

Equal Opportunities and Diversity Management Plan

2014-2016



INSTITUT DE BIOENGINYERIA DE CATALUNYA (IBEC)

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1. Introduction

One of the founding goals of the Institute for Bioengineering of Catalonia (IBEC) is to carry out top-class research in the fields of bioengineering and nanomedicine in order to become a benchmark international centre, with the aim of achieving scientific and technological excellence at the highest level in these fields. Its specific goals include, among others, creating a research centre, fostering training and incentivising the industrial sector in the bioengineering field in the broadest possible sense, taking in cellular biotechnology, nanobiotechnology, bioelectronics, biomaterials and tissue engineering, robotics and biomedical imaging and biomedical signals and instrumentation.

IBEC was founded in 2005 by the Departments of Innovation, Universities and Enterprise and Health of the Government of Catalonia; by the University of Barcelona (UB) and by the Technical University of Catalonia (UPC). Today, relations between IBEC, the UB and the UPC are governed by a framework agreement signed in 2008.

The institute currently has 16 research groups and 250 researchers and staff, over 30% of them from other countries. IBEC works in an inter-disciplinary environment with researchers from different fields such as biology, chemistry, physics, medicine and engineering.

Since IBEC was set up it has continued to evolve in order to seek an equal gender balance at all levels of the organisation, including those with the greatest responsibility. IBEC has gradually implemented measures to foster the inclusion of staff from all the diverse backgrounds of which it is made up. In 2012 IBEC signed up to the principles set forth in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Among other things, these reinforce the principles of diversity and gender equality.

The European Commission considers that, "Without gender equality in science and without a better use of the human resources available, scientific excellence will never be truly achieved within the European Research Area," (Gender Action Plans: a Compendium of Good Practices; European Commission, 12/2005). IBEC is in complete agreement with this declaration and consequently fosters implementation of this equal opportunities and diversity management plan in order to bring about a work environment in which everybody feels respected and valued and where a culture of inclusion is promoted so that people can connect with one another and cooperation, flexibility and participation are fostered.

At IBEC we understand diversity as a compendium of features which may be visible, like sex, race, language, age or disability, or internal, like religion, beliefs, culture or sexual orientation, or circumstantial, like marital status, family structure or economic conditions. But people's dignity takes priority and comes above such visible features or circumstantial aspects.

Among all these features differentiating between people, the most obvious is being a man or a woman, and these two ways of being a person involve two ways of seeing things, and therefore two ways of deciding and acting. IBEC wishes to incorporate both these complementary points of view into its decision-making and day-to-day management.

"Les 6 'i' de la igualtat", the 6-point method published by the department of employment of the Catalan government, was the method used to analyse and incorporate the gender perspective.

The plan is structured as follows:

- Diagnosis
- Determining which stakeholders will play a part in creating the plan: working team and equality and diversity committee
- Implementing the plan
- Setting its objectives
- Plan of action with steps to be taken
- Assessment and follow-up.

Finally, the scope of application of the plan is the whole staff of IBEC, though some measures may be identified which can only be applied to personnel employed by IBEC as those employed by other institutions are governed by the latter in work terms.

