





**PLAN FOR EQUAL
OPPORTUNITIES BETWEEN
WOMEN AND MEN
2023-2027**

Lleida, May 2023

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COMMITMENT


Equality between women and men is a universal and inalienable principle. The Lleida Biomedical Research Institute (hereinafter IRBLleida) has always been committed to this principle, respect and equality being guiding values that accompany the research center in its mission.

This second Equality Plan is the result of the firm conviction and commitment of the Institute to promote a fair, tolerant, diverse and equal working environment between women and men, which favors their professional and personal development; and thus build a society in which the most fundamental rights are respected and promoted.

IRBLleida is committed to the measures that make up this document, expressing an express will to adopt a proactive attitude by guaranteeing the principle of equal opportunities between women and men in each and every one of the areas in which the activity of people is carried out. at the research center. Areas among which are the selection and promotion of personnel, salary policy, training, working and employment conditions, occupational health, organization of working time and conciliation. Likewise, this second Equality Plan complies with the national and international regulatory framework on equality.

We hope that this new Equality Plan will become an instrument that helps to improve equality, helping to build a more productive, respectful and discrimination-free work environment. In order for the Equality Plan to be a success, the Equality Commission, which promotes it, will guarantee the development of the actions included in it, the monitoring and constant improvement, but will have the participation and support of the legal representation of the workers and workers and the IRBLleida Management itself.

Diego Arango del Corro Águeda Martínez Barriocanal
Director President Equality Commission

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1. INTRODUCTION AND REGULATORY FRAMEWORK


Equality between men and women is an inalienable principle in a modern democratic society that wishes to eradicate any type of discrimination. Despite the advances in recent decades, in practice, women and men do not enjoy the same rights as political, economic and cultural inequalities persist. These inequalities are the result of social structures that are based on stereotypes present in a large number of areas: family, education, culture, work environment, social organization or the media.

Gender equality is a legally recognized right. Within the framework of the European Union, the Treaty of Amsterdam of 1997 gave rise to the Charter of Fundamental Rights of the European Union, which establishes the principle of equal citizenship, eliminating any direct or indirect discrimination based on sex, ethnicity, language, religion or political convictions. This general principle has been developed specifically in the field of gender in numerous Directives of the European Union since 2002, transferred to the Spanish legal system. Within the state framework, article 14 of the Spanish Constitution establishes equality before the law without the possibility of discrimination for reasons of birth, race, sex, religion, opinion or any other personal or social condition or circumstance. In addition, article 9.2 establishes the obligation of the public powers to promote the conditions so that the freedom and equality of individuals and the groups in which they are integrated are real and effective, to eliminate the obstacles that prevent or hinder their fullness and facilitate the participation of all citizens in political, economic, cultural and social life. Organic Law 3/2007 of March 22, was born to specifically articulate effective equality between women and men.

At the labor level, numerous articles of the Workers' Statute (4.2c , 12.4d , 17.1, 22.3, 23.2, 24.2, 28.1, 34.8) require contracting, classification, promotion and labor remuneration to be carried out according to criteria free of discrimination . These articles have been reinforced with various Decree Laws: on 6/2019, of March 1, with urgent measures to guarantee equal treatment and opportunities between women and men in employment; and 901/2020 and 902/2020, of October 13, where the obligation of companies to prepare, register and execute Equality Plans is established, and the specific measures for non-discrimination between women and men in remuneration matters, respectively. .

In the regional framework, the Statute of Autonomy recognizes the right of all women to the free development of their personality and personal capacity and to live with dignity, security and autonomy, free from mistreatment, exploitation or discrimination, as well as to participate in conditions of equality of opportunities in all public and private areas And Law 17/2015 of July 21, established and regulated the mechanisms and resources to make effective the right to equality and non-discrimination based on sex in all areas, stages and life circumstances.

In the specific field of science and universities, Spanish Law 14/2011, of June 1, on Science, Technology and Innovation, states that the gender perspective is established as a transversal category in scientific research and technical, and must be considered in all aspects of the process to guarantee effective equality between men and women; establishing concrete measures for equality in this area. This law also obliges research organizations to adopt equality plans that must be monitored annually and must include innovative measures that contribute to improving gender indicators.

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The Catalan Law 17/2015 of July 21, establishes in article 28 that in order to achieve effective equality between women and men in the university and research field, universities must: promote the work of women researchers and their participation in research groups, as well as making visible their contributions in the scientific and technical fields; guarantee the training of its personnel in matters of gender and women's perspective in each of the academic disciplines; and create specific modules or courses once again on gender and women's perspectives, in each of the academic disciplines.

Lastly, and given the close relationship between the Biomedical Research Institute of Lleida and the Catalan Health Institute, it is necessary to refer to Catalan Law 8/2007 in relation to this body, where chapter II specifies the mission of to guarantee equal opportunities between women and men, and to integrate the gender perspective in the field of health.

