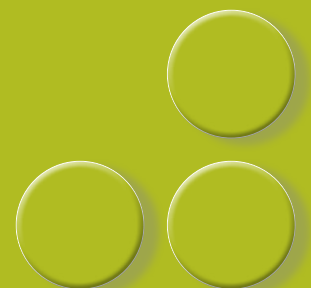


HR EXCELLENCE IN RESEARCH

EQUALITY, DIVERSITY, AND INCLUSION PLAN

2024 - 2028



Content

Directorate's commitment Letter•	4
1. Presentation of IBEC•	5
2. IBEC for Equal Opportunities•	8
2.1. Equal opportunities at IBEC•	8
2.2. Background on Gender Equality and Diversity at IBEC •	9
3. Constitution of Negotiating Commission •	11
3.1. Negotiating Commission•	11
3.2. Gender and Diversity Working Commission •	12
4. Methodology and Phases•	13
4.1. Context and European Projects that inspired our Plan•	13
4.2. IBEC model: I-O-O-I•	14
5. Diagnosis of the current situation of IBEC•	15
5.1. Persons and bodies involved •	15
5.2. Development of actions for the preparation of the diagnostic report •	15
5.3. Duration of the Plan. •	16
5.4. Analysed data•	17
5.4.1. Collection of staff perception - GEAM Survey	17
5.4.2. Baseline Employee data collection	17
5.4.3. Analysis of quantitative and qualitative data	18
5.4.4. Analysis GEAM survey	19
5.4.5. Disaggregated data by sex	24
5.4.6. Gender Pay GAP	24
5.4.7. Selection	25
5.4.8. Training	25
5.4.9. Prevention of sexual and gender-based harassment	26
5.4.10. People of special vulnerability. Trans Collective	27
6. Equality, Diversity, and Inclusion Plan •	28
6.1. Purpose•	28
6.2. Objectives•	29
6.3. Action Plan•	29
7. Monitoring, evaluation and review actions •	58
8. Registration of the Plan •	59
Anexo 1: Cronograma de implementación 2024-2028•	60

Directorate's commitment Letter

I am delighted to introduce the “4th Equality, Diversity, and Inclusion Plan” for the upcoming four years. This comprehensive plan represents a significant milestone in our ongoing commitment to fostering a workplace culture that embraces diversity, promotes equity, and ensures inclusion for all members of our community.

Our journey towards crafting this plan has been marked by extensive conversations and invaluable contributions from you, our community members, and especially our Gender and Diversity Commission composed by diverse volunteers and with the representation of the Works Council. Your insights and perspectives have shaped our approach, ensuring that this plan truly reflects the collective aspirations and priorities of IBEC.

Aligned with IBEC's Strategy Plan (2023-2026), this plan highlights our commitment to achieving concrete advancements in gender equality, diversity, equity and inclusion. It serves as a roadmap for implementing initiatives and policies that drive sustainable change, continuously nurturing an environment where everyone can thrive. This 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 (CEX2023—001282-S).

At IBEC, we recognize that achieving gender equality, diversity, equity, and inclusion is not merely a desirable outcome but an imperative that demands proactive measures. We acknowledge that these goals cannot be left to chance or expected to evolve naturally over time. Instead, they require deliberate action and commitment. As we embark on this journey, we are keenly focused on addressing gender imbalances, particularly in leadership positions, where the need for progress is most pronounced. We are committed to addressing and dismantling explicit and implicit resistances to gender equality within research, from open discrimination to unconscious bias.

As we move forward, let us remain vigilant and dedicated to our shared vision of a more inclusive and equitable future. Together, we can create lasting change and build a brighter tomorrow for all members of our community.

Warm regards,

Josep Samitier
Director of IBEC

1. Presentation of IBEC

The Bioengineering Institute of Catalonia Foundation (IBEC) is a research center, based in Barcelona, that carries out interdisciplinary research of excellence at the frontier of engineering and life sciences to generate new knowledge by integrating fields. such as nanomedicine, biophysics, biotechnology, tissue engineering and information technology applications in the field of health.

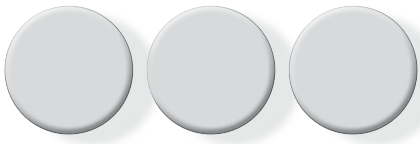
IBEC was created in 2005 by the Department of Innovation, Universities and Business and the Department of Health of the Generalitat of Catalonia, the University of Barcelona (UB) and the Polytechnic University of Catalonia (UPC). Currently, IBEC's relationship with researchers from the UB and UPC continues to be governed by the framework agreement signed in 2008.

The IBEC model represents the evolution of 20th century biomedical institutes, such as the Fraunhofer Institute for Biomedical Engineering (IBMT) or the National Institute of Biomedical Imaging and Bioengineering (NIBIB-NIH, USA). The IBEC is part of a new wave of research initiatives initiated in the last decade, with shared interests and points of view regarding the challenge of advancing the frontiers of knowledge in experimental science to promote clinical and biomedical research. The common denominator of these new initiatives is the priority attention to an enormous challenge: how to make life science qualitative at any scale, taking full advantage of the unprecedented power arising from the convergence between nano, bio and ICT.

Mission: The IBEC is a research centre set up to conduct interdisciplinary research at the cutting edge of knowledge in the bioengineering field which, through the talent it attracts, the creativity associated with scientific progress and the translation thereof, helps to improve health and quality of life for people and generate prosperity in society.

Vision: To be one of the most decisive research centers in bioengineering for the improvement of health in the world.

Based on the mission and vision of IBEC and the framework of the **Human Resources Strategy for Researchers (HRS4R)** <https://ibecbarcelona.eu/es/human-resources-strategy> following the European Charter and Code, and having defined the values through the project "From values to excellence", several interdisciplinary work groups participated, made up of managers, researchers at all levels and support staff, who identified and defined, based on their perception and experience, the values that make the institute unique.



These values help guide the decisions that researchers make in their working lives.

- **Collaboration:** Collaboration in the sense of mutual and constant support. It entails feeling secure, backed and well-represented, and is present at all professional levels, regardless of hierarchy. It means being service-oriented both internally and externally and predisposed to integrating knowledge and resources for the common good.
- **Creativity:** Creativity is behind the initiatives and research proposals that lead IBEC to succeed and gain international recognition. Creativity stems from curiosity and is the ability to move outside our comfort zones, valuing and integrating what already exists to transform it into something original that otherwise could not exist. Creativity is also seen in the integration of different talents and resources to achieve innovative and high-impact results.
- **Respect:** Respect is the basis of collaborative work, relying on acceptance and listening to differences, and allowing both a prejudice-free focus and an approach that's open to various ideas, as well as building strong and enriching relationships.
- **Perseverance:** Perseverance is the constant pursuit of realistic high performance, keeping the focus on individual and corporate motivation and continuous learning to make processes, results and resources sustainable over time. It relies on understanding the demands of our positions, knowing how to value both internal and external resources, and turning efforts into a source of positive satisfaction.
- **(Scientific and social) Responsibility:** Responsibility is commitment to the profession, and thus acting according to principles of good faith, integrity, honesty and transparent communication, seeking and maintaining an ethical code of clear behavior, and adhering to best practices in science. It is based on the individual assuming the consequences of decisions he or she makes, being aware of and responsible for them, and reporting them where necessary. It makes scientific freedom possible, and helps us stay reliable and relevant in the research world.
- **Interdisciplinarity:** Our interdisciplinary working environment relies on multi-talented, versatile individuals. It also reflects the ability to contribute from different perspectives, integrating knowledge at both group and individual level. It is based on the ability to function in more areas than those mastered thanks to training and continuous development, helping to create an adaptable and flexible system which is capable of achieving excellent results even with limited resources.
- **Openness:** Externally, openness means explaining, making things understood and establishing a trusting relationship with partners, employees and society, acting openly and accurately in the delivery and communication of both scientific and non-scientific results. Internally, openness ensures the consistency and consequence of our own decisions, identifying a frame of reference that enables understanding.

Related to our Culture and Values, IBEC has an ethical responsibility that is reflected in initiatives and efforts to contribute to improvements in the social well-being of the community and sustainable environmental management.

The 2030 Agenda is born from the commitment of the different Member States of the United Nations and establishes, among its 17 Sustainable Development Goals (SDGs), Gender Equality (Sustainable Development Goal No. 5) as a fundamental aspect to end all forms of discrimination against women and girls. This is why the violation of the fundamental right to equality continues to be a guiding axis of struggle for IBEC, along with the rest of the objectives included in the 2030 Agenda.

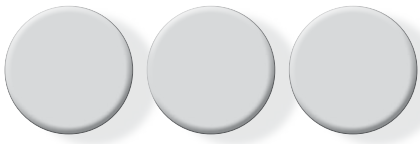
At IBEC we believe that organizational culture and values are essential to drive significant progress in the world of research. In this section we present the initiatives that we have carried out in the areas of Open Science, Sustainable Research, Gender and Diversity and Transparency.

By incorporating these principles, we reinforce our mission to advance knowledge, address global challenges and create positive social impact.

Open Science: IBEC is fully dedicated and committed to the principles of open science. We have established a virtual space that acts as a public repository. This platform hosts all documentation and initiatives aimed at promoting the implementation of open science in various domains. Our efforts focus on the following areas: Strategy and policies, Researcher training, Science education, Open access publications, Research data, Citizen science, Outreach, Transparency.

Sustainable research: IBEC is committed to promoting more sustainable practices in research and administration to contribute to the fight against climate change and pollution in our daily work. Following this commitment, and with the support of the IBEC Management, at the end of 2020 the IBEC Sustainability Committee was created, made up of members from the different profiles of the institute. In 2021, our Board of Trustees approved the IBEC strategy to promote sustainability in research.

Transparency: In compliance with Law 19/2014 on transparency, access to public information and good governance, a section of the IBEC website includes the corresponding information to make effective the principle of transparency and the obligations regarding active advertising derived from this law.



2. IBEC for Equal Opportunities

2.1. Equal opportunities at IBEC

To contribute to real and effective equality between women and men and respect for diversity, the Management of the **Institute for Bioengineering of Catalonia (IBEC) expresses its commitment and willingness to promote and maintain actions already developed in this area, as well as promote new actions in those future aspects in which some possibility of improvement is detected.**

Gender equality, specifically aimed at ensuring that women have the same opportunities as men in the work and social environment, is put into practice through negotiations in the Negotiating Commission (with the works council) and the promotion of new positive actions and measures, which involve improvements concerning the current situation, establishing the corresponding monitoring systems to advance in the achievement of real equality between women and men and, by extension, in society as a whole.

Since the beginning of the Foundation's activity, the value of equal opportunities and non-discrimination has been promoted from a gender perspective in the people management system.

The IBEC People Management Unit declares that the precepts that govern equal treatment and opportunities between women and men are respected as a strategic principle of corporate policy in its different areas of action such as selection and promotion of personnel, working conditions and employment, occupational health, training and development, remuneration aspects and co-responsible exercise, reconciliation of personal, family and work life, among others.

