



Institute for Bioengineering of Catalonia



Equal opportunities and diversity management Plan

2020-2023

Created by IBEC's Gender and Diversity Commission

Date: 06/2020

Approved by the Board of trustees on 07/2020

Table of Contents

Directorate’s commitment Letter	4
Gender and Diversity Commission	5
Process of elaboration Gender & Diversity Plan 2020 – 2023	6
Plan for equal opportunities and diversity	7
Mission and Objectives of the 3 rd Plan	7
Overview thematic Areas of the plan	8
Overview of the 10 Areas and its associated actions	9
Key Area 1: Awareness Raising & Training	10
Key Area 2: Health & Work-Life Balance	13
Key Area 3: Recruitment, Selection, Career progression and access to decision making .	15
Area 4: Communication and inclusive language	19
Area 5: Gender in Research	20
Area 6: Gender Pay Gap	21
Area 7: Inclusion	22
Area 8: Prevention and Treatment of Harassment	23
Area 9: Monitoring & Evaluation	24
Area 10: Engage stakeholders to transform culture, behaviour and attitudes	25

Directorate's commitment Letter

Dear colleagues,

we are pleased to present you the third IBEC Plan of equal opportunities and diversity management. This new Plan has been defined thanks to the experience that we have accumulated with the previous two Plans; the analysis of the current situation keeping in mind indicators of evolution; the feedback from the IBEC community through the survey carried out in January 2020; and the work and effort of the new commission of equality and diversity. The commission is in charge of the design, implementation and pursuit of the Plan and it is composed by a diverse group of Ibec members from different nationalities, both from the research and support areas, with representation of the Works Council and with different levels of responsibility inside the Institute.

With this new Plan IBEC aims to achieve a structural change in the sense of Gender Mainstreaming, so that the consideration for gender and diversity issues are present in all areas of IBEC.

We are aware that IBEC cannot reach its full potential unless it benefits from the talents of all. That is why the philosophy guiding the Plan is that inclusion does not mean trying to fix or change individuals, but rather fix or change the Institution by recognizing people's differences thus making people feel integrated.

The Plan and its 35 actions reflect IBEC's commitment to advance in gender equality; increase the inclusion of all diversities; advance towards a beneficial work-life balance; prepare women for the advancement of their careers; attract women and diverse profiles of researchers to decision making positions and foster the incorporation of the gender perspectives in research, to highlight some of the main objectives. The Plan will make available gender and diversity-sensitive statistical information through staff surveys and other tools. This information will be used for measure assessment and follow-up.

The Plan is part of the measures implemented in the Human Resources Strategy for researchers (HRS4R) and is supported by the grant Centros de Excelencia Severo Ochoa (CEX2018-000789-S).

We count on the participation and commitment from all IBEC members, in particular from those in senior roles, to make our Institute advance in gender equality and where there is no discrimination of any type.

Josep Samitier and David Badia
Director and Managing Director

Gender and Diversity Commission

At the end of 2019, a new Gender and Diversity Commission was established. Its Mission is to involve the whole IBEC community in the next steps towards becoming a more equal and diverse organization through the Gender & Diversity Plan 2020 – 2023.

The commission aims at advancing and promoting gender equality, diversity and inclusion at IBEC. Its philosophy is that inclusion does not mean trying to fix or change individuals, but rather fix or change the Institution by recognizing people's differences thus making people feel integrated.

The G&D Plan will be successful when structural change is achieved, in the sense of Gender Mainstreaming, so that the consideration for gender & diversity is present in all areas of IBEC.

Name and Surname	Professional Position	Gender
Benedetta Bolognesi	Junior Group Leader	Female
Rafael Mestre	Predoctoral researcher	Male
Ariadna Marín	Predoctoral researcher	Female
Marija Matejic	Postdoctoral researcher	Female
Amélie Godeau	Postdoctoral researcher	Female
Teresa Sanchis	Head Strategic Initiatives	Female
Leone Rossetti	Postdoctoral researcher & Works Council member	Male
Carol Marí	Head of HR	Female
Anke Kleff	Senior HR Officer	Female
David Badía	Managing Director	Male

The Gender & Diversity Commission oversees developing the present G&D Plan and will guide IBEC's actions in this field throughout the whole duration of the present plan, until the December 2023.

