



Institute for Bioengineering of Catalonia



HR EXCELLENCE IN RESEARCH

Equal opportunities and diversity management Plan

(2017-2019)

Created by: IBEC Commission of Equality and Diversity
Updated by HR Unit: 06-2018

Content

1. DIRECTORATE’S COMMITMENT	3
2. PROCESS OF ELABORATION OF PLAN	4
PLAN OF EQUAL OPPORTUNITIES AND DIVERSITY	5
1. OBJECTIVES OF NEW PLAN	5
2. SUBJECT MATTERS	5
3. ACTIONS IN EQUALITY AND MANAGEMENT OF DIVERSITY	7
3.1 ANALYTICAL MEASURES AND INDICATORS	7
3.2 AWARENESS RAISING AND TRAINING	8
3.3 ENGAGING STAKEHOLDERS	14
3.4. INTEGRATING GENDER IN RESEARCH	22
3.5. LEADERSHIP AND DECISION MAKING	24
3.6. PREVENTION AND TREATMENT OF HARASSMENT AT WORK	25
3.7. RECRUITMENT, SELECTION AND CAREER PROGRESSION	26
3.8. STRUCTURES AND RESOURCES TO SUPPORT DIVERSITY AND GENDER EQUALITY AT WORK	35
3.9. WORK-LIFE BALANCE	38

1. DIRECTORATE'S COMMITMENT

LETTER OF COMMITMENT OF THE DIRECTORATE

Dear colleagues,

The benefits of the equality of opportunities and diversity for the scientific community and society in general are unquestionable. In the IBEC we are committed to the use and promotion of good practice when approaching gender inequality, and we continue working in that direction. For these reasons, I am pleased to present you the second IBEC Plan of equal opportunities and diversity management.

This new Plan has been defined thanks to the experience that we have accumulated with the first Plan (2014-2016); the analysis of the current situation keeping in mind indicators of evolution, the feedback from the IBEC community through the survey carried out at the end of 2016; and the work and effort of the commission of equality and diversity. This commission is in charge of the design, implementation and pursuit of the Plan and it is made up of a multidisciplinary, inter-hierarchical and diverse team, with the participation of men and women, of different nationalities, both from the research and support areas and with different levels of responsibility inside the Institute.

If the first Plan was a good starting point laying down some good bases for the promotion of equal opportunities and diversity management, this second Plan is more ambitious, incorporating the gender and diversity perspective transversally at all levels of our Institution, and only not putting the focus on women, since men also have to be involved in this transformation.

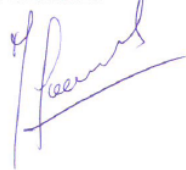
This second Plan is in accord with the values of our Institute, such as collaboration, respect, social and scientific responsibility and transparency. Among our objectives, I would like to highlight training and promotion of awareness in gender equality and gender bias; advancing in the understanding of the impact that gender, sex and diversity has in our research projects; balancing gender composition in positions of responsibility; and eliminating barriers for women researcher's careers.

The plan, consisting of a collection of 34 measures, represents the spirit of continuous improvement to identify and adopt best practices that promote equality of opportunities and management of diversity.

The Plan is also part of the measures of the Strategy of HR for researchers (HRS4R) and seeks the implementation of the principles and responsibilities described in the "European Charter for Researchers" and "The Code of Conduct for the Recruitment of Researchers" where, among others, principles of equality and management of diversity are specified.

We hope this Plan is an important contribution to good practices with the aim to get closer to the current tendencies of the European Research Area, that is highly committed, and is taking important steps towards equality of opportunities and diversity. We count on your participation and commitment to make our Institute a working place where fair treatment is guaranteed and there is no discrimination of any type.

Director of the IBEC



Barcelona, 4th July 2017

2. PROCESS OF ELABORATION OF PLAN

At the beginning of 2017, a Commission for equality of opportunities and diversity was created to lead, communicate and encourage the participation of the IBEC collective in this direction.

Name and Surname	Professional Position	Gender
Silvia Pujals	Postdoc	Feminine
Juan Francisco Abenza	Postdoc	Masculine
Oscar Castaño	Senior Researcher	Masculine
Manuel López	PhD	Masculine
Enara Larrañaga	PhD	Feminine
Ana Gonzalez	Head of Finances	Feminine
Carol Marí	Head of HR	Feminine
Lorenzo Albertazzi	Group Leader	Masculine
Núria Jané	Technician of HR	Feminine
David Badía	Manager	Masculine

The drafting of the present Plan of Equal Opportunities and Diversity has been carried out following the phases detailed below.

- 1 Elaboration of the diagnosis of the gender situation in the IBEC.**
- 1. Validation of the results with the Commission on Equality of Opportunities and Diversity.**
- 2. Drawing up of a first draft of the Plan and discussion on strategic axes and their prioritization with members of the Commission.**
- 3. Drafting of the Plan.**
- 4. Delivery to the Committee on Gender Equality and Diversity, final review and validation of the Plan.**
- 5. Presentation of the document to the Directorate of IBEC and approval of the Plan.**

PLAN OF EQUAL OPPORTUNITIES AND DIVERSITY

1. OBJECTIVES OF NEW PLAN

Once the diagnosis was complete, the following eight objectives of the Plan for Equality and Diversity are shown. We are aware they are ambitious goals and we hope that on carrying them out, changes will continue to be made in our Institution towards the improvement of gender balance.

1. Incorporate the **transversely** of gender and diversity perspective.
2. **Balance** the gender composition in places of decision-making responsibility
3. Increase the **visibility of female** researchers.
4. Improve the **communication** and visibility of aspects of gender and diversity by encouraging **training** and awareness of these matters in the field of research.
5. Promote an **inclusive** culture where people connect with one another and encourage collaboration, flexibility and participation.
6. Eliminate barriers to women's recruitment, **selection and career development** of women researchers.
7. Strengthen the gender dimension in **research projects**.
8. Improve **reconciliation** of personal and working life.

