



Josep Carreras[®]
LEUKAEMIA
Research Institute

2022

EQUALITY AND DIVERSITY PLAN 2022-2025





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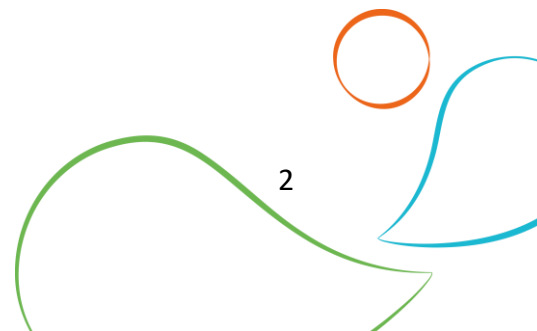
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1. INTRODUCTION

1.1. The Josep Carreras Institute's undertaking

Dear Reader,

IJC has a strong conviction and commitment regarding the launch of our equality and diversity plan, the aim of which is the improvement of a changing society that is transparent, tolerant, diverse and egalitarian for the advance of science and the development of research with constant respect for fundamental rights and duties. We therefore believe that the benefits of IJC's equality and diversity plan for the scientific community and society in general are unquestionable.

Equality of opportunity and gender diversity plans focus on a number of suitable areas for eliminating barriers to recruitment, retention and professional development, especially for female researchers. They also aim to consolidate respect, strengthen the gender and diversity dimension to research, and generally raise awareness about gender bias in the evaluation of scientific merit.

IJC is committed to applying good practice in the field of opportunity equality and we will pursue this aim resolutely thanks to the analysis of our present situation, the 2020 qualitative and quantitative diagnosis and the new legal premises of that same year, by incorporating an earnings register and an earnings audit: a further step for the future of our commitments, as well as in the actions created to achieve them.

This plan has been made possible thanks to the centre's equality and diversity committee, the workers' committee, and the constant support of our centre's researchers.

The plan consists of a series of actions to be carried out between 2022 and 2025, within the context of our HRS4R stamp of excellence, and follows the principles and responsibilities described in the European Charter for Researchers and the Code of Good Conduct for the researchers' recruitment where, amongst others, the principle of equality and diversity are specified.

With everyone's participation and commitment we will make our Institute a workplace that enables all those who work there to achieve their maximum potential with the assurance that they will be treated in a just way without any kind of discrimination whatsoever.

Best regards,

Management team

Badalona, 20 January 2022

1.2. Mission, vision and values

The Josep Carreras Leukaemia Research Institute (IJC), a Government of Catalonia (Generalitat de Catalunya) CERCA research centre was founded with the aim of strengthening biomedical research and personalised medicine in the field of malignant blood diseases, especially leukaemia. It is an unprecedented centre which, through the endeavours and professional rigour of its researchers, employs the most innovative technologies to win the battle against leukaemia and other malignant blood diseases.

At present our centre has 39 research groups in two research programmes:

- Epigenetics and Biology of Cancer and Leukaemia Programme
- Experimental and Clinical Hematology Programme

The various research groups are distributed around 5 campuses:

- University of Barcelona – Hospital Clínic Campus
- Catalan Institute of Oncology – Germans Trias i Pujol Campus
- Autonomous University of Barcelona – Sant Pau Campus
- Catalan Institute of Oncology – Girona Biomedical Research Institute Campus
- Hospital del Mar Campus

Our **mission**, our reason for being: to conduct research into the epidemiological, preventive, clinical, translational and basic aspects of leukaemia and other malignant blood diseases by means of innovation to achieve a cure.

The **vision** that inspires us in the long term: the Josep Carreras Leukaemia Research Institute is a world-class, multi-campus research centre of excellence. It contributes to the improvement of results and to the cure of patients suffering from leukaemia and other malignant blood diseases through innovation, sustainability, social responsibility, talent, and professional experience.

Our **values**, and the ethics that guide IJC's daily work and culture:

- Altruism
- Patient guidance
- Professional commitment
- Coexistence
- Respect
- Campus - Foundation alignment
- Scientific leadership
- Collaboration
- Research - health care integration
- Perseverance
- Continuous improvement
- Methodological, scientific and technological innovation
- Environmental sustainability
- Austerity
- Transparency
- Social involvement

1.3. Reason for the equality plan

In line with our convictions and undertakings, IJC, altogether with the Can Ruti Campus, drew up an equality plan together with other institutions. This combination of centres for the development of the inter-centre Equality Plan was the first step in the commitment for equality and diversity.

With reference to IJC's 2018-2022 Strategic Plan the following five strategic hubs were defined, thereby framing the Equality of Opportunities Plan as an important core area:

- I Research and development.
- II Governance and administration.
- **III Focus on people.**
- **IV Focus on professional staff.**
- V Teaching.

In 2018 IJC created a Human Resources Strategy for Researchers (HRS4R) committee consisting of research, technical and administrative staff that drew up a questionnaire to identify the Institute's strong and weak points. An action plan was developed, that will be implemented over the next five years, which establishes specific actions to address the problems that are least addressed at the moment. Having received the HRS4R award in 2019, it was decided to draw up an Equality Plan for the centre.

The **Charter and Code** propose a code of conduct for best practice and excellence in HR management in European research centres and universities based on a set of 40 general principles. Amongst the 40 principles there are various explicit allusions to questions of equality and diversity, such as:

- **No. 10 - Non-discrimination**
- **No. 27 - Gender balance**

One of the first measures included in the HRS4R action plan was to create a Gender and Diversity Committee. This committee, consisting of different researchers with different roles, is responsible for analysing all aspects concerning equality of opportunity and diversity.

With regard to Spanish legislation, the principle of equality appears in the ensemble of laws which, either in general or specifically, regulate research institutions. It is fundamental to refer to Organic Law 3/2007 of 22 March, on the effective equality of men and women, which affects, amongst other aspects, the workplace and private companies.

Articles 45 and 46 of this Law detail one of the measures established:

- **The drafting of equality plans.** Article 45. Drafting and implementation of equality plans.
 1. Companies are obliged to respect equal treatment and equal opportunities in the workplace and, to this end, must adopt measures aimed at avoiding any kind of labour discrimination between men and women, measures that should be negotiated and, if necessary, agreed with the workers' legal representatives in accordance with the provisions of labour legislation.
- Article 46. Concept and contents of the company equality plan.
 1. Company equality plans are a body of orderly measures adopted to make an analysis of the situation in order to achieve equal treatment within the company of men and women and to eliminate discrimination on the basis of gender, establish the strategies and practices to be adopted and implement effective monitoring and evaluation systems to achieve the stated aims.

2. In order to achieve the stated aims the equality plan may include, amongst others, access to employment, professional classification, promotion and training, remuneration, organisation of working hours to promote, in terms of gender equality, harmony in the work-life balance, and the prevention of sexual harassment and harassment on the grounds of gender.