As IBEC members come from different Research Groups / Areas and career stages they will act as change agents promoting the participation and inclusion of different perspectives and experiences.

The present G & D plan constitutes only a part of the actions that we will implement. As Gender Mainstreaming involves constant learning loops, we will constantly update and add new, disruptive measures that go beyond the current state-of-the-art in gender & diversity policies at IBEC.

Process of elaboration Gender & Diversity Plan 2020 – 2023

The drafting of the present plan has been carried out following the phases detailed below:

1. Gender and diversity equality audit. The process included the gathering of both quantitative and qualitative data. The gender equality audit includes the analysis of the status quo of gender equality and diversity at IBEC and provides the empirical basis for identifying relevant gender imbalances or discrimination. A detailed description of the quantitative and qualitative data collection is included in the diagnosis chapter of this plan.

2. Definition of strategic axes and definition of the I-O-O-I Model of the plan. Following the analysis of the data obtained through the audit, the commission decided on key areas to focus on and defined the impact that should be achieved through the implementation of the current plan. Once the desired organizational impact was decided, in the next steps we decided on the corresponding actions, outcomes and outputs. As inputs for the proposal of concrete actions to be included the following aspects were taken into consideration:

- The areas described in the Gear Toolbox (EIGE)
- The Practical guide for the diagnosis of equality of women and men in companies and organizations) by the Generalitat of Catalunya.
- The strategic objectives and actions defined in IBEC's 2nd Gender & Diversity Plan
- The areas of improvement detected in the analysis of results of the Gender and Diversity Survey 2020.

Important areas described in these documents were clustered into thematical axes and formulated into the strategic impacts for IBECs 3rd G & D Plan. For each of these impacts an objective was formulated to guide the process of designing the corresponding actions.

3. Elaboration of the Plan. This step consisted of the drawing up of a first draft of the Plan. As described above, the design of the plan was centred around the strategic impact that we are planning to achieve through its implementation. The draft came out after various consultations with different key stakeholders and included analysis, actions as well as the definition of the monitoring and evaluation framework.

4. Final review and validation: Approval of the final draft by the Gender and Diversity Commission, Works Council and the Directorate of IBEC.

Plan for equal opportunities and diversity

The present Plan constitutes a part of the actions that will be implemented. As Gender Mainstreaming involves constant learning loops, we will regularly update and add new, disruptive measures that go beyond the current state-of-the-art in gender & diversity policies at IBEC.

Mission and Objectives of the 3rd Plan

With this new Plan IBEC aims to achieve a structural change in the sense of Gender Mainstreaming, so that the consideration for gender & diversity issues is present in all areas of IBEC.

The philosophy guiding the Plan is that inclusion does not mean trying to fix or change individuals, but rather fix or change the Institution by recognizing people's differences thus making people feel integrated.

The objectives for the present plan are the following:

1. Increase IBEC's commitment to inclusion and equal opportunities through raising awareness of topics such as gender bias and stereotypes.
2. Help to advance towards a beneficial work-life balance for everyone with a special focus on parents and other caretakers of all genders.
3. Prepare women for the advancement of their careers, at IBEC or other institutions. Thus, reduce the leaky pipeline and scissor figure dynamic.
4. Attract women and diverse profiles of researchers to decision making positions such as the Group Leaders.
5. Incorporate gender perspectives in research
6. Include the gender and diversity perspective into how we define performance and success at IBEC
7. Connect IBEC's culture to gender, diversity and LGBTBI actors in society so that the Institute's culture reflects cultural changes and achievements.
8. Stay updated and make sure our gender and diversity actions are going through a constant learning and feedback process.

Overview thematic Areas of the plan

The present plan is divided into 10 thematic areas:

Areas 1-3 have been identified as Key Areas after the process of diagnosis.

Areas 9-10 are transversal topics that affect all areas of the plan.