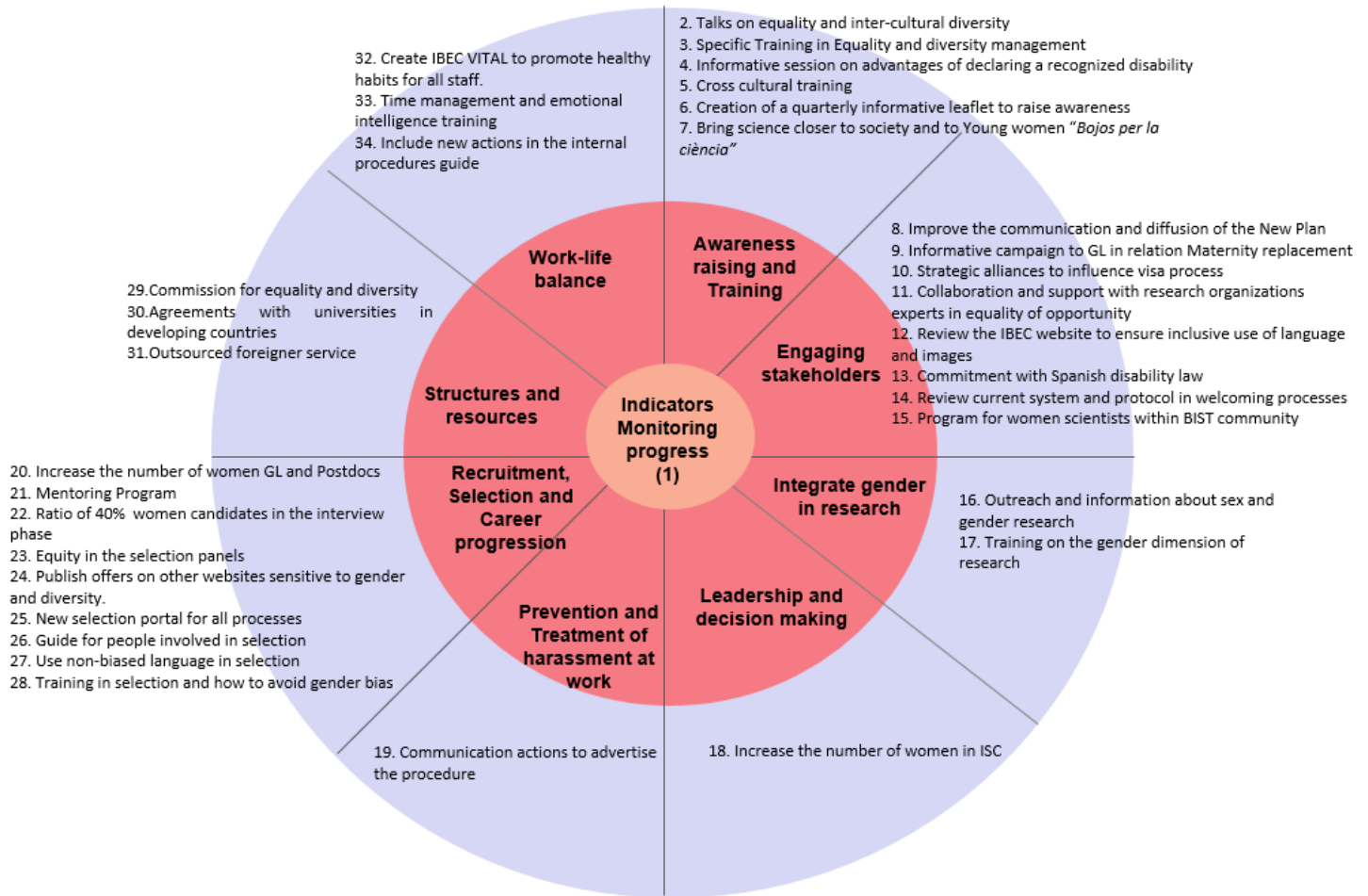
2. SUBJECT MATTERS

The subject matters on which the plan's actions are based are inspired by the GEAR tool Action Toolbox, which offers us a series of practical measures for institutional change in the field of equality in the world of research. This tool was created by the European Commission and the European Institute for Gender Equality (EIGE) in order to support gender equality in the research community.

The subject matters of the IBEC based on the GEAR Action Toolbox are the following:

- I. Analytical measures and indicators
- II. Awareness raising and Training
- III. Engaging stakeholders
- IV. Integrator in research
- V. Leadership and decision making
- VI. Prevention and Treatment of harassment at work
- VII. Recruitment, Selection and Career progression
- VIII. Structures and resources to support diversity and gender equality at work
- IX. Work-life balance

The following diagram shows the subject matters and the proposed actions:



3. ACTIONS IN EQUALITY AND MANAGEMENT OF DIVERSITY.

3.1 ANALYTICAL MEASURES AND INDICATORS

The present subject matter is transversal throughout the Plan, as it includes the analysis of the measures and the indicators for evaluating the actions of the Plan. It involves compiling, evaluating and analyzing data quantitatively and the procedures of the practice and implementation of the work on equality and diversity of the IBEC qualitatively, as well as seeing what the evolution is, as the Plan advances over time.