At IBEC, a culture of responsibility and collaboration is fostered, which implies taking care of interpersonal relationships within a framework of mutual respect between personnel who occupy different hierarchical levels.

Professionalism is cultivated and conduct appropriate to the work environment is transmitted through its usual practices, having the options to communicate any act or situation that could threaten the dignity of any person in the organization, regardless of their position in the organization.

IBEC believes in equal employment opportunities for all staff regardless of personal conditions and ensures that no person from our community, supplier, client or collaborator receives unfavourable treatment or is subject to discriminatory treatment.

At IBEC we seek to achieve equality for everyone in the institution and therefore we take diversity in a broader sense, including categories such as gender, race, ethnicity, religion, class, age, sexual orientation and disabilities in research teams in all areas. levels, including management and decision making. That is why we go further with an inclusive Gender Equality Plan.

2.2. Background on Gender Equality and Diversity at IBEC

- Our Equality, Diversity and Inclusion Plan is aligned with the IBEC Strategic Plan (2023-2026). One of its five strategic pillars is cultural transformation: “Promote excellent research management in a collaborative and stimulating environment”; To this end, feedback, transparency, and the promotion of a sense of belonging in a collaborative and respectful environment are promoted.
- In our Human Resources Strategy for Researchers (HRS4R), Gender and Diversity are fundamental elements, this has been designed in accordance with the principles and responsibilities outlined in the former “European Charter for Researchers” and “The Code of conduct for Recruitment of Researchers”. And since 2024 in “The European Charter for Researchers”, which is a set of principles that underpin the development of attractive research careers in order to support excellence in research and innovation throughout Europe. It consists of twenty key principles, which are classified into the four pillars.
- In pillar I: ethics, integrity, gender and open science we find 2 principles, which have helped guide our plan:
 - Nr. 4 Gender Equality
 - Nr. 5 Embracing Diversity

This pillar supports excellence in research, understood in this context as the promotion of the best possible research teams and projects, free of gender and any other type of bias, and is also in line with the Communication from the commission to the european parliament, the council, the european economic and social committee and the committee of the regions “A Union of Equality: Gender Equality Strategy 2020-2025”

- The European Commission is committed to promoting gender equality in research and innovation. In the document “European Commission Gender Equality Strategy 2020-2025” establishes the Commission’s commitment to equality in all EU policies, and with which IBEC draws inspiration in the implementation of its equality and diversity policies.
- The document Dones i Ciència in Barcelona: A qualitative analysis of the factors that affect the career of researchers. Barcelona City Council. February 2022 has served as inspiration for us.
- The Observatory of Women, Science and Innovation (OMCI) is an inter-ministerial collegiate body that has the responsibility of analyzing and monitoring and measuring impacts on the situation of women in the field of research, development and innovation; to end visible and invisible obstacles to gender equality; and promote the improvement of the situation of women in the Spanish System of Science, Technology and Innovation. With this, move towards gender equality both with a balanced presence of women and men in all areas and levels, as well as in a transversal integration of the gender perspective in R&D&I.



- The “Mujeres e Innovación 2024” report is the third edition of the biennial series that began in 2020 promoted by the OMCI, with the aim of analyzing the situation of women in the field of innovation, which concludes that, despite the great advances, the R&D&I system in Spain still does not enjoy full and effective equality in the participation of women in all areas, including professional promotion and access to financing. This document has inspired IBEC to move towards science and innovation with a gender perspective that impacts social improvement.

Together, the previous plans and the current IBEC Equality, Diversity and Inclusion Plan represent the spirit of continuous improvement to adopt the best practices that promote equal opportunities and inclusive management of diversity that we find at IBEC, thus contributing to a positive work environment in which everyone feels respected, valued, and in which an inclusive culture is promoted.

3. Constitution of Negotiating Commission

3.1. Negotiating Commission

For the development of the different phases of the creation and implementation of the plan, the Institute for Bioengineering of Catalonia (IBEC) has established the Negotiating Commission for the Plan. This Commission is responsible for the design, implementation and monitoring of the IV Equal Opportunities Plan for Women and Men. These members have time and availability for their adequate participation and dedication to the assigned tasks.

The formation of the negotiating commission was carried out in the month of December 2023, and was updated in the month of March 2024, with the members of the negotiating commission being:

By Works Council	By IBEC
María José López Martínez, UGT Daniel Caudepón Giménez, UGT Alice Perucca, UGT	Sergi Camacho, Managing Director Carolina Marí, Head of People Management Unit Katherine Palomino, Senior People Development and Inclusion Officer

The negotiating commission will have competencies in:

- Negotiation and preparation of the diagnosis, as well as the negotiation of the measures that will make up the equality plan.
- Preparation of the report of the diagnosis results.
- Identification of priority measures, in light of the diagnosis, their scope of application, the material and human resources necessary for their implementation, as well as the persons or bodies responsible, including a schedule of actions.
- The implementation of the equality plan in the company.
- Definition of the measurement indicators and information collection instruments necessary to monitor and evaluate the degree of compliance with the equality plan measures implemented.
- Any other functions that may be attributed to it by the applicable regulations and collective agreement, or agreed upon by the commission itself, including the submission of the equality plan that is approved to the competent labor authority for the purposes of its registration, deposit and publication.



3.2. Gender and Diversity Working Commission

At the end of 2023, the commission in charge of monitoring the Plan's activities was created, called the Gender and Diversity Commission. Its mission is to involve the entire IBEC community in the next steps to become a more egalitarian and diverse organization through the Gender and Diversity Plan 2024 – 2028 and consists of volunteers made up of 10 women and 6 men:

Zaida Alvarez, Junior Group Leader
Jose Luis Barquero, People Administration Office
Sergi Camacho, Managing Director
Ana Caruezo, Citizen Engagement Junior Officer
Juanma Fernández, Senior Researcher
Ainhoa Ferret, PhD Student
María José López, Senior Technician
Carolina Marí, Head of People
Vanessa Moncayo, Project Manager
Sarah Moreira, Content Officer
Katherine Palomino, Senior People Development and Inclusion Officer
Peter Pfeifer, Laboratory Technician
Isabel Sáez, Coordinator of project managers
Teresa Sanchis, Head of Strategy
Daniel Sánchez de Alcázar, Postdoctoral Researcher
Yudish Varma, Research assistant

The commission aims to advance and promote gender equality, diversity and inclusion at IBEC. Their philosophy is that inclusion does not mean trying to fix or change people, but rather fixing or changing the Institution by recognizing people's differences and making people feel integrated.

The Equality, Diversity and Inclusion Plan will be successful when a structural change is achieved, in the sense of Gender Mainstreaming, so that the consideration of gender and diversity is present in all areas and decisions of the IBEC.

4. Methodology and Phases

4.1. Context and European Projects that inspired our Plan

Our inspiration and guidance for the theoretical approach in developing the plan was based on various Gender Mainstreaming approaches as well as successfully implemented European projects.

- **EIGE (GEAR ACTION TOOLBOX):** The previous plans and the current one are inspired by the recommendations of the Gender Equality in Academia and Research (GEAR) tool of the European Institute for Gender Equality (EIGE); which consists of a philosophy of continuous learning to ensure the progress and impact of G&D plans.

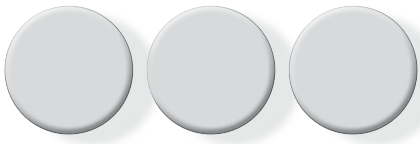
By applying the GEAR tool, IBEC can define, plan, act and verify in a continuous learning cycle. Use of the toolbox enables the identification of best practices and obstacles, encourages learning and takes adaptive action to adapt to the project results, its impact and changes in the surrounding environment.

The guide defines each of the steps in developing a Gender & Diversity plan through the Gender Perspective Integration Cycle. By providing a clear vision of the gender integration cycle, how to implement it and how to fulfill it. Each phase was followed in the development of the second and third G&D Plan, as well as in the current IBEC Equality, Diversity and Inclusion Plan. <https://eige.europa.eu/>

- **GENOVATE**, European action research project that aims to guarantee equal opportunities by promoting more gender-competent management in the areas of research, innovation and scientific decision-making. The project describes the usefulness of developing a “Theory of Change” as a model of how interventions in a G&D plan contribute to a chain of intermediate results and, ultimately, to observed or planned results and impact on organizational culture.

In general terms, the “Theory of Change” is expressed in the objectives and expected results of the plan; in the relationships that the plan defines between objectives, expected results and actions; and in the structures to successfully implement the plan. www.genovate.eu.

- **EFFORTI** (Evaluation Framework for Promoting Gender Equality in R&I), It is a European project that seeks to analyze and model the influence of measures to promote gender equality on research and innovation results. The objective of the project is to systematize and deepen knowledge about the scope, relevance, effectiveness and efficiency of gender equality policies through the design of a common analytical framework. EFFORTI describes an “Intervention Logic Model” that considers inputs, processes and outcomes (I-O-O-I Model), as well as the results and impacts of previous plans. <https://www.efforti.eu/>.



- **TARGET**, It is a European project that aims to contribute to the advancement of gender equality in research and innovation by supporting a thoughtful gender equality policy. The TARGET approach goes beyond the formal adoption of a gender equality policy by emphasizing an iterative and reflective process towards equality at the institutional level, as well as the establishment of a Community of Practice for gender equality within the institution: Real change is the result of greater institutional willingness and capacity to identify, reflect on and sustainably address gender bias.. <http://www.gendertarget.eu>
- **INSPIRE**: The European Center of Excellence on inclusive gender equality in research and innovation. It brings together cutting-edge knowledge, ambitious policy approaches and innovative practices to provide an entry point for equality experts and practitioners to connect and share resources, as well as co-create new ones. INSPIRE develops innovative tools and knowledge to address cross-sector inequalities in Europe. IBEC is a member of the Community of Practice “Sustaining and deepening change in the research and innovation ecosystem”, which will identify challenges related to the sustainability of institutional change and integrate inclusive gender equality into broader strategic agendas. It will examine resistance, changes in top management and institutionalization. From the beginning, we met regularly for mutual learning experiences. <https://inspirequality.eu/>

4.2. IBEC model: I-O-O-I

As a synthesis of the learnings presented in the projects mentioned above, from the previous Plan we decided to define our own Theory of Change and **I-O-O-I Model (Input-Output-Outcome-Impact)** for the key areas of the Equality, Diversity and Inclusion Plan. This framework helped us formulate assumptions about why our actions should lead to the expected outcome. It helped define a picture of how change happens in the organization, what the theory and assumptions underlying the plan are.

With the help of the model, the expected impact of the plan was identified, as well as the changes (outcomes) that must be made to achieve that impact. Finally, all the results that must be delivered (outputs) to achieve those changes and the actions that must be carried out to guarantee that the results are delivered were identified.

In the description of the actions, you can see the methodology for all 10 areas.