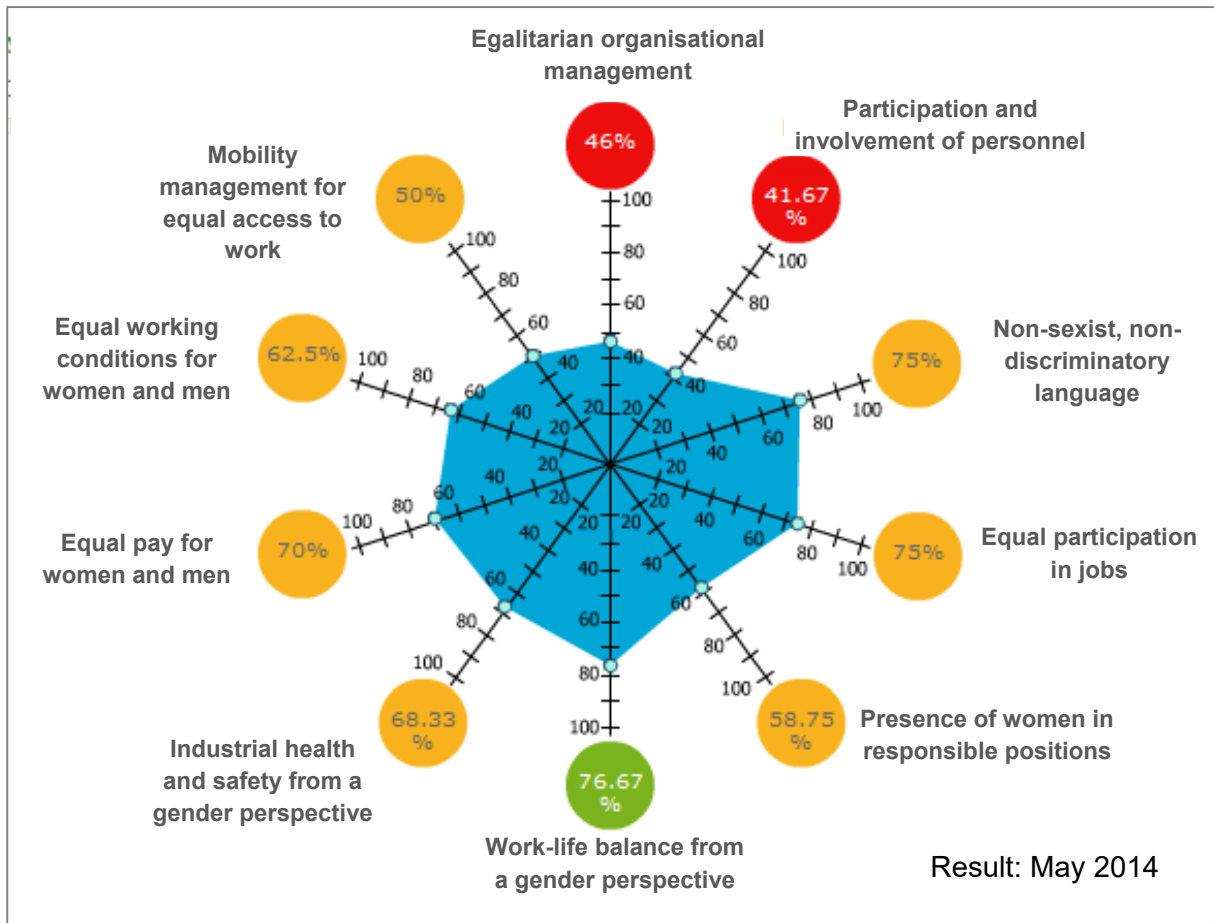
2. Diagnosis

Once IBEC has taken the initiative and committed itself to setting a plan in motion, a diagnosis is carried out to appraise the current situation in terms of equality and diversity.

The information compiled to conduct the diagnosis is taken from three different sources:

- Analysis of statistical data from IBEC databases.
- Gathering and analysis of documentary information: IBEC rules, policies and dissemination material and bibliography.
- Interview between the head of human resources and a consultant specialising in equality matters.

Following the above-mentioned 6-point method, the equality and diversity plan has ten fields of action; the result obtained by IBEC is as follows:



Each of the 10 areas is analysed below:

2.1. Egalitarian organisational management:

• Scope of action:	Egalitarian organisational management
• Description:	Management promotes an organisational management to foster equal opportunities and diversity management, at the same time involving the whole organisation in backing and consolidating these.
• Result:	46%
• Strong points:	IBEC management shows its commitment to implementing and supporting this plan as well as signing a commitment. As regards economic investment, in June 2014 IBEC applied for a subsidy to set up an equality plan financed by the Spanish ministry of health, social services and equality.
• Areas for improvement:	Management has not yet set down in writing its commitment to equal opportunities and diversity, nor is there a specific budget for these areas.

2.2. Participation and involvement of personnel:

• Scope of action:	Participation and involvement of personnel
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• Description:	Involvement of all personnel in actions to promote equal opportunities and diversity management, following negotiation with the legal representatives of the workforce. In each case, it must be ensured that all staff are aware of and take part in these policies.
• Result:	42%
• Strong points:	Unilateral proposals by members of the workforce, either personally or through their superiors, going to management or the human resources unit, are taken into consideration and assessed individually in order to decide whether to implement them.
• Areas for improvement:	The IBEC communication unit designs and implements tools for internal and external communication, but even so it is felt access to diversity-related information could be improved. IBEC has no committee representing its employees, nor does it have an equality committee. The organisation's commitment to managing diversity needs to be communicated more effectively and tools offered to foster participation and involvement by the workforce.