Key Area 1: **Awareness Raising & Training**

Key Area 2: **Health & Work-Life-Balance**

Key Area 3: **Recruitment, Selection and Career Progression and access to decision making**

Area 4: **Communication and inclusive language**

Area 5: **Gender in Research**

Area 6: **Gender Pay Gap**

Area 7: **Inclusion - Structures and recourses to support diversity and gender equality at work**

Area 8: **Prevention and Treatment of Harassment**

Transversal Area 9: **Monitoring & Evaluation**

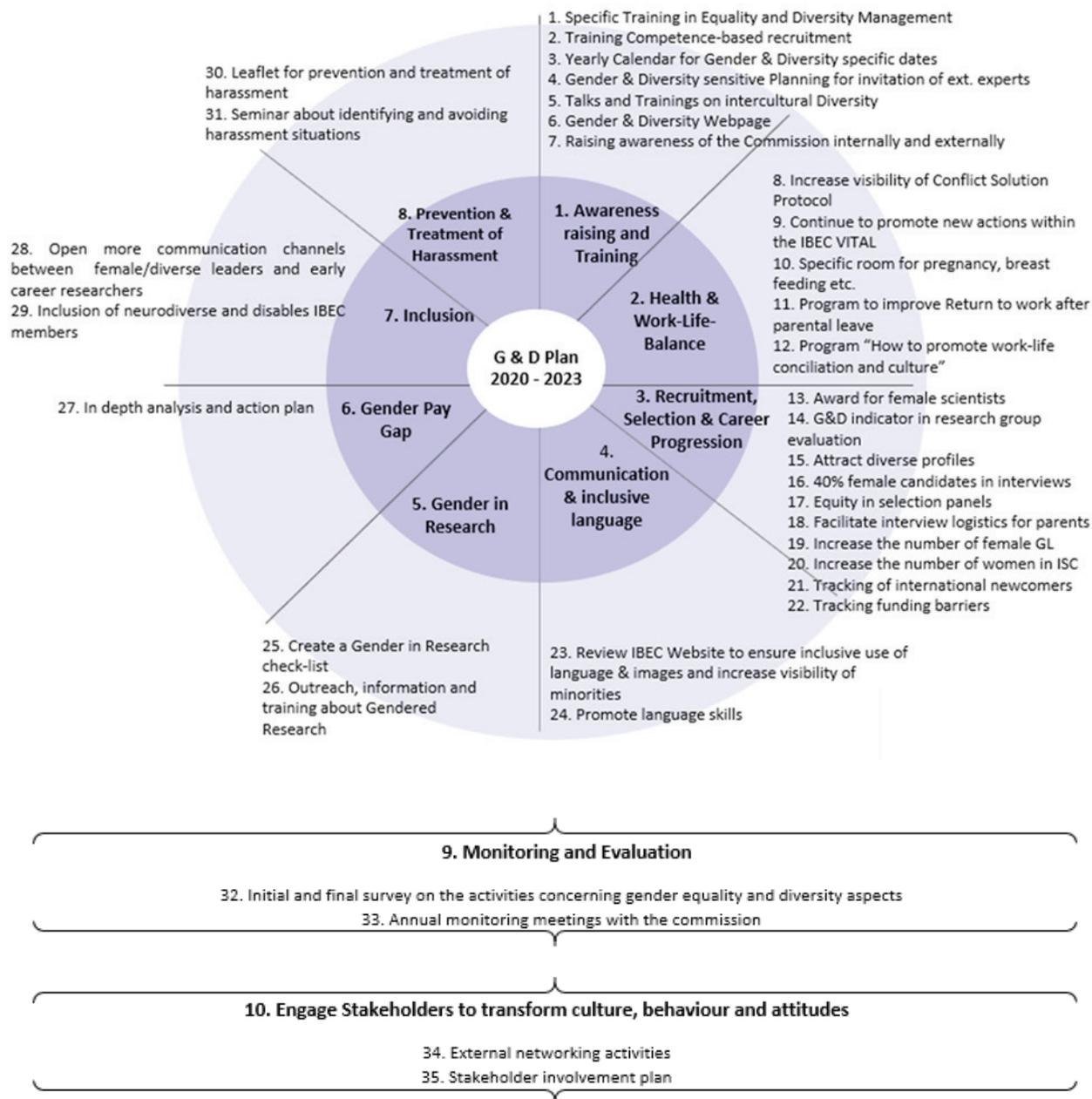
Transversal Area 10: **Engage stakeholders to transform culture, behaviour and attitudes**

