

EQUALITY PLAN OF THE CATALAN INSTITUTION FOR RESEARCH AND ADVANCED STUDIES (ICREA)

2024–2028



EQUILATERA COOPERATIVA

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1 PRINCIPLES OF THE EQUALITY PLAN

According to Article 46 of Organic Law 3/2007 of 22 March, for effective equality of women and men, “Corporate equality plans are a coherent set of measures, adopted following a diagnostic assessment, aimed at achieving equal treatment and opportunities for women and men within the organisation and at eliminating discrimination on grounds of sex.”

The article also states that “Equality plans shall set out the specific equality objectives to be achieved, the strategies and practices to be adopted for their attainment, and the establishment of effective systems for monitoring and evaluation in relation to those objectives.”

This Equality Plan is based on the guiding principles established in the aforementioned Organic Law, which determine the actions of the organisation and all its employees, and adopts the following definitions, taken from the same law.

Principle of equality. All ICREA employees are equal, and no direct or indirect discrimination may occur on grounds of birth, ethnicity, national origin, sex, religion, opinion, sexual orientation, age, or any other personal or social condition or circumstance.

Article 3. Principle of equal treatment between women and men. The principle of equal treatment between women and men entails the absence of any direct or indirect discrimination on grounds of sex, particularly that arising from maternity, family responsibilities or marital status.

Article 5. Equal treatment and opportunities in access to employment, training, career progression and working conditions. The principle of equal treatment and opportunities between women and men, applicable in both private and public employment, shall be guaranteed, in accordance with the applicable legislation, in access to employment, including self-employment; vocational education and training and career progression; working conditions, including those related to pay and dismissal; and affiliation with and participation in trade unions, employers’ organisations, or any association whose members practise a specific profession, including the benefits provided by such entities.

A difference of treatment based on a sex-related characteristic shall not constitute discrimination in access to employment, including the necessary training, where, by reason of the nature of the specific professional activities or the context in which they are carried out, such a characteristic constitutes a genuine and determining occupational requirement, provided that the objective is legitimate and the requirement proportionate.

Article 6. Direct discrimination on grounds of sex. Direct discrimination on grounds of sex shall be understood to mean a situation in which a person is, has been, or would be treated less favourably, on account of their sex, than another person in a comparable situation.

Article 6. Indirect discrimination on grounds of sex. Indirect discrimination on grounds of sex shall be understood to mean a situation in which an apparently neutral provision, criterion or practice puts persons of one sex at a particular disadvantage compared with persons of the other sex, unless that provision, criterion or practice can be objectively justified by a legitimate aim, and the means of achieving that aim are appropriate and necessary.

Article 7. Sexual harassment. Sexual harassment shall be understood as any verbal or physical conduct of a sexual nature that has the purpose or effect of violating the dignity of a person, in particular when it creates an intimidating, degrading or offensive environment.

Article 7. Harassment on grounds of sex. Harassment on grounds of sex shall be understood as any behaviour based on a person's sex that has the purpose or effect of violating their dignity and of creating an intimidating, degrading or offensive environment.

Sexual harassment and harassment on grounds of sex shall in all cases be regarded as forms of discrimination. Conditioning a right or the expectation of a right on the acceptance of a situation constituting sexual harassment or harassment on grounds of sex shall likewise be considered discrimination on grounds of sex.

Article 8. Non-discrimination on grounds of pregnancy or maternity. Any less favourable treatment of a woman related to pregnancy or maternity shall constitute direct discrimination on grounds of sex.

Article 9. Protection against reprisals. Discrimination on grounds of sex shall also be deemed to exist in any case of adverse treatment or negative consequences suffered by a person as a result of lodging a complaint, claim, report, legal action or appeal of any kind aimed at preventing discrimination or ensuring effective compliance with the principle of equal treatment between women and men.

Article 10. Legal consequences of discriminatory conduct. Any act or clause in legal transactions that constitutes or causes discrimination on grounds of sex shall be considered null and void and shall give rise to liability through a system of redress or compensation that is real, effective and proportionate to the harm suffered, as well as, where applicable, through an effective and dissuasive system of sanctions to prevent discriminatory conduct.

Article 11. Positive action. In order to give effect to the constitutional right to equality, public authorities shall adopt specific measures in favour of women to correct clear situations of de facto inequality in relation to men. Such measures, which shall apply for as long as those situations persist, must be reasonable and proportionate to the objective pursued in each case. Private individuals and legal entities may also adopt such measures under the terms established in this Law.

Article 12. Effective judicial protection.

1. Any person may apply to the courts for protection of the right to equality between women and men, in accordance with Article 53(2) of the Constitution, even after the termination of the relationship in which the alleged discrimination occurred.
2. The capacity and standing to participate in civil, labour and administrative proceedings concerning the defence of this right shall be held by natural and legal persons with a legitimate interest, as determined by the laws governing such proceedings.
3. Only the person subjected to sexual harassment or harassment on grounds of sex shall have standing to bring the corresponding legal action.

Article 13. Burden of proof.

1. In accordance with procedural law, in proceedings in which the claimant bases their allegations on discriminatory conduct on grounds of sex, it shall be for the defendant to prove the absence of discrimination in the measures adopted and their proportionality.

For the purposes of the preceding paragraph, the court may, at the request of a party and where it considers it useful and relevant, seek a report or opinion from the competent public bodies.

2. The provisions of the preceding subsection shall not apply to criminal proceedings.

Article 43. Promotion of equality through collective bargaining. Collective bargaining may, in accordance with legal provisions, establish positive measures to promote women's access to employment and the effective application of the principle of equal treatment and non-discrimination in working conditions between women and men.

Article 44. Rights relating to the reconciliation of work, family and private life

1. Rights relating to the reconciliation of work, family and private life shall be recognised for both male and female workers, in a manner that promotes the equitable sharing of family responsibilities and ensures that the exercise of these rights does not give rise to discrimination.
2. Maternity leave and benefits shall be granted in accordance with the provisions of employment and social security legislation.

3. In order to contribute to a more balanced distribution of family responsibilities, fathers shall have the right to paternity leave and benefits in accordance with the provisions of employment and social security legislation.

These principles shall apply across all organisational activities and shall be embedded in all policies, procedures and actions relating to ICREA's human resources management.

2 OBJECTIVES OF THE EQUALITY PLAN

Objectives define the aim or goal to be achieved and determine the strategy to be pursued. The objectives of this plan are as follows:

- to consolidate ICREA's commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large;
- to raise awareness of equal opportunities and gender equity among ICREA personnel;
- to eliminate any remaining use of androcentric language;
- to identify persistent barriers to achieving genuine gender equality within the organisation;
- to ensure gender equality in recruitment and promotion processes;
- to promote transparency and fairness in evaluation processes;
- to monitor and analyse promotions and changes in recruitment by sex/gender;
- to implement concrete measures to continue progress towards real equality between women, men and people who do not conform to cis-heteronormative identities within the organisation;
- to support the reconciliation of work, family and private life for the workforce;
- to ensure a gender-neutral remuneration policy;
- to prevent and address violence against women and LGBTI-phobic violence in the workplace.

3 PERSONNEL, TERRITORIAL AND TEMPORAL SCOPE

PERSONNEL SCOPE

This internal Equality Plan applies to the entire ICREA workforce and any personnel at its disposal, regardless of their hierarchical level or any other characteristic. The plan shall apply to all current and future employees of ICREA.

TERRITORIAL SCOPE

ICREA has a single active workplace, located at Passeig Lluís Companys, no. 23, Barcelona.

TEMPORAL SCOPE

The ICREA Equality Plan shall enter into force on 1 December 2024 and remain in effect for a period of four years, until 30 November 2028.

Before the end of the implementation period, a new negotiating committee shall be established with the primary objective of preparing a new diagnostic assessment and subsequent equality plan that addresses legislation in effect at that time and the needs of the workforce.

4 SIGNATORY PARTIES

The Equality Plan has been signed by members of ICREA personnel, with some acting as representatives of the organisation and others representing the interests of the workforce. It should be noted that repeated attempts were made to engage the trade unions, but no response was received. Accordingly, in line with the judgement of the Labour Chamber of the Supreme Court dated 11 April 2024 [Appeal No. 123/2023], an internal committee was formed to enable the registration of this plan.

COMPOSITION OF THE EQUALITY PLAN NEGOTIATING COMMITTEE

The Equality Plan Negotiating Committee was officially established on 25 October 2024 after several attempts to involve the trade unions, which did not appoint a representative to take part in the negotiation process.

The committee is composed on a parity basis, with one person representing the organisation and one person representing the workers' legal representatives. Its composition is as follows:

- On behalf of the organisation:
 - Emilia Pola Robles

- On behalf of the workers' legal representatives:
 - Begoña Mediano Valiente

The signatory parties to the internal equality plan formed the Equality Plan Negotiating Committee, made up of one representative of the workforce and one representative of the organisation on a parity basis, which, after negotiations, agreed to approve this internal gender equality plan, [which will remain in force for a period of four years](#).