SUBJECT MATTER: ANALYTICAL MEASURES AND INDICATORS	
ACTION Nº	1
ACTION	Break down gender and diversity data in all indicators currently in use: Training, Selection, etc. and add new indicators that are sensitive to gender and diversity.
NEED DETECTED	Need for more indicators of gender and diversity.
OBJETIIVE/S	Incorporate the transversely of the gender perspective and diversity (1)
TASKS TO CARRY OUT	Define a list of indicators to measure once a year and see the evolution.
PEOPLE ADDRESSED	All IBEC Staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T4 2017; T4 2018; T4 2019
INDICATORS	Those indicated in each action of the Plan, plus those new indicators that we add.

3.2 AWARENESS RAISING AND TRAINING

The present theme includes awareness-raising activities of gender and diversity issues, including the strengthening of knowledge and skills of people for commitment to gender and diversity management.

SUBJECT MATTER: AWARENESS RAISING AND TRAINING	
ACTIÓN Nº	2
ACTION	Cycle of talks on equality and inter-cultural diversity
NEED DETECTED	In the survey, 57% are in favors of greater awareness of equal opportunities from a perspective of gender and diversity. Manar, Calle de Concepción Arenal, 93, 08027 Barcelona
OBJECTIVE/S	Increase the visibility of female researchers (3) Improve communication and visibility of the gender and diversity aspects by encouraging training and sensitization in these matters in the field of research (4) Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation (5).
TASKS TO CARRY OUT	Networking session where women's experiences are shared, as a role model for young researchers In February of each year, organize an activity / course coinciding with women and science week
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T1 2018; T1 2019
INDICATORS	Number of people attending training Satisfaction with talks held.

SUBJECT MATTER: AWARENESS RAISING AND TRAINING

ACTION N°	3
ACTION	Specific training in matters of equality and diversity management, for both the Commission of Equality, and the Commission for the Prevention and Treatment of Harassment (COPTCA)
NEED DETECTED	The new members of the equality commission need to be trained in gender aspects, diversity and treatment of harassment.
OBJETIIVE/S	Improve communication and visibility of gender and diversity aspects by encouraging training and sensitization of these matters in the field of research (4).
TASKS TO CARRY OUT	Specific training in Agent of Equal Opportunities. Specific training in equality and diversity.
PEOPLE ADDRESSED	Generic training for all staff and mandatory for Members of the Equality Commission and the COPTCA
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T2 2017; T4 2017
INDICATORS	Satisfaction with course for Agent for Equality Satisfaction of the generic course for health and safety commission and gender and diversity commission

SUBJECT MATTER: AWARENESS RAISING AND TRAINING

ACTION N°	4
ACTION	Functional diversity: informative session on advantages of declaring a recognized disability.
NEED DETECTION	There are people unaware of the tax and employment benefits for declaring their disability.
OBJETIIVE/S	Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation (5).
TASKS TO CARRY OUT	Informative brochure about the benefits of declaring owns disability and support to facilitate to declare own's disability.
PEOPLE ADRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission of Equality and Diversity
TIMING / IMPLEMENTATION	T1 2018; T2 2019 Informative session. Annually send to IBEC RESEARCH
INDICATORS	Increase in the number of people declaring the disability.

SUBJECT MATTER: AWARENESS RAISING AND TRAINING	
ACTION N°	5
ACTION	Training of Diversity: Cross cultural training.
NEED DETECTED	Although a high percentage (70%) responded positively to the integration of new staff in IBEC, facilitating the integration of displaced or other nationality personnel is requested
OBJETIVE / S	Promote an inclusive culture where people connect with each other and encourage collaboration, flexibility and participation (5). Improve communication and visibility of aspects of gender and diversity, encouraging the training and sensitization of these matters in the field of research (4).
TASKS TO CARRY OUT	Specific Cross-cultural training course: it is a difficult task to interact with colleagues, with different organizations with values, beliefs and cultures different from us. This workshop will contribute to developing attitudes, abilities and knowledge to be successful in different work environments, in interactions with other units, groups and organizations; in short, participants will practice techniques to improve communication between different workplace cultures, roles, values and beliefs.
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission of Equality and Diversity
TIMING IMPLEMENTATION	T3 2017 and T3 2019
INDICATORS	Number of people attending the training Satisfaction with talks/training

SUBJECT MATTER: AWARENESS RAISING AND TRAINING

ACTION Nº	6
ACTION	Quarterly dissemination of content for the equality and diversity aspects for the IBEC community.
NEED DETECTED	For the diagnosis, answers in the survey conducted were made with reference to the micro-male chauvinisms in IBEC.
OBJETIVE / S	Improve the communication and visibility of gender and diversity aspects by promoting the training and sensitization of these matters in the field of research (4).
TASKS TO CARRY OUT	An informative bulletin on some aspects related to the balance between sexes, diversity, harassment, micro-male chauvinisms, inclusive language use or other aspects to raise awareness.
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	IBEC Commission for Equality and Diversity / Human Resources Unit
TIMING IMPLEMENTATION	Start T3 2017 and on a quarterly basis
INDICATORS	Number of news sheets issued per year

SUBJECT MATTER: AWARENESS RAISING AND TRAINING	
ACTION Nº	7
ACTION	Bring science closer to society and to young students and encouraging women to participate. Encourage STEM scientific vocations among young students.
NEED DETECTED	Need to attract female talent in the early stages
OBJETIVE / S	Increase visibility of female researchers (3). Eliminate barriers to women researchers' recruitment, selection and career development (6)
TASKS TO CARRY OUT	50% of internal researchers involved in outreach activities, such as the Programme "Crazy for Bioengineering" are women Parity between men and women among the students participating in programmes such as "Crazy for Bioengineering" For all internal trainers involved in outreach activities IBEC will provide informative/focus sessions about gender aspects in science and unbiased use of language that need to take into account.
PEOPLE ADDRESSED	Citizens, especially women students.
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity / Unit of communications
TIMING IMPLEMENTATION	T1 2018 ; T1 2019 Informative session T1 2018
INDICATORS	Number of women students attending the training programmes Number of women researchers participating in outreach activities Satisfaction with talks held; see if any of the students have enrolled in sciences studies

3.3 ENGAGING STAKEHOLDERS

The present theme involves the commitment of all IBEC interest groups in equality of opportunity and diversity. The IBEC interest groups are expanding and encompass all parts of the organization, units, research groups and entities related to IBEC. The purpose is to structurally embed equality of gender and diversity within our organization.