Thematic Areas Gender & Diversity Plan

Awareness Raising and Training		Health & Work-life balance		Recruitment	
Communication and inclusive language	Gender in Research	Gender Pay Gap	Inclusion	Prevention and Treatment of Harassment	
Monitoring and Evaluation					

Engage stakeholders to transform culture, behavior and attitudes

Overview of the 10 Areas and its associated actions



Key Area 1: Awareness Raising & Training

Expected impact: As a community, share a common understanding and sensitivity on gender and diversity issues by strengthening the knowledge and skills of our staff and thus increasing their commitment to gender and diversity equality. In this sense, “Gender Mainstreaming” is expected to the gender perspective into all strategic aspects of the organization.

Action 1	Specific Training in Equality and Diversity Management
Output	Training Session given
Outcome	Improved skills on Equality and Diversity Management for a broader collective
Indicator	Training given / Number of participants
Implementation	2020 (T4), 2021 (T2)
Responsibility	G&D Commission

Action 2	Training in Competency-Based Recruitment with focus on gender & diversity sensitivity
Output	Annual Training Session given
Outcome	Increase awareness of Gender & Diversity awareness in recruitment processes / Increased number of interviews held with the use of the methodology
Indicator	Training given / % of Interviews held with the use of the methodology
Implementation	Yearly T3
Responsibility	G&D Commission / HR

Action 3	Agree upon a yearly calendar for Gender & Diversity specific dates. Celebrate historic and current achievements and Gender & Diversity related events
Output	Yearly calendar published
Outcome	Increased number of publications and events regarding Gender & Diversity specific dates
Indicator	Annual calendar publication / Number of events
Implementation	Yearly T4
Responsibility	G&D Commission / Communication

Action 4	Gender & diversity sensitive planning for the invitations of external experts. Study and improve IBEC's yearly planning of seminars from a gender & diversity perspective
Output	Gender and Diversity sensitive annual planification of invitation for external experts
Outcome	Improved presence (%) of female and diverse experts
Indicator	% of female external experts invited
Implementation	Yearly T4
Responsibility	G&D Commission / Strategic Initiatives / Communication

Action 5	Talks and Trainings on intercultural diversity
Output	Biannual Trainings "Cross-cultural Communication" given
Outcome	Raised awareness regarding inclusion at IBEC
Indicator	Trainings given / Number of participants
Implementation	2021 (T3) / 2023 (T3)
Responsibility	G&D Commission / HR / Strategic Initiatives / Communication

Action 6	Create a devoted Gender & Diversity Webpage Located on IBECNET with the following features: Blog Dissemination and information about LGBT+ issues and statistics All publications regarding the plan: calendar, actions, monitoring, etc When needed, participatory planning through quick polls to prioritize actions
Output	Website created / Blog entries from IBEC members / Increased stakeholder participation
Outcome	Improved communication and diffusion of the New Plan
Indicator	Website created / Number of blog entries / Number of visits /
Implementation	2020 (T4) / 2021 (T1)
Responsibility	G&D Commission / Communication

Action 7	Raising awareness of the Gender and Diversity Commission as well as gender equality and diversity aspects Prepare a power point presentation “Gender & Diversity Commission in a Nutshell to all IBEC members
Output	IBEC includes in their presentation a short introduction to gender commitment and presents the Commission at the Symposium. Informative posters are hanged out in visible locations related to gender equality & diversity
Outcome	Increased visibility of the commission and about gender equality and diversity.
Indicator	Number of presentations and informative Posters that include statement regarding gender commitment
Implementation	Yearly (T4)
Responsibility	G&D Commission / Communication

Key Area 2: Health & Work-Life Balance

Expected impact: Create an organizational culture that contributes to the conciliation of personal and work life for the IBEC community. Promote the equality of conditions in career progression.