3. The equality plan will include the entire company without prejudice to the implementation of special actions for specific work centres.

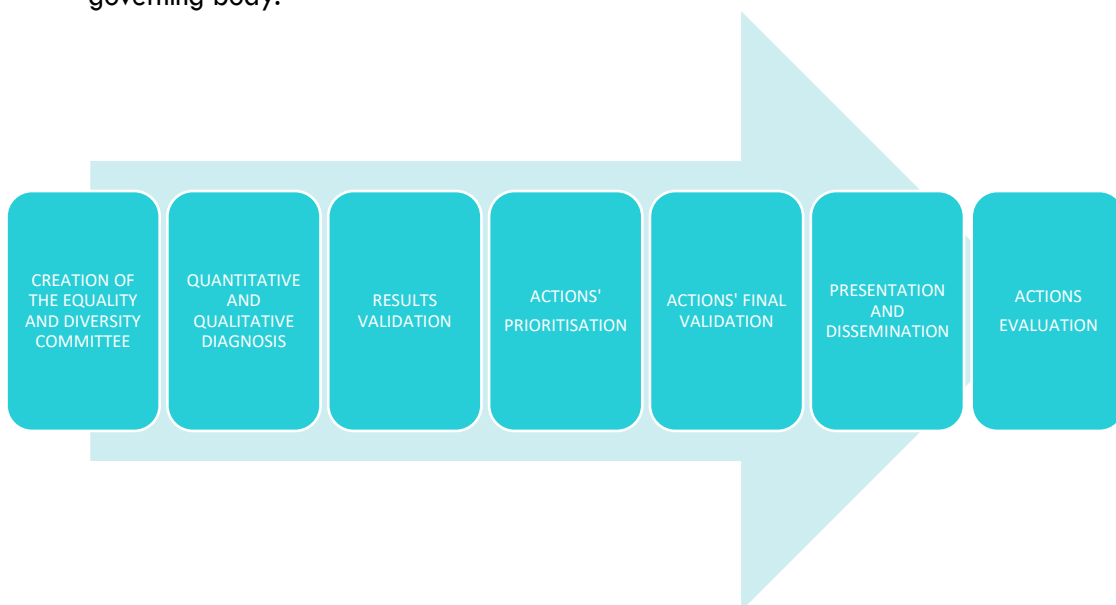
With regard to the legal framework, attention should also be drawn to Royal Decree 901/2020, of 13 October, on the regulation of equality plans and their registration. This decree responds to the need to develop legislation on the questions referred to in Article 46.6 of previously mentioned Organic Law 3/2007 of 22 March, as well as other aspects, in accordance with the implementation of the third final provision of this Law.

Similarly, Royal Decree 902/2020, of 13 October, on the gender equality of remuneration, complements the provisions of Royal Decree 901/2020 on the registration of remuneration and remunerative audits.

1.4. Methodological process for drawing up the Plan

The drafting of this Equality of Opportunities and Diversity Plan was conducted in the following phases:

- Diagnosis of the gender situation at IJC.
- Validation of the results with the Equality of Opportunities and Diversity Committee.
- Preparation of the plan's first draft and a discussion about the strategic core areas and their prioritisation with members of the committee.
- Plan drafting.
- Presentation of the plan to the Equality of Opportunities and Diversity Committee, final revision and plan's validation.
- Presentation of the document to IJC's management and approval of the plan by the governing body.



1.5. Composition and functioning of the committee.

As stipulated in Royal Decree 901/2020, on the regulation of equality plans and their registration, the powers of the negotiating committee are:

Article 6:

1. The powers of the negotiating committee are as follows:

- a) Negotiating and drafting the diagnostic report, as well as negotiating the measures to be included in the equality plan.
- b) Drafting the results of the diagnostic report.
- c) Identifying the priority measures in the light of the diagnosis, their scope of application, the material and human means necessary for their implementation, as well as the persons or organisations responsible, including a schedule for actions.
- d) Promoting the implementation of the equality plan in the company.
- e) Defining the measurement indicators and the information reception instruments necessary to monitor and evaluate the degree to which the aims of the equality plan are being achieved.
- f) Whatever other functions might be attributable to the committee in accordance with legislation and the relevant collective agreement or which are agreed by the committee itself, including the submission of the approved equality plan to the relevant employment authority for its registration, deposit and publication.

2. Furthermore, the negotiating committee is also responsible for the first information campaigns to raise awareness amongst the staff.

3. The plan's negotiating committee may provide itself with an internal functional regulatory regime.

In order to provide a voice to all sides, IJC's **equality and diversity committee** is made up of the following representatives, there being an equal number of legal representatives of the workers and those of the company, as well as an equal number of men and women:

Representing the company:

- Esteban Ballestar (Group Leader)
- Joan Josep Bech (Specialist technician at the Proteomics Unit)
- Núria Jané (HR Manager) until 1st April 2022. From 04/04/2022 the new IJC' HR Manager is Leticia Chico.

Representing the workers:

- Emili Cid (Postdoctoral researcher and president of the Workers' Committee)
- Mar Mallo (Head of Microarrays Unit and secretary of the Workers' Committee)
- Jessica Tijero (Laboratory technician and member of the Workers' Committee)

IJC also has non-voting members as invitees on the committee to give support and monitor the plan's progress:

- Biola Javierre (Group Leader)
- Laia Lagunas (International Project Manager)
- Carolina Carmona (HR Officer) until 06/03/2022. From 01/05/2022 the new IJC's HR Officer is Irene Latorre.

Additionally, the committee has expert external support:

- Gina Gómez (Consultant at INGECAL)

It is the responsibility of the **equality and diversity committee** to supervise the implementation of the measures proposed and follow them up, as well as proposing new measures.

Person responsible for the plan.

With Management approval the Josep Carreras Leukaemia Research Institute's equality and diversity committee appoints the following person to be responsible for the organisation, follow-up and evaluation of the equality plan:

Name:	Leticia Chico
Post:	HR Manager
Department:	Human Resources

2. DIAGNOSIS AND ANALYSIS

The diagnostic report provides a detailed vision of the situation regarding equality of opportunities and gender diversity at the Institute. During this process information was collected, analyses made, and internal debates held in order to identify opportunities for improvement and to formulate proposals that may be included alongside the actions for equality contained in the Josep Carreras Institute's equality plan.