It was agreed that, once the internal gender equality plan was approved, the Equality Plan Negotiating Committee would be dissolved and an [Equality Plan Monitoring and Evaluation Committee](#) established (which may or may not comprise the same individuals as the Negotiating Committee, but must include representatives of both the organisation and its personnel). This committee will be responsible for ensuring appropriate monitoring of the measures set out in the Equality Plan, as well as their effective implementation and compliance.

Both the institution's commitment and all information relating to this plan will be communicated to the workforce via the usual communication channels.

[Annex 1](#) contains the official record of the constitution of the Monitoring and Evaluation Committee.

5 TECHNICAL MEANS AND RESOURCES FOR IMPLEMENTING THE PLAN

The implementation of the internal Equality Plan is supported by the necessary facilities, equipment, means, and human and financial resources in order to achieve the proposed objectives.

6 SUMMARY OF THE DIAGNOSTIC REPORT

In accordance with Royal Decree 901/2020, which regulates equality plans and their registration, the [diagnostic assessment](#) on which an internal equality plan is based must cover at least the following points:

- A. [Recruitment and selection process](#)
- B. [Job classification](#)
- C. [Training](#)

- D. Career progression
- E. Working conditions (including an equal pay audit in accordance with Royal Decree 902/2020)
- F. Shared exercise of rights relating to the reconciliation of work, family and private life for personnel
- G. Under-representation of women
- H. Remuneration
- I. Prevention of sexual harassment and harassment on grounds of sex

To organise this content and facilitate analysis, in this plan, the diagnostic assessment is structured around 12 strategic areas:



A summary of the main findings in the areas reviewed is presented below:

6.1 EQUALITY CULTURE WITHIN THE ORGANISATION

In 2018, ICREA received the “HR Excellence in Research” award from the European Commission, in recognition of its commitment to the principles of the [Human Resources](#)

Strategy for Researchers (HRS4R). The strategy aims to ensure equal opportunities and non-discrimination, as well as promoting career development and a balance between work, family and private life. In connection with this award, ICREA has an [action plan approved in 2023 and in force until 2026](#). This action plan includes a number of actions relating to the organisation’s equality culture.

The [current collective bargaining agreement](#) applicable to ICREA personnel is the [13th State-Wide Collective Agreement for University Education and Research Institutions](#), Title VI of which establishes the obligation to uphold equal treatment and opportunities in the workplace. In the case of ICREA, this obligation entails the development and implementation of an equality plan.

Although most ICREA personnel are familiar with the concept of a gender equality plan, responses to the survey and interviews suggest that a greater proportion of women than men consider such a plan to be necessary.

In addition, in many survey responses, [non-binary individuals noted that the Equality Plan should go beyond the gender binary and consider non-binary identities](#).

Table 1. Equality culture within the organisation: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>ICREA has adopted the HRS4R strategy and, in line with its principles, has an approved and active action plan, which was being implemented when the diagnostic assessment was carried out. The action plan includes the development of this Equality Plan, among other initiatives that promote a culture of equality.</p>	<p>Monitor and evaluate the actions set out in the plan.</p>
<p>The governing body (ICREA board) is predominantly male. The administrative management team is predominantly female.</p>	

FINDINGS	FOLLOW-UP ACTIONS
Sex-disaggregated data is not systematically used.	Establish a systematic working model in which all analyses include the sex/gender variable and take into account self-identified gender beyond the binary framework.
There are no coordination mechanisms between ICREA and the host institutions where researchers work to ensure the promotion of genuine equality between women and men.	Establish effective systems for monitoring work teams that include ICREA personnel in order to gain a deeper understanding, beyond quantitative indicators, of the work performed, the working environment, and perceptions of possible inequalities between women and men.
Most personnel are not aware of the activities organised by ICREA to promote equality between women and men.	Disseminate activities related to the promotion of gender equality more effectively.
Survey and interview responses highlight a perceived gender bias in the institution's management processes. The establishment of working groups to identify such biases has been proposed.	Set up working groups to help identify possible gender bias in the institution's processes.

6.2 CORPORATE COMMUNICATION WITH A GENDER PERSPECTIVE

ICREA does not have any document or protocol that sets out guidelines for non-sexist and inclusive communication. Furthermore, no specific training on inclusive communication has been provided. The action plan linked to the HRS4R strategy does not include any actions addressing language use or inclusive communication. Nevertheless, there is an expressed interest within the organisation in fostering respectful and inclusive communication.

Most written communications, as well as some oral communication, are conducted in English—a language without grammatical gender, although gender can be made explicit

if desired. However, particularly on the ICREA website, which is available in English, Catalan and Spanish, **the generic masculine is predominantly used** in translated content.

A notable initiative is the highlighting of women researchers in the carousel on the main page of the ICREA website. To give greater visibility to women in research, only women are featured in the carousel.

With regard to communication, perceptions concerning equal access to information and language use are generally positive. However, both the survey and interview responses show that men and non-binary individuals have a more positive perception than women.

Table 2. Corporate communication with a gender perspective: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>There is an interest in inclusive communication, although there is currently no guide or set of guidelines on the use of non-sexist and inclusive language.</p>	
<p>No specific training has been provided on language use.</p>	<p>Provide specific training on inclusive language and communication, including:</p> <ul style="list-style-type: none"> - communication beyond the use written language and ways to avoid the generic masculine - recommendations on the use of inclusive language in English, particularly in scientific and research contexts
<p>In the Spanish and Catalan versions of the ICREA website, the use of the generic masculine predominates.</p>	<p>Review internal documentation and the images used on various social media platforms to ensure inclusive communication.</p>

	Develop a best practice guide to serve as a reference for inclusive communication.
Some initiatives have been launched to make women in research more visible, such as showcasing images of women in the carousel on the main page of the ICREA website.	

6.3 JOB CLASSIFICATION

There is a lack of gender balance in ICREA’s employment structure,¹ with women representing only 25.26% of the institution’s workforce:

Table 3. Distribution of the workforce by sex

Sex	Number of people	Percentage of total workforce
Female	74	25.26%
Male	219	74.74%
Total	293	100.00%

Prepared by Equilatera Cooperativa based on information provided by the organisation

The distribution of the workforce by level of education shows that women are in the majority in the categories requiring an undergraduate degree or vocational training. This is because **administrative personnel at ICREA is predominantly female** and a doctorate is not required for these roles.

The average length of service of ICREA personnel is 12.1 years (11 years for women and 12.4 years for men). Despite the longer average tenure of men, there has been a **steady increase in the recruitment of women**. Thus, in the past four years, the average length of service of women and men in the organisation has become more balanced.

¹ A gender balance is considered to exist in a group of people when both sexes are represented in percentages between 40% and 60%.

With the exception of the administrative management team (4.1% of female employees and 0.5% of male employees), all ICREA personnel (95.9% of female and 99.5% of male employees) have a PhD, as they are researchers employed by the institution.

In terms of job distribution, the workforce is divided into research personnel and administrative personnel. Ninety-four percent of women are employed in research positions and 6% in administrative positions, while 99% of men are employed in research positions and 1% in administrative positions.

Table 4. Employment structure: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
Male-dominated workforce, with the exception of the administrative management team, which is predominantly female.	Continue initiatives to raise the visibility of women in research and specific actions to attract and retain female talent.
Based on statistical data, the average age of the workforce suggests that there may be a need to adopt reconciliation measures related to school-age children and/or elderly relatives.	Take these situations into account when planning and implementing measures to support a balance between work, family and private life.

6.4 UNDER-REPRESENTATION OF WOMEN

With the exception of the administrative management team, all ICREA personnel work in research. A gender imbalance is observed among research personnel. The most male-dominated fields correspond to the STEM disciplines, although gender imbalances and under-representation of women are also evident in the social sciences and humanities.

There is also a gender imbalance in the rest of the workforce, comprised of employees working in the administrative area, where women make up 62.5% of the personnel. During the period under review, ICREA’s director and executive director were both men.

Table 5. Under-representation of women: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
Horizontal occupational segregation. The research personnel are male-dominated, with women under-represented, and the administrative management team is predominantly female.	Implement positive action measures to encourage the recruitment of the under-represented sex within the relevant department, area or position.
Vertical occupational segregation. The top-level positions—director and executive director—are held by men.	

6.5 RECRUITMENT AND SELECTION PROCESS

ICREA applies a gender perspective in its selection processes with the aim of promoting recruitment of the under-represented sex. This is reflected in the documents “Applications from women are especially welcome” and “ICREA Call Criteria” in the section on unconscious bias.