Action 8	Increase visibility of the IBEC Conflict Solution Protocol
Output	Explain IBEC conflict solutions protocol in stakeholder meetings (PhD meetings, Postdoc meetings) and Welcome Session for newcomers
Outcome	Increase awareness of IBEC conflict solutions / Increase number of conflicts solved via the protocol
Indicator	Welcome Session include presentation of conflict solutions offer / %of IBEC members aware of conflict solutions offer (final survey)
Implementation	Continuous
Responsibility	G&D Commission / HR

Action 9	Continue to promote new actions within the IBEC VITAL to promote healthy habits
Output	Increased number of actions in the IBEC VITAL portfolio
Outcome	Improved wellbeing of IBEC community, increased perception that IBEC cares for the wellbeing
Indicator	Number of new actions included in the portfolio / Dissemination actions
Implementation	continuous
Responsibility	G&D Commission

Action 10	Specific room for pregnancy, breast feeding and other uses at PCB Evaluate a join action with other institutions at PCB (IRB, IBEC, CSIC and CNAG)
Output	Rental agreement signed with PCB
Outcome	improved evaluation of return after parental leave
Indicator	Agreement signed / improved evaluation in comparison with Survey 2020
Implementation	2022
Responsibility	G&D Commission/ Directorate

Action 11	<p>Programme to Improve Return to Work after parental leave Facilitate support more proactively & inform of the possibilities of part-time return Flexibility in the incorporation date for women after maternity Monitoring: Follow up (statistics) Promote shared parental leave and gender equity at home Provide the possibility for parents to put their kids in a kindergarten nearby PCB Info-campaign for GL about advantages of covering positions during parental leave</p>
Output	Improved availability of information regarding options for parents / Improved data available
Outcome	improved perception of the return after parental leave / Change culture for families
Indicator	Improve the culture of conciliation / improved evaluation of return after parental leave in comparison with Survey 2020
Implementation	Continuous on from 2021
Responsibility	G&D Commission

Action 12	<p>Programme “How to promote work-life conciliation & culture and manage stress” Work-Life balance discussion groups based on mutual interests (Predocs, postdocs, GL, administration, technical staff etc) Include new actions in the internal procedures guide, such as the right to digital disconnection Guide of best practices for supervisors to promote WLB (including aspects of telework and of flexibility) Workshop on how to manage and compensate stress</p>
Output	Focus Groups held / new actions included in the procedures guide / Guide for Best Practises distributed to GL
Outcome	Improved evaluation of Work-Life-Balance in comparison with Survey 2020
Indicator	Number of Focus Groups & participants / Improved evaluation of Work-Life-Balance in comparison with Survey 2020
Implementation	Yearly T1 & T2
Responsibility	G&D Commission

Key Area 3: Recruitment, Selection, Career progression and access to decision making

Expected impact: Attract women and diverse profile researchers to GL positions and to decision making positions. By doing so, we will reduce the Leaky Pipeline and ultimately the dynamic described by the Scissor figure

Action 13	Study the possibility to establish a biannual Award for women scientists together with other international Institutions Together with TU Eindhoven or at BIST or CERCA level / An award for women researchers in recognition of significant contribution
Output	Award programme approved and implemented. Organization of an award event.
Outcome	Visibility and sustainable networking; recognition; career progression
Indicator	Award programme approved and implemented
Implementation	2022
Responsibility	Communication, HR, Strategic Initiatives

Action 14	Include gender & diversity/internationalization qualitative indicator in research groups self-evaluation report Phase 1: Junior GL Phase 2: all GL Aim: Qualitative indicator which aim to create awareness considering the GL contribution to diversity, not only research Impact.
Output	Gender & diversity qualitative indicator approved and included in the self-evaluation report for the GL evaluation at ISC level
Outcome	Improved contribution of GL to gender & diversity issues /
Indicator	Gender indicator implemented and monitored
Implementation	2020 (T3): junior GL / 2021 (T3): include all GL
Responsibility	G & D Commission

Action 15	Attract diverse profiles Gender sensitive job publishing / Gender & Diversity quotations in the Research Group Webpages
Output	Gender sensitive job publishing / Talent attraction
Outcome	More female & diverse candidates
Indicator	% of job adds revised / % of Research Groups that include quotation / % female candidates / use of gender decoder software
Implementation	continuous
Responsibility	G & D Commission