THEMATIC AREA: ENGAGING STAKEHOLDERS	
ACTION N°	8
ACTION	Improve the communication and diffusion of the new Plan and actions to increase awareness with a quarterly character (related to action 6).
NEED DETECTED	Involve the top decision-makers of IBEC. In the 3 open questions in the survey, the participants ask for and suggest more measures of communication and awareness and more visibility of these issues.
OBJETIVE / S	Incorporate the transversely of the gender and diversity perspective (1). Balance the gender composition in positions of responsibility and decision-making (2). Improve communication and visibility of gender and diversity aspects by encouraging training and sensitization of these matters in the field of research (4).
TASKS TO CARRY OUT	- Distribute the measures of the Plan to the IBEC community, giving them greater visibility - Approval by Board of Governors of internal operation in June 2017 - Approval by Board of Governors of the Plan of Diversity and Equality December 2017
PEOPLE ADDRESSED	All IBEC staff, entities related indirectly and directly to IBEC.
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	Board of Trustees: T2 and T4 2017 Diffusion quarterly
INDICATORS	Approval by IBEC's Board Trustees of the Internal Operating Guide and the new gender and diversity plan

SUBJECT MATTER: ENGAGING STAKEHOLDERS

ACTION Nº	9
ACTION	Informative campaign to Group Leaders in relation to substitutions for maternity, informing them of the advantages of hiring another person during this period.
NEED DETECTED	<p>Substitutions during maternity leave are practically non-existent in research. As a consequence when a person is on leave and is not replaced additional work may be generated for other members of the research group.</p> <p>In the meeting of the Commission of Equality in March 2017, GL are asked for their commitment to equality and diversity.</p>
OBJECTIVE / S	Incorporate the transversely of the gender and diversity perspective (1). Balance the gender composition in positions of responsibility and decision-making (2).
TASKS TO CARRY OUT	Informative session of % of cost to be saved in cases of replacement of the person in maternity. IBEC promises to hire another person during the period of maternity leave using the money that would be used for motherhood.
PEOPLE ADDRESSED	GL
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	T4 2017; T3 2018 (if annual news in the field)
INDICATORS	Number of substitutions during maternity in research groups

SUBJECT MATTER: ENGAGING STAKEHOLDERS

ACTION N°	10
ACTION	Hold a dialogue and establish strategic alliances with actors outside the IBEC to try to influence immigration policy and thus reduce the time necessary to obtain all the requirements for the VISA.
NEED DETECTED	<p>Reduce the incorporation processes at the center since some requirements greatly delay the process, such as the requirement for a Criminal Certificate from each country where the researcher has been in the last 5 years.</p> <p>In the survey, the participants ask to increase the presence of international research personnel.</p> <p>In our diagnosis, the distribution of staff, considering nationality, shows a majority presence of Spaniards (82%) as opposed to foreigners (18%).</p>
OBJETIVE / S	<p>Promote an inclusive culture where people connect with one another and foster collaboration, flexibility and participation (5).</p> <p>Incorporate the transversely of the gender perspective and diversity (1).</p>
TASKS TO CARRY OUT	<p>Strategic alliances with actors outside the IBEC (CERCA, AGAUR, BIST) in order to achieve improvements in immigration policies and processes (visa)</p> <p>Improve diffusion of incorporation procedures and be more efficient both with the newcomers as well as their supervisors.</p>
PEOPLE ADDRESSED	New foreign personnel of IBEC
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	T1 2018; continuous
INDICATORS	<p>Time of implementation of incorporations</p> <p>Number of strategic alliances</p>

SUBJECT MATTER: ENGAGING STAKEHOLDERS

ACTION N°	11
ACTION	<p>Collaborations with research organizations experts in equality of opportunity internationally recognized in the framework of participation in a project of institutional change financed by the EU, of the RRI SWAFS type (Science with and for society).</p> <p>Support research organizations with less experience in implementing plans of equality of opportunity in the framework of the SWAFS project).</p>
NEED DETECTED	<p>Will to share good practices in the framework of RRI & SWAFS.</p> <p>Alignment with the EU: Equality of opportunity is a priority in the European Research Area and an inter-sectorial issue in Horizon 2020.</p>
OBJETIVE / S	Incorporate the transversely of the gender and diversity perspective (1)
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T2 2017; T2 2018; T2 2019
INDICATORS	<p>Preparation and sending of SWAFS file for coordinator research</p> <p>Number of meetings with other institutions</p>

SUBJECT MATTER: ENGAGING STAKEHOLDERS	
ACTION N°	12
ACTION	Review the IBEC website to ensure inclusive use of language and images that show an inclusive environment at the gender and diversity level
NEED DETECTED	In the diagnosis, the use of non-inclusive language has been detected in the web and documents.
OBJETIVE / S	Incorporate the transversely of gender and diversity perspective (1); Increase the visibility of female researchers (3). Improve the communication and visibility of the gender and diversity aspects by promoting the training and sensitization of these matters in the field of research (4).
OBJECTIVES TO BE CARRIED OUT	Meeting with Communications Unit to detect use of inclusive language and images that are distributed Include IBEC values: respect, transparency, ... Periodic diffusion of the non-sexist language guide.
PEOPLE ADRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / Unit of Communications
TIMING IMPLEMENTATION	T4 2017; T3 2019
INDICATORS	Working meeting with the Communications Unit Annual diffusion of the language guide