In order for these legally recognized rights to be fully complied with, they will be exercised effectively. With this spirit, the second IRBLleida Equal Opportunities Plan for Women and Men (hereinafter Equality Plan) was born, which will regulate and oversee all aspects related to this matter in the work environment.

2. FIELDS OF APPLICATION

2.1 PERSONAL SPHERE

The IRBLleida Equality Plan applies to all people in the organization, regardless of gender, type of contract, job position and hierarchical level. It is also applicable to workers at other research centers that temporarily provide services at IRBLleida.

2.2 TEMPORARY SCOPE

This Equality Plan is valid for 4 years, counting from the date of approval by the governing bodies of IRBLleida, that is, from June 2, 2023 to June 1, 2027.


3. PHASES OF THE EQUALITY PLAN

The IRBLleida Equality Plan has the following phases:

3.1 COMMITMENT PHASE

The first phase of the Equality Plan has meant revalidating the commitment of the management of the center with the promotion of effective equality in the work environment. Commitment that is included in the declaration at the beginning of this document.

Likewise, the commitment phase has implied the assignment of responsibilities and provision of resources to the IRBLleida Equality Commission, which has assumed the preparation and implementation of the Equality Plan.

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3.2 DIAGNOSTIC PHASE

In the diagnosis phase, an exhaustive analysis of the current situation of IRBLleida has been carried out with the aim of identifying existing needs in terms of equality. The methodology used in the diagnosis has been divided into:

- quantitative.
- qualitative.

Regarding the quantitative methodology, a complete study of the data related to personnel has been carried out to evaluate the composition of the IRBLleida staff based on gender, age, professional group, type of contract and salary. , among others.

In relation to the qualitative methodology, various processes and procedures of the center have been examined, evaluating the way in which gender equality is contemplated, and determining the existence or absence of asymmetries or gender biases. A survey has also been carried out on the entire workforce, to find out directly their opinion on the processes and procedures evaluated in relation to gender equality.

3.3 DESIGN, NEGOTIATION AND APPROVAL PHASE

Based on the results of the diagnostic phase, the general and specific objectives of the Equality Plan have been defined, along with the specific actions to achieve them, and the personnel responsible for their development. During this phase, the schedule of the specific actions has also been built, the material and human resources have been determined, the indicators have been defined by the measurement of the degree of achievement of the objectives, and the monitoring and evaluation system of the project has been defined. Equality Plan.

The diagnosis and design have been formalized first by the Equality Commission and later by the Negotiating Commission of the Equality Plan. The Plan has been presented and approved by the different advisory and governing bodies of IRBLleida on the following dates:


- Internal Scientific Committee: approval May 17, 2023.
- Delegate Commission: approval May 23, 2023.
- Board of Trustees: approval June 2, 2023.

3.4 IMPLEMENTATION PHASE

During the four years of validity of the Igualado Plan, the proposed and described actions will be developed. The actions will be promoted mainly by the members of the IRBLleida Equality Commission, and the participation of all the personnel who carry out their work in the research center will be sought. The development and result of the actions of the Equality Plan will be communicated internally and/or externally, as appropriate .

3.5 EVALUATION PHASE

During the period of validity of the Equality Plan, an evaluation of the actions carried out through its indicators will be carried out. Once the Equality Plan is finished, a global evaluation will be

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carried out with the aim of knowing the impact of its implementation.

4. NEGOTIATING COMMISSION OF THE EQUALITY PLAN

The IRBLleida Equality Plan Negotiating Commission was set up in accordance with the provisions of article 5 of RD901/2020 on November 9, 2020. The composition of the Equality Plan Negotiating Commission has been equal among the IRBLleida representatives (Equality Commission) and the legal representation of workers (Company Committee), being formed by three members of each of the parties:

For the IRBLleida:

Name	Post
Irene Rosell Mena	Head of National Projects
Elena Muscatel mendelsohn	Head of HR and Public Procurement
Ivan Hidalgo Munoz	PhD Researcher

For the legal representation of workers:

Name	Post
Meritxell Martin Garí	Research Technique
Laura Rumi Career	Head of the Clinical Research Support Unit
Martha Rafael Borrell	Research Technique


The composition, appointment, duration, withdrawals, functions, operating rules and frequency of the meetings of the Equality Plan Negotiating Commission and its members are included in its Regulations approved by the IRBLleida Management and identified with the codes FP009-DI003 .

5. DIAGNOSIS OF IRBLEIDA IN THE MATTER OF EQUALITY

5.1 TYPOLOGY OF QUANTITATIVE ANALYSIS

The quantitative analysis of the workforce was carried out with data for an entire year, specifically from January 1, 2021 to December 31, 2021, with the workforce variations that this entails. The type of calculated parameters are described below:

1. Absolute values: number of people and salary amounts disaggregated by sex.
2. Indexes:
 - a. Distribution index (ID): Differential representation between the sexes in the analyzed categories:
 - i. % of women with respect to the total number of people in the category.
 - ii. % of men with respect to the total number of people in the category.
 - b. Concentration Index (CI): Representation of the percentage occupied by a certain group of women or men in the set of a variable.