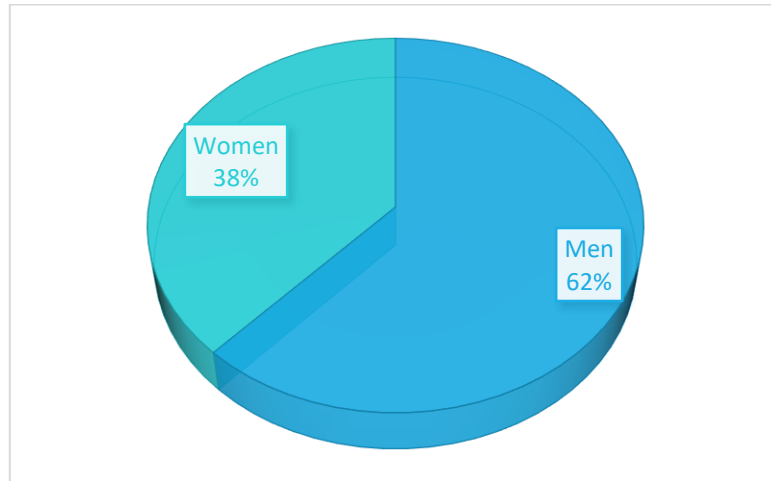
The diagnosis and analysis made were based on data for contracted staff on 31 December 2020.

The diagnosis is based on quantitative and qualitative analytical variables and presents a selection of opportunities for improvement in order to, on the basis of them, to define specific aims and actions for improvement.

2.1. Quantitative base

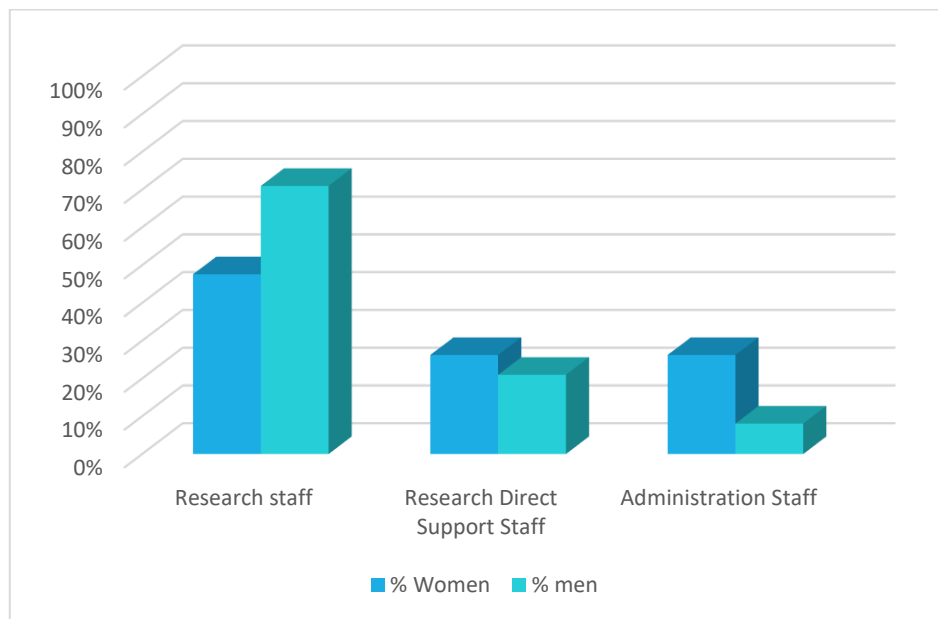
The following information presents the most relevant data extracted from the diagnostic report together with observations corresponding to them.

At 31/12/2020, of the 165 contracted staff 103 were women (62%) and 62 were men (38%). The proportion of men and women in the company is balanced.

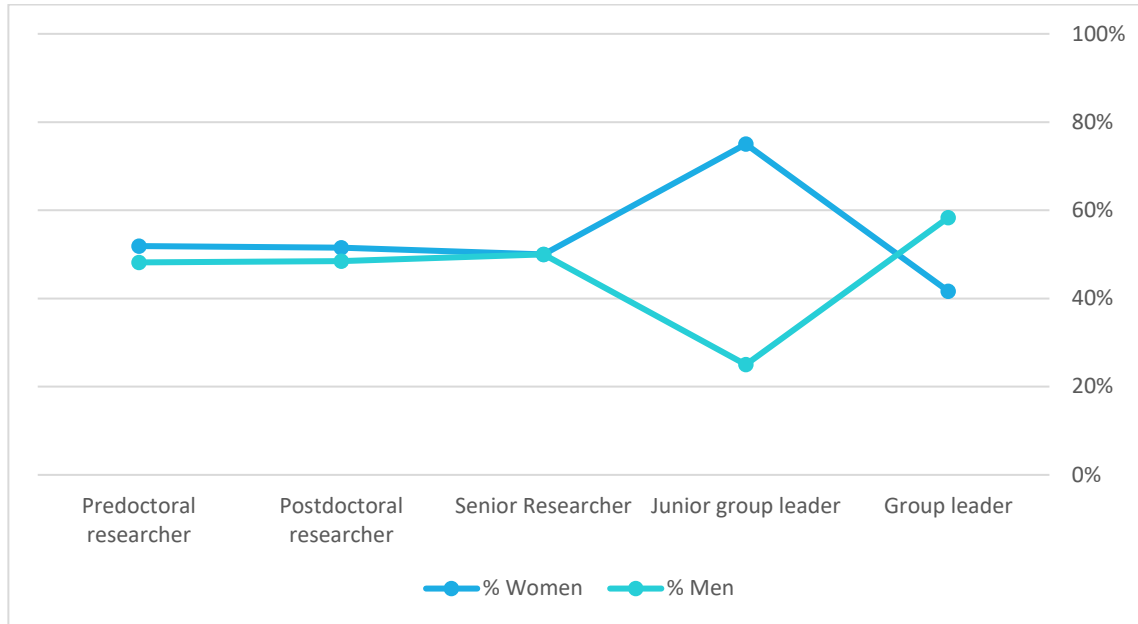


The proportion of men to women is balanced in the three groups that make up IJC's staff: research staff, staff providing direct support to research and administrative staff.