In relation to [HRS4R policies](#), the institution is committed to the principles of open, transparent and merit-based recruitment (OTM-R) recommended by the European Commission. ICREA has also endorsed the [DORA and COARA initiatives](#), which advocate for changes in research assessment practices and are therefore closely related to research personnel selection and evaluation processes.

Selection processes at ICREA consist of several main stages.

First, a [call for applications](#) is published on the ICREA website, AcademicPositions.com, EURAXESS and LinkedIn. The call documentation specifies that applications from women are particularly welcome.

The second stage is [candidate selection](#) based on European standards for research assessment. Candidates are [assessed by panels](#) composed of six to nine researchers of high international standing from outside ICREA. The institution’s directors are responsible for appointing the panel members and ensure that women are always represented.

There are five selection panels covering all areas of scientific knowledge (social and behavioural sciences, humanities, experimental sciences and mathematics, engineering sciences, and life and medical sciences). The names of panel members are not made public, so applicants do not know who is assessing their application. The available

information on individuals who have served on panels in recent calls is not disaggregated by sex, and no analysis has been conducted on the trends in women's representation on these panels.

With regard to the sex of candidates, an analysis was carried out to assess whether the process was conducted in a blind manner, and it was decided to disclose each candidate's sex in order to support the recruitment of more women into the institution, in line with the principle of equal merit and ability.

The [selection process](#) has two stages. In the first stage, no panel member knows the identity of the other members or the scores they assign to each candidate. From the pool of shortlisted candidates, a final list is drawn up by consensus at the panel meeting. ICREA does not participate in these meetings, and their content is confidential; therefore, any bias that may occur cannot be attributed to the institution.

The [selection criteria](#) explicitly reflect ICREA's commitment to equal opportunities, and selection panel members are encouraged to take particular care to avoid unconscious bias (related to gender, age, nationality, ethnicity, etc.) when reviewing applications.

The guidelines relating to the selection of candidates include a specific note on gender inequalities and the under-representation of women among ICREA researchers. ICREA recognises this imbalance, which exists despite the higher success rate of applications from women and is mainly due to the lower proportion of applications from women, particularly in STEM fields. Panel members are therefore asked to reflect on potential areas for improvement and are encouraged to avoid gender bias.

The results of the most recent selection processes, corresponding to 2022, show a [gender balance in recruitment, although the overall balance is partly due to the hiring of two women to fill administrative positions. Notably, women were recruited in mathematics and experimental sciences in equal numbers to men.](#)

The number of **separations and leaves of absence** in the past year was slightly higher among men relative to their share of the workforce: 84% of separations and leaves of absence involved men (who make up 75% of the workforce), and 15% involved women (who make up 25%).

These cases involved personnel over the age of 50 and were primarily due to requests for leave of absence. The reasons for these leaves are not systematically recorded.

Perceptions of equality in selection processes differ between women and men. Men and non-binary individuals tend to have a more positive perception of equal opportunities in access to employment at ICREA. The [perceptions of personnel, particularly women, indicate the likely presence of gender bias—even if unconscious—in selection processes, stemming from stereotypes, androcentrism, and both workplace and societal sexism.](#)

Both the survey responses and the interviews highlight a call for greater transparency in selection processes and for personnel to have the opportunity to provide input on the existence of gender bias within the institution’s processes and on ways to eliminate it.

Table 6. Recruitment and selection process: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>Highly standardised selection processes, following international guidelines and initiatives related to recruitment based on quantitative and qualitative criteria.</p> <p>The institution clearly states its commitment to the equal treatment of candidates and to non-discrimination.</p> <p>The action plan linked to the HRS4R strategy includes measures to improve selection processes, particularly in terms of process management, but not in terms of methodology.</p>	<p>Specific inclusion of a gender perspective in selection processes to minimise the potential for gender bias, including measures such as:</p> <ul style="list-style-type: none"> a. Providing training on equality and gender perspective for selection panel members. b. Ensuring gender-balanced selection panels as far as possible. c. Monitoring recruitment trends using sex-disaggregated data, starting from the implementation of the current selection system. d. Assessing the possibility of incorporating positive action measures.
<p>In order to ensure objectivity, certain aspects of the selection processes remain confidential or are not made public, at least while the process is ongoing.</p>	<p>Increase transparency with regard to non-public information relating to selection processes, in particular concerning:</p> <ul style="list-style-type: none"> – the criteria for inviting experts to serve on selection panels.

6.6 TRAINING

The HRS4R action plan recognises the importance of personnel training, particularly in relation to the management of research teams. In response to this need—expressed by research personnel—relevant training activities have been developed. However, ICREA currently has no formal protocol or policy document on training management; instead, training is planned reactively when specific needs are identified.

During the year under review, various training activities were carried out to support a range of competencies. However, no training activities related to equal opportunities were delivered.

Regarding equality of access to training, survey and interview responses once again indicate that men have a more positive perception than women. That said, many comments also reflect a general lack of awareness of the training opportunities offered by ICREA.

Table 7. Training: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>Training needs in relation to management of research teams are recognised, and some training activities have been carried out in response. However, there is no annual training plan structured around the training needs of personnel.</p>	<p>Gather information on the training needs of ICREA personnel.</p> <p>Develop an annual training plan for all personnel that ensures equal opportunities in access to training for women and men, taking into account, for example, the time of delivery and format of training activities.</p>
<p>No analysis or standardised monitoring of training activities carried out.</p>	<p>Monitor and evaluate access to training, including: number of training activities carried out with data disaggregated by sex of participants, time of delivery, content summary, evaluation of the training, etc.</p> <p>Track this information specifically in the case of training on gender equality and gender mainstreaming.</p>

6.7 CAREER PROGRESSION

The 2023–2026 plan relating to the HRS4R award and personnel evaluation includes several actions in this area, in line with the DORA and COARA initiatives.

The performance of research personnel is evaluated regularly, and these evaluations determine salary increases, as detailed below. The first evaluation takes place after three years, with subsequent evaluations every five years. Personnel evaluations at ICREA are carried out by an evaluation panel, and the Promotion Committee assesses both the individual merits of each researcher and their overall performance.

As in the selection process, evaluations are based on qualitative assessments and expert opinions. The committee reviews the documentation submitted by the person being evaluated, by representatives of the host institution, and by external experts.

When research personnel take maternity leave, evaluations may be postponed without this delay affecting the accrual of any salary increase resulting from the process. In such cases, the salary increase is backdated to the scheduled date to ensure that the individual concerned does not lose income as a result of taking on caring responsibilities.

Salary increases for research personnel depend on the outcome of the evaluation process. Positive evaluations fall into three levels of promotion—good, very good, and exceptional—each linked to a corresponding salary increase. Negative evaluations, classified as either inadequate or unacceptable, result in non-promotion and, consequently, no salary increase. They may also result in the implementation of improvement plans. The decisions of the Promotion Committee are final. The promotion process is anonymous and confidential, and the person evaluated is informed of the outcome by a letter from ICREA’s director.

ICREA personnel are composed of 25.26% women and 74.74% men. During the year under review, 27 women and 86 men were promoted, representing 23.9% and 76.1% of the total, respectively—percentages that are in line with the overall composition of the workforce. ICREA research personnel are evaluated after three years and subsequently every five years. As a result, the timing of evaluations for promotion is determined by each individual’s date of appointment and may vary depending on the year under analysis.

As with the selection process, men’s perceptions of equal promotion opportunities are more positive than those of women and non-binary personnel. Notably, 30.9% of the women who participated in the survey believe that equal opportunities exist, compared

to 85.8% of men. Meanwhile, 40.4% of women said they did not know whether equal opportunities exist, compared to just 9.4% of men.

Among the comments made in the surveys and interviews, several issues stand out: the role of host institutions; structural inequalities and biases that may also affect the research environment; and the lack of a gender perspective in evaluation criteria. Participants reported a lack of awareness of the composition of the evaluation panel and how the evaluation criteria are set, both of which were identified as potential sources of bias. There were also calls for greater transparency in evaluation processes.

Table 8. Promotion: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>Highly standardised evaluation processes, based on quantitative and qualitative criteria aligned with ICREA’s expectations of its personnel and reflecting the spirit of the DORA and COARA initiatives.</p> <p>The institution clearly states its commitment to the equal treatment of candidates and to non-discrimination.</p> <p>The action plan relating to the HRS4R strategy includes measures aimed at improving evaluation processes, focusing more on management than on methodology.</p>	<p>Ensure specific inclusion of a gender perspective in evaluation processes to minimise potential bias in the evaluation of personnel performance. For example, consideration of periods dedicated to caring responsibilities over the professional career of ICREA personnel.</p> <p>– Training on equality and gender perspective for those involved in evaluation processes.</p>
<p>To ensure objectivity, some aspects of the process are confidential or not made public. For example, the researchers being evaluated are not informed of the names of all individuals who will ultimately be involved in the process.</p> <p>Evaluation decisions are not subject to appeal.</p>	<p>Increase dissemination of some ICREA documents relating to evaluation criteria and indicators.</p>

FINDINGS	FOLLOW-UP ACTIONS
	Extend the evaluation window in cases involving special needs related to caring responsibilities.