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- i. % of women with respect to the total number of women in a variable.
- ii. % of men with respect to the total number of women in a variable.
- c. Feminization Index (IF): Representation of the number of women existing for each man in the analysis variable.
 - i. The value equal to 1 indicates fairness.
 - ii. Values below 1 indicate underrepresentation of women.
 - iii. Values above 1 indicate overrepresentation of women.

5.2 CONCLUSIONS OF THE QUANTITATIVE DIAGNOSIS

IRBLleida is a center made up mainly of women, with 77.1% of the total workforce during 2021 (Table 1).

If the age of the people in the organization is observed, it is identified that more than half are between 25 and 35 years old, being 51.6% of the total workforce.

72.6% of the total workforce has a temporary contract. Applying the gender variable, the temporary contract is identified in 76% in the case of women and in 61.1% in the case of men. 22.3% of all women have a permanent contract compared to 30.6% of all men (Table 2). No significant differences are observed between the type of contract and the gender variable.

Table 1. Staff broken down by sex.


	Women	%	Men	%	Total
Total workforce broken down by sex	121	77.1%	36	22.9%	157

Table 2. Staff broken down by gender and by type of contract.

	Women	%	Men	%	Total
Staff with permanent contract	27	71.1%	eleven	28.9%	38
Template with temporary contract	92	80.7%	22	19.3%	114
Staff with pre-doctoral contract	2	40.0%	3	60.0%	5
TOTAL	121		36		157

Regarding the seniority of the workforce, 39.5% of the total number of people have seniority between 1 and 3 years, identifying that the majority of women (38.8%) are within that range. In addition, it can be seen that the distribution by seniority follows the same trend of representation of the total workforce.

In relation to the distribution of the workforce by area and hierarchical level. In the category of administration and research support personnel, it is observed that the Management positions are occupied by men. If we compare the number of women and men at intermediate management levels, it is identified that men are in the areas of research, research support and administration. In the case of women in middle management, the critical mass is observed in the administration or research support areas.

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On the other hand, for the research staff, it is identified that, in the case of the research groups, the distribution follows the same trend of representation of the total workforce, that is, there are 76.7% women versus 23.3% . The figures of heads and group heads (R4) are people hired by the Arnau de Vilanova Lleida University Hospital or the University of Lleida. We only observed a single R4 position hired by IRBLleida, corresponding to a man.

Regarding the professional groups, most people are included in groups 1 and 2, which correspond to research staff (G1) and research support staff (G2), respectively. 77.4% of women are observed in group 1 and 75.7% of women in group 2. Most of the total number of men are found in groups 1 and 2, identifying only 13.3% of men in group 3 (G3), administrative staff, versus 16.5% of women.

Most of the people working at IRBLleida are qualified personnel with university studies, maintaining the representativeness of the workforce also within this sector. Specifically, it can be observed that of the total workforce, 87.9% correspond to people with university studies, of which 77.5% correspond to women and 22.5% to men.


The comparison of the studies with the professional groups shows that the majority of the people who have university studies correspond to the professional groups G1 (research staff) and G2 (technical support staff for research). It is identified that people who have primary, secondary or lack of studies within the professional group G3 (administration staff), correspond to 80% of women.

In relation to remuneration, in the gross annual salary range corresponding to the amount between €20,001 and €30,000, we find the critical salary mass, 67 people (42.7%) of the total workforce. This is followed by the tranche of less than €20,000 with a total of 61 people (38.9%). It can be seen that 84.4% of the female workforce is in the salary range that ranges from less than €20,001 to up to €30,000. It should be noted that the vast majority of salaries are regulated by public announcement.

In the salary bands above €40,001, 57.1% correspond to men and 42.9% to women. They correspond to the categories of Heads of Senior Department or Management, for administrative staff, and Principal Investigator (R4) for research staff. There is no representation in this range of research support personnel. According to these values, the people who hold intermediate or higher management do not maintain the gender distribution observed in the general workforce, since there is a higher percentage of men.

In the case of men, 80% of the G3 professional group (administration staff) have salaries above €40,001, while women in the same professional group are below €40,001. This is because men occupy higher-paying jobs. For the rest, there are no large differences in the distribution of gross wages. However, being a feminized workforce, it is observed that women do have a ceiling in access to positions of a higher hierarchical level.

If we relate the seniority of the people with the gross annual salary, it is identified that the people who have provided services in the IRBLleida between 1 and 3 years are mostly in the brackets of less than €20,000, both women and men.

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a part-time contract, 90.10% are women, so it can be inferred that the mostly part-time type of contract can attract more women than men due to sociocultural factors.

It is identified that the vast majority of people have shifts over 30 hours, 81.60% of women and 94.40% of men. In addition, it can be seen that there are 5 people out of the total workforce who have a reduced working day due to child care, all of them women, therefore there is a strong polarization.