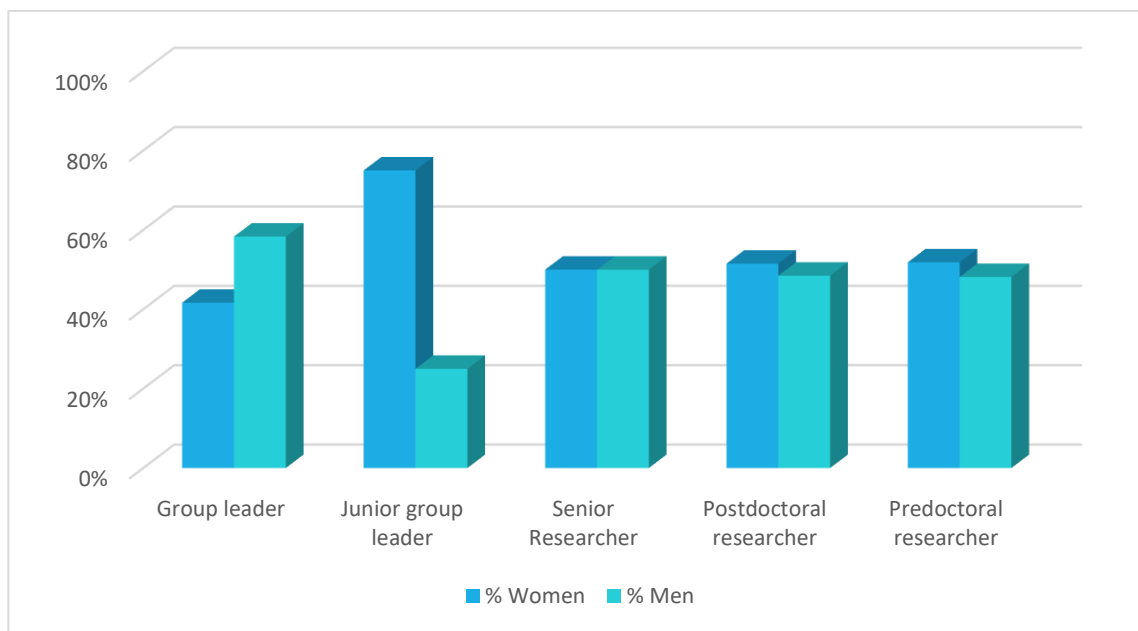
The groups providing direct support to research and the administrative group have a higher proportion of women.



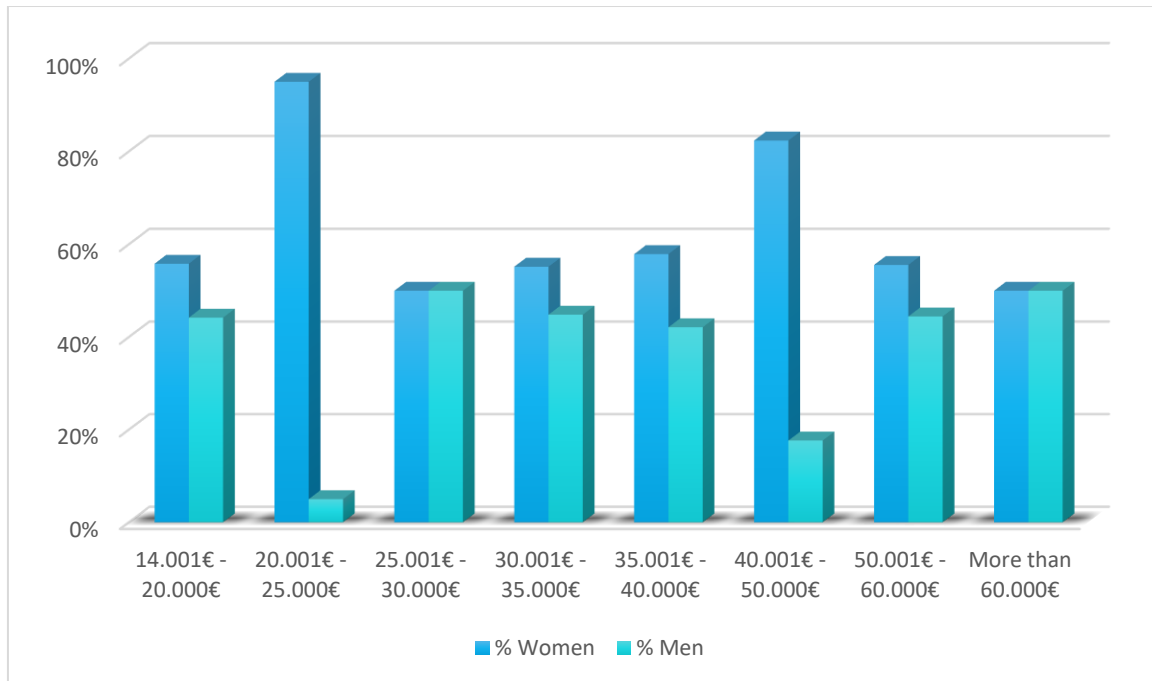
It is important to see the distribution throughout the various categories of research staff. It should be noted that the famous scissors graph applicable to most centres and organisations devoted to research does not apply to our Institute.



IJC's research profiles are distributed as follows:



Data showing the distribution of staff according to gross annual salary band:



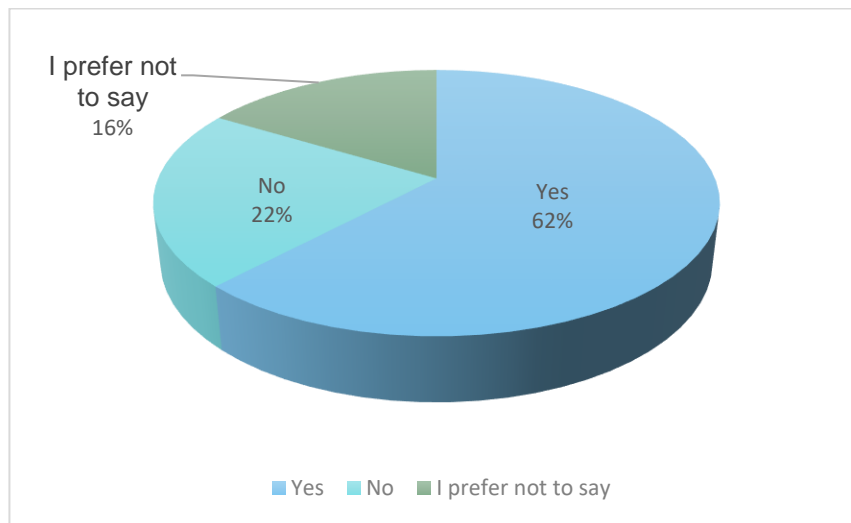
2.2. Qualitative base

The qualitative base of our diagnosis contemplates both the policies applied at our centre and internal procedures, communication, information on our website and social media. IJC therefore drew up a questionnaire for all staff to strengthen staff participation in the institution, with an emphasis on areas of interest such as:

- Variables of age, gender and nationality
- Knowledge of our guides and internal policies
- Freedom of thought and expression
- Equal opportunities policies
- Work-life balance
- Communication and language
- Training
- Recruitment and contracting
- Prevention of sexual risk and risk on account of sex

Example response:

Bearing the working day in mind, does IJC favour the work-life balance?



2.3. Conclusions from the diagnosis

IJC's equality and diversity committee's analysis concludes that the Institute does not display any gender bias in the variables under scrutiny. Nevertheless, there are some aspects that could be improved in terms of enhancing the work-life balance.