2.3. Non-sexist, non-discriminatory language:

• Scope of action:	Non-sexist, non-discriminatory language
• Description:	Non-discriminatory use of language in corporate communication and publicity. Care is taken to ensure that oral, written and visual communication, both internal and external, does not include any discriminatory features.
• Result:	75%
• Strong points:	All internal and external communication is in two languages, Catalan and English. In writing vacancy notices the human resources unit takes care not to use sexist language. The communication unit takes care over the language it uses in internal and external communication to ensure that it is inclusive and represents the diversity of staff and external clients. Furthermore, the part of communication involving images in the website, in the in-house magazine and other corporate material takes a non-sexist approach thanks to filtering carried out by the professionals in the communication unit.
• Areas for improvement:	We have no guidelines for the use of non-sexist terms in the corporate languages (Catalan and English). Other than employees being able to approach management or the human resources unit to report anything they see fit, there is no formal upward or downward communication channel for their opinions or ideas.

2.4. Equal participation in jobs:

• Scope of action:	Equal participation in jobs
• Description:	Real equal opportunities are in evidence in access to any job, through the selection and hiring processes. These foster the inclusion of the other sex in jobs where one is over-represented.
• Result:	75%

Women account for 51% of the workforce as a whole. When this figure is compared to other CERCA centres, where the average proportion of women is 53%, IBEC is in line with the research environment.

IBEC personnel are divided into two broad areas, research and support (administration), and a look at gender distribution reveals that in Research women make up 46%, while in support they represent 70%. This difference confirms the idea widespread in society that women have more of a presence in administrative jobs than in research.

Given the features of the research employment environment, where the vast majority of hiring depends on temporary research projects with a budget assigned for a limited time, it is only to be expected that temporary contracts at IBEC account for 76% of all jobs, 50% of them occupied by women.

15% of staff are employed part-time and 66% of these are women. In most cases these are reduced hours to allow them to take care of children.

• **Strong points:**

GENDER DISTRIBUTION BY EMPLOYMENT CATEGORY				
Position	Women	Men	Total	Percentage of women
Group Leaders	2	12	14	16%
Senior Researchers	6	12	18	35%
PostDocs / Senior PostDocs	14	15	29	50%
PhD Students	39	42	81	48%
Tech./Research Asst.	12	9	21	58%
Students	18	17	35	50%
Research support heads	6	1	7	85%
Other Support Positions	14	8	22	64%

In all the selection processes completed in 2013, 60% of the candidates chosen were women.

IBEC supports and adheres to the principles and responsibilities outlined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, adopted by the European Commission on 11th March 2005.

Our selection policy is governed by the following principles:

- Transparency throughout the process.
- Equal opportunities in the selection and hiring of personnel.
- The principle of non-discrimination on grounds of sex, age, ethnic, national or social origin, sexual orientation, language, disability, political opinions and social or economic status.
- Confidentiality as a basic pillar of the selection process.
- Compliance with the policy as a key factor in attaining the goals of the process.
- In line with the principles and goals of IBEC.
- Efficiency and effectiveness in accordance with the agreed methodology and deadlines.
- Principle of advertising selection processes, which must also be internationally comparable.
- Selection processes appropriate to the position advertised.

Recruitment events or activities, such as for example IBEC attending recruitment fairs or the announcement and advertising of vacancies, are presented in a neutral way as regards gender and diversity.

When it is expected that the percentage of women applying for selection processes will be lower than that of men, IBEC encourages women to apply.