Action 16	Ratio of 40% women candidates in the interview phase
Output	Gender sensitive recruitment process
Outcome	More female candidates
Indicator	% of women who pass to interview-shortlist in selection processes
Implementation	continuous
Responsibility	G & D Commission / OTMR policies

Action 17	Equity in the selection panels For Junior GL, Senior Researcher & Postdoc positions
Output	Gender sensitive recruitment process
Outcome	Improved objectivity of recruitment process
Indicator	Equity in the selection panels: Junior GL, Senior Researcher & Postdoc
Implementation	continuous
Responsibility	G & D Commission / OTMR policies

Action 18	Facilitate interview logistics for parents Candidates who travel to job interview with child of less than 18 months will get aid for childcare
Output	Gender sensitive recruitment process
Outcome	Attract female candidates
Indicator	Support programme approved
Implementation	On from 2021 (T2)
Responsibility	G & D Commission / OTMR policies

Action 19	Continue to increase the number of women GL
Output	Reduced Scissor Dynamic
Outcome	Improved access to decision making, increased diversity
Indicator	minimum of 30% female GL / Postdocs continue with the minimum of 50% female
Implementation	continuous
Responsibility	G & D Commission

Action 20	Increase the number of women in ISC (International Scientific Committee)
Output	Reduced Scissor Dynamic
Outcome	Improved access to decision making, increased diversity
Indicator	2022: 33% female members (from 25% female members in July 2020) 2023: 42% female members Achievability of objectives linked to rotation in the ISC group
Implementation	continuous
Responsibility	G & D Commission

Action 21	Tracking of international newcomers at IBEC
Output	Visibility of diversity
Outcome	Increase visibility of diversity at IBEC
Indicator	Annual report available
Implementation	Yearly (T4)
Responsibility	G & D Commission

Action 22	Tracking Funding barriers for female applicants
Output	Data collection regarding barriers and needs for female Funding Applicants
Outcome	Structural support for female funding applicants
Indicator	% female funding applications / % of granted female applicants / Tacking of women that are first authors of publications
Implementation	Yearly (T4) on from 2021
Responsibility	G & D Commission

Area 4: Communication and inclusive language

Expected impact: use a common language that includes all IBEC members and remove language barriers at our international institution

Action 23	Review the IBEC website to ensure inclusive use of language and images and increase visibility of minorities
Output	Annual working meeting with the IBEC communications unit
Outcome	All Ibec communications use inclusive language
Indicator	Working meeting with the IBEC communications unit held
Implementation	Yearly (T2)
Responsibility	G & D Commission / Communication

Action 24	Promote language skills provide more information on official language programmes (Generalitat) create language tandems programme to organize tandems depending on languages offered / requested
Output	Language tandem programme created / Visibility of official programmes
Outcome	Foster mutual understanding in the IBEC community
Indicator	Language tandem programme organized / Number of participants
Implementation	Twice a year in March and October
Responsibility	HR

Area 5: Gender in Research

Expected impact: create awareness and knowledge reading gendered research and make sure that IBEC takes the gender perspective into consideration when evaluating research projects

Action 25	Create a Gender Dimension in Research check list Ensure that all funded projects at IBEC fill in the check list and prepare measures to fill in the missing parts
Output	Creation and approval of the checklist / Implementation of the checklist
Outcome	Gender perspective is included in the research that is performed at IBEC
Indicator	Check list approved / Number of projects audited by the checklist
Implementation	continuous
Responsibility	G & D Commission / Strategic Initiatives

Action 26	Outreach, information and training about Gendered Research
Output	Annual Training Session given
Outcome	Raise awareness of the importance of the gender perspective in research
Indicator	Number of participants / Evaluation of the training
Implementation	Yearly (T2)
Responsibility	G & D Commission / HR

Area 6: Gender Pay Gap

Expected impact: by including this new area to the plan, we aim on gaining insight regarding a possible Gender Pay Gap and promoting the approval of an action plan if necessary

Action 27	In depth analysis and action plan. Including diverse dimensions, such as part-time work and fellowships
Output	Data Analysis and Action plan / Approval by the directorate
Outcome	Understand and correct any Gender Pay Gap, if necessary
Indicator	Analysis and Action plan / Approval by the directorate
Implementation	Analysis: 2021 (T3) / Action plan: 2022
Responsibility	G & D Commission / HR

Area 7: Inclusion – Structures and recourses to support diversity and gender equality at work

Expected impact: to create an inclusive organization with diverse role models for researchers where all identities are valued.