Both the qualitative and the quantitative data show certain dysfunctions that need corrections. These dysfunctions, in the main, affect women. Being an international research centre, the low level of European female talent is noteworthy, but comparable data are not available for other research centres and the real causes for the underrepresentation of foreign women are unknown. Whatever the case, it can be intuited that working conditions might be the main cause since it can be observed that 90% of the women from abroad are from countries where working conditions and the work-life balance are less favourable than in Spain. Similarly, the evolution of Junior Group Leaders needs to be monitored to see if the proportion of men and women is maintained when these people have the opportunity for promotion.

The need is therefore felt to promote initiatives to improve the work-life balance such as flexibility, teleworking, improving working conditions and so forth, because it can be seen that it is mainly women who need improvements with regard to the work-life balance and this is considered to be a critical aspect for attracting female talent. To this end IJC has drawn up a teleworking protocol to improve the work-life balance with respect to 28% of the working day.

There is also a certain lack of knowledge about measures that already exist in the institution concerning such issues as work-life balance and the protocols for the prevention of harassment and so forth, and the relevant departments therefore need to improve awareness about them as well as their implementation. Furthermore, a need has been detected to train all staff in the subject of equality and diversity and to review and update the language used in internal and external communications.

Finally, the committee has pointed out that in the future some available staff data could be improved (training, observance of work-life balance measures, etc.) to have clearer data, follow-up aims and evaluation.

2.4. Results of the remuneration audit

One of the challenges of the 2021 equality plan has been the new legislation in the field of remuneration and remuneration audit.

The remuneration audit was carried out on 2 December 2021 by INGEAL, S.L and produced the following results:

N	Aims	Actions
1	Analyse the gender pay gap in complementary benefits	Analyse the gender pay gap that exists in complementary benefits. GROUPS: 02,05, 07 and 09, in the case of average data.
2	Analyse the gender pay gap in complementary benefits	Analyse the gender pay gap that exists in complementary benefits. SCALE: 01,03, and 04, in the case of average data.
3	Analyse the gender pay gap that exists between professional groups	Analyse the gender pay gap that exists between professional groups. GROUPS: 01, 04, 05, 06, 07, 08 and 09, in the case of comparable average data.
4	Revise the employment position evaluation system	Analyse the employment position evaluation system or devise a new system of classification by scales, on account of the gender pay gap caused. SCALE: 01, 02 and 04, average data.
5	Internal promotion	Keep a register of internal promotions within the Institute.
6	Work-life balance measures	Analyse the data on the number of people by sex who adopt the various measures available.

3. EQUALITY PLAN AND DIVERSITY

3.1. Aims

The current Plan is the result of work carried out by the members of the committee over recent months: the analysis of the current situation (31/12/2020), bearing in mind the quantitative and qualitative data analysed in the diagnosis. Our ambitious Plan includes 13 actions to be implemented over the next 3 years.

Long-term aims

The long-term aims that have been set forth constitute the framework for this IJC equality plan.

- Integrate equality into the Institute's values and culture.
- Ensure that Institute staff enjoy the same opportunities and benefits for the development of their professional potential.
- Guarantee equal conditions for men and women in the recruitment processes.
- Incorporate the question of gender into the Institute's linguistic policy.
- Promote an inclusive culture by promoting flexibility, collaboration and participation.
- Ensure remunerative equality.

Short-term aims

The following short-term aims are in line with the general aims and enable them to be fulfilled.

- Ensure that the statistics include, whenever possible, disaggregated data.
- Guarantee equality of opportunity in all working and professional categories.
- Ensure the non-discriminatory use of language in corporate communication.
- Prevent and resolve situations of harassment or sexual harassment on the basis of sex.
- Consolidate work-life balance policies.
- Comply with new legislation concerning equality.
- Raise staff awareness, in all categories of post and profession, about equality of opportunities as well as about work-life balance policies.
- Guarantee legislation observance in the field of functional diversity.
- Reduce the gender pay gap detected in the remuneration audit.

3.2. Areas of equality and diversity

On the basis of the proposals for improvement included in the diagnostic report into IJC's situation, a series of actions has emerged to be implemented by topic. These actions represent an improvement in the working conditions established by law.

The actions to be implemented have been designed to achieve the aims of the equality plan and individual plans for them are detailed in the Annex to this document.

The areas for action, and the actions planned, are as follows:

- **Recruitment and promotion > Gender equality in recruitment and career progression**
Action 1: Improvement of the recruitment process and its administration
- **Underrepresentation of women > Gender balance in leadership and decision making**
Action 2: Recruitment of foreign female talent.
- **Communication and language**
Action 3: Use of inclusive language.
- **Prevention of harassment > Measures against gender-based violence including sexual harassment**
Action 4: Updating and dissemination of the prevention of harassment protocol.
- **Integration of the concept of gender into research > Integration of the gender dimension into research and teaching content**
Action 5: Series of talks and seminars for staff on gender and diversity within the IJC' scientific setting.

- **Training**
Action 6: Staff training about equality and diversity.
- **Work-life balance and co-responsibility > Work-life balance and organisational culture**
Action 7: Functional diversity: informative session on the advantages of declaring a recognised disability.
Action 8: Measures to improve the work-life balance.
Action 9: Revision and dissemination of work-life balance measures.
Action 10: Time-management improvements.
Action 13: Increase functional diversity.
- **Working conditions**
Action 11: Psycho-social risks questionnaire.
Action 12: Analysis and updating of the professional system, employment position descriptions and evaluations.

3.3. Actions

ACTION 1		Improvement of the recruitment process and its administration	
Start date:	Third quarter 2022	End date:	Fourth quarter 2023
Short-term aims:	Implement open, transparent, and merit-based recruitment (OTM-R) to staff recruitment processes as well as improving communication with candidates about the state of the selection process and the follow-up and information available to candidates in a selection process.		
Long-term aims:	Ensure equality of opportunity to all candidates in IJC selection processes and greater transparency and a more efficient administration of the selection processes.		
Description:	Revise and document the selection processes and existing procedures and adapt them to the requirements of OTM-R ² (open, transparent, and based on merit) according to the European Commission guidelines. Design and implement the new recruitment portal.		
Follow-up and evaluation mechanisms:	<ul style="list-style-type: none"> - Carry out an OTM-R self-assessment at the beginning and end of the implementation. - Show the quantitative data concerning the number of people joining and the candidatures received from men and women for consideration by the selection process. 		
Indicators:	<ul style="list-style-type: none"> - Results of the OTM-R self-assessment at the beginning and end of the implementation. - % of female candidates in relation to total candidatures received. - % women joining in relation to total joining. - Evolution of the number of selection processes administered entirely by the portal in relation to the total number of selection processes administered by the IJC. 		