	<p>An example of this is the post of lead researcher, where women are encouraged to apply in the text of the advertisement for the vacancy. However, the importance of criteria such as qualifications and experience is taken into account regardless of applicants' gender. We foster transparency in selection and promotion processes and advertise them on our website and other recruitment websites in our scientific environment.</p> <p>At selection interviews more than one person always interviews each candidate in order to ensure maximum objectivity.</p> <p>For example, to select a group leader in 2014 an internal preliminary selection committee was formed, made up of the director, different group leaders and a member of the human resources unit. Once the finalists had been selected, a second committee was formed, made up of the director and our international scientific committee, an independent assessment body made up of 10 experts prestigious domestic and international universities and centres, to evaluate each shortlisted candidate.</p>																								
<ul style="list-style-type: none"> • Areas for improvement: 	<p>As shown in the table below, the number of women postdoctoral researchers, PhD students, technicians and other students is relatively larger than that of men. On the other hand, the opposite is true in positions of greater responsibility like group leaders and senior researchers, where there are more men. The same trend can be observed in the other CERCA centres.</p> <p>Distribution of men and women in research:</p> <table border="1" data-bbox="518 936 1082 1261"> <thead> <tr> <th></th> <th>%women</th> <th>%men</th> </tr> </thead> <tbody> <tr> <td>Group Leaders</td> <td>2</td> <td>11</td> </tr> <tr> <td>Senior Researchers</td> <td>7</td> <td>11</td> </tr> <tr> <td>PostDocs / Senior PostDocs</td> <td>16</td> <td>14</td> </tr> <tr> <td>PhD Students</td> <td>43</td> <td>40</td> </tr> <tr> <td>Tech. / Research Asst.</td> <td>13</td> <td>8</td> </tr> <tr> <td>Students</td> <td>19</td> <td>16</td> </tr> <tr> <td></td> <td>100</td> <td>100</td> </tr> </tbody> </table>		%women	%men	Group Leaders	2	11	Senior Researchers	7	11	PostDocs / Senior PostDocs	16	14	PhD Students	43	40	Tech. / Research Asst.	13	8	Students	19	16		100	100
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	100	100																							

2.5. Presence of women in responsible positions

<ul style="list-style-type: none"> • Scope of action: 	<p>Presence of women in responsible positions</p>
<ul style="list-style-type: none"> • Description: 	<p>Action is taken to promote and consolidate women in positions of responsibility, especially technical and management staff, in order to achieve and/or maintain a balance between women and men (between 40% and 60% of each sex), taking into account different professional skills.</p>
<ul style="list-style-type: none"> • Result: 	<p>59%</p>
<ul style="list-style-type: none"> • Strong points: 	<p>In the course of the last year we have seen a change towards a larger number of women on the international scientific committee. Before 2013 there were no women among its 10 members, while from December 2013 onwards there were 2 women.</p> <p>As professional research careers advance, the percentage of women falls, revealing a clear lack of representation at levels of responsibility. There are no women in the institute management. Through the Tenure Track programme, IBEC has improved the gender balance by employing two women group leaders (one in 2012 and the other in 2013).</p>

The trend being fostered by IBEC towards a more equal gender balance in positions of responsibility is insufficient. Despite the efforts currently being made to place women in responsible research positions, there is a low presence of women in research group leadership positions, representing just 16% of the total. On the other hand, in the research support area, women represent 100% of middle management positions, while the positions of director and manager are occupied by men.

Gender distribution in positions of responsibility:

	Women	Men	Total	Percentage of women %
Director	0	1	1	0%
Group Leaders	2	12	14	16%
Senior Researchers	6	12	18	35%
Research support heads	6	1	7	86%
				34%

2.6. Work-life balance from a gender perspective

• Scope of action:	Work-life balance from a gender perspective
• Description:	Taking steps to advance towards a new way of organising working time to help reconcile personal and working life. These actions are designed for both men and women and this is shown the fact that both make use of them.
• Result:	77%
• Strong points:	There is a generalised commitment by management at all levels to the personal and family needs of the staff in their teams. Systematic use is made of the measures provided for in the collective agreement, including leave for the birth, adoption or care of a child, maternity and paternity leave, breast feeding and reduced hours for legal wardship. Measures like flexible working on Fridays or the option of working from home for staff with children under 3 years old are other examples.
• Areas for improvement:	Reconciliation is fostered, but not in an open way that the whole workforce is aware of. Efforts are needed to extend the measures and publicise them. Also, more resources need to be allocated to ensure that staff taking up these measures do not cause an increased workload for either themselves or their colleagues, as maternity leave is not always covered 100%. The link between employees' work and personal lives also needs improving so that their families can also feel part of the organisation. This could be done through family days and activities aimed at employees' closest non-scientific circle.