SUBJECT MATTER: ENGAGING STAKEHOLDERS

ACTION N°	13
ACTION	Commitment to compliance with the legislation regarding the incorporation of people with Functional diversity, incorporating progressively alternative measures mentioned in the LGD/LISMI law for providers accredited as special centers
NEED DETECTED	In the 3 open questions in the survey, the participants ask for and suggest more measures of communication and sensitization as well as more visibility on issues of diversity.
OBJETIVE /S	Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation (5). Incorporate the transversely of the gender and diversity perspective (1).
TASKS TO CARRY OUT	Incorporate new accredited suppliers as a special center. Compliance with 2% of disabled people in staff
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit - IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T4 2017; T4 2018; T4 2019
INDICATORS	Budget of alternative measures adopted Compliance with LGD/LISMI legislation

SUBJECT AREA: ENGAGING STAKEHOLDERS

ACTION N°	14
ACTION	<p>Review the current system and protocol for the incorporation personnel of other nationalities</p> <p>Incorporate new aspects and measures that facilitate their rapid integration and adaptation.</p>
NEED DETECTED	<p>Although a high percentage (70%) responded positively to the integration of new staff</p> <p>in IBEC facilitating integration of the staff is requested.</p>
OBJETIVE /S	<p>Improve communication and visibility of aspects of gender and diversity encouraging training and sensitization of these matters in the field of research (4). Promote a culture of inclusion where people connect with each other and encourage collaboration, flexibility and participation (5).</p>
TASKS TO CARRY OUT	<p>More content for foreign personnel. Ex. IBEC provides information about English speaking doctors to improve the induction of foreign personnel.</p> <p>More information in the welcome folder on the Equality and Diversity Management Plan and actions implemented</p> <p>Study the possibility of Extend Spanish classes to PhDs, as currently only for GL, senior and postdocs (Ex. tandem, other institutions in the PCB environment)</p> <p>Create a satisfactory survey to collect opinions from newcomers</p>
PEOPLE ADDRESSED	All IBEC Staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T3 2017, continuous
INDICATORS	Satisfaction of newcomers

SUBJECT AREA: ENGAGING STAKEHOLDERS

ACTION Nº	15
ACTION	Program for women scientist within BIST community
NEED DETECTED	<p>Number of scientist women leaving their careers in science.</p> <p>Lack of support to women in their progression as scientist</p>
OBJETIVE /S	Increase the visibility of female researchers (3). Eliminate recruitment barriers, Selection and career development of female researchers (6).
TASKS TO CARRY OUT	<p>Two grants (400€/month for one year to BIST community) to support scientist mothers who want to pursue a scientific career.</p> <p>Round Table with women GL to share their expertise and perspective and open members to the BIST community.</p> <p>Professional coaching to support the career progression for a group of 12 scientist mothers within BIST community</p> <p>Networking activities</p>
PEOPLE ADDRESSED	Research positions at all career stages
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity / BIST
TIMING IMPLEMENTATION	<p>T4 2017 Round Table</p> <p>T4 2017 – T1 2018 Call for grants</p> <p>T1 2018 – Coaching</p> <p>New action to be implemented in 2018 – 2019</p>
INDICATORS	<p>Number of scientist mothers applying and granted</p> <p>Level of satisfaction of women participating in the coaching program</p>

3.4. INTEGRATING GENDER IN RESEARCH

In the present subject matter, the integration of the gender dimension in its feminine and masculine social and social and biological terms is intended in the sphere of research free of gender bias. Therefore, it is crucial that the knowledge created through education be transferred to future research. Critically examine the differences and inequalities of gender in research to avoid bias. Knowledge and awareness of diversity and gender in research.

SUBJECT MATTER: INTEGRATE GENDER IN RESEARCH	
ACTION Nº	16
ACTION	Diffusion and information, thus increasing the awareness of the importance of the aspects of sex and gender of the research carried out by the IBEC research groups
NEED DETECTED	Link the Plan with RRI Equality of opportunity is a priority in the European Research Area and an inter-sectorial question in Horizon 2020.
OBJETIVE /S	Reinforce the gender dimension in Research projects (7)
TASKS TO CARRY OUT	To send information about gender and diversity aspects and events in research. Exp. Disseminate studies from IBEC and outside
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission of Equality and Diversity
TIMING IMPLEMENTATION	T3 2018 and T3 2019
INDICATORS	Number of information sent per year

SUBJECT MATTER: INTEGRATE GENDER IN RESEARCH

ACTION Nº	17
ACTION	Training on the gender dimension of research in the scientific sphere of the IBEC
NEED DETECTED	<p>Link the Plan with RRI</p> <p>Equality of opportunity is a priority in the European Research Area and an inter-sectorial question in Horizon 2020.</p>
OBJECTIVE /S	Reinforce the gender dimension in research projects (7).
TASKS TO CARRY OUT	Training on the gender / sex dimension in research
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T3 2018
INDICATORS	<p>Level of satisfaction of the training</p> <p>Number of participants</p>

3.5. LEADERSHIP AND DECISION MAKING

In this subject matter, it is intended that the direction of the institution and its decision-making bodies be balanced in gender. Women and men must have the same access and balanced participation in leadership and decision-making structures (formal and informal). Decision-making in itself must be sensitive to gender.