In the last 4 years, 190 women have joined IRBLleida versus 54 men. It is also observed that the percentage of women hired was higher (55 women) in 2020 compared to the other years. In the case of men, the year with the most hires (16 hires) was in 2021, a trend slightly higher than that observed in previous years.

Regarding the groups of women hired in 2021, it is identified that 52% correspond to the G2 group (technical research support staff). In the case of men, it is identified that 56.3% of the men hired in 2021 correspond to the G1 group (research staff).

46 were formalized in the case of women versus 11 in the case of men. In both sexes, the main reason for permanent leave was termination of the temporary contract, with 65.2% of all women and 63.6% of all men.

Regarding temporary leaves, the main reason for leaves was temporary disability (TI), which represents 40%, of which 100% are leaves caused by women. It is observed that the absences of men are due to work accidents (AT) or leave of absence. In the latter case, no paternity leave is observed.


28.7% of the workforce have family responsibilities. In the case of women, 30.6% are mothers and in the case of men, 22.20% are fathers. Most of the children are older than 7 years. It is identified that there are 2 women with a child with a disability. There is no evidence of family responsibilities in the area of caring for ascendants.

During the year 2021, no personnel promotions were registered, and analysis at that level was not possible.

5.3 CONCLUSIONS OF THE QUALITATIVE DIAGNOSIS

The qualitative assessment in gender matters focused on the following strategic axes: selection and hiring processes, training, promotion, co-responsible exercise of the rights of personal, family and work life, salary policy, prevention of sexual harassment and by reason of sex, and communication. Apart from the analysis of the processes and procedures in each of these areas, an opinion survey was carried out answered by 39 people, representing 34.82% of the workforce for the year analysed. In the survey, a statement was made and the participating personnel were asked to assess the degree of agreement or disagreement through an ordered scale of values (range: 1, minimum value, maximum disagreement - 4, maximum value, maximum agreement). The option "Does not know/does not answer" was included among the response options.

5.3.1 Selection and hiring processes

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The selection and hiring process of people at IRBLleida is governed by a set of basic principles that guarantee equal access to the job, through open, transparent and merit-based procedures (OTM-R for its acronym in English), Open, Transparent and Merit-Based).

Excellence in Research " quality seal, granted by the European Commission in 2014, and reaccredited in January 2023. This seal identifies institutions and entities committed to implementing the guidelines of " The European Charter & Code for Researchers ", improving the recruitment process and working conditions for research staff. Specifically, the European Charter for Researchers defines the functions of research staff and their employers, with the aim of ensuring that the relationship between them contributes to achieving an appropriate environment for generating, transferring and sharing scientific knowledge, promoting the professional development of people.

For its part, the selection and recruitment process is based on the European Charter for research personnel and the Code of Conduct for the recruitment of research personnel. These two documents, approved by the European Commission in 2005, are key elements in EU policy to promote the professional careers of researchers.

The research career in Europe is fragmented at local, regional and sectoral level, which prevents it from taking full advantage of its scientific potential. The Charter and the Code ensure that research staff can benefit from the same rights and obligations in any European country. IRBLleida adhered to the Charter and the Code in 2010. In addition, in 2020 the recruitment and selection policy based on the OTM-R strategy of the European Union was approved. For any selection process, a Selection Committee is set up, made up of a minimum of three members with different levels of experience and skills, seeking the right balance between men and women to help ensure that the results include a gender perspective. The objective of the Selection Committee is to ensure that the academic, research and professional qualifications of all candidates are adequately assessed and evaluated.

The composition of the selection committee will be public and will be specified for each job offer according to the category and characteristics of the position. It is mandatory for each member of the Selection Committee to view the video produced by BÚSQUEDA " [Recruitment Bias in Research Institutes](#) " , before the start of the interviews, in order to ensure a process with equal gender opportunities.


Based on these principles, IRBLleida has developed a [recruitment policy](#) , which is available to all internal and external people at the center on its website.

The recruitment and selection process consists of the following phases:

1) Detection of recruitment needs

The detection of recruitment needs arises to cover the different types of jobs: research staff, technical research support staff, administration staff, service and maintenance staff.

For research staff, this need may arise from the granting of a new project, or from obtaining financing for the development of already existing projects.

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2) Vacancy authorization

Once this need is detected, the people responsible for areas or groups contact the person responsible for Human Resources to formalize the hiring request and start the process. This document contains the following information: job position, profile of the candidate, job responsibilities, working hours, salary, expected start and end date of the contract, selection procedures and evaluation criteria for candidacies . The person responsible for Human Resources must validate this request and define the contractual conditions in accordance with the policies and conditions established within IRBLeida, as well as the economic availability and the approved salary tables.

When Human Resources approves the request, it must be authorized by the Directorate/Management of IRBLeida. Upon approval, the new job offer is published.

3) Publication

The staff of the Human Resources department prepares the call for the job offer and publishes it in the different internal and external media, depending on the job position to be filled. The job offer must be published for at least 15 calendar days.

Mainly, these calls are published on the IRBLeida website (<https://www.irbllleida.org/ca/ofertes-de-feina/>), in which the candidates will have to register and attach their CV and a letter of presentation.