2.7. Industrial health and safety from a gender perspective

• Scope of action:	Industrial health and safety from a gender perspective
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<ul style="list-style-type: none"> • Description: 	Information about occupational risk prevention is assessed taking into account the differences in risk exposure that might arise among employees due to gender. Taking appropriate action by training, informing and improving working conditions.
<ul style="list-style-type: none"> • Result: 	68%
<ul style="list-style-type: none"> • Strong points: 	<p>We have a health and safety committee made up of 6 members, of whom 3 are employee representatives and 3 represent the employer. Women make up 67% of the committee.</p> <p>We have a procedure for pregnant women which includes advice and recommendations and some prohibitions in the area of work. its aim isto safeguard maternity by preventing work-related harm to women and their children. This also complies with European and Spanish legislation which obliges employers to assure the employee's health and safety in their job, providing special protection for the most vulnerable groups, such as pregnant women.</p>
<ul style="list-style-type: none"> • Areas for improvement: 	We do not have a harassment procedure which available to staff, but simply an internal document in the human resources unit to serve as a guideline in the event that any such situation arises.

2.8. Equal pay for women and men

<ul style="list-style-type: none"> • Scope of action: 	Equal pay for women and men
<ul style="list-style-type: none"> • Description: 	Equal treatment of staff must be guaranteed in the organisation in terms of pay, without direct or indirect discrimination of any kind on grounds of sex.
<ul style="list-style-type: none"> • Result: 	70%
<ul style="list-style-type: none"> • Strong points: 	Pay conditions are generally equal between women and men, following strictly technical and professional criteria in setting employees' salaries in each pay bracket.
<ul style="list-style-type: none"> • Areas for improvement: 	The fact that, as mentioned previously, most contracts are signed for research projects or competitive awards that predetermine pay and the duration of these contracts leads to occasional situations of unequal pay within a single research category, unconnected with gender.

2.9. Equal working conditions for women and men

<ul style="list-style-type: none"> • Scope of action: 	Equal working conditions for women and men
<ul style="list-style-type: none"> • Description: 	It is ensured that male and female employees are treated absolutely equally in terms of working conditions (type of contract, working hours, type of working day, training, etc.).
<ul style="list-style-type: none"> • Result: 	62%
<ul style="list-style-type: none"> • Strong points: 	<p>IBEC has an annual training plan which provides training and skills for all positions. The training is given during working hours.</p> <p>IBEC subsidises beginner's courses in Spanish and Catalan for staff who come from other countries.</p> <p>In order to enhance women's orientation and ability to take up management positions, IBEC offers a series of training activities, including courses in leadership skills for Group Leaders and Heads of Unit.</p>

	ANNUAL TRAINING		
	Men	Women	TOTAL
	59	102	161
	37%	63%	100%

• **Areas for improvement:** No training activities are carried out in the area of integrating people from other countries in terms of culture, social and political environment, taxation, residence and work permits or sensitivity towards other cultures.

2.10. Mobility management for equal access to work

• Scope of action:	Mobility management for equal access to work
• Description:	Steps are taken to make the workplace more accessible to stop mobility being a discriminatory factor that makes it hard for an employee to get there, be there or stay there.
• Result:	50%
• Strong points:	<p>IBEC is located in the Barcelona Science Park, which has certain facilities that help to improve quality of life and the work-life balance:</p> <ul style="list-style-type: none"> • All the buildings have access and facilities suitable for people with reduced mobility (access ramps, lifts, toilets). • Two car parks – a free outdoor one and an indoor one with discounts on fees. • A “Bicing” stop at the door. • Two cafeterias and canteens. • “Lunchbox area” in each of the cafeterias and areas fitted out for this. • Garden area for relaxing or picnics. • Food and drink dispensing machines. • Located in an area of Barcelona which is easy to get to by public transport (metro, tram and buses).
• Areas for improvement:	None found.

3. Stakeholders involved in drafting and approving the plan and their roles

Equality and Diversity Committee:

- Management:
 - Director and manager
 - Functions: organising and backing the plan and signing it.
- Coordinating the plan:
 - HR unit
 - Functions: It is this unit that supports management in gathering data and analysing, monitoring and assessing indicators, both at the diagnosis stage and during implementation, as well as in the overall assessment of the equality and diversity plan.
- Work team and equality and diversity committee:
 - Head of HR, HR expert, health and safety expert, project manager, researcher, laboratory technician.
 - Functions: They are to meet regularly throughout the process of drafting, implementing and following up the plan.
- There is no works committee

4. Goals

The overall goals of the IBEC equal opportunities and diversity management plan are the following:

1. To provide skills development and guidance tools in order to achieve a greater presence of women in positions of responsibility in research.
2. To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
3. To improve the work-life balance.
4. To promote an inclusive culture where people relate to one another and cooperation, flexibility and participation are fostered.