6.8 WORKING CONDITIONS

Working conditions at ICREA are stable, with permanent, full-time contracts. During the period under review, recruitment under contract no. 200 referred to personnel employed on a part-time basis due the nature of the position and the gradual integration of new hires into the institution.

ICREA personnel also enjoy benefits such as a flexible compensation plan and life and travel insurance. In addition, the action plan relating to the HRS4R strategy includes various actions aimed at ensuring good working conditions.

During the period under review, only three individuals were working part-time: one male researcher with a reduced working time of 80% and two female researchers with a reduced working time of 25% and 90% respectively. This part-time arrangement was the result of agreements between the individuals concerned and ICREA to allow a smooth integration into their roles. Researchers often join ICREA while they still have commitments outside the organisation or while their families are still in their country of origin. To support their integration, ICREA allows this flexibility/adaptation for a maximum of the first two years.

Table 9. Working conditions: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
All ICREA personnel are hired on permanent full-time contracts. ICREA personnel also receive benefits such as life and travel insurance and a flexible compensation plan.	Develop infographic materials summarising working conditions within the organisation to make this information more accessible to new hires.
Reduced working hours and part-time arrangements are offered to support	

<p>each individual's integration into the organisation and enable them to make adjustments to their work and personal lives. There is only one case of reduced hours for legal guardianship among all ICREA personnel.</p>	
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6.9 RECONCILIATION AND CO-RESPONSIBILITY

During the year under review, only one female member of personnel had a reduction in working hours due to legal guardianship. ICREA does not currently have any document that sets out measures relating to the reconciliation of work, family and private life. The institution's working philosophy is based on complete trust in its personnel. Each researcher is therefore free to telework or not, and to set their own schedule.

According to the available information, no work has been undertaken to identify needs related to balancing the different areas of life. Similarly, no measures to promote co-responsibility have been approved or implemented. It is also worth noting that the action plan linked to the HRS4R strategy contains no actions relating to reconciliation or the promotion of co-responsibility.

Men report more positive perceptions than women regarding the possibility of reconciling work, family and private life. On this issue, non-binary individuals express the most positive views. Comments made in surveys and interviews highlight the role of host institutions in determining the extent to which research personnel are able to reconcile work, family and private life. Respondents also noted the demanding nature of high-level research, which makes it difficult to reconcile different areas of life and often requires researchers to work long hours. However, the possibility of flexible working hours and teleworking within ICREA is viewed positively.

Table 10. Reconciliation and co-responsibility: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>ICREA personnel are free to organise their work as they see fit and may also opt to telework.</p>	<p>Integrate a gender perspective into the analysis of reconciliation needs and in the</p>

<p>However, work dynamics make reconciliation difficult.</p>	<p>organisation of working hours for ICREA personnel.</p>
<p>There are no known measures in place within the institution to promote co-responsibility.</p> <p>No analysis of the reconciliation needs of ICREA personnel has been carried out.</p> <p>The HRS4R action plan does not include any actions relating to the reconciliation of work, family and private life or the promotion of co-responsibility.</p>	<p>Approve awareness-raising measures to highlight the importance of making progress towards co-responsibility.</p> <p>Identify the reconciliation needs of ICREA personnel.</p> <p>Approve reconciliation measures for ICREA personnel in line with the needs identified.</p>

6.10 OCCUPATIONAL HEALTH

Occupational health management is carried out *in coordination with the host institutions* where ICREA personnel are based, and each position is assessed on an individual basis. A gender perspective is applied in cases of pregnancy or maternity, but no broader analysis is undertaken.

Psychosocial risk assessments are conducted by ICREA’s occupational health officer. These *assessments* are carried out individually and *include a specific question on harassment*. ICREA personnel also have access to an external psychological therapy service. While maintaining confidentiality, the therapist provides ICREA with an annual report on psychosocial risks. There are plans to outsource and redesign psychosocial risk assessment to align the process with European research standards.

Women, men and non-binary individuals express differing perceptions regarding occupational and psychosocial health. With respect to safety in terms of freedom from harassment and sexist discrimination at work, men and non-binary individuals report more positive perceptions than women. Most men and women do not know whether ICREA conducts occupational and psychosocial risk assessments that incorporate a gender perspective, and some comments point to a general lack of awareness regarding the importance of such assessments.

Finally, many women mentioned work-related stress linked to the demands of research work and the difficulty of reconciling work, private and family life.

Table 11. Occupational health: Findings and follow-up actions. Prepared by Equilatera Cooperativa.

FINDINGS	FOLLOW-UP ACTIONS
Occupational health management in continuous coordination with host institutions.	Consider including a gender perspective in occupational health management.
Psychosocial risk management includes harassment.	Consider distributing anonymous surveys on psychosocial risks, including questions on harassment and other issues.

6.11 REMUNERATION AND EQUAL PAY AUDIT

At ICREA, the components of the remuneration package are as follows:

- Annual basic salary
- Supplement 1: ICREA supplement
- Supplement 2: Research merit supplement
- Supplement 3: Host institution supplement

Aspects of the current employment structure that help to explain the gender pay gap include:

- **The existence of occupational segregation—both horizontal and vertical—within the organisation’s employment structure.** The top-level positions—director and executive director—are held by men. Among the remaining workforce, the administrative management team is female-dominated, whereas research personnel are male-dominated. The over-representation of men in the highest paid positions—directors and research personnel—was the main cause of the gender pay gap at ICREA during the period under review.
- **Differences in pay supplements.** A pay gap in favour of men is observed across all three pay supplements that make up the institution’s remuneration package. The most significant differences relate to the supplement linked to the host institution.
- **Differences in hours worked over the year.** With the exception of three individuals, variations in annual working hours among personnel are not due to temporary or part-time contracts, but rather to the timing of appointments during the year under review. As noted above, ICREA personnel are hired on permanent full-time contracts.

There is no pay gap linked to length of service at the institution, as none of the components of the remuneration package for ICREA personnel are based on this factor.

The overall gender pay gap in **actual earnings** for all ICREA personnel stands at **17.29%**. A complementary median-based analysis attributes the pay gap to horizontal segregation, with male-dominated areas of work (research personnel, particularly in STEM fields) and a single female-dominated area—namely the administrative management team. However, vertical segregation should also be considered, as the senior management roles within the institution are held by men. In addition, within the administrative area, **there is a gender pay gap within the administrative management team, as it includes the salaries of the institution’s directors, which are the highest due to the responsibilities these roles entail.**

The perception of men and non-binary individuals regarding remuneration is more positive than that of women: one third of women (compared to two thirds of non-binary individuals and 79.25% of men) believe that ICREA’s remuneration policy is based on objective criteria. **It is mainly women, but also some men, who feel that the system for evaluating research personnel is not free from gender bias.** There are two reasons why this may be the case: first, evaluations do not take into account caring responsibilities; and second, the work of evaluators may be influenced by gender bias.

In terms of **job evaluation**, ICREA’s workforce comprises administrative personnel (which the institution’s directors) and research personnel (PhD level researchers), who are based in different locations, mainly in universities and other research centres.

The tool made available by the Spanish Ministry of Labour, which incorporates a gender perspective, was used to assess these positions. The scores obtained for the various positions are as follows:

Group	Score by position
Group 8	Directors (678)
Group 7	Research personnel (562)
Group 5	Administrative personnel (459)

These scores correspond to the remuneration associated with each position. Differences—all under 25%—are observed only within the administrative and research personnel categories. These differences are attributable to the number of individuals in each role (which accounts for the smaller gap in the median compared to the mean), as well as the unequal distribution of men and women among group leaders by level and research area.

MEAN TOTAL REMUNERATION:

Professional group/category	Mean pay gap
Administrative	23.44%
Research personnel	13.50%
Total	15.11%

MEDIAN TOTAL REMUNERATION:

Professional group/category	Median pay gap
Administrative	13.87%
Degree/vocational training	8.29%
Total	12.77%

MEAN BASIC SALARY:

Professional group/category	Women	Men	Total
Administrative	€23,142.90	€23,142.90	€23,142.90
Executive director		€23,142.90	€23,142.90
Degree/vocational training	€22,513.31	€23,027.48	€22,900.73
Total	€22,538.84	€23,028.54	€22,904.86

Professional group/category	Mean pay gap
Administrative	0,00%
Degree/vocational training	2,23%
Total	2.13%

MEDIAN BASIC SALARY:

Professional group/category	Women	Men	Total
Administrative	€23,142.90	€23,142.90	€23,142.90
Executive director		€23,142.90	€23,142.90
Degree/vocational training	€23,142.90	€23,142.90	€23,142.90
Total	€23,142.90	€23,142.90	€23,142.90

Professional group/category	Median pay gap
Administrative	0.00%
Degree/vocational training	0.00%
Total	0.00%

MEAN ICREA SALARY SUPPLEMENT:

This supplement, paid to all ICREA personnel, forms part of the overall remuneration package, and complements the basic salary of all members of the workforce, including both research and administrative personnel.