In the case of some profiles, job offers can be published through social networks, Indeed , Biocat or on the Euraxess platform (<https://euraxess.ec.europa.eu/>), the latter mainly by the staff of investigation . In the event that the requested profiles are very difficult to find, other recruitment sources are also used, among which we highlight the professional associations or the IMO (Municipal Employment Institute).


The following must be indicated in the calls:

- End date for submission of applications.
- Name and responsibilities of the job.
- Educational level and experience requirements.
- Skills to value.
- Annual gross salary.
- Research project (research staff).
- Documentation and submission deadlines.
- Members of the selection committee.
- Merit scale to be assessed by the Selection Committee.

In IRBLeida there are no positions determined by gender, therefore, everyone has the same options, it only depends on the merits provided.

4) Reception of applications

Human Resources receives the CVs of the candidates and stores them. All people who apply to the different offers receive a message confirming receipt of the application at the time they submit the form.

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5) Evaluation and selection of candidates

The Selection Committee assesses the CVs of the candidates and verifies that they meet the criteria established in the job offer. Once this filter has been carried out, the Selection Committee evaluates the applications that apply, according to the scale of merits defined in the job offer and completes a template with the score obtained by each candidate for each of these indicators.

If this has been established, and if necessary, the people who have obtained the best score in a personal interview are summoned.

The Selection Committee is the one who determines the selected person, according to the valued information of the CV and the interview, if applicable.

Once the selection process is finished and the candidate has been chosen, Human Resources generates the award certificate for the Selection Committee to sign, indicating the economic budget, time, candidates presented, person selected and signature of the members of the Committee of selection.

6) Communication to the selected person and to the dismissed persons

Resources is in charge of publishing the award resolution on the IRBLleida website, indicating only the ID of the selected person and communicating the result to all participants in the selection process. A thank you email is sent to all those people not selected, and in the case of research staff, possible aspects of improvement are indicated in the same email.

Human Resources contacts the selected person, to indicate the necessary documentation for the administrative procedures related to the formalization of the employment contract.

7) Administrative transactions


When the selected person sends the necessary documentation for hiring, Human Resources asks the agency that provides services at IRBLleida to draw up the employment contract. Contracts are governed at all times by the regulations established in the Workers' Statute. The agency carries out all the registration and registration procedures in the corresponding organisms.

8) Incorporation and reception

The day the selected person joins IRBLleida, they go directly to the research group to which they belong or to their work team, where the person in charge welcomes them.

Likewise, the person responsible for Human Resources meets with the new worker to sign their employment contract, explains the operation of the computer resources used for HR management (working hours, vacations, payroll), protocol occupational hazards, data protection, welcome manual, among others.

Finally, the person in charge of the communication department organizes a monthly visit to the IRBLleida facilities for the people who have joined during the month, and a welcome gift is given.

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The staff was asked about the selection and hiring processes at IRBLeida through the assessment of the following statement in the diagnostic survey:

"The selection of personnel in the center is carried out objectively, taking into account the same opportunities for women and men" (**Figure 1A**).

Assessment of the strategic axis

IRBLeida promotes equal opportunities to access the job through open, transparent and merit-based processes. Consequently, no bias is detected in the selection and hiring processes, nor in the specification of positions and/or requirements based on gender.