5. Diagnosis of the current situation of IBEC

According to article 46 of Organic Law 3/2007, of March 22, for the effective equality of women and men, the Equality Plan consists of an ordered set of measures, adopted after carrying out a diagnosis of the situation, aimed at achieving in the organization equal treatment and opportunities between women and men and to eliminate discrimination based on sex.

We introduced the concept of an inclusive Gender Equality Plan, with which we feel very aligned and identified, as one that seeks to achieve equality for everyone in the institution. An inclusive Equality Plan takes diversity in a broader sense, including categories such as gender, race, ethnicity, religion, class, age, sexual orientation and disabilities in research teams at all levels, including management and decision-making. In addition, it aims to combat any type of discrimination and harassment.

5.1. Persons and bodies involved

Those involved in the implementation of the IV Equality, Diversity and Inclusion Plan are the following:

- **Negotiating Commission:** Responsible for carrying out and approving the Diagnosis, as well as identifying priority measures (Improvement Actions).
- **Gender & Diversity Commission:** Working group in charge of monitoring and executing the activities of the Plan
- **Directorate and People Management Unit:** The involvement of the company management, as well as those responsible for people management, is essential in obtaining reliable information to carry out the diagnosis.
- **Consulting Team specialized in Equality:** This plan is advised by Grup Pitagora, a human resources and equality consulting company equipped with a multidisciplinary technical team with extensive experience in this field.

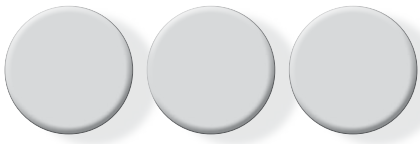
5.2. Development of actions for the preparation of the diagnostic report

Designing a comprehensive diagnosis provides a solid foundation to build a reliable and valid diagnosis. The development of the actions has followed the following itinerary:

Phase 1: Planning. In this phase, the personnel who will provide the documentation are designated and the staff is informed of the beginning of the Diagnostic phase. The collection of information has been managed by the People Unit.

Phase 2: Information collection. All available information and documentation has been collected taking into account:

- Collection of perceptions of the staff and the People Unit, through the application of the GEAM Survey, which is promoted by the European project ACT-on gender, which has been implemented continuously in more than 30 European institutions. .



- Collection of information and analysis of staff, reviewed quantitative and qualitative data, culture and practices where information is reflected by gender.
- Focus group, to collect qualitative information, complementary to the analysis of the survey and to delve deeper into points. It was organized in March with IBEC volunteers.

Focus I: Gender equality, decision making career progression	Focus II: Work-life balance, diversity
Leadership, Decision making Recruitment, Promotion Working culture: recognition, circles influence 12/03/2024	Work-life balance and parental leave Harassment and Micro-Aggressions Diversity: Intercultural communication; Minorities, LGTBI, people with special abilities 13/03/2024

- Additionally, the final evaluation of the Gender and Diversity Plan 2020 – 2023 was carried out, which consisted of 35 actions. The status, impact and need for continuity were reviewed, the indicators were also analyzed and some actions were chosen to give them continuity and/or amplification within the framework of this G&D Plan. Corporate manuals, the website, news, job offers, etc. were also reviewed.

Phase 3: Analysis of the information. All the information has been analyzed, pointing out the strong points, and identifying the areas or sectors where inequalities occur, the causes, and the measures to solve them.

Phase 4: Diagnostic report. A diagnostic report has been prepared that summarizes the analysis carried out and the main conclusions and proposals.

Likewise, in April 2024, the entire IBEC Community has been informed of the results and conclusions of the Survey.

5.3. Duration of the Plan

05/2024- 05/2028 (four years).

5.4. Analysed data

5.4.1. Collection of staff perception - GEAM Survey

At IBEC, the same survey has been applied in the years 2020 and 2023. In 2020 it served to create the G&D Plan 2020-23. In November 2023, data and evolution between both years could be compared. The survey, which was answered by 56%, that is, 233 of the 417 members of the IBEC community, covered the following areas:

- Working conditions
- Balance and conciliation of professional and personal life
- Parental leave
- Culture and organizational climate – Gender equality
- Culture and organizational climate - Work culture - Recruitment
- Bullying, Harassment, Microaggressions

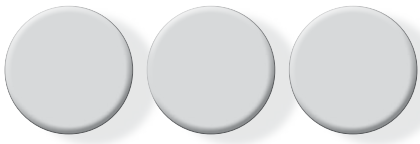
5.4.2. Baseline Employee data collection

Following the modification of Organic Law 3/2007 of March 22 for Effective Equality of women and men with the publication on March 1, 2019 of Royal Decree-Law 6/2019, the set of measures that it must contain is redefined. our Equality, Diversity and Inclusion Plan, so we adapt the areas of equality to said regulations. The subsequent Royal Decree 901/2020 also regulates Equality Plans. All data related to each subject subject to diagnosis is disaggregated by sex.

The diagnosis extends to all positions and work centres in IBEC, as well as to all hierarchical levels. Finally, the data have been analysed from a vertical and horizontal point of view, so that, in most sections, two tables will be displayed, with the same quantitative information, but a different interpretation perspective.

Start and end date of information collection:

Start	End
01/01/2023	31/12/2023



5.4.3. Analysis of quantitative and qualitative data

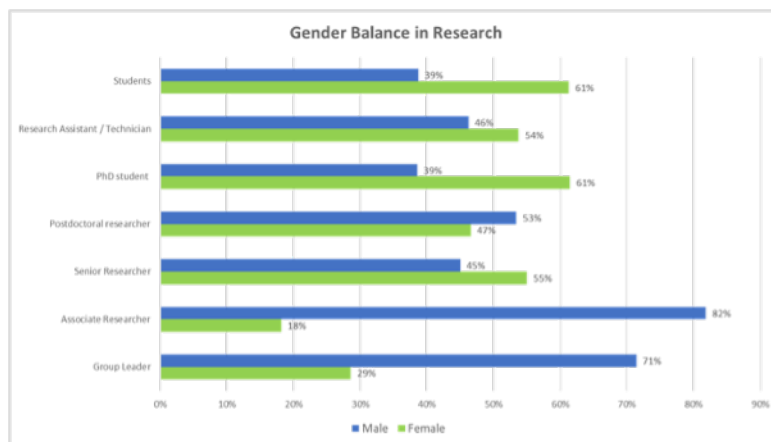
Leaky pipeline of women in science

An essential aspect of data analysis is the detection of situations of vertical or horizontal segregation in IBEC and identifying scenarios of underrepresentation of women.

Horizontal segregation makes visible the distribution that causes women to concentrate in certain jobs or departments, and vertical segregation, with the well-known “glass ceiling”, refers to the difficulty of promotion to positions of responsibility by women.

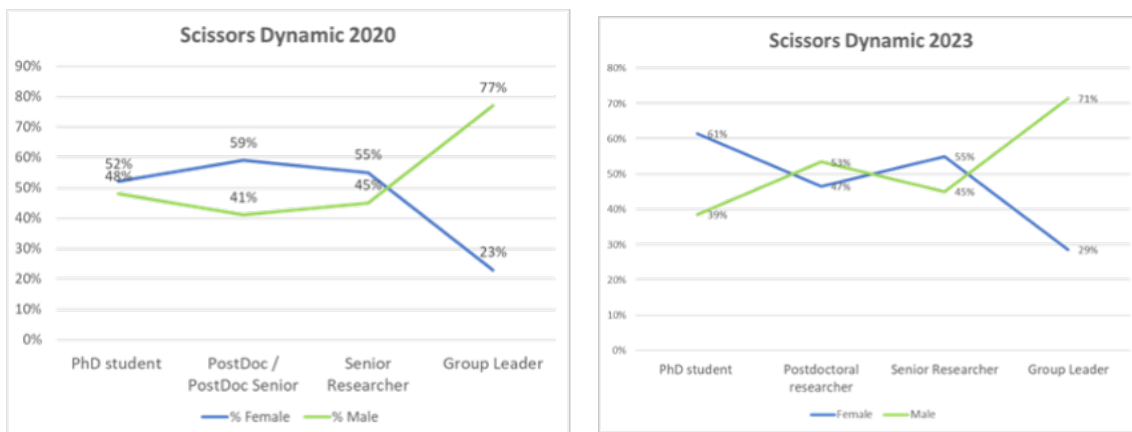
At IBEC, it can be observed that the administrative units are feminized, while in the positions belonging to research, the Group Leaders, are the ones with the least women representation. An aspect that has been worked on in previous and current plans.

Within the IBEC research area, gender balance depends largely on specific roles and responsibilities. In the early stages of the career, we find a majority of women but there is a shift towards a majority of men for Group leadership roles: as responsibility increases the gender distribution consolidates towards the male gender.



The dynamic known as “Leaky pipeline of women in science” explains that as women evolve in their research careers, their number decreases, especially in the STEM field. Our present and previous Gender and Diversity Plan contained important measures to reverse this dynamic that have proven to be successful, as shown in the following graphs.

Here the evolution of Scissors Dynamics at the IBEC is shown:



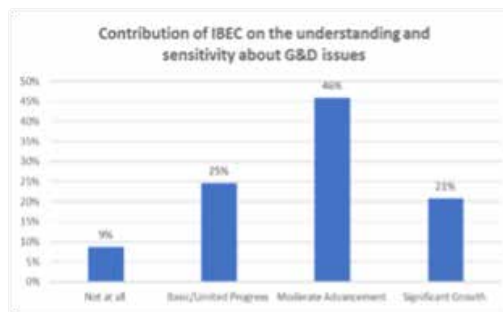
5.4.4. Analysis GEAM survey

Conclusions Gender and Diversity GEAM Survey

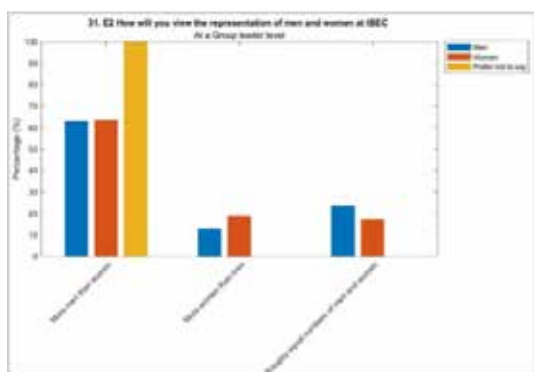
These are the main conclusions of the GEAM survey carried out among our IBEC Community in November 2023 that guided our actions.

a. Diversity & inclusion at IBEC

67% of participants perceive that their understanding and sensitivity regarding Gender, Diversity, and Inclusion issues has moderately advanced and significantly grown, thanks to the contribution of IBEC.