Professional group/category	Women	Men	Total
Administrative	€21,629.58	€35,338.74	€25,056.87
Executive director		€83,191.63	€83,191.63
Degree/vocational training	€41,831.45	€45,544.70	€44,629.28
Total	€41,012.46	€45,670.00	€44,493.69

Professional group/category	Mean pay gap
Administrative	38.79%
Degree/vocational training	8.15%
Total	10.20%

MEDIAN ICREA SALARY SUPPLEMENT:

Professional group/category	Women	Men	Total
Administrative	€27,226.12	€35,338.74	€27,226.12
Executive director		€83,191.63	€83,191.63
Degree/vocational training	€44,055.25	€44,055.25	€44,055.25
Total	€44,055.25	€44,055.25	€44,055.25

Professional group/category	Median pay gap
Administrative	22.96%
Degree/vocational training	0,00%
Total	0.00%

MEAN RESEARCH MERIT SUPPLEMENT:

The research merit supplement is linked to the evaluation of research personnel, discussed above in the section on promotion and career development. Depending on the outcome of their evaluation, researchers receive a salary increase that places them within a one professional level or another. As previously mentioned, professional levels at ICREA are defined by pay bands rather than by specific roles or responsibilities. By definition, the research merit supplement is awarded exclusively to research personnel and not to administrative personnel.

Professional group/category	Women	Men	Total
Administrative		€0.00	€0.00
Executive director			€0.00
Degree/vocational training	€21,398.27	€24,726.38	€23,905.91
Total	€20,530.77	€24,500.57	€23,497.96

Professional group/category	Mean pay gap
Degree/vocational training	13.46%
Total	16.20%

MEDIAN RESEARCH MERIT SUPPLEMENT:

Professional group/category	Women	Men	Total
Administrative	€0.00	€0.00	€0.00
Executive director		€0.00	€0.00
Degree or vocational training	€18,899.49	€25,199.31	€21,013.81
Total	€18,899.49	€25,199.30	€18,899.49

Professional group/category	Median pay gap
Degree/vocational training	25.00%
Total	25.00%

MEAN HOST INSTITUTION SUPPLEMENT:

The host institution supplement is provided and determined by the institution where a researcher is based. It is paid for duties not covered by the researcher’s ICREA contract and may also reflect variable amounts linked to the securing of research projects. Administrative personnel do not receive this supplement.

Professional group/category	Women	Men	Total
Administrative		€0.00	€0.00
Executive director			€0.00
Degree/vocational training	€5,378.12	€12,043.72	€10,400.46

Professional group/category	Mean pay gap
Degree/vocational training	55.34%
Total	56.76%

MEDIAN HOST INSTITUTION SUPPLEMENT:

Professional group/category	Women	Men	Total
Degree/vocational training	€24,903.12	€29,746.00	€28,173.59
Total	€24,903.12	€29,746.00	€28,173.59

Professional group/category	Median pay gap
Degree/vocational training	16.28%
Total	16.28%

Our analysis of the various salary supplements shows that the host institution supplement is the most significant contributor to the pay gap. As noted above, ICREA does not have the authority to determine how this supplement is allocated. For the other components, median differences are all 25% or less and are considered justified.

The specific actions arising from the equal pay audit, which constitute the minimum required content of the plan, are detailed in section 7.11.1 of the action plan.

Table 12. Remuneration: Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>Women are disadvantaged by a pay gap of 17.29% in real remuneration.</p> <p>The different distribution of women and men across organisational levels, as well as the impact of the host institution supplement, contribute to the overall pay gap.</p> <p>For the basic salary, the median gender pay gap is 0%, and the mean gap is 2%.</p>	<p>Monitor the annual pay gap to track fluctuations in the percentage gap across different remuneration components.</p>

6.12 PREVENTION OF AND RESPONSE TO SEXUAL HARASSMENT AND HARASSMENT ON GROUNDS OF SEX, SEXUAL ORIENTATION, GENDER IDENTITY, AND/OR GENDER EXPRESSION

With regard to the prevention of and response to psychological harassment, sexual harassment, and harassment on grounds of sex, ICREA has an Action Plan for 2023–2026 that is aligned with the HRS4R strategy. One of the actions envisaged in the plan is the development and approval of the *Protocol for prevention and intervention in work situations that may lead to psychosocial risks: Conflicts, harassment and discrimination in the workplace*. This document was developed and approved in 2023 in accordance with the regulatory framework in force in Catalonia and the HRS4R action plan.

The protocol addresses situations involving psychosocial risks, such as conflict, harassment and discrimination. Although all terms are defined and a distinction is made between conflict and harassment, the aspect of harassment involving an abuse of power—characterised by an imbalance between the parties, in contrast to conflict—is not made explicit.

The protocol includes situations of [sexual harassment and harassment on grounds of sex](#); however, it does not include harassment on grounds of sexual orientation, gender identity and/or gender expression, as required by the current legislation (Law 4/2023).

Preventive measures are scheduled, have assigned staff responsible for their implementation, and are monitored and evaluated.

Given that most ICREA personnel work at host institutions which already have specific protocols for the prevention of and response to harassment, the document establishes coordination measures with those institutions in the event of a report or complaint regarding a potential case of harassment.

With regard to investigation committees, it is anticipated that these will be ad hoc (although the protocol specifies the relevant roles), meaning they will be established upon receipt of a complaint. In cases involving personnel from host institutions, the committees will be mixed, comprising two individuals from ICREA and three from the host institution.

The perceptions gathered through the survey and interviews suggest that there is limited understanding of how to respond to situations of harassment. Awareness of host institutions’ protocols is higher than that of the ICREA protocol, although in neither case are the details well known.

Table 13. Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression. Findings and follow-up actions. Prepared by Equilatera Cooperativa

FINDINGS	FOLLOW-UP ACTIONS
<p>A protocol is in place for the prevention of and response to cases of psychological harassment, sexual harassment, and harassment on grounds of sex.</p> <p>The protocol was not negotiated with the legal representatives of the ICREA workforce.</p> <p>The protocol does not include the prevention and handling of potential situations of harassment on grounds of sexual orientation, gender identity, and/or gender expression.</p>	<p>Negotiate the content relating to harassment, particularly preventive measures.</p> <p>Explicitly include harassment on grounds of sexual orientation, gender identity, and/or gender expression in the protocol.</p>
<p>The protocol includes a statement of principles, clearly sets out its preventive approach and planned actions, and</p>	

FINDINGS	FOLLOW-UP ACTIONS
<p>provides for effective communication of its content.</p> <p>Mediation is presented as an option in cases of conflict, but not in cases of harassment.</p>	
<p>The document provides for the formation of ad hoc investigation committees to be set up when complaints are received.</p>	<p>Work through investigation committees that have been established before any complaints are received and include the names of their members in the protocol.</p> <p>Include the names of designated persons in the protocol.</p> <p>Provide specific training for designated persons and investigation committees.</p>
<p>The protocol includes safeguards and guarantees relating to confidentiality, diligence and timeliness, impartiality, the right to information, protection of the affected person, the duty to cooperate, and the prohibition of reprisals.</p> <p>However, no reference is made to restoration.</p>	<p>Consider including restorative justice measures in the protocol.</p> <p>Specify time limits for internal action.</p>
<p>According to the information provided by the organisation, preventive measures are scheduled, assigned personnel are responsible for their implementation, and the measures are subject to monitoring and evaluation.</p>	<p>Include summary sheets for the approved preventive measures in the protocol, detailing the planned schedule, action leads, required resources, objectives, and anticipated indicators for each measure.</p>

FINDINGS	FOLLOW-UP ACTIONS
The protocol provides for coordination with the institutions that host ICREA personnel in the event of reports or complaints of harassment.	Specify the mechanisms for coordinating with host institutions.
The survey responses and interviews show that awareness of the existence and content of the protocol varies.	Disseminate the content of the protocol more effectively (using infographics, leaflets, a highlighted summary on the intranet, awareness-raising sessions, etc.).

7 ACTION PLAN AND WORK SCHEDULE

The planning phase is when action measures are developed. These actions aim to promote a culture of equality and address the shortcomings identified in the diagnostic phase.

In order to ensure non-discrimination and maximise transparency with regard to remuneration, it is recommended that the following areas for improvement be addressed during the lifetime of the ICREA Equality Plan through the implementation of the actions set out below.