Aspects to develop in the strategic axis

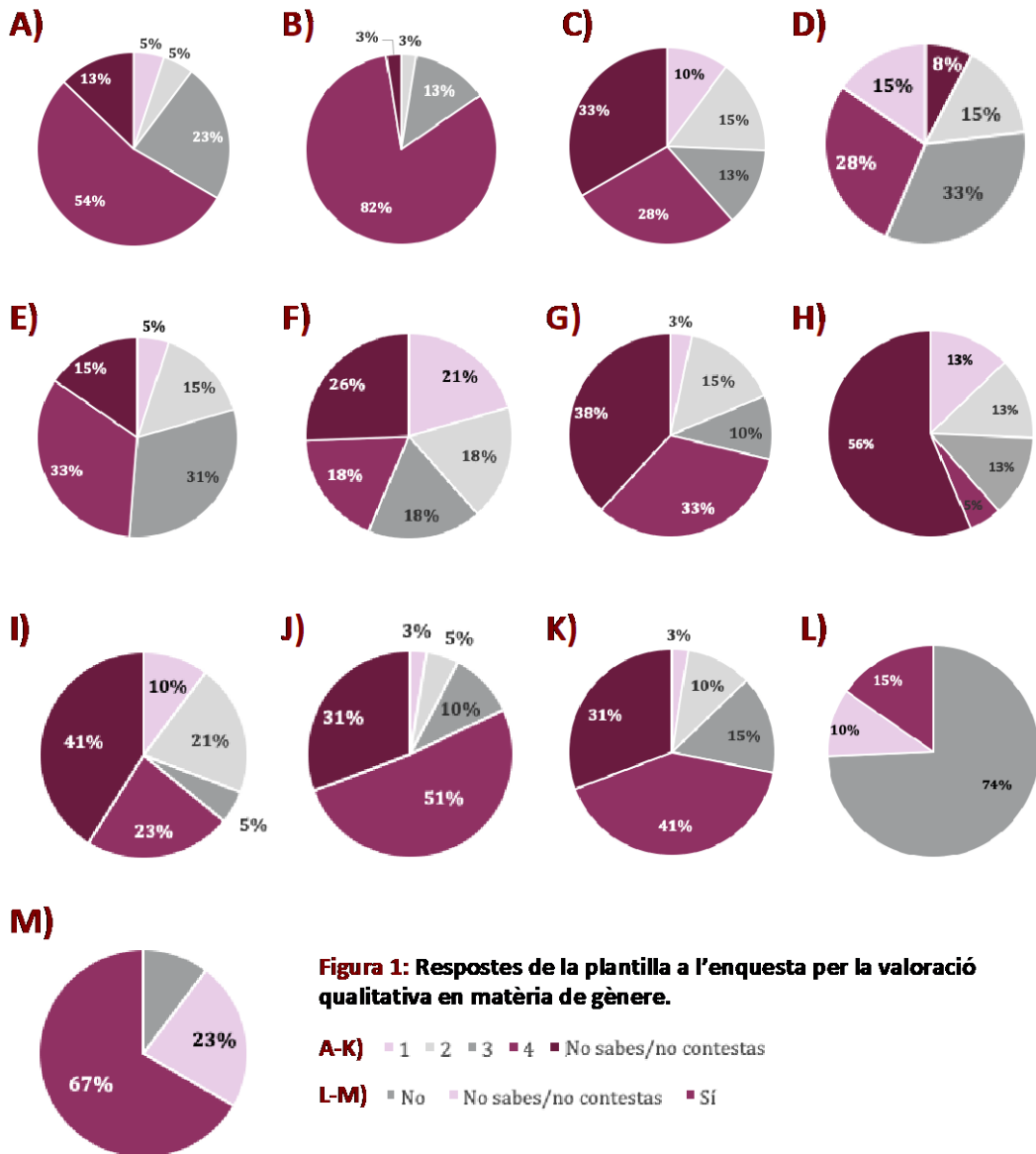
- Promote the dissemination of the process of opening vacancies and hiring internally.
- Ensure that the language used in job offers is inclusive.
- Disseminate the policies and values of equal opportunities between men and women within IRBLeida in the process of incorporating new staff.
- Include the protocol for "Prevention, detection and action against sexual harassment and harassment based on sex or gender", as well as the "Guide to labor rights of victims of gender violence or sexual violence" in the incorporation of new personnel .

5.3.2 Training

The IRBLeida strategic plan includes the development of excellent research and the promotion of innovation. The training of workers at the center has a positive impact on the promotion of professional development in the field of research and the transfer of results.

entity (IRBLeida, University of Lleida or Arnau de Vilanova University Hospital) , except for training subsidized by FUNDAE (State Foundation for Employment Training) . , which due to the regulatory framework can only be allocated to personnel hired by IRBLeida.


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At IRBLleida there are some mandatory training courses for all staff (cybersecurity , data protection, among others); specialized staff for research sites, technical scientific services staff, and management office staff; or transversal to the entire organization.

There is a Training Commission, which is responsible for defining the annual training plan, according to the needs detected from the requests of the different research areas or groups and the available budget. The IRBLleida Training Commission is in charge of managing the internal budget and that of FUNDAE. Once the training plan has been defined, it is presented first to the Teaching Committee and then to the Center's Management, to the Internal Scientific Committee and finally to the Board of Trustees for ratification and approval.

The training plan is disseminated through the following communication channels: the Institute's website and email. This training plan specifies the process, offer of courses/seminars, budgets

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for each type of training, calendar and final satisfaction survey that will be applied for each course or seminar given. In addition, the communication department is responsible for sending all IRBLleida staff a survey with the offer of courses or seminars, where people can choose those courses or seminars that they find relevant.

When people choose a course or seminar in which they want to participate, the communication department sends a digital form (Google Forms) with the necessary information for registration ..

The courses or seminars are generally taught within the working day. These can be online or face-to-face.

In addition to the publication of the [training plan](#) on the website, the annual [training report is published](#), which includes details of each training action (methodology used, schedule, number of sessions, location, etc.), the period in which it was carried out , speakers and participants.

In 2021, 17 training activities were organized with a total of 169 registrations (does not include people registered in the seminars). 81.7% were women and 18.3% men . In addition, 26 specialized health training courses organized by CREBA were carried out (392 attendees, including external students and professors). There is no information disaggregated by sex of those attending these courses organized by CREBA.