SUBJECT MATTER: LEADERSHIP AND DECISION MAKING	
ACTION N°	18
ACTION	Increase the number of women in the International Scientific Committee (ISC)
NEED DETECTED	Low presence of women among the members of the ISC. A gender-balanced representation of its members
OBJETIVE /S	Balance gender composition in positions of responsibility and decision-making (2). Increase the visibility of female researchers (3).
OBJETIVES TO CARRY OUT	When there is a vacancy in the ISC or the number of members must be increased, promote the incorporation of women: objective to pass from 2 women from a total of 10 members of the current ISC, to a minimum objective of 4/10
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity / The Management
TIMING IMPLEMENTATION	T4 2018
INDICATORS	Number of the ISC

3.6. PREVENTION AND TREATMENT OF HARASSMENT AT WORK

The present subject matter is having knowledge of harassment protocols in workplaces. An area which fosters information, awareness of possible situations of harassment in the center.

SUBJECT MATTER: PREVENTION AND TREATMENT OF HARASSMENT AT WORK	
ACTION N°	19
ACTION	<p>Include in the obligatory training of the Health and Safety a section on prevention of sexual harassment</p> <p>or by reason of sex.</p> <p>Remember the location of the harassment protocol, of the internal guide.</p> <p>Establish new internal communicative actions to publicize the procedure.</p>
NEED DETECTED	<p>In the survey, 40% of the staff does not know the protocol for prevention and management of situations of harassment, so it is advisable to reinforce information about the existence of this protocol.</p>
OBJETIVE /S	<p>Incorporate the transversely of the gender and diversity perspective (1). Promote a culture of inclusion where people connect with each other and encourage collaboration, flexibility and participation (5).</p> <p>Improve the reconciliation of personal and working life (8)</p>
TASKS TO CARRY OUT	<p>Diffusion and information on the location of the IBEC sexual harassment protocol include in the health and safety regular training a new section devoted to harassment.</p>
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity / Health and safety Technician
TIMING IMPLEMENTATION	T3 2017 continuous in all informative meetings with newcomers
INDICATORS	<p>Include the harassment protocol in the welcome pack</p> <p>Number of reminders for the location of the protocol</p>

3.7. RECRUITMENT, SELECTION AND CAREER PROGRESSION

In the present subject matter, the aim is to guarantee the same opportunities for all to develop their scientific career. Measures must be taken to avoid and undermine the systematic and structural discrimination of women throughout their professional career in research. It is important, therefore, to critically review the processes of selection and existing procedures at all stages and amend bias when these occur.

The main objective of the IBEC is to increase the number of women who are underrepresented, as is the case in the positions of GL and post-docs.

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION	
ACTION N°	20
ACTION	Increase the number of women in positions of GL and post docs for the period 2017- 2019.
NEED DETECTED	Increase the presence of women in positions of responsibility. Increase representation of women in positions of GL and Post docs. Analyzing the positions of responsibility in the diagnosis, in the case of women at IBEC, we observe that the greatest representation is found in the support area, followed by the position of senior researcher, the areas susceptible to improvement being those of Group Leader and management. As responsibility increases (represented by labour categories) the distribution of gender is consolidated towards the masculine gender. In the case of GLs, we have 16% of women versus 84% of men. In the case of Postdocs, we have 36% of women versus 64% of men
OBJETIVE /S	Balance gender composition in decision-making positions (2). Increase the visibility of female researchers (3). Eliminate recruitment barriers, Selection and career development of female researchers (6).
TASKS TO CARRY OUT	GL: 3/20 al 2017 - 4/20 al 2018 - 5/20 al 2019 Post docs: 40% to 2017, 45% 2018 and 50% to 2019 Through the processes of selection of Post docs and GLs and the processes of internal promotions
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T4 2017; T4 2018; T4 2019

INDICATORS	Number of women researchers. Number of female candidates in each phase of the selection processes of GLs and Post docs.
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SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION	
ACTION N°	21
ACTION	Mentoring Programme, to promote women's networking, empowerment.
NEED DETECTED	IBEC is perceived as an institution that works for egalitarian promotion. However, several contributions suggest increasing female representativeness in higher positions. Promote greater leadership of women.
OBJETIVE /S	Balance gender composition in decision-making positions (2). Increase the visibility of female researchers (3). Eliminate recruitment barriers. Selection and career development of female researchers (6).
TASKS TO CARRY OUT	Creation and monitoring of the COFUND 2017 Mentoring programme for Postdocs. Networking session for women entrepreneurs / researchers with positions of responsibility to promote the empowerment of women researchers
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T2 2017 T3 2018
INDICATORS	Number of women participating in the Mentoring programme Satisfaction with the programme

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	22
ACTION	Apply a standard ratio of candidates who attend the final interview in the process of Junior GL and postdoc.
NEED DETECTED	Avoid any type of discrimination in the selection process for stereotypes or mental clichés. 18% perceive bias and 74% consider it important to avoid it (poll).
OBJETIVE /S	Balance gender composition in decision-making positions (2). Increase the visibility of female researchers (3). Eliminate recruitment barriers. Selection and career development of female researchers (6).
TASKS TO CARRY OUT	Stablish a ratio of 40% of the under-represented sex; who pass to final interviews for Junior GL and postdocs positions
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T1 2017 to T4 2019
INDICATORS	Number of Junior GL women who pass to shortlist (interview) in selection processes Number of Postdocs women who pass to shortlist (interview) in selection processes