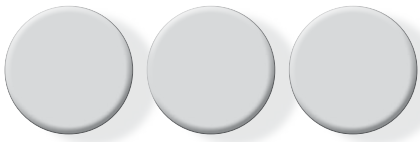


b. Differences in IBEC perceptions

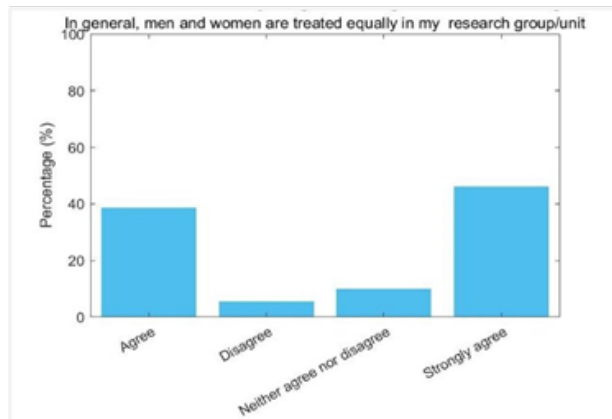


Comparing with the results obtained in 2020, in 2023 there is a more balanced perception between men and women regarding the representation of GL, with around 60% of both genders considering that there are more men than women. However, actual data from December 2023 shows that 71% of PI positions at IBEC are currently held by men.

Furthermore, there is agreement that management positions are more associated with men (55%); However, this perception is biased because, in reality, management positions are held by women (55%)



On the other hand, there is a strong consensus that women and men receive the same treatment within their group/unit: 85% of participants agree or totally agree.



c. Working culture and Access to decision making

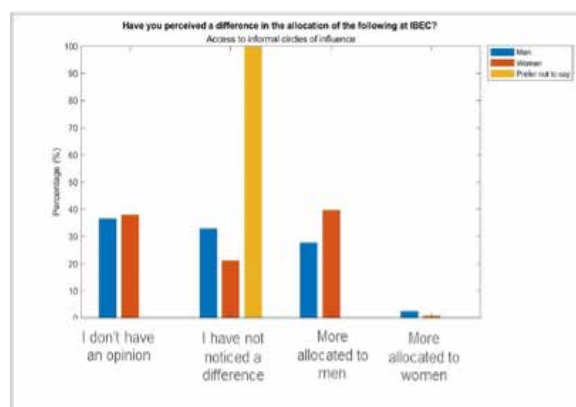


96% of IBEC members agreed or strongly agreed that they get along very well with their colleagues. But at the same time, there are a considerable number of responses that indicate that the work culture is perceived as more competitive than collaborative. For example, 30% of people find the statement “if you don’t stand up for yourself, people will walk all over you” to be completely or partially true in their work environment. This statement is particularly pronounced among group leaders and women.

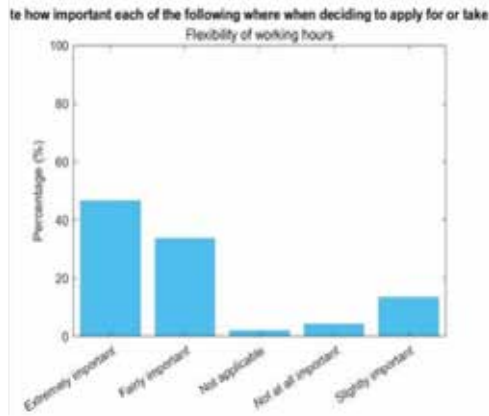
Furthermore, more than 40% of women believe that access to informal circles of influence is predominantly assigned to men, while only 2% believe it is assigned to women.

This emphasizes an important area where we can prioritize the role of women.

Finally, 25% of those surveyed think that they do not receive the recognition they deserve for their work, although GL considers that they do (78%).

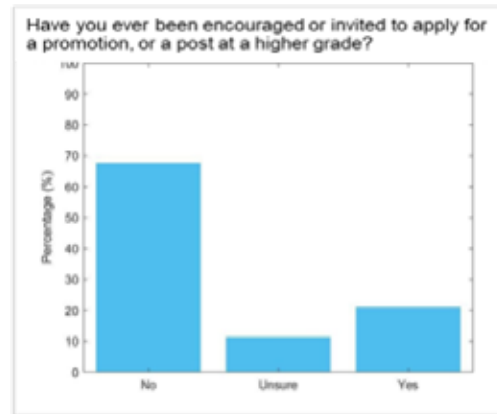


d. Career Progression at IBEC

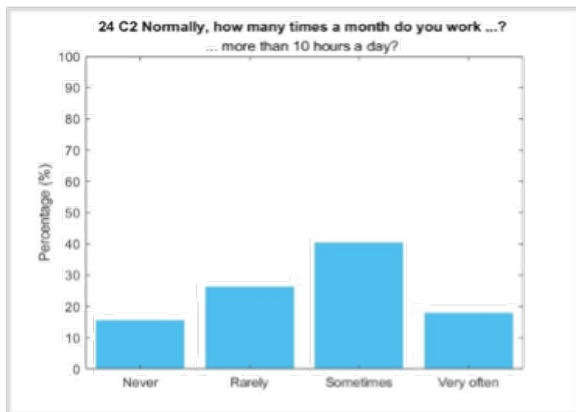


80% of participants believe that flexible working hours are a decisive factor when applying for or accepting a position at IBEC, especially among women. Additionally, 85% of women highlighted the importance of assessing whether a promotion accommodates flexible work arrangements before applying, compared to 43% of men.

However, when it comes to promotions, more than 65% of participants have not been encouraged or invited to apply for a promotion or a position at a higher grade at IBEC. Additionally, 32% believe that promotion decisions are more biased toward men, compared to 1% who feel they are more biased toward women.



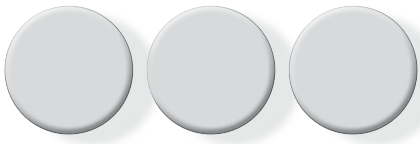
e. Work-life balance and parental leave.



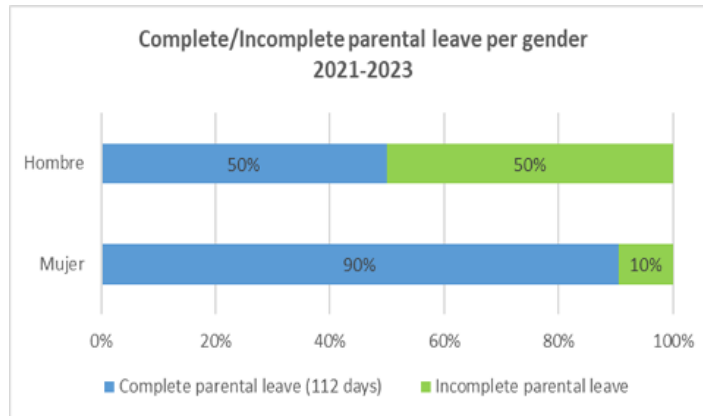
While 87% of survey participants indicated they were slightly satisfied, satisfied, or very satisfied with working conditions, there is still room for improvement.

58% of the IBEC community acknowledge that they work more than 10 hours a day frequently (sometimes or even very often), while only 15% affirm that they never do so.

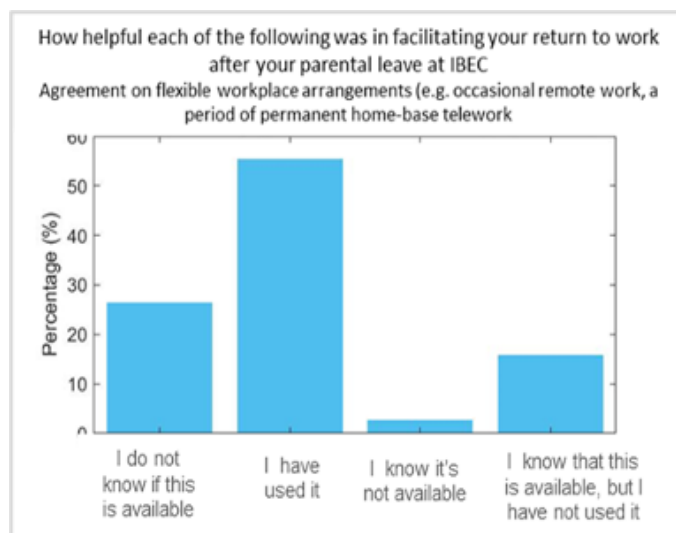
39% reported that they frequently came home too tired to take care of household responsibilities (several times a week). Additionally, 40% expressed difficulty in meeting personal commitments due to their workload (several times a month), particularly in positions of high responsibility. Work and personal life remain unbalanced.



Regarding parental leave, it is important to mention that since 2021 Spanish legislation has changed, allowing both parents to have 112 days of leave. However, at IBEC we analyzed the data during this period and found that 90% of women have taken full parental leave, compared to only 50% of men.



Furthermore, IBEC members during and after parental leave highly value measures to facilitate a smooth return to work. In 2020, 33% of participants said they were not aware that flexible work arrangements existed, compared to 25% this year. We have improved but we need to do more.



The IBEC offers resources for parents, such as the “Parental Benefits Guide” launched in November 2023, where it is possible to review information before and after taking parental leave. Even so, the survey showed us a gap in knowledge of these resources.

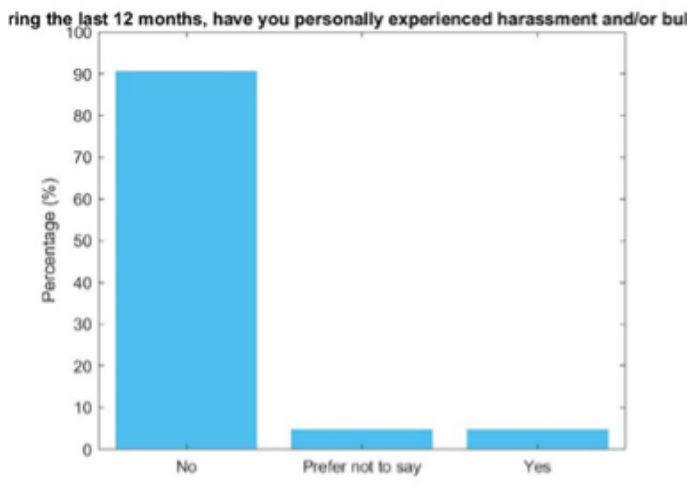
Other interesting data from the survey shows that around 58% of people stayed in contact with IBEC during their parental leave, and 27% believe that you should not let family interfere with your work to be successful.

f. Diversity & inclusion at IBEC

The strength and competitiveness of IBEC are based on the diversity of its staff, not only in terms of nationality (43% of our staff is not Spanish) but also in consideration of our diverse cultures, approaches, origins, ages, sexual orientations , gender identities and capabilities.

The survey results, as well as the qualitative data obtained through the open Focus Group, helped us identify the needs and concerns of IBEC staff who identify with diverse sexual orientations and gender identities. The data also helped to understand the needs of staff of various nationalities, but also of minorities who are mainly part of the IBEC Research area. Celebrating diversity and protecting vulnerable groups when necessary will be one of the cornerstones of the new IBEC Plan.

g. Harassment & Microaggressions



5% (9 people) in the 2023 survey versus 3% (5 people) in the 2020 survey reported experiencing some form of harassment in the past 12 months.