5. Implementation of measures and actions

• Action no.:	1
• Title:	Letter of commitment by management
• General goal under which it falls:	4 - To promote an inclusive culture where people relate to one another and cooperation, flexibility and participation are fostered.
• Scope of action within which it falls:	1 - Egalitarian organisational management.
• Description and steps to be followed:	Drafting the letter of commitment by management and posting it on the Intranet and distributing it by email.
• Target group:	All IBEC staff.
• Material resources and budget:	(n.a.)
• Communication:	Intranet and distribution by email. Inclusion in orientation plan for newcomers.
• Timescale:	October 2014.
• Indicator:	Existence of the letter signed by the director, available to the whole workforce.

• Action no.:	2
• Title:	Setting up an equal opportunities and diversity management committee
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	2 - Participation and involvement by staff.
• Description and steps to be followed:	Setting up an equality and diversity committee to take part in the drafting and follow-up of the plan through regular meetings.
• Target group:	All IBEC staff.
• Material resources and budget:	(n.a.)
• Communication:	The whole workforce will be notified by email.
• Timescale:	June 2014.
• Indicator:	<ul style="list-style-type: none"> • Existence of the equality committee. • Percentage of women on the committee.

• Action no.:	3
• Title:	Carrying out specific training in the equal opportunities and diversity management plan

• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	9 - Equality in working conditions for men and women.
• Description and steps to be followed:	Informing, training and raising awareness to avoid discrimination of any kind in the areas of equality and/or diversity. Length: 3 hours.
• Target group:	Members of the equality and diversity committee.
• Material resources and budget:	Budget €600.
• Communication:	Call via email.
• Timescale:	First half of 2015.
• Indicator:	Percentage of committee members trained.

• Action no.:	4
• Title:	Running a session on guidance for women in their research career
• General goal under which it falls:	1 - To provide skills development and guidance tools in order to achieve a greater presence of women in positions of responsibility in research.
• Scope of action within which it falls:	9 - Equality in working conditions for men and women.
• Description and steps to be followed:	<ul style="list-style-type: none"> - Raising researchers' awareness and helping them to understand gender issues in research. - Helping researchers to include the gender dimension in their projects in order to put an end to the gender bias in projects and create work teams with a gender balance. - Raising awareness of women's difficulty in accessing management positions in research.
• Target group:	The whole IBEC research community.
• Material resources and budget:	Budget €1,000.
• Communication:	Call via email. Included in the annual training plan.
• Timescale:	Second half of 2015.
• Indicator:	Number of participants.

• Action no.:	5
• Title:	Improving the internal operations guide and disseminating it throughout the workforce
• General goal under which it falls:	3 - To improve the work-life balance.
• Scope of action within which it falls:	6 - Work-life balance from a gender perspective.

• Description and steps to be followed:	Improving the guide to the main internal operations measures at IBEC as well as work-life balance measures and distributing it (in Catalan and English) to all staff.
• Target group:	All staff employed by IBEC.
• Material resources and budget:	Hours spent by the human resources unit. Budget for translation into English €500
• Communication:	Presentation to the IBEC board. Information session run by management. Intranet and distribution by email. Inclusion in orientation plan for newcomers.
• Timescale:	September 2014.
• Indicator:	The guide is available to all personnel.

• Action no.:	6
• Title:	Including articles in the IBEC quarterly newsletter on gender and diversity topics
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	2 - Participation and involvement by staff.
• Description and steps to be followed:	Articles written and interviews carried out by the communications and human resources unit with the cooperation of researchers.
• Target group:	All personnel.
• Material resources and budget:	(n.a.)
• Communication:	IBEC quarterly newsletter.
• Timescale:	Quarterly from the second half of 2014 onwards.
• Indicator:	Number of articles on gender and diversity-related topics in a year in the IBEC newsletter.

• Action no.:	7
• Title:	Including a list of gender and diversity-related measures in the IBEC annual report
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	2 - Participation and involvement by staff.
• Description and steps to be followed:	Publication of the steps taken throughout the year in the annual report.
• Target group:	All personnel and interested groups outside.
• Material resources and budget:	Those for drawing up the annual report.