To ensure the implementation of these actions, a specific schedule is established for each, and a designated team or department is assigned responsibility for their execution and oversight. For each action, the necessary resources and indicators are also specified to facilitate effective monitoring.

In this phase, actions will also be developed to raise awareness of the plan and its content, ensuring its dissemination among ICREA personnel.

The actions that make up the plan are presented below, grouped according to the strategic areas used to structure the diagnostic phase.

7.1 EQUALITY CULTURE WITHIN THE ORGANISATION

Area	Equality culture within the organisation
Action 7.1.1	Dissemination of the plan so that it is accessible to all personnel
Description	Develop a communication strategy for the First Equality Plan, directed at all personnel Disseminate the initiatives set out in the Equality Plan through internal communication channels (email, intranet, noticeboards, staff meetings, etc.) to ensure that the entire workforce is aware of the plan.
General objective	To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large.
Action lead	Executive director
Target group	Personnel
Schedule	2H 2024
Timeframe	One-off

Indicators	<ul style="list-style-type: none"> - The plan has been disseminated. - What channels were used? - Feedback from personnel.
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Area	Equality culture within the organisation
Action 7.1.2	Periodic evaluation of gender inequalities and the impact of the plan
Description	Conduct periodic surveys or interviews to identify potential gender inequalities and take corrective action. Carrying out this evaluation is also a means of analysing the impact of the plan in terms of changing organisational culture.
General objective	<p>To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large.</p> <p>To identify persistent barriers to achieving genuine gender equality within the organisation.</p>
Action lead	Monitoring Committee
Target group	Personnel
Schedule	1H 2025/ 1H 2026/ 1H 2027/ 1H 2028
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - Surveys or interviews have been conducted. - Results of the surveys/interviews. - Corrective measures have been taken. - Results obtained from the implementation of the corrective measures.

Area	Equality culture within the organisation
Action 7.1.3	Systematisation of documents to integrate an inclusive gender perspective
Description	Systematise work documentation to include the sex/gender variable beyond a binary framework, taking into account self-identified gender.
General objective	<p>To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large.</p> <p>To raise awareness of equal opportunities and gender equity among ICREA personnel.</p>
Action lead	Programme manager
Target group	Personnel

Schedule	2H 2024
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Documents have been systematised. - Documents have been systematised to include the sex/gender variable beyond a binary framework, taking into account self-identified gender.

Area	Equality culture within the organisation
Action 7.1.4	Linking of measures set out in the plan with the HRS4R Action Plan
Description	Draw up a list of measures in the First Equality Plan that should be linked to the HRS4R Action Plan.
General objective	<p>To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large.</p> <p>To raise awareness of equal opportunities and gender equity among ICREA personnel.</p>
Action lead	Executive director
Target group	Personnel
Schedule	2H 2024
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A list of the measures has been drawn up. - The list of the measures has been disseminated to personnel. - What channels were used?

7.2 CORPORATE COMMUNICATION WITH A GENDER PERSPECTIVE

Area	Corporate communication with a gender perspective
Action 7.2.1	Development of a best practice guide for inclusive communication
Description	Develop a best practice guide for inclusive communication, aimed at establishing specific guidelines to ensure the use of neutral, respectful and non-discriminatory language in all the organisation’s internal and external communication materials. The document should cover the use of terminology that reflects gender diversity, promotes inclusion, and avoids bias or stereotypes.

General objective	To eliminate any remaining use of androcentric language.
Action lead	Communication
Target group	Recipients of corporate information
Schedule	2H 2027
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A best practice guide has been produced. - Bibliography reviewed. - Inclusive language has been used in subsequent communications.

7.3 JOB CLASSIFICATION

Area	Job classification
Action 7.3.1	Organisation of activities to raise the visibility of women in research and science
Description	Include in the communication plan elements that showcase ICREA's efforts to make women's contributions in research and science more visible.
General objective	<p>To raise awareness of equal opportunities and gender equity among ICREA personnel.</p> <p>To identify persistent barriers to achieving genuine gender equality within the organisation.</p>
Action lead	Management team and Monitoring Committee
Target group	Participants in the activities
Schedule	1H 2025/ 1H 2026/ 1H 2027/ 1H 2028
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - Such elements have been included in the communication plan.

7.4 UNDER-REPRESENTATION OF WOMEN

Area	Under-representation of women
Action 7.4.1	Review of citation practices and publication of data on female authorship on the website
Description	Review and update citation practices and collect data on the authorship of publications by ICREA members. This action includes the periodic publication of this data on the ICREA website.

General objective	<p>To raise awareness of equal opportunities and gender equity among ICREA personnel.</p> <p>To identify persistent barriers to achieving genuine gender equality within the organisation.</p>
Action lead	Personnel management
Target group	Society as a whole
Schedule	1H 2025/ 1H 2026/ 1H 2027/ 1H 2028
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - Citation practices have been reviewed. - Changes have been implemented as a result of the review. - Number of authorships compiled. - Frequency of data updates.

7.5 RECRUITMENT AND SELECTION PROCESS

Area	Recruitment and selection process
Action 7.5.1	Establishment of a sex/gender-disaggregated monitoring system for selection panels
Description	Develop and implement a monitoring system to analyse the composition of selection panels, disaggregated by sex/gender, respecting the self-identified gender of panel members.
General objective	<p>To ensure gender equality in recruitment and promotion processes.</p> <p>To promote transparency and fairness in evaluation processes.</p> <p>To monitor and analyse promotions and changes in recruitment by sex/gender.</p>
Action lead	Programme manager
Target group	Personnel
Schedule	2H 2026
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A monitoring system has been implemented. - Sex/gender-disaggregated information has been collected. - Results obtained.

Area	Recruitment and selection process
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Action 7.5.2	Introduction of a sex/gender-disaggregated recruitment monitoring system
Description	Develop and implement a monitoring system to assess recruitment trends using data disaggregated by sex/gender, starting from the implementation of the current selection system, with the aim of identifying trends and potential inequalities.
General objective	To ensure gender equality in recruitment and promotion processes. To monitor and analyse promotions and changes in recruitment by sex/gender.
Action lead	Programme manager
Target group	Personnel
Schedule	1H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A monitoring system has been implemented. - Trends and/or potential inequalities have been identified. - Measures have been adopted based on the results obtained.

Area	Recruitment and selection process
Action 7.5.3	Collection of data on applications and selections disaggregated by sex/gender
Description	Systematically collect data on applicants and selected candidates in selection and recruitment processes, disaggregated by sex/gender.
General objective	To ensure gender equality in recruitment and promotion processes. To promote transparency and fairness in evaluation processes. To monitor and analyse promotions and changes in recruitment by sex/gender.
Action lead	Programme manager
Target group	New applicants
Schedule	1H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A monitoring system has been implemented. - Sex/gender-disaggregated information has been collected.

	- Results obtained.
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Area	Recruitment and selection process
Action 7.5.4	Development of a selection protocol
Description	Develop a concise and visually clear document outlining the selection criteria and process used at ICREA and ensure that it is visible and easily accessible.
General objective	To ensure gender equality in recruitment and promotion processes. To promote transparency and fairness in evaluation processes.
Action lead	Executive director
Target group	Selection and recruitment personnel
Schedule	2H 2027
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - The document has been produced. - The gender perspective has been incorporated into the document. - The document has been applied in the selection process.

7.6 TRAINING

Area	Training
Action 7.6.1	Training for selection and recruitment personnel
Description	Deliver training and awareness-raising sessions for personnel involved in selection and recruitment processes, focusing particularly on the importance of gender diversity and strategies to eliminate bias and promote inclusion.
General objective	To consolidate ICREA's commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large.
Action lead	Occupational health and safety manager
Target group	Selection and recruitment personnel
Schedule	1H 2027
Timeframe	One-off

Indicators	<ul style="list-style-type: none"> - The training has been delivered. - Number of participants, disaggregated by sex/gender. - Duration of the training. - Feedback from participants.
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Area	Training
Action 7.6.2	Development of an annual training plan
Description	Develop an annual training plan that ensures equal opportunities in access to training for all personnel, regardless of sex/gender. The plan will include criteria such as the time of delivery, format (online or face-to-face), and the flexibility with which training activities (covering all types of content) are delivered to support the equitable participation of all members of the workforce.
General objective	To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large. To implement concrete measures to continue progress towards real equality between women, men and people who do not conform to cis-heteronormative identities within the organisation.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	1H 2025/ 1H 2026/1H 2027/ 1H 2028
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - An annual training plan has been developed. - Each planned training activity includes details on time of delivery and format.