In 2021, 4 different types of seminars were given:

- External Seminars : 8 online seminars organized by IRBLleida during the months of January to December, with the presentation of external invited staff (3 women and 5 men). There is no attendance record.
- Internal Seminars: 29 online or face-to-face seminars at the facilities of the Arnau de Vilanova University Hospital in Lleida, organized by IRBLleida during the months of January to December, with a presentation by internal invited staff (25 women and 4 men). There is no attendance record.
- IRISCAT seminars: 14 online sessions organized externally to IRBLleida (by the IRISCAT consortium) during the months of January to September, with a presentation by external invited staff (7 women and 7 men). There is no attendance record.
- GO_HERO seminars: 3 online seminars organized collaboratively between IRBLleida, the Dr. Josep Trueta Biomedical Research Institute of Girona (IDIBGI) and the Pere Virgili Health Research Institute (IISPV) during the months of July to October, with a presentation by external guest staff. There is no attendance record.

For the seminars, the call is sent to all IRBLleida staff, both hired and seconded, through its own communication channels such as posters in the Biomedicine building and sending the information by email to the IRBLleida distribution list.

The staff was asked about the training processes at IRBLleida through the assessment of the following statement in the diagnostic survey:

"The training offered by the center is accessible to all people regardless of their sex" (**Figure 1B**).

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Assessment of the strategic axis

In terms of training, no type of gender bias is detected. In fact, of the 17 training activities carried out in 2021, of the total number of attendees, more than 80% were women (data in line with the percentage of representation in the workforce).

The perception of the people who make up the IRB Lleida is very positive regarding the accessibility of the training actions regardless of their gender.

Aspects to develop in the strategic axis

- Generate a training plan from a performance evaluation system to generate personal development plans for each worker.

5.3.3 professional promotion

Internal promotions are defined according to internal organizational needs and based on the growth and development of the people in their job.

There is no written or formal process for promotion. The usual and accepted procedure contemplates that the person responsible for the area or group sends the request to the IRB Lleida Human Resources department to promote a person from the team. Human Resources requests a report in which the reasons for the promotion are explained in a reasoned manner, and in accordance with the existing justification, the request is submitted to Management or Direction for assessment and approval or withdrawal.

Currently there is no defined professional career plan. In the case of research staff and research support staff, it is strongly regulated by calls and scholarships of a public nature and competitive competition. The definition of the professional career would contribute to a formal process of personnel promotion.

The staff was asked about the professional promotion processes at IRB Lleida through the assessment of the following statements in the diagnostic survey:


"When it comes to promoting to managerial positions, the center favors the same opportunities for women and men" (**Figure 1C**).

"The advancement and progress in the professional career can be done with the same opportunities whether it is a woman or a man" (**Figure 1D**).

Assessment of the strategic axis

The data of the people who have answered the survey indicate that 33% of the personnel are unaware if the same possibilities are offered to women and men for promotion in managerial positions. In the same way, there is no data or practice that implies any discrimination based on gender.

Aspects to develop in the strategic axis

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- Define a process of exercise evaluation with the purpose of having an objective and transparent system of promotion and professional development for all the people of the center.
- Define a staff career plan to contribute to the objectivity and transparency of internal staff promotions, guaranteeing professional growth and female presence at all hierarchical levels.
- Guarantee that all the people of IRBLleida are aware of internal vacancies, with the aim of promoting internal promotion.

5.3.4 Co-responsible exercise of the rights of personal, family and work life

At IRBLleida, all the permits and breaks of the agreement signed between the legal representation of the workers and the IRBLleida Management are managed. In March 2019 and July 2020, the following conditions were agreed:

- Working hours: As of March 20, 2019, the working hours are reduced from 40 hours per week to 37.5 total hours (7.5 hours per day). Hours are mostly flexible. The office staff will be available between 9:00 a.m. and 2:00 p.m., being able to make the rest of the day more flexible as long as they work 7.5 hours a day. For the concierge staff there is a fixed schedule, one person works in the morning and another in the afternoon and Saturday. For the days prior to the following holidays, a 6-hour workday is agreed for all personnel: January 5 , Holy Thursday, April 23, June 23, December 24, December 31 .
- Work shifts: There are no work shifts.
- Holidays: the staff will have 23 working days plus 5 free days. Vacations not taken during the calendar year may be taken no later than January 31 of the following year, always with the authorization of the person responsible. Vacation days and free availability are requested through the iFundanet web portal , accessing with personal credentials provided at the time of joining IRBLleida.
- Holidays : all workers have 14 national holidays, two of which must be local. Holidays that fall on a Saturday or Sunday will be moved to the following Monday or previous Friday.
- Permits : In addition to the permits established in the Workers' Statute (permission to go to the doctor for personal health reasons or to accompany a first-degree relative under 18 years of age, over 70 years of age or with a disability), IRBLleida It shows flexibility so that the workers can attend to any specific need, agreeing with the person responsible for the area or group. Permits are requested through the iFundanet web portal , accessing with personal credentials.
- Teleworking : teleworking is not regulated in the center. During the COVID19 pandemic period, teleworking shifts were established among the administration staff, the continuity of which will be analyzed. Research staff have the flexibility to telework as long as it is authorized by the responsible persons.