Action 28	<p>Open more communication channels between female/diverse leaders and early career researchers</p> <p>Events, talks about Female Scientists, including experiences on how they manage conciliation Explain the life of a female GL at IBEC, foster diverse role models Newsletter: communication and interviews with women / diverse Group Leaders Peer Mentoring for female PIs</p>
Output	Events organized
Outcome	Role models are identified, internal networking is improved within researchers at different levels
Indicator	Number of actions organized
Implementation	Continuous on from 2021
Responsibility	G & D Commission / HR

Action 29	<p>Inclusion of neurodiverse and disabled IBEC members</p> <p>LGD 2% inclusion Informative session on advantages of declaring a recognized disability, Collaboration with Eurofirms in events that foster inclusion Inform on and implement measures to avoid ableism in academia</p>
Output	Compliance with LGD legislation / Events organized
Outcome	increase diverse employees at IBEC / improved visibility
Indicator	Compliance with LGD legislation, including alternative activities
Implementation	continuous
Responsibility	G & D Commission / HR

Area 8: Prevention and Treatment of Harassment

Expected impact: to reduce the harassment and microaggressions at IBEC to zero and make sure the especially vulnerable collectives are protected and aware of their rights.

Action 30	Leaflet for prevention and treatment of harassment
Output	Leaflet created, distributed and disseminated
Outcome	increase awareness of harassment and employees right
Indicator	Leaflet approved
Implementation	2021 (T1)
Responsibility	G & D Commission / HR

Action 31	Seminar about identifying and avoiding harassment situations
Output	Seminar given
Outcome	increase awareness of harassment and employees right
Indicator	Number of participants Evaluation of the seminar
Implementation	2021 (T1) – connected to the publication of the leaflet (see action 30)
Responsibility	G & D Commission / HR

Area 9: Monitoring & Evaluation

Expected impact: continuous monitoring and evaluation will allow the commission to involve stakeholders and take corrective actions if necessary

Action 32	Initial and final survey on the activities concerning gender equality and add diversity aspects Additional Ad-hoc surveys for specific areas will be defined on demand
Output	Surveys conducted
Outcome	Feedback regarding outcome / output of the actions
Indicator	Initial and final surveys conducted
Implementation	Initial survey 2020 (T1) / final survey 2023 (T3)
Responsibility	G & D Commission

Action 33	Annual monitoring and regular meetings with Commission Impact for the main 3 areas with the methodology (IOOI) will be analysed at the middle and at the end of the Plan.
Output	Yearly Monitoring report. Meetings with the commission to analyse and decide if changes are needed
Outcome	Feedback regarding outcome. Corrective actions decided and implemented.
Indicator	Meetings held.
Implementation	Yearly (T1)
Responsibility	G & D Commission

Area 10: Engage stakeholders to transform culture, behaviour and attitudes

Expected impact: create ownership for the different stakeholders that are involved in fostering structural change at IBE

Action 34	External networking activities More collaboration local organizations, such as Barcelona Activa and Barcelona Global Exchange of experiences with ACT CoP Institutions Collaborations with SOMMA, BIST Collaboration and support with research organizations experts in equality of opportunity Women in Africa Programme
Output	Co-organized activities / increased external network
Outcome	Gain knowledge and share best practises
Indicator	Number of co-organized activities / Number of new network partners
Implementation	On from 2021 continuous
Responsibility	G & D Commission

Action 35	Stakeholder involvement plan Definition of specific actions and information for: Directorate / Group Leaders and Heads / Workers Council / Ibec community (Research & Support) / Charter & Code Commission / PhD Committee / Anti-Harassment Committee / Postdoc Committee
Output	Stakeholder involvement plan by group. Specific actions for groups
Outcome	Create ownership and involvement
Indicator	Number of group-specific activities
Implementation	2020 (T3), 2021-2023 (T1)
Responsibility	G & D Commission



Institute for Bioengineering of Catalonia