Area	Training
Action 7.6.3	Annual dissemination of the training plan
Description	Plan and implement the annual dissemination of the training plan to all personnel through internal communication channels.
General objective	To consolidate ICREA’s commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large. To implement concrete measures to continue progress towards real equality between women, men and people

	who do not conform to cis-heteronormative identities within the organisation.
Action lead	Head of administration
Target group	Personnel
Schedule	1H 2025/ 1H 2026/ 1H 2027/ 1H 2028
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - The annual training plan has been disseminated. - What channels were used?

Area	Training
Action 7.6.4	Monitoring and evaluation of access to training
Description	Monitor and evaluate the training activities delivered, compiling data disaggregated by sex/gender. Detailed information will be recorded, including the number of training sessions, sex/gender of participants, time of delivery, summaries of content, evaluations of the training, etc.
General objective	To consolidate ICREA's commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large. To identify persistent barriers to achieving genuine gender equality within the organisation.
Action lead	Monitoring Committee
Target group	Personnel
Schedule	2H 2025/ 2H 2026/2H 2027
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - Data disaggregated by sex/gender has been collected. - Training activities have been evaluated. - Results obtained.

7.7 CAREER PROGRESSION

Area	Promotion and career development
Action 7.7.1	Workshops to support promotion processes
Description	Provide training to improve presentation, communication, and bid/proposal writing skills, aimed at women and other under-represented groups.

	Consider offering some training in the style of “the paper mill”, which was well received within the organisation.
General objective	To ensure gender equality in recruitment and promotion processes. To promote transparency and fairness in evaluation processes. To monitor and analyse promotions and changes in recruitment by sex/gender.
Action lead	Scientific advisor
Target group	Personnel
Schedule	2H 2026/ 1H 2028
Timeframe	Biannual
Indicators	<ul style="list-style-type: none"> - Workshop delivered - Number of participants - Evaluation of the training

Area	Promotion and career development
Action 7.7.2	Dissemination of evaluation criteria and indicators
Description	Disseminate documents relating to the evaluation criteria and indicators used by ICREA, ensuring that all personnel have access to this key information to support fair and transparent evaluation processes. Use the intranet as a dissemination channel.
General objective	To ensure gender equality in recruitment and promotion processes. To promote transparency and fairness in evaluation processes.
Action lead	Executive director and programme manager
Target group	Personnel
Schedule	1H 2026
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Have the documents been disseminated? - What channels were used? - Feedback from personnel.

Area	Promotion and career development
Action 7.7.3	Greater flexibility for personnel with caring responsibilities
Description	Extend the evaluation window in cases of specific needs related to caring responsibilities, allowing greater flexibility

	in deadlines and taking into account periods of leave or reduced working hours due to family obligations.
General objective	To support the reconciliation of work, family and private life for the workforce.
Action lead	Head of administration
Target group	Personnel
Schedule	Throughout the duration of the plan
Timeframe	Ongoing
Indicators	<ul style="list-style-type: none"> - The evaluation window has been extended. - Personnel have been informed. - What channels were used? - Feedback from personnel.

7.8 WORKING CONDITIONS

Area	Working conditions
Action 7.8.1	Development of an infographic on working conditions
Description	Develop an infographic that summarises working conditions within the organisation so that this information is more accessible to new hires.
General objective	To consolidate ICREA's commitment to effective gender equality within its institutional culture and policies, and to the promotion of gender equality in society at large. To raise awareness of equal opportunities and gender equity among ICREA personnel.
Action lead	Head of administration
Target group	Personnel
Schedule	1H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - An infographic has been developed. - The infographic has been disseminated to personnel. - What channels were used?

7.9 RECONCILIATION AND CO-RESPONSIBILITY

Area	Reconciliation and co-responsibility
Action 7.9.1	Development of a digital disconnection plan
Description	Develop a digital disconnection plan that complies with the requirements set out in Article 88 of the Spanish Organic Law on Data Protection and Digital Rights (LOPDGDD).

General objective	To support the reconciliation of work, family and private life for the workforce.
Action lead	Head of administration
Target group	Personnel
Schedule	1H 2026
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A digital disconnection plan has been developed. - The infographic has been disseminated to personnel. - What channels were used?

7.10 OCCUPATIONAL HEALTH

Area	Occupational health
Action 7.10.1	Updating and dissemination of occupational and psychosocial health information
Description	Review and update documentation on occupational and psychosocial health, incorporating a gender perspective, for all ICREA personnel and disseminate the updated information.
General objective	To implement concrete measures to continue progress towards real equality between women, men and people who do not conform to cis-heteronormative identities within the organisation.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	1H 2027
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Number of documents reviewed and updated. - A gender perspective has been included. - The updated documents have been disseminated. - What channels were used?

Area	Occupational health
Action 7.10.2	Workplace climate surveys
Description	Develop and conduct workplace climate surveys that include specific questions on workplace harassment, and share the results with all personnel.
General objective	To identify persistent barriers to achieving genuine gender equality within the organisation.

Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	2H 2026
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Number of surveys carried out. - The results have been analysed. - What results were obtained? - The results have been shared with personnel. - Measures have been adopted based on the results.

Area	Occupational health
Action 7.10.3	Extension of travel insurance coverage to include infants and minors
Description	Include minors accompanying ICREA personnel on work-related trips under the organisation's travel insurance policy.
General objective	To identify persistent barriers to achieving genuine gender equality within the organisation.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	1H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Insurance coverage has been extended. - Feedback from personnel. - The cost has been borne by the organisation.

7.11 REMUNERATION AND EQUAL PAY AUDIT

Area	Remuneration
Action 7.11.1	Systematic collection of information on evaluation criteria and salary increases
Description	Systematically collect information on evaluation criteria and salary increases annually to identify potential gender pay gaps and monitor remuneration trends within the organisation.
General objective	To ensure a gender-neutral remuneration policy.
Action lead	Head of administration
Target group	Personnel
Schedule	1H 2025/ 1H 2026/ 1H 2027/ 1H 2028

Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - Sex/gender-disaggregated information has been systematically collected. - Results obtained.

Area	Remuneration
Action 7.11.2	Development of a salary register
Description	Develop an annual salary register in accordance with the requirements set out in Royal Decree 90/2020.
General objective	To ensure a gender-neutral remuneration policy.
Action lead	Head of administration and executive director
Target group	Personnel
Schedule	2H 2025/ 2H 2026/ 2H 2027
Timeframe	Annual
Indicators	<ul style="list-style-type: none"> - A salary register has been developed in accordance with Royal Decree 90/2020. - Information has been disaggregated by sex/gender. - Results obtained.

7.12 PREVENTION OF AND RESPONSE TO SEXUAL HARASSMENT AND HARASSMENT ON GROUNDS OF SEX, SEXUAL ORIENTATION, GENDER IDENTITY, AND/OR GENDER EXPRESSION

Area	Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression.
Action 7.12.1	Inclusion of harassment on grounds of sexual orientation, gender identity, and/or gender expression, as well as digital violence, in the protocol
Description	Amend the protocol to explicitly include harassment on grounds of sexual orientation, gender identity, and/or gender expression.
General objective	To prevent and address violence against women and LGBTI-phobic violence in the workplace.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	1H 2025
Timeframe	One-off

Indicators	<ul style="list-style-type: none"> - Harassment on grounds of sexual orientation, gender identity, and/or gender expression has been included in the protocol. - The updated version of the protocol has been disseminated to all personnel. - What channels were used?
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Area	Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression.
Action 7.12.2	Definition of who will serve on working committees under the protocol If specific individuals are not named, identify possible roles for inclusion in the ad hoc committees to be established.
Description	Work through committees established prior to any potential complaints, and include the names of their members in the protocol.
General objective	To prevent and address violence against women and LGBTI-phobic violence in the workplace.
Action lead	Occupational health and safety manager and executive director
Target group	Personnel
Schedule	Throughout the duration of the plan
Timeframe	Ongoing
Indicators	<ul style="list-style-type: none"> - The names of the designated persons have been included in the protocol. - Work done by the committees. - Results obtained (information retained within working committees).

Area	Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression.
Action 7.12.3	Specific training for designated persons and investigation committees, taking into account the roles that could serve on these committees

Description	Provide specific training on the prevention of and response to harassment for members of investigation committees and designated persons.
General objective	To prevent and address violence against women and LGBTI-phobic violence in the workplace.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	2H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - Training has been delivered. - Duration of the training. - Number of participants. - Feedback from participants.

Area	Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression.
Action 7.12.4	Inclusion of reparation in the protocol
Description	Complete the protocol by including reparation in order to promote a more restorative and constructive approach to resolving cases of harassment.
General objective	To prevent and address violence against women and LGBTI-phobic violence in the workplace.
Action lead	Occupational health and safety manager
Target group	Personnel
Schedule	1H 2025
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - The concept of reparation has been incorporated into the protocol. - The updated protocol has been shared with all personnel - What channels were used?

