaders may limit autonomy. Female leadership in this area is important, but the balance could be enhanced by ensuring final decisions reflect her insights more directly.

9. Project and Service Innovation

- **Decision Makers:** CEO (Male), COO (Male), Managing Director (Male).
- **Analysis:** Innovation decisions are entirely led by male leadership, which could narrow the range of perspectives brought to product and service development. Encouraging gender diversity in innovation-related decisions could bring fresh ideas and improve decision-making.

10. External Representation


- **Decision Makers:** CEO (Male) with support from Marketing and Communications Lead (Female).
- **Analysis:** While external representation is primarily handled by the CEO, there is support from the female Marketing and Communications Lead. This shows some level of gender collaboration in shaping the company's public image, though it remains male-led.

Gender Analysis of Naked Innovations' Workforce

Summary - While the overall workforce and management are majority female, there is a noticeable gender imbalance in the leadership team, where three out of four senior positions are held by men. Addressing this imbalance by promoting more women into leadership positions could enhance diversity at the top level. Women are well-represented in key strategic and operational roles, particularly in management and the junior team. This is a strength of the company, which should be maintained through targeted career development programs to ensure retention and progression.

Results Analysis -

Leadership Team



The leadership team is predominantly male, with three out of the four leadership roles filled by men:

- **CEO:** Male
- **COO:** Male
- **Managing Director:** Male
- **Chief of People:** Female

While there is female representation in leadership through the Chief of People role, the other top decision-making positions (CEO, COO, and Managing Director) are male-dominated. This reflects a gender imbalance at the highest level of the company, where 75% of leadership roles are held by men. Ensuring more diverse perspectives in these senior roles could be a priority for future recruitment or promotion strategies.

Management

The management team shows a more balanced gender distribution:

- **Strategic Partnerships & EU Collaborations Director:** Female
- **Research Lead:** Female
- **Lead Consultant:** Male
- **Marketing & Comms Lead:** Female

Three of the four management roles are held by women (75%), which indicates strong female representation in key areas such as research, partnerships, and communications. The balance in this segment of the company is positive for gender diversity and provides opportunities for women to influence strategic and operational decisions.

Junior Team

The junior team is predominantly female:

- **Researcher:** Female
- **Consultant:** Male
- **Consultant:** Female
- **Junior Researcher:** Female

Among junior staff, three out of the four positions (75%) are filled by women. This trend suggests that Naked Innovations is attracting and retaining a higher proportion of women at the junior level, especially in research and consultancy roles.



Overall Gender Distribution

- **Male Employees:** 5 (38%)
- **Female Employees:** 8 (62%)

Across the entire company, 62% of the workforce is female, with 38% male representation. This represents a female-majority workforce, particularly in non-leadership roles.

Gender Analysis of Salary & Pay Structure

Summary - While a comprehensive gender pay gap analysis could not be conducted due to limited access to salary-specific data, a preliminary review of Naked Innovations' pay structures reveals a lack of a formalised, transparent pay-grade system. The absence of clear pay bands and salary progression criteria creates vulnerability to unconscious bias and potential gender pay disparities.

Key Observations:

- Male team members and external collaborators tend to negotiate their compensation more assertively than their female counterparts. This discrepancy can contribute to unequal pay outcomes, as individual negotiation styles can influence final salary offers in the absence of standardised pay structures.



04. Gender Equality Plan Objectives

Equal Representation:

Aim for gender balance across all levels and divisions, especially in leadership.

Pay Equity:

Eliminate gender pay gaps for similar roles and responsibilities by implementing structured pay grades across all roles by June 2025 to ensure parity.

Inclusive Culture:

Foster a culture that values diverse perspectives, ensuring everyone feels heard and respected.



05. Action Plan

Equal Representation: Aim for gender balance across all levels and divisions, especially in leadership.

Strategies:

- Introduce a mentorship program to prepare women for leadership positions and incorporate gender-balanced succession planning.
- Revise recruitment practices, use gender-neutral language in job postings, and ensure gender-diverse hiring panels.

Measures of success:

- All job descriptions to use gender-neutral language.
- Ensure 100% of hiring panels include a balanced gender representation.
- Minimum of 2 mentoring sessions to be conducted per month for selected team members.

Pay Equity: Eliminate gender pay gaps for similar roles and responsibilities by implementing structured pay grades across all roles by June 2025 to ensure parity.

Strategies:

- Use benchmarking tools to define fair compensation for roles.
- Create transparency around pay through the implementation of a company-wide pay grade structure and define what is required to move up pay grades.
- Define a company-wide bonus/reward scheme that ensures the fair distribution of end-of-year profits.

Measure of success:

- Complete an external market benchmarking analysis by Q2 2025.
- Establish pay bands for all roles by Q3 2024 based on the benchmarking results.
- Ensure 100% of roles have a defined salary range by the end of 2025.
- Conduct an annual review to adjust pay bands in line with market trends and inflation.
- Clearly define criteria for pay progression and communicate them to all employees.

- Launch company-wide bonus/reward scheme and communicate the details to the team.

Inclusive Culture: Foster a culture that values diverse perspectives, ensuring everyone feels heard and respected.

How:

- Develop and implement work policies that help remove barriers to gender equality such as flexible working hours, and remote work for health-related needs.
- Ensure female representation in key strategic meetings.
- Ensure all team members have detailed role descriptions and a clear understanding of how their roles fit into NI's business strategy so that they feel empowered to take full ownership of their work.

Measures of success:

- Ensure 100% of team members are aware of the policies through an all-hands presentation and employee handbook update.
- Complete and share detailed role descriptions for all positions by Q2 2025
- Conduct an annual employee feedback survey, aiming for at least 85% positive feedback on clarity of roles and personal contribution to company goals.

Timeline:

Q1

- Launch mentorship program
- Update NI policy handbook

Q2

- Benchmark compensation for roles
- Pay grade creation and communication to team
- Define bonus/reward scheme
- Role descriptions completed for all team members

Q3

- Employee feedback survey completed in July.

Q4

- End of year Gender Equality Plan review

05. Signatures

This Naked Innovations Gender Equality Plan is valid for 3 years (2025-2028) and reviewed yearly to ensure the relevancy of the defined objectives and action plan.

Company name: Naked Innovations

CEO: Ryan Edwards

Signature:

A handwritten signature in black ink, appearing to read 'rja', is positioned below the 'Signature:' label.

Date: 06/02/2025