Intended staff:	Staff participating in the selection processes.
Staff responsible:	Human Resources Unit.
Participating staff:	Human Resources Unit.
Resources planned:	Designated internal resources of the Human Resources Unit. Budget included in the intranet project.
Communication methods:	Internal communication via email about the implementation of the intranet and its applicability to all staff. External portal communication on selection through the website (Work with us) and publication of positions available.
Comments:	

1. OTM-R Open and transparent merit based – recruitment <https://www.euraxess.es/spain/services/open-transparent-and-merit-based-recruitment-researchers>

ACTION 2		Recruitment of foreign female talent	
Start date:	First quarter 2023	End date:	Second quarter 2025
Short-term aims:	Attract candidatures from non-Spanish post-doctoral researchers from the EU.		
Long-term aims:	Equate the number of men and women from the EU, of non-Spanish nationality, with that of men and women at the IJC.		
Description:	Attract foreign female researchers by developing and offering our family relocation service and describing our work-life balance policies in job adverts. Draft a foreign staff welcome guide.		
Follow-up and evaluation mechanisms:	Annual analysis of the quantitative data concerning candidatures received from EU, non-Spanish people for the selection process.		
Indicators:	<ul style="list-style-type: none"> - No. of candidatures received from EU, non-Spanish women/total number of candidatures received from EU, non-Spanish people. - No. of candidatures received from EU, non-Spanish men/total number of candidatures received from EU, non-Spanish people. - No. of candidatures joining of EU, non-Spanish women/total number of candidatures received from EU, non-Spanish people - No. of candidatures joining of EU, non-Spanish men/total number of candidatures received from EU, non-Spanish people. 		
Intended staff:	Foreign staff involved in the selection process. Foreign IJC staff who have recently joined.		
Staff responsible:	Human Resources Unit.		
Participating staff:	Human Resources Unit, Communication Unit.		
Resources planned:	Human Resources Unit and Communication Unit internal designated resources.		
Communication methods:	Job adverts and external publications		
Comments:			

ACTION 3			
Use of inclusive language			
Start date:	First quarter 2023	End date:	First quarter 2024
Short-term aims:	Communicate and raise awareness about the need to use non-discriminatory language.		
Long-term aims:	Ensure that all Institute communications use inclusive language.		
Description:	Draft an inclusive language guide to assist all IJC staff improve their communications in Catalan and English. Disseminate the guide and thereby encourage the use of inclusive language by Institute staff.		
Follow-up and evaluation mechanisms:	<ul style="list-style-type: none"> - Publication and dissemination of the guide. - Annual sample of 10 communications (10 annual examples of institutional communication). 		
Indicators:	- Number of correct communications from the point of view of inclusive language/number of communications revised.		
Intended staff:	All IJC staff.		
Staff responsible:	Human Resources Unit and Communication Unit.		
Participating staff:	Human Resources Unit, Communication Unit and Equality and Diversity Committee.		
Resources planned:	Human Resources Unit and Communication Unit internal designated resources.		
Communication methods:	Internal communication.		
Comments:			

ACTION 4			
Updating and dissemination of the prevention of harassment protocol			
Start date:	First quarter 2023	End date:	Second quarter 2024
Short-term aims:	Update the IJC's current prevention of harassment protocol and ensure it is known by all IJC staff.		
Long-term aims:	Ensure the correct administration of harassment prevention at the IJC.		
Description:	Update the IJC's current prevention of harassment protocol to include the various kinds of harassment, appoint the relevant staff and define the preventive measures. The aim is also to train members of the committee about harassment and how to respond to it.		
Follow-up and evaluation mechanisms:	<ul style="list-style-type: none"> - Updated protocol. - No. staff communications. - Repetition of the IJC staff equality survey. - Training undertaken. 		
Indicators:	<ul style="list-style-type: none"> - % of those replying saying they know the harassment protocol. - People who have received the information/members of the committee. 		



Intended staff:	All IJC staff.
Staff responsible:	Human Resources Unit.
Participating staff:	Human Resources Unit, Management and Equality and Diversity Committee.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	The protocol will be communicated via the intranet and e-mail and will also be included in the welcome plan.
Comments:	Yearly survey to see indicators.

ACTION 5 Series of talks and seminars for staff on gender and diversity within the scientific setting of the IJC

Start date:	First quarter 2023	End date:	Second quarter 2025
Short-term aims:	Strengthen the gender dimension in research projects.		
Long-term aims:	Create awareness about the importance of the gender perspective in research and train researchers about how to include this perspective.		
Description:	Annual talks to strengthen awareness about the importance of the gender dimension in research.		
Follow-up and evaluation mechanisms:	Talks/seminars held.		
Indicators:	No. people to have attended the talks/No. of people on the scientific staff.		
Intended staff:	All IJC staff.		
Staff responsible:	Human Resources Unit.		
Participating staff:	Human Resources Unit.		
Resources planned:	Human Resources Unit internal designated resources.		
Communication methods:	Internal communication.		
Comments:			

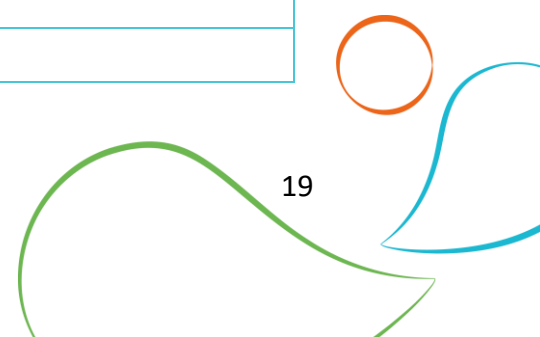
ACTION 6 Staff training about equality and diversity			
Start date:	First quarter 2023	End date:	Second quarter 2025
Short-term aims:	Raise awareness and train staff about the subject of equality.		
Long-term aims:	Include training about unconscious bias for different groups and raise awareness about equality in general.		
Description:	Training for different groups in different formats dealing with unconscious bias in order to increase awareness about equality and		




	diversity (gender, functional diversity, sexual affective diversity, amongst others).
Follow-up and evaluation mechanisms:	Regular report.
Indicators:	Number of training sessions held. Results of satisfaction questionnaire.
Intended staff:	All IJC staff.
Staff responsible:	Equality and Diversity Committee and Human Resources Unit.
Participating staff:	Human Resources Unit.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	Internal communication
Comments:	

ACTION 7		Functional diversity: informative session on the advantages of declaring a recognised disability	
Start date:	Fourth quarter 2022	End date:	Second quarter 2025
Short-term aims:	Staff awareness raising and training about disability.		
Long-term aims:	Promote an inclusive culture where people connect with each other and promote collaboration, flexibility and participation as well as understanding the advantages of declaring a recognised disability.		
Description:	Training for different groups to consider how to declare a recognised disability. Creation of an infographic about the benefits of declaring one's own disability and support for declaring one's own disability.		
Follow-up and evaluation mechanisms:	Talks held and infographic disseminated.		
Indicators:	Talks held. Satisfaction questionnaire. Infographic designed and disseminated. Increase in the number of people declaring a disability.		
Intended staff:	Annual survey.		
Staff responsible:	Equality and Diversity Committee and Human Resources Unit.		
Participating staff:	All IJC staff.		
Resources planned:	Human Resources Unit internal designated resources.		
Communication methods:	Internal communication		
Comments:			

ACTION 8		Measures to improve the work-life balance	
Start date:	Fourth quarter 2022	End date:	Second quarter 2025
Short-term aims:	Introduce new work-life balance measures and improve existing ones.		
Long-term aims:	Improve staff's work-life balance.		