SUBJECT MATTER : RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	23
ACTION	Equity in the selection panels (minimum 40% sex represented in a minority) in international calls like the International PhD Programme and the COFUND.
NEEDED DETECTED	Avoid any type of discrimination in the selection processes for stereotypes or mental clichés. 18% perceive bias and 74% consider it important to avoid it (poll).
OBJETIVE /S	Balance gender composition in decision-making positions (2). Increase the visibility of female researchers (3). Eliminate recruitment barriers. Selection and career development of female researchers (6).
TASK TO CARRY OUT	Ensure a gender equitable selection panel.
PEOPLE ADDRESSED	Selection panel
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	From T4 2017
INDICATORS	Equity in the selection panels for international calls (International PhD programme, Postdoc-Best programme, Master programme)

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	24
ACTION	Publish offers on other websites that are sensitive to gender and diversity. Offer vacancies in sources with facility of access for staff of other nationalities. As in Science for Refugees.
NEEDED DETECTED	<p>Need to increase the number of women and diversity in general in the process of selection</p> <p>Avoid any type of discrimination in the selection processes for stereotypes or mental clichés</p> <p>According to the survey, 18% perceived the existence of bias and 74% considered it important to avoid it.</p>
OBJETIVE /S	<p>Balance gender composition in decision-making positions (2).</p> <p>Increase the visibility of female researchers (3).</p> <p>Eliminate the barriers of recruitment, selection and career development of female researchers (6).</p>
TASK TO CARRY OUT	Encourage the publication of job offers on websites or selection platforms where support is provided to candidates of all nationalities, religions and cultures.
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T1/T2/T3/T4 2017 – 2018 – 2019
INDICATORS	<p>Number of selection announcements in EURAXESS-REFUGIEES and other websites /</p> <p>increase in the number of websites used</p>

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	25
ACTION	Design and implement a new selection portal for all processes (inspired by the international PhD Programme, Group Leader and COFUND). In this way, we move forward towards more open, transparent and merit-based selection.
NEEDED DETECTED	Avoid any type of discrimination in the selection processes for stereotypes or mental clichés. 18% perceive bias and 74% consider it important to avoid it (according to internal survey).
OBJETIVE /S	Eliminate the barriers of recruitment, selection and development of women's careers (6)
TASK TO CARRY OUT	Creation of new portal to capture selection profiles based on the OTMR policy. Blind CV without photographs or sex.
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	T4 2019
INDICATORS	Number of registrations to the new e-recruitment tool. Results of equal opportunities selection processes.

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	26
ACTION	Prepare a guide for the people involved in the selection
NEEDED DETECTED	<p>Promote equality of opportunity in the selection and avoid any type of discrimination in the selection processes</p> <p>In the survey, 18% perceived the existence of bias and 74% considered it important to avoid it.</p>
OBJETIVE /S	<p>Eliminate the barriers of recruitment, selection and career development for female researchers (6).</p>
TASK TO CARRY OUT	<p>Guide to selection for interviews, with a list of objective questions to use and another with questions to avoid (with reference to personal and potentially discriminatory character), following the references of the selection policy of the LIBRA project</p> <p>Diffusion of the CERCA video to all the IBEC selection panels.</p>
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	T3 2017
INDICATORS	Selection guide published in 2017

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	27
ACTION	Use non-distorted language in the selection ads using specific online tools
NEEDED DETECTED	<p>Promote equality of opportunity in the selection and avoid any type of discrimination in the selection processes.</p> <p>In the survey, 18% perceive bias and 74% consider it important to avoid it.</p>
OBJETIVE /S	<p>Eliminate the barriers of recruitment, selection and career development for female researchers (6).</p> <p>Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation (5)</p>
TASK TO CARRY OUT	<p>Use inclusive language in the selection ads.</p> <p>Encourage the use of the online tool (Text or KATMATFIELD) in other areas of the institution (Web)</p>
PEOPLE ADDRESSED	All the IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T1 2017
INDICATORS	Number of jobs advertisements where the online tool is used

SUBJECT MATTER: RECRUITMENT, SELECTION AND CAREER PROGRESSION

ACTION N°	28
ACTION	Training in selection, including the gender and diversity aspect for interviewers.
NEED DETECTED	<p>Promote equality of opportunity in selection and avoid any type of discrimination in the selection processes.</p> <p>In the survey, 18% perceive bias and 74% consider it important to avoid it.</p> <p>The aim is to guarantee the accomplishment of neutral and objective processes avoiding prejudices, stereotypes or mental clichés for reasons of gender, nationality, religion, etc.</p>
OBJETIVE /S	<p>Balance gender composition in decision-making positions (2).</p> <p>Increase the visibility of female researchers (3).</p> <p>Improve the communication and visibility of the gender and diversity aspects by promoting the training and sensitization of these matters in the field of research (4).</p> <p>Eliminate the barriers of recruitment, selection and career development for female researchers (6).</p>
TASK TO CARRY OUT	Training in selection for GLs and Senior Researchers.
PEOPLE ADDRESSED	Members of Selection Panel and interviewers.
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T4 2017 and T3 2019
INDICATORS	Number of participants in the training session

3.8. STRUCTURES AND RESOURCES TO SUPPORT DIVERSITY AND GENDER EQUALITY AT WORK

In the present subject matter, the aim is to create structures and resources to support equality of opportunity at work through work units, actions, procedures ... that aim to support structural change towards equality of opportunity and diversity through the work itself.