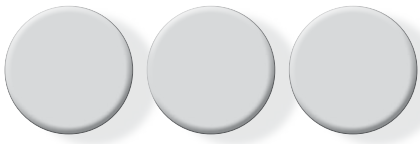
Between 65% and 70% of respondents feel completely and fairly confident in reporting an incident to their supervisors, the Gender and Diversity commission and the CoPTA commission. However, some people indicated that they have the feeling that if they report a case nothing will happen.

20% of participants reported witnessing or having first-hand knowledge of incidents of harassment or bullying. Senior positions (PIs and senior researchers) and other research positions (students, research assistants and technicians) peak here.

In the survey, there were many questions about microaggressions such as invisibility, devaluation of contributions, etc., and in most of them, women, ethnic minorities, LGBTQ+ and people with disabilities/illness face more microaggressions and prejudices.

We will strive to take an intersectional perspective to understand and foster awareness of how gender is shaped by other social categories (ethnicity, race, class, disability, age, and sexual orientation) for the new Plan.

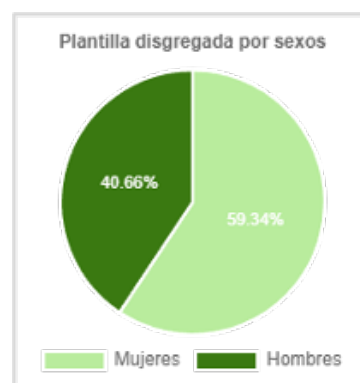
Our goal is to reduce cases of discrimination and harassment to zero. But we also want to contribute to a supportive community where others know they are not alone.



5.4.5. Disaggregated data by sex

Mujeres	%	Hombres	%	Total
162	59,34	111	40,66	273

As seen in the data collected from the global workforce, the female presence is higher than the male presence, with 40.66% of the male workforce compared to 59.34% of the female workforce. We consider the distribution to be parity when we move in percentage intervals of 40-60%, so parity appears from a gender point of view, leaning in favor of women. Thus, this template represents a model that tends to equity.



5.4.6. Gender Pay GAP

Taking into account the average total annual remunerations in the base salary, it is perceived that in the non-normalized information (real perceptions, which may imply differences if the person has had a working period of less than one year) a gap of -3.05 % appears. That is, in favour of the female employees.

However, to have an analysis adapted to the reality of the entity, normalized information has been calculated, that is, adapting the amounts to a reference year worked, so that all people have their annualized perceptions and allow an adequate comparison, appearing a gap of -3.71%, in favour of women.

It is with this calculation that the reduced salary differentiation is highlighted, with a 0.17% salary gap in the base salary, in favour of men.

5.4.7. Selection

IBEC has a People management Unit that, among many other aspects, ensures equal treatment in the selection and access processes of new personnel, avoiding possible cases of horizontal and vertical segregation and establishing the same contractual conditions for men and women.

At IBEC we have different documents, in addition to the Equality, Diversity and Inclusion Plan, that seek to guarantee non-discrimination for reasons of sex, maternity or care of the elderly:

- IBEC recruitment and Selection policy based on OTM Strategy (Open, transparent and merit based– recruitment)
- Guide for interviewers, which consists of 2 parts where the structured interview process is explained, including sections on good practices and advice, and the second part shows the skills you use during the interview, their definitions and model questions.
- Interviewee guide, when candidates are invited to an interview, they receive this guide which explains what a “skills-based interview” consists of and the list of skills to be evaluated. There is also a specific one for research and another for management positions. (staff).
- “JOBS” online selection platform, this tool created by IBEC allows the evaluation process to be carried out in an integrated online manner, allowing supervisors to access applications and evaluate CVs on the platform. This advance seeks to make selection processes more agile, structured and professional to attract talented researchers..

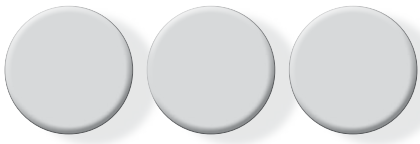
5.4.8. Training

Staff training at IBEC is considered a fundamental tool for the proper adjustment to the position and the professional and personal development of workers.

It is for this reason that equal opportunities in the field of training are guaranteed through Training Plans. Training actions are determined based on the needs detected in each area and/or job and not based on gender or any other discriminatory aspect.

IBEC cultivates a culture of learning and has initiatives to help its staff develop their skills, behaviours and competencies. These initiatives are:

- Training and development strategy, which aims to train the next generation of health technology experts, thus preparing researchers to conduct brilliant research while giving them the opportunity to take the next steps in their professional careers.
- IBEC seminars, with prominent people in bioengineering and nanomedicine from around the world.



- PhD Discussions, talks and skills sessions, organized and provided by the Strategy team and predoctoral researchers.
- The Annual Training Catalogue is fully aligned with the current IBEC Strategic Plan and the European Charter for researchers. Some of the training actions are connected to the Action Plan of the Human Resources Strategy for Researchers (HRS4R). It consists of more than 50 courses that respond to the needs of researchers and staff identified in the Training Needs analysis and that fall into the following categories: Transversal skills (Communication, Leadership and management, Entrepreneurial skills and Technology Transfer and Open Science); Scientific tools and techniques; Gender, diversity and inclusion; Languages and Health, Safety and Wellbeing.
- Training Catalogue 2023: <https://ibecbarcelona.eu/wp-content/uploads/2023/03/Training-Catalogue-2023.pdf>

The training plans have been strengthened each year, and by 2023, 70 training actions will be carried out.



The distribution by sex in terms of the type of training actions during the last three years of 2021, 2022 and 2023, shows that women participate to a greater extent than men.

5.4.9. Prevention of sexual and gender-based harassment

IBEC has a Protocol for the prevention and treatment of sexual and gender-based harassment since 2015 and in 2023 it has reached its 4th update.

Likewise, there are preventive measures established in order to find a place free of harassment, such as:

- Commission for the Prevention and Treatment of Harassment (CoPTA), which is made up of participants from different positions who meet to address any possible harassment situation.
- Training for the CoPTA, the Gender & Diversity Commission and the collegiate body of the Ethical Channel, which is carried out periodically.
- Training in conflict management so that it does not escalate and end in harassment. This training is segmented for different groups (supervisors, collaborators, HR and Commissions, and Company Committee).

- Ethical Channel, launched in October 2023 and disseminated through talks, Through this channel anyone can report a conflict or harassment situation anonymously or not.

5.4.10. People of special vulnerability. Trans Collective

The sociocultural demands of the LGTBI community, to guarantee the rights of lesbian, gay, bisexual, trans and intersex people, have promoted a regulatory framework and the implementation of institutional policies to guarantee the rights and equal treatment and non-discrimination of people who belong to this group, especially Trans people.

The word “transgender” or trans is a general term for people whose gender identity differs from their sex assigned at birth. Currently, the Trans community is the object of a generalized perception, based on a series of stereotypes and prejudices perpetuated by a social order, which impact their self-concept and self-esteem.

The Trans collective is considered one of the most discriminated groups in the labor context where, in addition to being excluded from the market, having fewer opportunities to access non-precarious work, situations of violence, harassment and intolerance of their gender identity are constant. that are generated in the jobs to which they gain access.

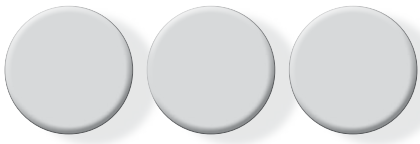
For their part, Trans women are those who suffer more negative consequences and difficulties in the labor market. Added to discrimination and social prejudice is not having a cisnormative appearance, that is, being visibly recognizable as a trans woman, they face a greater degree of hostility and rejection in hiring processes.

It is estimated that 77% of trans women have suffered discrimination when searching for employment in Spain according to FRA (Fundamental Rights Agency of the European Union). It is estimated that 34% have suffered discrimination in their work and 58% hide and do not talk about their identity.

With the entry into force of Law 4/2023, of February 28, for the real and effective equality of Trans people and for the guarantee of the rights of LGTBI people, a series of general articles are established aimed at improving the socio-labor situation of the Trans collective. This Law represents an important advance on the path taken towards equality and social justice that allows consolidating the change in social conception of LGTBI people.

The IBEC does not have data on women in situations of special vulnerability (single-parent families, for reasons of nationality, race, victims of gender violence, etc.), even so it is planned to establish measures linked to these points in this plan. .

At IBEC we regularly collaborate with the Association for Affective-Sexual and Gender Diversity in Science, Technology and Innovation (PRISMA). Once a year we organize information sessions for the IBEC Community.



6. Equality, Diversity, and Inclusion Plan

Our **Equality, Diversity and Inclusion Plan** is a tool to institutionalize change and help achieve structural change so that consideration of gender and diversity issues are present in all areas of IBEC. Therefore, part of the Commission's work is to analyze and monitor the results of our Plan and its challenges to sustain change.

Our Plan embraces diversity in the broadest sense, including categories such as gender, race, ethnicity, religion, class, age, sexual orientation and disabilities at all levels of the organization, including management and decision-making. As well as combating any type of discrimination and harassment.

Since gender mainstreaming involves constant learning cycles, we will regularly update and add new and disruptive measures that go beyond the current state of the art in gender and diversity policies at IBEC.

6.1. Purpose

IBEC's **purpose** with this Plan for the years 2024-2028 is to lead, guide, encourage and support all levels of the organization to achieve its gender, diversity, equity and inclusion (GDEI) objectives with equal access to opportunities and fair, equitable and impartial treatment by promoting a safe and inclusive community and encouraging collaboration of different actors at different levels.

Our **vision** is that diversity, equity and inclusion are ingrained in IBEC's organizational culture, achieving structural change and being a benchmark for good practices in diversity, equity and inclusion with gender as a key area of focus.

To do this, we are not going to try to fix or change people, but rather to fix or change the Institution by recognizing people's differences and making people feel integrated.

With this we intend to **change** the following:

- Increase the representation of women and minority groups.
- Promote equal visibility, access to power and participation for all, towards a more inclusive and safe work environment.