Description:	<p>Approve new work-life balance measures in the following areas:</p> <ul style="list-style-type: none"> - Working hours flexibility - Timing of meetings and seminars - Annual working days <p>Communicate the changes to all staff.</p>
Follow-up and evaluation mechanisms:	Approval of the new measures.
Indicators:	<p>Monitor observance by IJC staff.</p> <ul style="list-style-type: none"> - Questionnaire: level of satisfaction with work-life balance measures. - No. of new measures agreed and/or improved.
Intended staff:	All IJC staff.
Staff responsible:	Human Resources Unit, Management and Workers' Committee.
Participating staff:	Human Resources Unit, Management and Workers' Committee.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	The updated rules will be communicated via the intranet and e-mail and will also be included in the welcome plan.
Comments:	<p style="text-align: center;">DECALOGUE FOR TELEWORKING</p> 

ACTION 9				Dissemination and communication of all internal IJC work-life balance measures: internal guide and teleworking protocol			
Start date:	Fourth quarter 2022		End date:	Second quarter 2025			
Short-term aims:	Drafting and implementation of a plan for greater diffusion of the teleworking protocol to Institute staff as well as internal policies to encourage the use of available work-life balance measures.						

Long-term aims:	Improve the work-life balance and ensure that workers know the established work-life balance measures and their characteristics.
Description:	Biannual communication of the protocol governing teleworking and the different internal policies and the creation of FAQs with the aim of making consultation easier to improve the work-life balance.
Follow-up and evaluation mechanisms:	<ul style="list-style-type: none"> - Creation of a bibliography on the subject. - Teleworking protocol and internal policies communicated to 100% of staff. - Regularity of communications. - Repetition of the IJC staff equality survey.
Indicators:	<ul style="list-style-type: none"> - % of those replying saying they know the work-life balance measures. - Number of people teleworking/IJC staff with the possibility of doing so.
Intended staff:	All IJC staff.
Staff responsible:	Human Resources Unit.
Participating staff:	Human Resources Unit, Equality and Diversity Committee.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	Communications will be via the intranet, when it is operational, and e-mail and will also be included in the welcome plan.
Comments:	

ACTION 10		Time management improvements for a better work-life balance	
Start date:	Fourth quarter 2022	End date:	Second quarter 2025
Short-term aims:	By providing training on time management it will be possible to improve the work-life balance.		
Long-term aims:	Improve the work-life balance.		
Description:	Annual time management training. Furthermore, the creation and dissemination of an efficient meetings guide/infographic to improve the work-life balance.		
Follow-up and evaluation mechanisms:	- Creation and dissemination of the guide/infographic.		
Indicators:	<ul style="list-style-type: none"> - Training sessions carried out - Survey 		
Intended staff:	All IJC staff.		

Staff responsible:	Human Resources Unit.
Participating staff:	Equality and Diversity Committee and Human Resources Unit.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	Communications will be via the intranet, when it is operational, and e-mail.
Comments:	



ACTION 11			
Analysis of the report obtained after the psycho-social risks in the workplace questionnaire			
Start date:	Fourth quarter 2022	End date:	Third quarter 2023
Short-term aims:	Ensure emotional wellbeing in the workplace.		
Long-term aims:	Know the health situation at the various workplaces from a psycho-social point of view and from a gender and diversity perspective.		
Description:	After carrying out a survey to evaluate psycho-social risks a report of the results will be drawn up with the aim of adapting and strengthening preventive interventions for this kind of risk, thereby ensuring a safe workspace, the avoidance of absenteeism, the flight of talent and the avoidance of illnesses derived from work. If necessary, appropriate measures will be adopted to reverse situations of risk.		
Follow-up and evaluation mechanisms:	- Meetings with the person from the committee responsible for these actions and the person from PRL to establish the actions that need to be taken to reverse the identified risks.		

Indicators:	<ul style="list-style-type: none"> - Evaluation and results. - Variables considered. - Participation of the management team. - Analysis and conclusions drawn.
Intended staff:	All IJC staff.
Staff responsible:	Human Resources Unit.
Participating staff:	Human Resources Unit, Equality and Diversity Committee and Workers' Committee.
Resources planned:	Human Resources Unit internal designated resources.
Communication methods:	The survey will be conducted via the intranet.
Comments:	

ACTION 12		Analysis and updating of the professional system, employment position descriptions and evaluations	
Start date:	First quarter 202	End date:	Second quarter 2024
Short-term aims:	Create the professional system, employment position descriptions and evaluations. Make a new retributive audit.		
Long-term aims:	Ensure remunerative equality.		
Description:	Revision of the professional positions of employment system, their evaluation and monitoring of improvements in the centre's remuneration. Repeat the retributive audit once the professional system has been finished.		
Follow-up and evaluation mechanisms:	Annual remuneration register New retributive audit		
Indicators:	<ul style="list-style-type: none"> - Results from the remuneration register - Number of meetings held to this end - Updating of the professional system - New retributive audit result 		
Intended staff:	All IJC staff (list of positions of employment)		
Staff responsible:	Human Resources Unit.		
Participating staff:	Human Resources Unit, Management and Workers' Committee.		
Resources planned:	Human Resources Unit internal designated resources.		
Communication methods:	Internal communication.		
Comments:			

ACTION 13		Increase functional diversity	
Start date:	Fourth quarter 2022	End date:	Second quarter 2025
Short-term aims:	Ensure compliance with legislation concerning functional diversity.		
Long-term aims:	Promote an inclusive culture by promoting flexibility, collaboration, and participation.		
Description:	Ensure compliance with legislation concerning functional diversity bearing in mind both the possibility of exceptionalism and support to increase the number of staff with functional diversity.		
Follow-up and evaluation mechanisms:	Incorporate staff with functional diversity and raise awareness about it.		
Indicators:	<ul style="list-style-type: none"> - Number of staff with functional diversity already contracted. - Increase in the number of staff with functional diversity contracted. - Budget used in the action. 		
Intended staff:	All IJC staff		
Staff responsible:	Human Resources Unit.		
Participating staff:	Human Resources Unit, Management and Workers' Committee.		
Resources planned:	Human Resources Unit internal designated resources.		
Communication methods:	Internal communication.		
Comments:			