SUBJECT MATTER : STRUCTURES AND RESOURCES TO SUPPORT DIVERSITY AND GENDER EQUALITY WORK	
ACTION Nº	29
ACTION	Creation of the Commission for Equality and Diversity
NEED DETECTION	Need to have a team involved in the design and implementation of the Plan. The team has to be representative and equitable
OBJETIVE /S	Improve the communication and visibility of the gender and diversity aspects by promoting training and sensitization in these matters in the field of research (4).
TASK TO CARRY OUT	Creation of the Commission for Equality and Diversity. In specific sessions, new members can be added according to the need and motivation of volunteers. Ratify the commission or incorporate new members of the COPTA
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	Commission T1 2017 COPTA: T3 2017
INDICATORS	Creation of the commission New COPTA members

SUBJECT MATTER : STRUCTURES AND RESOURCES TO SUPPORT DIVERSITY AND GENDER EQUALITY AT WORK

ACTION N°	30
ACTION	<p>Search for agreements under development with universities for students.</p> <p>PhD or research collaborations to promote diversity in the center.</p>
NEED DETECTED	<p>Increase the presence of research staff from other nationalities. More international presence In our diagnosis, the distribution of staff taking into account nationality shows a majority presence of Spaniards (82%) as opposed to foreigners (18%).</p>
OBJETIVE /S	<p>Improve communication and visibility of gender and diversity aspects by encouraging training and sensitization of these matters in the field of research (4). Promote a culture of inclusion where people connect with each other and encourage collaboration, flexibility and participation (5).</p>
TASK TO CARRY OUT	<p>New collaborations with non-Spanish centers, such as conventions for students of Master / Degree / PhD / Postdoc and / or senior researchers with developing countries.</p>
PEOPLE ADDRESSED	All IBEC staff
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	T1 2018; T1 2019
INDICATORS	<p>Number of international agreements.</p> <p>Number of master students or predoctoral researchers from universities in developing countries</p>

SUBJECT MATTER: STRUCTURES AND RESOURCES TO SUPPORT DIVERSITY AND GENDER EQUALITY OF OPPORTUNITY WORK	
ACTION N°	31
ACTION	Dedicate a specific budget for the outsourced foreigner service (visa and residence and work permits) to improve the recruitment of talent and the incorporation with greater efficiency and efficacy
NEED DETECTED	Increase the presence of research staff of other nationalities. More international presence. In our diagnosis, the distribution of staff considering nationality shows a majority presence of Spaniards (82%) as opposed to foreigners (18%).
OBJETIVE /S	Improve communication and visibility of gender and diversity aspects by encouraging training and sensitization of these matters in the field of research (4). Promote a culture of inclusion where people connect with each other and encourage collaboration, flexibility and participation (5).
TASK TO CARRY OUT	Agreement / collaboration with external company for support in immigration processes. Assistance in meetings in aspects of immigration for the improvement of processes. Create an internal survey to collect level of satisfaction
PEOPLE ADDRESSED	Displaced staff of other nationalities.
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit
TIMING IMPLEMENTATION	From T1 2017
INDICATORS	Number of visa managed. Satisfaction of the foreign newcomers during the process.

3.9. WORK-LIFE BALANCE

In the present subject matter, the aim is to make the organizational culture and the conciliation of personal and work life key factors that contribute to creating a favorable environment for both women and men with careers in research. This subject matter encompasses all aspects that promote a work environment conducive to equality in the development of their professional and personal career.

SUBJECT MATTER: WORK-LIFE BALANCE	
ACTION N°	32
ACTION	Create and develop the concept "IBEC VITAL" that consists in promoting and promoting healthy habits for all staff.
NEED DETECTED	To the open question from the survey where we asked participants to make suggestions for improvement, 14 of the 39 suggestions were in matters related to reconciliation of personal and family life. IBEC wants to promote a healthy environment that has repercussions of greater staff satisfaction.
OBJETIVE /S	Improve the reconciliation of personal and working life (8) Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation (5)
TASK TO CARRY OUT	Organize Workshops with healthy habits (Boost healthcare from an integral point of view with the adoption of a healthy lifestyle). Workshops on: Yoga, Nutrition, Mindfulness, ...
PEOPLE ADDRESSED	All the staff of the IBEC
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity / Communications Unit
TIMING IMPLEMENTATION	From T3 2017
INDICATORS	Number of actions implemented within the concept IBEC VITAL. Degree of satisfaction and participation in the workshops

SUBJECT MATTER: WORK-LIFE BALANCE

ACTION Nº	33
ACTION	Improve the management of time and management of the emotions of IBEC staff for better conciliation
NEED DETECTED	To the open question from the survey where the participants were asked about suggestions for improvement, 14 of the 39 suggestions were issues of reconciling personal and family life.
OBJETIVE /S	<p>Improve the reconciliation of personal and working life (8)</p> <p>Improve communication and visibility of the gender and diversity aspects by encouraging training and sensitization of these matters in the field of research (4)</p>
TASK TO CARRY OUT	<p>Disseminate a Decalogue of effective meetings to raise awareness in conciliation.</p> <p>Training in emotional intelligence</p> <p>Training in Time Management</p>
PEOPLE ADDRESSED	All the staff of IBEC
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / IBEC Commission for Equality and Diversity
TIMING IMPLEMENTATION	T2 2018 – T4 2018
INDICATORS	Degree of satisfaction in the training sessions

SUBJECT MATTER: WORK-LIFE BALANCE

ACTION N°	34
ACTION	Expand the operating guide with new reconciliation improvements.
NEED DETECTED	The conciliation measures developed by IBEC are satisfactorily received by 35%, although 32% are neutral and 25% are little satisfied. Incorporate new measures that favors conciliation are contributions made by the staff.
OBJETIVE /S	Incorporate the transversely of the gender perspective and diversity (1) Improve the reconciliation of personal and working life (8)
TASK TO CARRY OUT	Upgrade of the Internal Operating Guide by introducing improvements related to conciliation such as time flexibility or teleworking.
PEOPLE ADDRESSED	All the staff of IBEC
RESPONSIBLE FOR IMPLEMENTATION	Human Resources Unit / Management
TIMING IMPLEMENTATION	T2 2017
INDICATORS	Number of new improvements in the internal guide