The **values** on which our IV Plan is based are:

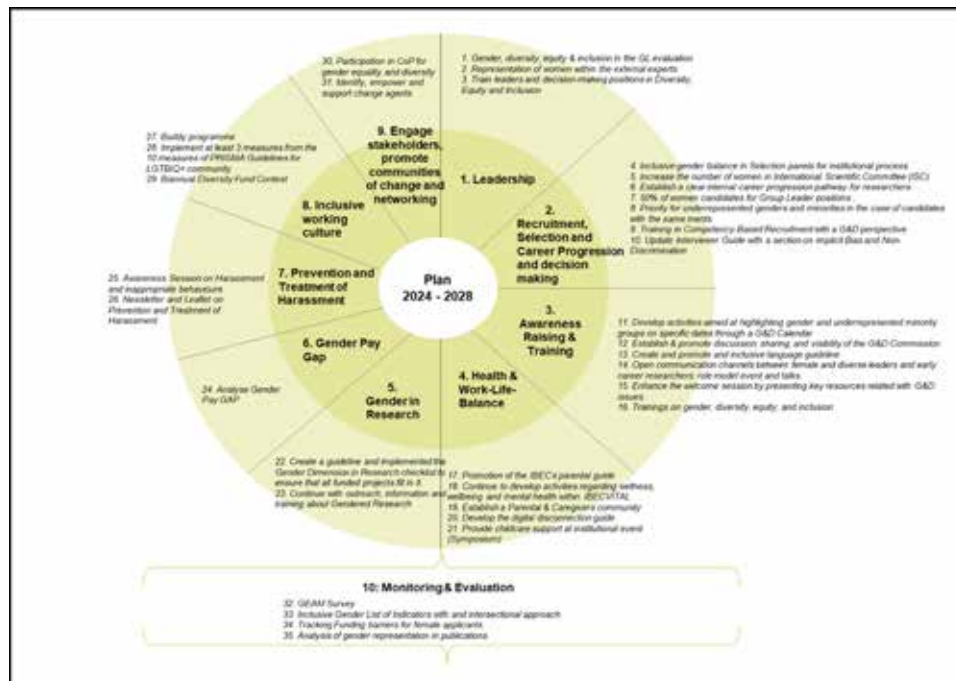
- Respect, responsibility, transparency (IBEC key values)
- Equality, justice, psychological safety, solidarity, participation, monitoring and evaluation

6.2. Objectives

The objectives to be achieved during the implementation of the Plan are:

1. Embed Gender, Diversity, Equity and Inclusion (GDEI) in policy and practice tools to drive positive cultural and structural change. Increase awareness of DEI related topics with gender as a key area of focus.
2. Help to maintain a beneficial work-life balance for everyone.
3. Attract and retain diverse talent and specifically women in decision-making roles. Thus, reduce the leaky pipeline and scissor figure dynamic.
4. Foster a safe and supportive environment, while promoting the supervisors are adequately prepared to facilitate it.
5. Incorporate gender perspectives in research.
6. Combat any type of discrimination and harassment.
7. Recognize Intersectionality taking into account gender in intersection with other social categories (ethnicity, race, class, disability, age, and sexual orientation) going through a constant learning and feedback process with Monitoring and Evaluation.

6.3. Action Plan





The present plan is divided into 10 thematic areas:

Areas 1-4 have been identified as Key Areas after the process of diagnosis.

The Plan has 10 thematic areas:

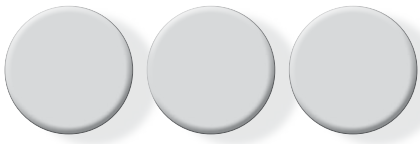
- Key Area 1: **Leadership**
- Key Area 2: **Recruitment, Selection and Career Progression and decision making**
- Key Area 3: **Awareness Raising & Training**
- Key Area 4: **Health & Work-Life-Balance**
- Area 5: **Gender in Research**
- Area 6: **Gender Pay Gap**
- Area 7: **Prevention and Treatment of Harassment**
- Area 8: **Inclusive working culture**
- Area 9: **Engage stakeholders, promote communities of change and networking.**
- Area Transversal 10: **Monitoring & Evaluation**

After the diagnostic process, areas 1 to 4 have been identified as key areas. Furthermore, area 10 is a cross-cutting area that impacts all parts of the Plan.

Key Area 1: Leadership

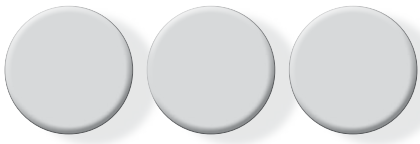
Expected impact: Leaders that mirror the diversity of our community and foster engagement, thus ensuring greater satisfaction within their teams and the sustainability of Diversity, Equity and Inclusion actions.

Action 1	Gender, diversity, equity & inclusion in the Group Leaders evaluation
Area	Leadership
Output	In the periodic evaluation of Group Leaders that takes place every 4 years, incorporate a qualitative indicator about their contribution to diversity & inclusion.
Outcome	Diversity, equity, and inclusion within GL 's teams are fostered and therefore also in the organizational culture. GL's Awareness in DEI is increased.
Target	JR GL y GL
Indicator	Qualitative: Self-evaluation about the contribution of GL to Diversity, Equity & Inclusion is broadened from JRGL to GL positions in the year 2024 onwards.
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Every 4 years (T4)
Responsibility	Directorate, Strategic Initiatives and People Management Unit



Action 2	Representation of women within the external experts in Seminars and Institutional events organized by Research groups
Area	Leadership
Output	Increase representation of women and within the external experts in IBEC seminars and Institutional events. For every two women external experts invited, IBEC will finance the travel costs and accommodation of one, within the maximum expenditure established by the Directorate. IBEC will ensure that there is representativeness and diversity within external experts invited by the Group Leaders to Institutional events
Outcome	Improved presence (%) of female experts. Improve role model effect for young researchers
Target	Group Leaders
Indicator	Quantitative: % of female external experts invited Initial value: 30%
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous as of 2025 (T1)
Responsibility	Strategic Initiatives / Communication Unit

Action 3	Train leaders and decision-making positions in Diversity, Equity and Inclusion
Area	Leadership
Output	Junior GL: Mandatory leadership course given with a module on diversity and unconscious bias. GL, Heads of Unit, Directorate: workshop including Leadership with DEI perspective in the GL and Heads' retreat. Biannual Leadership training for GLs & Heads of Units including Diversity, Equity and Inclusion
Outcome	Leaders have tools and are engaged with Gender, Diversity, Equity and Inclusion, thus ensure sustainability of our DEI efforts
Target	GL, Heads of Unit, Directorate
Indicator	Quantitative: Number of courses given Number of participants
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous, as of 2024 (T2)
Responsibility	People Management Unit, Directorate



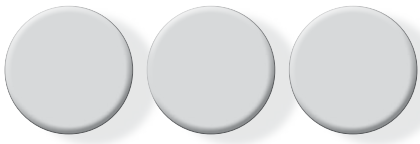
Key Area 2: Recruitment, seleccion, career progression and decision making.

Expected impact: Attract and hire women and diverse profiles for Group Leader positions and decision-making positions. Reduce the Leaky Pipeline and the dynamic of the Scissor effect.

Action 4	Inclusive gender balance in Selection panels for institutional process
Area	Recruitment, Selection, Career Progression and decision making
Output	Gender equity and diversity within the Selection Panels. Gender and diversity sensitive recruitment processes
Outcome	Improved objectivity of recruitment process according to OTMR policies
Target	Management positions (Head of Units and Directorate) and Institutional selection processes (PhD, Master, JRGL, etc.)
Indicator	Quantitative: Equity in the selection panels at management positions (Head of Units and Directorate) and Institutional selection processes.
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous as of 2024 (T3)
Responsibility	People Management Unit / OTMR working group

Action 5	Increase the number of women in International Scientific Committee (ISC)
Area	Recruitment, Selection, Career Progression and decision making
Output	Increase representation of women in ISC new members' appointment and in ISC member rotation.
Outcome	Improved access and visibility of diverse roles in decision making positions
Target	ISC members
Indicator	Quantitative: From 30% female members in 2024 to 40% in 2027 Achievability of objectives linked to rotation in the ISC group
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous
Responsibility	Directorate / Strategic Initiatives Unit

Action 6	Establish a clear internal career progression pathway for researchers that ensures transparency and objectivity, while incorporating a gender-inclusive perspective.
Area	Recruitment, Selection, Career Progression and decision making
Output	Recruitment, Selection, Career Progression and decision making
Outcome	Creation of a clearly defined internal career progression pathway for researchers.
Target	A more equitable, transparent, and effective system for advancing the careers of researchers is established at IBEC Improved transparency and Objectivity
Indicator	Quantitative: Policy is created and communicated to IBEC Community Promotion processes in research follow Policy
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Creation of Policy 2024 (T3) Monitoring T4 Every year
Responsibility	Directorate / People Management Unit

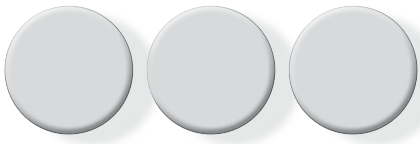


Action 7	Ratio of women candidates for Group Leader positions
Area	Recruitment, Selection, Career Progression and decision making
Output	For Junior Group Leader positions: at least 50% women candidates arrive to the interview phase. For Senior Group Leader positions: 40% women candidates in the preselection phase are presented to apply for ICREA positions at the end of the 4-year period of the Plan.
Outcome	More female candidates for JR GL and GL positions Gender sensitive recruitment process
Target	Junior GL y GL
Indicator	Quantitative: Percentage of women candidates in JR GL and GL selection processes. Initial value: 40%
Resources	Materials: Own Humans: Own Economics: Own
Timeline	T4 yearly
Responsibility	Directorate / People Management Unit

Action 8	Priority for underrepresented genders and minorities in the case of candidates with the same merits and evaluation results in Institutional selection processes
Area	Recruitment, Selection, Career Progression and decision making
Output	In Institutional selection processes, if there are candidates with equal merits and abilities, priority will be given to underrepresented gender and other minorities. This will be included in IBECs' Selection Policy
Outcome	Gender and diversity sensitive recruitment process. Fair opportunity for underrepresented groups to advance and be represented at all levels of IBEC. Talent pool is broadened.
Target	Toda la comunidad IBEC
Indicator	Quantitative: Track the representation of underrepresented genders and minority groups in the applicant pool, shortlisted candidates, and ultimately, hired candidates. % of underrepresented groups selected
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous as of 2024 (T4)
Responsibility	Supervisors / People Management Unit

Action 9	Training in Competency-Based Recruitment with a gender & diversity perspective
Area	Recruitment, Selection, Career Progression and decision making
Output	Se imparte Sesión formativa Anual con perspectiva de género y diversidad y sesgo implícito
Outcome	Mayor conciencia sobre el sesgo implícito en los procesos de contratación. Mayor número de entrevistas realizadas con el uso de la metodología
Target	Supervisores y entrevistadores
Indicator	Cuantitativo: Formación impartida Número de participantes Tasa de evaluación del curso.
Resources	Materials: Own Humans: Own Economics: Own
Timeline	T1 yearly from 2025
Responsibility	People Management Unit

Action 10	Update Interviewer Guide with a section on implicit Bias and Non-Discrimination.
Area	Recruitment, Selection, Career Progression and decision making
Output	Interviewer Guide updated with a section on implicit bias and Non-Discrimination.
Outcome	Increased awareness of Implicit bias in recruitment processes Increased number of interviews held with the use of the methodology
Target	All supervisors and interviewers
Indicator	Quantitative: Guide is updated and communicated
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T3)
Responsibility	People Management Unit



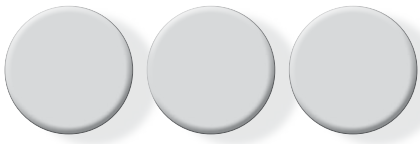
Key Area 3: Awareness raising & training

Expected impact: Through continuous education, employees at all levels develop a deeper understanding of diversity, equality, and inclusion concepts, becoming more empathetic and culturally competent, fostering a more inclusive workplace culture.