Area	Prevention of and response to sexual harassment and harassment on grounds of sex, sexual orientation, gender identity, and/or gender expression.
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Action 7.12.5	Dissemination of the content of the protocol
Description	Develop and implement a more effective strategy for disseminating the content of the protocol (using infographics, leaflets, highlighted summary on the intranet, awareness-raising sessions, etc.). Consider using the intranet as a communication channel.
General objective	To prevent and address violence against women and LGBTI-phobic violence in the workplace.
Action lead	Executive director and Monitoring Committee
Target group	Personnel
Schedule	1H 2026
Timeframe	One-off
Indicators	<ul style="list-style-type: none"> - A dissemination strategy has been developed. - The strategy has been implemented. - Results obtained.

8 WORK PLAN CALENDAR

One-off actions	Annual/biannual actions	Ongoing actions throughout the duration of the Equality Plan
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Calendar of actions under the Equality Plan	2H 2024	1H 2025	2H 2025	1H 2026	2H 2026	1H 2027	2H 2027	1H 2028
7.1.1 Dissemination of the plan so that it is accessible to all personnel								
7.1.2 Periodic evaluation of gender inequalities and the impact of the plan								
7.1.3 Systematisation of documents to integrate a gender perspective								
7.1.4 Linking of measures set out in the Equality Plan with the HRS4R Action Plan								
7.2.1 Development of a best practice guide for inclusive communication								
7.3.1 Organisation of activities to raise the visibility of women in research and science								

7.4.1 Review of citation practices and publication of data on female authorship on the website								
7.5.1 Establishment of a sex/gender-disaggregated monitoring system for selection panels								
7.5.2 Introduction of a sex/gender-disaggregated recruitment monitoring system								
7.5.3 Collection of data on applications and selections disaggregated by sex/gender								
7.5.4 Development of a selection protocol								
7.6.1 Training for selection and recruitment personnel								
7.6.2 Development of an annual training plan								
7.6.3 Annual dissemination of the training plan								
7.6.4 Monitoring and evaluation of access to training								
7.7.1 Workshops to support promotion								

processes								
7.7.2 Dissemination of evaluation criteria and indicators								
7.7.3 Greater flexibility for personnel with caring responsibilities								
7.8.1 Development of an infographic on working conditions								
7.9.1 Development of a digital disconnection plan								
7.10.1 Updating and dissemination of occupational and psychosocial health information								
7.10.2 Workplace climate surveys								
7.10.3 Extension of travel insurance coverage to include minors								
7.11.1 Systematic collection of information on evaluation criteria and salary increases								
7.11.2 Development of a salary register								

7.12.1 Inclusion of harassment on grounds of sexual orientation, gender identity, and/or gender expression, as well as digital violence, in the protocol								
7.12.2 Specification of designated committee members or roles in the protocol								
7.12.3 Specific training for designated persons and investigation committees								
7.12. 4 Inclusion of reparation in the protocol								
7.11.5 Dissemination of the content of the protocol								

9 MONITORING AND EVALUATION PROCESS

Throughout the duration of the ICREA Equality Plan, meetings will be held to evaluate the degree of implementation, the potential need for new actions, the effectiveness of the actions implemented, the results, processes and impact of the plan, etc.

The monitoring and evaluation process will be structured around three milestones:

- The first will be a results evaluation, which can take place whenever the Monitoring and Evaluation Committee meets.
- The second evaluation will be carried out halfway through the implementation period of the plan. This evaluation will help to assess progress in the implementation of the Equality Plan and determine whether any adjustments need to be made.
- The third and final evaluation will be carried out at the end of the implementation period.

All evaluations will take into account the following aspects:

A. Evaluation of results

- Degree of achievement of the objectives set out in the Equality Plan
- Extent to which the inequalities identified in the diagnostic assessment have been addressed
- Degree to which the expected outcomes have been achieved

B. Evaluation of the process

- Level of progress in the actions initiated
- Level of difficulty perceived in implementing the actions
- Types of difficulties encountered and solutions adopted
- Changes made to the actions and to the implementation of the plan, given its flexibility

C. Evaluation of the impact

- Degree of progress towards equal opportunities at ICREA
- Changes in the organisational culture at ICREA: shifts in the attitudes of the management team, the workforce more broadly, HR practices, etc.
- Reduction of imbalances in the presence and participation of women and men

The results of these evaluations will be compiled in an Equality Plan evaluation report, which **must be approved by the Monitoring and Evaluation Committee**. This report will also form part of the Equality Plan and will lay the foundations for the **First ICREA Equality Plan**.

10 PROCEDURE FOR AMENDMENT AND RESOLUTION OF DISCREPANCIES

If necessary, the Monitoring and Evaluation Committee will be responsible for carrying out an amendment procedure, including the procedure for resolving any discrepancies that may arise during the implementation, monitoring, evaluation or revision of this Equality Plan, in accordance with Article 9 of Royal Decree 901/2020, which regulates equality plans and their registration.

The procedure for resolving any discrepancies shall be mediation through the bodies established for this purpose within the Labour Tribunal of Catalonia.

The Monitoring Committee shall also meet to review the plan in the event of any of the following circumstances, as referred to in Article 9(2) of Royal Decree 901/2020:

- a) When a review is necessary as a result of the results of monitoring and evaluation.
- b) When the equality plan is found to be non-compliant with legal or regulatory requirements, or deemed insufficient as a result of action by the Labour and Social Security Inspectorate.
- c) In the event of a merger, acquisition, transfer or change in the legal status of the undertaking.
- d) In the event of any situation that significantly changes the undertaking's workforce, working methods, organisational structure or remuneration systems, including the non-application of collective agreements, significant changes in working conditions, or any of the situations identified in the initial diagnostic assessment on which the plan is based.
- e) When a judicial decision finds the undertaking guilty of direct or indirect discrimination on grounds of sex, or determines that its equality plan does not comply with legal or regulatory requirements.

With regard to the need to update the diagnostic assessment, the Monitoring and Evaluation Committee shall be guided by the provisions of paragraph 3 of the said Article: "Where duly justified circumstances so require, the review shall include updating, as necessary, the diagnostic assessment and the measures contained in the equality plan."

11 IMPLEMENTATION OF THE ACTIONS

This is the phase in which the actions planned in the previous phase begin to be implemented. The institution is obliged to inform its workforce of the actions to be taken and the reasons for them, and to seek their cooperation.

The implementation period of the plan is four years. After this period, the plan will expire. A final evaluation must be carried out, and a new Equality Plan Negotiating Committee must be established for the next edition. It is recommended that at least six months before the end of the implementation period of the current plan, the Monitoring Committee be dissolved and a new Negotiating Committee be formed to begin work on the Second ICREA Equality Plan.

12 ANNEXES

12.1 ANNEX 1. MINUTES OF THE ESTABLISHMENT OF THE MONITORING COMMITTEE FOR THE EQUALITY PLAN

On this day, 2 December 2024, the members of the Negotiating Committee for the Equality Plan agree to establish the Monitoring and Evaluation Committee with the following members:

COMPOSITION:

- On behalf of ICREA:
 - Emilià Pola Robles
 - Begoña Mediano Valiente

- On behalf of the workers' representatives:
 - Isabelle Vernos
 - Samuel Sánchez Ordoñez

As part of the implementation of the ICREA Equality Plan, a Monitoring and Evaluation Committee shall be established to oversee and evaluate the effectiveness of the measures included in the Plan. The Committee shall carry out the following functions to ensure the achievement of the objectives and the consolidation of the principles of gender equality over the four-year implementation period of the Plan:

1. Monitoring the application of the Plan:

The Committee shall be responsible for overseeing the practical application of the measures set out in the Equality Plan and evaluating their implementation across ICREA's various areas and departments.

2. Data and indicator collection:

Relevant data and indicators shall be collected in order to evaluate the impact and effectiveness of the actions implemented under the Equality Plan. This function shall include the periodic review of statistical information and its submission to the competent authority.

3. Evaluation of gender indicators:

The Committee shall analyse data relating to gender equality, including aspects such as workforce participation, promotion opportunities, salaries and other relevant indicators. This evaluation will help identify inequalities and support the proposal of adjustments to achieve equality objectives.

4. Identification of new objectives:

With a dynamic perspective, the Committee shall propose new objectives and specific actions that may be included in the Equality Plan to improve existing practices and address any new issues that may emerge over the duration of the Plan.

5. Collaboration with responsible areas:

The Committee shall establish an ongoing dialogue with the areas and departments responsible for the implementation of the actions set out in the Equality Plan, providing guidance and support to ensure their effective implementation.

6. Awareness-raising and training:

The Committee shall promote awareness-raising and training initiatives for all ICREA personnel, with the aim of fostering understanding and awareness of the importance of gender equality.

In performing these functions, the Monitoring and Evaluation Committee shall play a key role in consolidating an equal working environment throughout the four-year implementation period of the Equality Plan.