• Communication:	Specific section in the annual report.
• Timescale:	Annual, from the 2014 report as drawn up in February 2015.
• Indicator:	Number of references made to equality and diversity in the IBEC annual report.

• Action no.:	8
• Title:	Disseminating the publication “<i>Marcar les diferències: la representació de dones i homes a la llengua</i>” [“Making the difference: the representation of women and men in language”] by the language policy secretariat of the Catalan institute for women, Government of Catalonia, 2005
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	3 - Non sexist or discriminatory language.
• Description and steps to be followed:	Avoiding the phenomenon of sexist language in administrative documents. Fostering the use of egalitarian language. Disseminating the different procedures and resources in language that makes it possible to choose between more than one possibility according to criteria of practicality and style while setting out to use non-sexist language that is respectful to everybody.
• Target group:	All personnel and interested groups outside.
• Material resources and budget:	(n.a.)
• Communication:	Intranet, distribution by email and website.
• Timescale:	Second half of 2014.
• Indicator:	The publication is available to all personnel and interested groups outside.

• Action no.:	9
• Title:	Creating and disseminating a guide to non-sexist language in English
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	3 - Non sexist or discriminatory language.
• Description and steps to be followed:	Avoiding the phenomenon of sexist language in administrative documents. Fostering the use of egalitarian language. Disseminating the different procedures and resources in language that makes it possible to choose between more than one possibility according to criteria of practicality and style while setting out to use non-sexist language that is respectful to everybody.
• Target group:	All personnel and interested groups outside.

• Material resources and budget:	Hours spent by the human resources unit. Review by the communications unit.
• Communication:	Intranet, distribution by email and website.
• Timescale:	Second half of 2014.
• Indicator:	The publication is available to all personnel and interested groups outside.

• Action no.:	10
• Title:	Creating an upward and horizontal communication tool with quality circles
• General goal under which it falls:	4 - To promote an inclusive culture where people relate to one another and cooperation, flexibility and participation are fostered.
• Scope of action within which it falls:	3 - Non sexist or discriminatory language.
• Description and steps to be followed:	A tool is created on the Intranet and in physical mailbox format to enable IBEC staff to communicate their ideas for improvement in any area of the IBEC's operation or in relation to their job. A volunteer work group is set up to assess and consider them and finally to decide whether to approve them and provide the resources to implement them.
• Target group:	All IBEC staff.
• Material resources and budget:	Budget €2,000
• Communication:	Intranet and physical mailbox. Information and results by email.
• Timescale:	From the first half of 2015 onwards.
• Indicator:	<ul style="list-style-type: none"> • Number of ideas contributed annually. • Number of ideas implemented.

• Action no.:	11
• Title:	Translating public HR documentation to make it available in Spanish, Catalan and English
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	3 - Non sexist or discriminatory language.
• Description and steps to be followed:	Translating employment contracts into English and translating public HR documentation into Spanish to make sure they can be properly understood by the interested parties.
• Target group:	All staff employed by IBEC.
• Material resources and budget:	Cost of legal translation about €600
• Communication:	The public documents will be available to all personnel on the Intranet.
• Timescale:	First half of 2015.

• Indicator:	Existence of the English version of the different types of employment contract.
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• Action no.:	12
• Title:	Publicising outside events and training in equal opportunities and diversity issues in order to encourage participation by women in the research sphere
• General goal under which it falls:	1 -To provide skills development and guidance tools in order to achieve a greater presence of women in positions of responsibility in research.
• Scope of action within which it falls:	5 -Presence of women in positions of responsibility.
• Description and steps to be followed:	Regular dissemination to the whole workforce of courses, sessions or events related to equal opportunities and diversity issues.
• Target group:	The whole workforce.
• Material resources and budget:	Human resources unit
• Communication:	Distribution by email and via the e-newsletter.
• Timescale:	Regular distribution, at least once every four months.
• Indicator:	Percentage of women taking part.