Action 11	Develop activities aimed at highlighting gender and underrepresented minority groups on specific dates through a G&D Calendar
Area	Awareness Raising & Training
Output	Actividades organizadas y promovidas a través de un Calendario de Género y Diversidad
Outcome	Increased visibility and recognition by underrepresented gender and minority groups (disability, ethnicity, sexual orientation, cultural) within IBEC. Enhanced sense of belonging and inclusion among minority groups
Target	All IBEC staff
Indicator	Quantitative: Number of activities organized and promoted through a Gender & Diversity Calendar per year Qualitative: Percentage of participant satisfaction with the promoted activities
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous as of 2024 (T4)
Responsibility	G&D Commission

Action 12	Establish & promote discussion, sharing, and visibility of the Gender & Diversity Commission
Area	Awareness Raising & Training
Output	Discussion and informative sessions and poster at the IBEC Symposium promoting Gender & Diversity Committee initiatives
Outcome	Increase employee's awareness and engagement with the Gender & Diversity Commission and its initiatives
Target	All IBEC staff
Indicator	Quantitative: Number of events promoting G&D committee In the G&D Survey: Improve employee's evaluation of IBEC's contribution to gender & diversity understanding and sensitivity
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly T4
Responsibility	G&D Commission

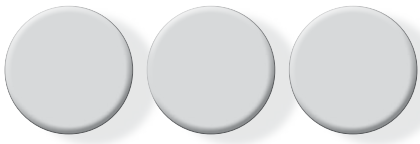
Action 13	Create and promote and inclusive language guideline
Area	Awareness Raising & Training
Output	Guide of inclusive language created. Guidelines promoted
Outcome	Inclusive language that acknowledges and respects all genders and identities is used. Assumptions about gender or using language that may exclude or marginalize certain groups is avoided. IBEC staff is aware of inclusive language and appropriate terminology.
Target	All IBEC staff
Indicator	Quantitative: inclusive language guideline
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2026 (T2)
Responsibility	G&D Commission, Communications Unit and People Management Unit



Action 14	Open communication channels between female and diverse leaders and early career researchers: role model event and talks.
Area	Awareness Raising & Training
Output	Role model event and talks with female and diverse leaders, including their experiences on conciliation.
Outcome	Role models are identified, internal networking is improved within researchers at different levels. Visibility of female and diverse GL is increased
Target	All IBEC staff
Indicator	Quantitative: Number of actions organized
Resources	2025 (T3), 2026 (T3) and 2027 (T3)
Timeline	Materials: Own Humans: Own Economics: Own
Responsibility	G&D Commission, Communication and People Management Units

Action 15	Enhance the welcome session by presenting key resources related with G&D issues
Area	Awareness Raising & Training
Output	Updated welcome session materials with key information on resources like main actions of the Gender & Diversity Plan, the ethical channel, IBEC VITAL, with clear instructions on how to access them.
Outcome	New employees are equipped with key information of G&D issues and with knowledge where to access these resources
Target	New employees
Indicator	Quantitative: Results of the survey for new employees, about the usefulness and accessibility of these resources presented in the welcome session
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly as of T1 2025
Responsibility	People Management Unit

Action 16	Trainings on gender, diversity, equity, and inclusion
Area	Awareness Raising & Training
Output	Implementation of the of training sessions covering topics related to gender, diversity, equity, and inclusion: Biannual Intercultural communication training for all IBEC members and stakeholders as BIST members Specific tailored Training for the Commission members and other change agents
Outcome	Participants gain a deeper understanding and take concrete actions to promote gender equality, diversity, equity, and inclusion within their respective roles and areas of influence. They become more aware of their own biases. Strengthened commitment to fostering an inclusive and equitable workplace culture among participants and therefore within IBEC Foster the participation of the commission members and change agents.
Target	Commission, change agents. All IBEC staff
Indicator	Quantitative: Number of trainings Qualitative: Satisfaction with trainings
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2024 (T4), 2025 (T4), 2026 (T4), 2027 (T4)
Responsibility	G&D commission & People Management Unit



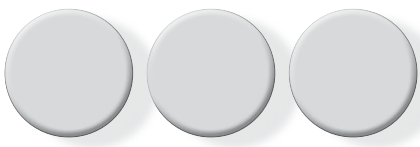
Area 4: Health & Work life balance

Expected impact: Establish an organizational culture that prioritizes employee well-being, leading to improved health, decreased stress, and enhanced job satisfaction. This balance enables individuals to harmonize work and personal life, fostering a supportive and inclusive culture.

Action 17	Promotion of the IBEC's parental guide
Area	Health & Work life Balance
Output	Updated parental guide is accessible on the intranet. Promotional materials (e.g., summary flyer) are in place. informative session is conducted for beneficiaries.
Outcome	Improved awareness and use of the options and benefits offered in the IBEC's parental Guide
Target	Parents at IBEC
Indicator	Quantitative: Parental guide updated Number of participants in the informative session
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T4), 2026 (T4), 2027 (T4)
Responsibility	G&D commission & People Management Unit

Action 18	Continue to develop activities regarding wellness, wellbeing and mental health within IBECVITAL
Area	Health & Work life Balance
Output	Increased Wellness and wellbeing activities offered to employees by IBEC Vital programme. In coordination with HRS4R Action plan (Action 34)
Outcome	Improved physical and mental well-being among employees. Increased inclusion and perception that IBEC cares for their wellbeing Increased participation in wellness activities.
Target	All IBEC staff
Indicator	Quantitative: Number of activities offered by IBECVital Number of participants
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continue as of 2024 (T4)
Responsibility	G&D commission & People Management Unit

Action 19	Establish a Parental & Caregivers community
Area	Health & Work life Balance
Output	Established Parental & Caregivers community, active chat group for ongoing support and information sharing, annual information day held discussing parenthood and caregiving topics.
Outcome	Increased sense of community and support among parents and caregivers at IBEC, enhanced knowledge and resources related to parenthood and caregiving.
Target	Parents and caregivers of IBEC Community
Indicator	Quantitative: Number of participants in the Parental & Caregivers chat group. Attendance in the annual information day.
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2026 (T1)
Responsibility	G&D commission & People Management Unit



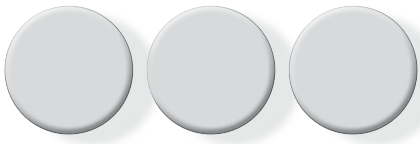
Action 20	Develop the digital disconnection guide with best practices for digital detox at workplace.
Area	Health & Work life Balance
Output	Digital disconnection guide providing best practices and tips for disconnecting from digital devices, promotion materials for the guide.
Outcome	Implemented a culture of time management where individuals can disconnect. Increased adoption of healthy digital habits among employees, reduced digital fatigue. Stress Reduction and Enhanced Mental Health
Target	All IBEC community
Indicator	Quantitative: Guidelines created Qualitative: Employee feedback
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T4)
Responsibility	G&D commission & People Management Unit

Action 21	Provide childcare support at institutional event (Symposium) for speakers and participants.
Area	Salud y Equilibrio entre Vida Laboral y Personal
Output	Childcare service available at IBEC institutional event (Symposium), promotion of babysitting services for parents, coordination with providers. (Extend the service that we already offer for interviewees)
Outcome	Increased accessibility and participation of speakers and IBEC members with childcare responsibilities. Reduced barriers for parents attending institutional events
Target	External speaker or invited members Parents at IBEC
Indicator	Quantitative: Number of participants with childcare responsibilities who use childcare services during Symposium institutional event.
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T3) onwards
Responsibility	G&D commission & People Management Unit

Area 5: Gender in Research

Expected impact: Comprehensive integration of gender perspective in research endeavors. This ensures that projects systematically consider gender implications, leading to more inclusive and robust scientific outcomes, fostering innovation, and addressing societal challenges effectively.

Action 22	Create a guideline and implemented the Gender Dimension in Research checklist to ensure that all funded projects at IBEC fill in it
Area	Gender in Research
Output	Gender dimension in research guideline Checklist developed and disseminated
Outcome	Integration of gender considerations in research projects funded by IBEC. Identification and addressing of gender gaps and biases in research design and implementation.
Target	Researchers and Projects Office
Indicator	Quantitative: Percentage of funded projects at IBEC that complete the Gender Dimension in Research checklist
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T4)
Responsibility	G&D commission, Strategic Initiatives Unit & Projects Office

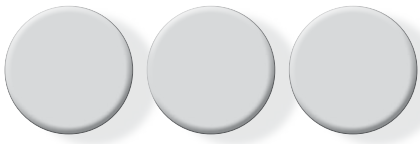


Action 23	Continue with outreach, information and training about Gendered Research
Area	Gender in Research
Output	Outreach events, informational materials, and training sessions conducted to raise awareness and provide education on gender research practices.
Outcome	Raise awareness of the importance of the gender perspective in research
Target	Researchers at IBEC
Indicator	Quantitative: Number of participants / Evaluation of the training
Resources	Yearly (T2)
Timeline	Materials: Own Humans: Own Economics: Own
Responsibility	G&D commission & HR

Area 6: Gender Pay GAP

Expected impact: Gaining insight regarding a possible Gender Pay Gap and promoting the approval of an action plan if necessary.

Action 24	Analyse Gender Pay GAP
Area	Gender Pay Gap
Output	Yearly Gender Pay Gap analysis report highlighting areas of imbalance and potential causes, development of targeted interventions to address gender disparities. A devoted working group will be created when Gender Pay GAP is higher than 5% (normalized data).
Outcome	Strategies to address any gender pay gaps are implemented.
Target	AI IBEC
Indicator	Quantitative: Yearly payroll register “Registro retributivo”. Audit at the beginning of the new Gender & Diversity Plan (2024)
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly T2
Responsibility	Working group & People Management Unit

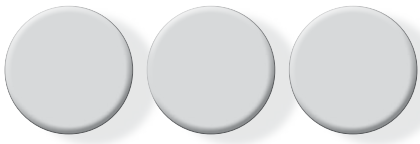


Area 7: Prevention and Treatment of Harassment

Expected impact: Create a culture of zero tolerance for harassment, where all members feel safe, respected, and supported.