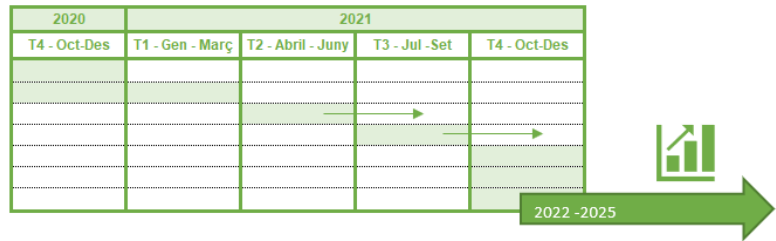
4. PLANNING AND COMMUNICATION

4.1 Schedule

IJC's Equality and Diversity Committee has agreed that IJC's Equality plan should be in place for three years after its approval, there being a review of it every year.

The plan schedule is as follows:

CREATION OF THE EQUALITY AND DIVERSITY COMMITTEE
QUANTITATIVE AND QUALITATIVE DIAGNOSIS
VALIDATION OF RESULTS
PRIORITISATION OF ACTIONS
FINAL VALIDATION OF ACTIONS
PRESENTATION AND DISSEMINATION
EVALUATION OF ACTIONS



To implement the plan the IJC has:

- Determined the actions to be carried out
- Made a projection according to needs
- Identified the tasks
- Organised and appointed a person responsible
- Defined an implementation and follow-up system

The actions detailed in the plan will be implemented according to the following schedule:

	2022		2023				2024				2025	
	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T
Improvement of the recruitment process and its administration												
Recruitment of foreign female talent												
Use of inclusive language												
Updating and dissemination of the prevention of harassment protocol												
Series of talks and seminars for staff on gender and diversity within the scientific setting of the IJC												
Staff training about equality and diversity												
Functional diversity: informative session on the advantages of declaring a recognised disability												
Measures to improve the work-life balance												
Revision and dissemination of work-life balance measures												
Time management improvements												
Psycho-social risks questionnaire												
Analysis and updating of the professional system, employment position descriptions and evaluations												
Increase functional diversity												

4.2 Monitoring, evaluation and review

The improvement actions contained in this plan will be monitored by means of an annual intermediate review and another at the end of the plan (36 months). Those that have concluded will be closed annually. Monitoring will be conducted by IJC's Equality and Diversity Committee during the third quarter of every year.

	2022		2023				2024				2025	
	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T
Monitoring, evaluation and review		📊		📊		📊		📊		📊		📊

During the implementation of the plan there will be an annual follow-up and evaluation of the aims, indicators and undertakings, and any possible deviations identified in order to ensure a balance in achieving the aims defined in the plan.

In order to facilitate the monitoring and evaluation of the improvement actions deriving from the diagnostic report and from this plan, the actions for improvement will be incorporated into an organisational equality plan indicators control sheet in order to evaluate the impact of the actions and the degree to which the aims are being achieved.

The established indicators, described in the action details, will be agreed and evaluated according to the guidelines, already defined for each action and, if necessary new ones will be added to study the foreseen impact and consequences of the actions.

4.3. Dissemination

The implementation of the plan seeks the participation and mobilisation of everyone to generate shared visions of the future and build an Institute that is changing, transparent, tolerant, diverse, and egalitarian for the advancement of science and development of research, while always respecting the fundamental rights and duties of our professional staff.

To this end, communication tools are essential and decisive. If IJC fails to deliver its message effectively, so much more difficult will it be to transform ideas about equality into effective actions.

Having a communication strategy makes it possible to design gradual actions to include in our communications, and to this end the following process will be followed:

1. Aim > Raise awareness about the equality plan and inspire people to become involved in it
2. Group segmentation > Research staff and staff supporting research
3. Message > Understanding, emotions, integration
4. Canal > Talks, emails, Intranet, advertisement boards (infographics)
5. Ambassadors > Equality plan mouth-to-mouth work committee

4.4. Resources

The resources considered necessary to implement the measures of the equality plan are as follows:

CONCEPT	TOTAL
Commitment of the Human Resources Unit	120 hours per year
Commitment of the Communication Unit	20 hours per year
Intranet project	20 hours per year
Equality training and awareness raising	30 hours per year
TOTAL	190 hours per year

**NOTE: the resources considered necessary to implement the measures of the equality plan may be financial or be expressed as time committed.*

With regard to other resources, it should be mentioned that IJC has not received any subsidy or external help for the drafting and implementation of this equality plan.

4.5. Modification of the plan and treatment of discrepancies

Institute's legal representatives and the workers' legal representatives will have the power to modify this equality plan and to resolve any possible discrepancies in its implementation, monitoring, evaluation or revision given that the people involved in negotiating the equality plan will have the same rights and duties as those involved in negotiating agreements and collective agreements, and both parties are equally represented on the IJC's **Equality and Diversity Committee**.

The equality plan may be modified and revised under the following circumstances:

- a) When this must be done because of the results of the monitoring and evaluation established by the plan.
- b) When its failure to comply with legal and regulatory requirements becomes evident or it is considered insufficient after an inspection by the Ministry of Labour and Social Security.
- c) In the event of the fusion, absorption, transmission, or modification of the Institute's juridical status.
- d) In the event of an occurrence that substantially modifies the condition of the Institute's staff, their working methods, the organisation, remunerative system, including the non-application of the collective agreement, or substantial modifications to the working conditions or the situations analysed in the diagnostic report used as the basis for the drafting of the plan.
- e) When a legal judgement finds against the Institute for direct or indirect discrimination of the grounds of gender or determines that the equality plan is insufficient to comply with legal and regulatory requirements.

The equality plan may also be modified and revised, when necessary, because of duly reasoned circumstances. The revision will imply updating the diagnostic report as well as the measures in the equality plan to the extent that may be necessary.

The measures of the equality plan may be revised at any time during its application to add, redirect, improve, correct, intensify, mitigate or even cancel any measure in the light of the effect that measure has in relation to the achievement of its aims.

Modifications or revisions of the equality plan will be made under the same conditions defined in the drafting of the initial plan.

Given a situation of obstruction, nonfulfillment or disagreement, the negotiating committee may have recourse, in the first instance, to the collaboration of internal or external persons chosen in an agreed manner to mediate on valid alternatives acceptable to both sides.

In the event of the obstruction, nonfulfillment or disagreement continuing, the equality plan negotiating committee may have recourse to the autonomous procedures and organs for conflict resolution.

The negotiating procedure in those matters not dealt with in this document will be as established in Article 89 of the Workers' Statute.