• Action no.:	13
• Title:	Networking group for women researchers
• General goal under which it falls:	1 -To provide skills development and guidance tools in order to achieve a greater presence of women in positions of responsibility in research.
• Scope of action within which it falls:	5 -Presence of women in positions of responsibility.
• Description and steps to be followed:	In order to foster the participation of women researchers, a group will be set up where they can share information and be helped to understand the main issues encountered by women researchers. Participation will be voluntary.
• Target group:	Women in the research sphere.
• Material resources and budget:	Hours spent by the human resources unit. €500 a year.
• Communication:	Distribution by email.
• Timescale:	Set up in the first quarter of 2016 and regular meetings every six months.
• Indicator:	Number of women taking part.

• Action no.:	14
• Title:	Gender and diversity in PhD discussions and IBEC seminars
• General goal under which it falls:	1 - To provide skills development and guidance tools in order to achieve a greater presence of women in positions of responsibility in research.
• Scope of action within which it falls:	5 - Presence of women in positions of responsibility.
• Description and steps to be followed:	Inviting women speakers at sessions of the IBEC seminars and at the IBEC Symposium.
• Target group:	All IBEC and non-IBEC research staff.
• Material resources and budget:	Hours spent by the research affairs and human resources units.
• Communication:	Distribution by email and via the e-newsletter.
• Timescale:	Second half of every year, starting on 2015.
• Indicator:	<ul style="list-style-type: none"> • Number of women taking part in the PhD discussions according to research category. • Number of women giving IBEC Seminars.

• Action no.:	15
• Title:	Improving and publicising the sexual harassment procedure
• General goal under which it falls:	2 - To improve communication and distribution channels for diversity and equality management action plans by fostering training and awareness-raising in these areas.
• Scope of action within which it falls:	7 -Industrial health and safety from a gender perspective.
• Description and steps to be followed:	Improving and publishing an effective tool for dealing with any cases of sexual harassment that might arise at IBEC. The procedure will cover harassment of all kinds, though it will pay special attention to sexual harassment and moral harassment or 'mobbing'.
• Target group:	All IBEC staff.
• Material resources and budget:	Hours worked by the human resources unit and a health and safety expert.
• Communication:	Intranet and distribution by email. Inclusion in orientation plan for newcomers.
• Timescale:	First half of 2015.
• Indicator:	The document will be available to all personnel.

• Action no.:	16
• Title:	Course in awareness of cultural differences
• General goal under which it falls:	4 - To promote an inclusive culture where people relate to one another and cooperation, flexibility and participation are fostered.
• Scope of action within which it falls:	9 - Equality in working conditions for men and women.
• Description and steps to be followed:	Specific training in communication between people of different cultures and genders. Raising awareness of different cultures and of how to act and communicate clearly and correctly. It will include a section relating to non-sexist verbal communication.
• Target group:	All IBEC staff.
• Material resources and budget:	Budget €1,000 a year. This will be outsourced to a company specialising in these matters.
• Communication:	Call sent out by email to all staff.
• Timescale:	First half of 2015.
• Indicator:	Number of participants in the training.

• Action no.:	17
• Title:	Measures to comply with the LISMI law (for employing disabled people)
• General goal under which it falls:	4 - To promote an inclusive culture where people relate to one another and cooperation, flexibility and participation are fostered.
• Scope of action within which it falls:	4 - Equal participation in jobs
• Description and steps to be followed:	Progressively adopt the alternative measures mentioned in the LISMI law regarding suppliers recognized as special employment centres.
• Target group:	IBEC staff and staff from outside IBEC.
• Material resources and budget:	Budget €1,000 a year.
• Communication:	It will be shown in the annual monitoring report on the plan.
• Timescale:	Starting from the first half of 2015.
• Indicator:	Nr. of alternative measures adopted every year.

6. Monitoring

This equality and diversity plan will be assessed regularly by the CERCA institution.

Furthermore, IBEC will ensure the measures described in the previous point above are carried out, assuring ongoing progress in diversity management and equal opportunities and fostering their inclusion in the IBEC organisational culture, making equality and diversity in the workforce a factor for cohesion, allowing a level of performance aiming for excellence.

Follow-up meetings with the equality and diversity committee will be held every four months. These meetings will monitor the planning and actions carried out and make any necessary adaptations, as well as signing the minutes of the previous meeting.

Once the plan has been in force for three years (2014-2016), a new plan will be drawn up containing new measures, and the membership of the committee will be reviewed.

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- Women's right to eradicate male violence act, law 5/2008 of 24th April 2008.
- Equal opportunities, non-discrimination and universal accessibility for disabled people act, law 51/2003 of 2nd December 2003.

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