Action 25	Awareness Session on Harassment and inappropriate behaviours
Area	Prevention and Treatment of Harassment
Output	Informational training session on harassment for all IBEC members is provided. Bystander training: to potential witnesses of inappropriate behaviour or harassment to equip them with tools for recognizing and intervening in these situations.
Outcome	Increased awareness and understanding of harassment issues among IBEC members. Participants are better equipped to recognize and address inappropriate behaviours and harassment, understand IBECs protocol, and contribute to creating a culture of respect and collective responsibility.
Target	All members of IBEC Community
Indicator	Quantitative: Numbers of Participants in Trainings Level of awareness before and after the training
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T4)
Responsibility	CoPTA. Health and Safety, and People Management Unit

Action 26	Newsletter and Leaflet on Prevention and Treatment of Harassment
Area	Prevention and Treatment of Harassment
Output	Develop and disseminate a newsletter with relevant aspects regarding harassment and microaggressions. Develop and disseminate an informative leaflet to all IBEC members to raise awareness about the harassment protocol. Inform about citywide municipal ambulatory service that offers specific ambulatory care to victims of male violence (women, LGBTI people, or people from their close circle directly affected by this violence). And to people from the victims' circle. "Assistance, Recovery and Reception Service (SARA)".
Outcome	Improved awareness and knowledge of IBEC's harassment protocol and procedure among members. Enhanced IBEC members' ability to respond effectively to inappropriate behaviours and harassment incidents and access support when needed.
Target	All IBEC members
Indicator	Quantitative: Leaflet implemented Newsletter implemented Ambulatory Service SARA is informed
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Leaflet implemented in T4 2024 Newsletter implemented 2024 onwards
Responsibility	CoPTA



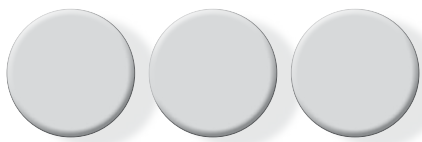
Area 8: Inclusive Working culture

Expected impact: Improved workplace relationships and a sense of belonging among employees, fostering a more collaborative and inclusive culture.

Action 27	Buddy programme
Area	Inclusive Working culture
Output	Buddy programme created, List of volunteers and pairs Orientation sessions conducted for participants.
Outcome	Increased cultural understanding and integration among international newcomers and minorities, strengthened sense of belonging and support within IBEC
Target	Newcomers & minorities
Indicator	Quantitative: Percentage of international newcomers and minorities participating in the Buddy programme. Feedback survey
Resources	2025 (T3) onwards
Timeline	Materials: Own Humans: Own Economics: Own
Responsibility	G&D commission & People Management Unit

Action 28	Prioritize and implement at least 3 measures from the 10 measures of PRISMA Guidelines for LGTBIQ+ community
Area	Inclusive Working culture
Output	At least 3 actions are Identified and prioritized from the PRISMA LGTBIQ+ measures for implementation; action plans developed for each selected measure.
Outcome	Increased awareness and support for LGBTQ+ inclusion; targeted measures implemented to address LGBTQ+ needs and promote inclusivity.
Target	LGTBTQ+ community
Indicator	Quantitative: Number of PRISMA LGTBIQ+ measures implemented
Resources	2025 (T4) onwards
Timeline	Materials: Own Humans: Own Economics: Own
Responsibility	G&D commission

Action 29	Biannual Diversity Fund Contest
Area	Inclusive Working culture
Output	Implemented Diversity contest for Ideas for a project or initiative that fosters equity, diversity and inclusion within IBEC. Implemented Diversity funded for the best idea
Outcome	Generation of creative and innovative ideas for promoting equity, diversity, and inclusion within IBEC Engagement and participation from IBEC members in driving diversity and inclusion initiatives is fostered. Creativity, collaboration, and collective action is encouraged towards creating a more equitable and inclusive research institution, thus driving positive change and cultivation of a inclusive organizational culture
Target	All IBEC members
Indicator	Quantitative: Number of submissions
Resources	Materials: Own Humans: Own Economics: Own
Timeline	2025 (T4) bianual
Responsibility	G&D commission

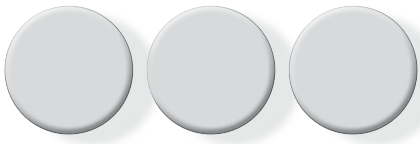


Area 9: Engaging Stakeholders, promote communities of change and networking

Expected impact: Cross-fertilization and collaboration, accelerating Institutional change, helping to reach and influence a broader audience, ensuring sustainability of the measures and positive recognition from external stakeholders.

Action 30	Participation in Communities of Practice (CoP) for gender equality and diversity
Area	Engaging Stakeholders, promote communities of change and networking
Output	Participation in Communities of Practice (CoPs): - CoP INSPIRE: in Inclusive Gender Equality plans sustaining change - Community of Practice Agència de Qualitat i Avaluació Sanitàries de Catalunya (AQuAS) Comunitat de Pràctica Hipàtia since 2021 - US Embassy Science Fellow devoted to diversity and inclusion - EURAXESS Community of Practice on Gender, Diversity (support female post-docs) - Collaboration within the BIST centers in gender & diversity initiatives
Outcome	Supportive community, mutual engagement and practices are in place A shared repertoire of resources is developed IBEC's G&D Commission is supported in promoting new initiatives
Target	G&D Commission
Indicator	Quantitative: Number of CoPs in which G%D Commission participates
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Continuous as of 2024 (T2)
Responsibility	G&D Commission

Action 31	Identify, empower and support change agents
Area	Engaging Stakeholders, promote communities of change and networking
Output	Identify and empower change agents: Identify stakeholders, such as members of commissions, role models, and mentors with informal influence or power, who can promote, support and implement change towards increased gender equality and Diversity. Establish a support network for these change agents and provide them with training and resources to effectively drive change. Support Women Group Leaders Peer Mentoring Group providing training and budget for meetings.
Outcome	Supportive community, mutual engagement and practices are in place A shared repertoire of resources is developed IBEC's G&D Commission is supported in promoting new initiatives
Target	ALL IBEC members and stakeholders
Indicator	Quantitative: Number of members identified as change agents Number of activities to support and engage them
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly T4
Responsibility	G&D Commission



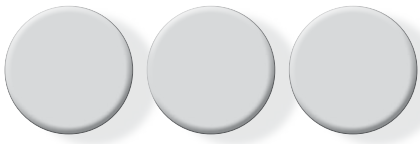
Area 10: Monitoring and Evaluation

Expected impact: Comprehensive assessment and monitoring of the progress made in achieving inclusive gender equality objectives and track key metrics for informed decision-making for sustainable change, ensuring that gender equality and diversity efforts consider intersecting factors such as race, ethnicity, socioeconomic status, and more.

Action 32	GEAM Survey
Area	Monitoring and Evaluation
Output	Implement GEAM SURVEY at the end of the Implementation of current G&D Plan
Outcome	The progress made is assessed. Gaps and Challenges are identified. Engagement and Participation in the survey of IBEC Community is achieved
Target	All IBEC members
Indicator	Quantitative: Survey is implemented and study of results is done Attendance of G&D members to any training on the GEAM survey tool
Resources	Materials: Own Humans: Own Economics: Own
Timeline	T1 2028
Responsibility	G&D Commission

Action 33	Inclusive Gender List of Indicators with and intersectional approach
Area	Monitoring and Evaluation
Output	Stablish a list of yearly indicators to monitor and evaluate its progress Intersectional approach is considered and implemented
Outcome	Measurement of Progress and identification of Areas for Improvement addressing the complex and varied experiences of individuals, fostering a more inclusive environment, addressing the multifaceted challenges of societal inequities.
Target	All IBEC members
Indicator	Quantitative: Numbers of indicators and its yearly follow up
Resources	Materials: Own Humans: Own Economics: Own
Timeline	T4 2024 the list of indicators is ready. Monitoring yearly T4
Responsibility	G&D Commission

Action 34	Tracking Funding barriers for female applicants
Area	Monitoring and Evaluation
Output	Data collection regarding barriers and needs for female Funding Applicants
Outcome	Structural support for female funding applicants
Target	Researchers
Indicator	Quantitative: % women funding applications; % of granted women applicants
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly T3
Responsibility	Projects Office, G&D Commission

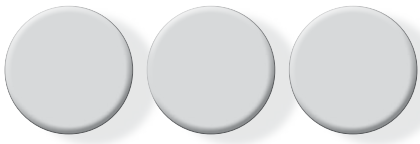


Action 35	Analysis of gender representation in publications
Area	Monitoring and Evaluation
Output	Report gender representation in publications across research groups, including quantitative and qualitative analysis of potential issues or biases.
Outcome	Identification of potential barriers or biases affecting gender equity in research output
Target	Researchers
Indicator	Quantitative: % women in publications; number of reports prepared and communicated
Resources	Materials: Own Humans: Own Economics: Own
Timeline	Yearly T2
Responsibility	Strategic Initiatives Unit, G&D Commission.

Continuation and follow up of actions already implemented at IBEC:

It is important to highlight that at IBEC, we have a series of activities that were initiated under the previous Gender and Diversity Plan 2020-2023 and are still ongoing. These are some of the most relevant:

Communication and Dissemination	Newsletter for the IBEC Community Incorporation of news and new sections on IBEC's Gender & Diversity web page: https://ibecbarcelona.eu/es/about-us/gender-diversity/
Inclusion	Tandem Programme: Interchange of languages and cultures among IBEC community members IBEC events have an inclusive perspective, accommodating and adapting the event to the needs of people with functional diversity. So that accessibility improves and participation of diverse attendees at IBEC events increases.
Leadership	Supporting Grant for Women Scientists: Mothers of Science implementado en los centros BIST. https://bist.eu/talent/mothers-of-science/
Selection	Facilitate interview logistics for candidates with childcare responsibilities. Use of Gender decoder language tool for Job adds for Heads of Unit and GL positions. Revise job adds with gender perspective and gender inclusive language
Training and awareness	Raise awareness of LGTBIQA+ community rights Promotion of girls in Science studies through Outreach Activities: 100tífiques , Biennal Ciutat i Ciència”, Boj@s per la Bioenginyeria



7. Monitoring, evaluation and review actions

For monitoring, evaluation and review actions, a Monitoring Commission called “Gender & Diversity Commission” must be established in the IBEC. Being that the monitoring and evaluation of the measures provided for in the plan will be carried out periodically as stipulated in the calendar of actions. However, at least one intermediate and one final evaluation will be carried out, as well as when agreed by the Commission.

Monitoring objectives and evaluation sheet

The control and monitoring of the Actions responds to the following objectives:

- Verify the achievement of the objectives established in the Equality Plan.
- Obtain information about the level of execution, the adequacy of resources used, and compliance with the schedule regarding the actions.
- Detect possible obstacles or difficulties in implementation.
- Make the pertinent adjustments or adopt corrective measures if necessary, according to current legislation and the needs of the company.

A template will be created and used to carry out the evaluation of the Plan, which will facilitate the collection of quantitative and qualitative information regarding the execution of each of the measures.

Monitoring and reporting questionnaire.

Once the implemented improvement actions have been evaluated, the impact of the Equality Plan will be evaluated through different tools, such as:

- Meetings with all the people who have participated in the Plan.
- Carrying out questionnaires and surveys to the aforementioned groups.
- Analysis of the implementation of the Equality Plan in a meeting of the Monitoring Commission.

8. Registration of the Plan

The Plan will be subject to mandatory registration in the public registry (REGCON). The aforementioned registration in the registry will allow public access to the content of the equality plans.



Institute for Bioengineering of Catalonia