The staff was asked about the processes of jointly responsible exercise of the rights of personal, family and work life at IRBLleida through the assessment of the following statements in the diagnostic survey:

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co-responsible exercise of the rights of personal, family and work life is favored in the center " (**Figure 1E**).

"The center has reported the measures available to promote conciliation" (**Figure 1F**).

"The center favors the use of reconciliation measures equally by women and men (co-responsible use)" (**Figure 1G**).

"The center's work-life balance measures exceed those established by law" (**Figure 1H**).

"People who take advantage of temporary reconciliation measures (for example, reduced working hours) have the same opportunities for promotion and professional development as others" (Figure I) .

Assessment of the strategic axis

IRB Lleida is flexible in terms of the schedule adaptation of the workers, as long as the reasonable presences defined by the responsible persons are respected.

No gender discrimination can be observed in the management of working time.

In the results of the survey, it is observed that there is a lack of knowledge of the measures to reconcile personal and work life that the center has adopted beyond those established by law.

Aspects to develop in the strategic axis

- Improve communication and information to workers about the measures to reconcile work and personal life adopted by IRB Lleida.
- Guarantee the incorporation of the communication of the measures to reconcile personal and work life in the process of incorporating new personnel.

5.3.5 Salary policy


IRB Lleida's salary policy is conditioned by the Spanish State Budget Law and the Generalitat of Catalonia Budget Law, so greater salary increases than what is stipulated cannot be generated. Therefore, annually, in the event that there is the possibility of a salary increase, this must be governed by the maximum percentage authorized in current regulations and its application will be negotiated with the Works Council.

In 2021, the Budget Law (law 1/2021, of December 29, on budgets of the Generalitat of Catalonia for 2022) contemplated a possible salary increase of up to 0.9% of the gross annual salary. The IRB Lleida Management negotiated the application of this increase with the Works Council, deciding to apply the 0.9% increase only to structural personnel (scientific-technical services, maintenance and services, and management office). The personnel linked to the research groups are hired mainly through HR public calls or charged to competitive projects with personnel budget items of non-modifiable amounts.

In 2021, a salary increase was applied to pre-doctoral staff regulated by the Statute of Research Personnel in Training (EPIF), so that these personnel saw their minimum annual gross salary payments modified as follows:

1st and 2nd annuity: €16,639.22 (previously €16,490.42).

3rd year €17,827.74 (previously €17,668.31).

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4th year €22,284.68 (previously €22,085.39).

In application of RD 103/2019, these values are calculated taking as a reference the M3 category of the IV Single Collective Agreement for the workforce of the General State Administration.

Finally, in application of the increase in the Minimum Interprofessional Salary (SMI), the salary of the professional category "Cleaning Assistant" was increased from €13,300 gross per year to €13,510 gross per year.

As part of the preparation of this Equality Plan, a remuneration audit was carried out with a gender perspective, the results of which are presented in the following section.

The staff was asked about the salary policy processes at IRBLleida through the assessment of the following statement in the diagnostic survey:

"The remuneration is established based on criteria of equality between women and men" (**Figure J**).

Assessment of the strategic axis

The remuneration system of IRBLleida is governed by the Spanish State Budget Law and the Generalitat of Catalonia Budget Law, so that gender bias can only exist in those positions that are represented by only one sex.

Aspects to develop in the strategic axis


- Define objective criteria agreed with the Works Council for internal salary promotions.
- Disseminate the process of internal promotions in the IRBLleida staff.

5.3.6 Prevention of sexual harassment and for reasons of sex or gender

Sexual harassment and for reasons of sex or gender is a serious attack against the freedom, integrity and dignity of a person.

The IRBLleida expresses its zero tolerance for conduct constituting sexual harassment or harassment based on sex or gender. The Institution's commitment to prevention, detection and action against this type of harassment began in 2014 with the publication of the Protocol for the Prevention and Eradication of Sexual Harassment. In that time, society has evolved, being more demanding with the fulfillment of fundamental rights, and making visible new sexual diversities. IRBLleida reissues the commitment against all forms of harassment with sex as a common denominator with the Protocol for the Prevention, Detection and Action Against Sexual Harassment and Harassment for Reasons of Sex or Gender. IRBLleida is committed to the measures that make up this second protocol, expressing its express will to adopt a proactive attitude in raising awareness and informing about behaviors not tolerated in the center, the dissemination of good practices, the implementation of all the necessary measures to manage complaints of sexual harassment or harassment based on sex or gender that may arise, as well as to resolve them quickly and efficiently.

Since the new edition of the IRBLleida Equality Commission in September 2020, numerous awareness-raising and training actions have been promoted in this area. Additionally, different

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communication and reporting channels have been established for cases of sexual harassment and for reasons of sex or gender that may occur (email and purple dot). The Equality Commission monitors the conduct of sexual violence, based on sex or gender that occurs in the center, as well as the degree of knowledge of the workers and workers of the tools available to prevent and act against this type of violence. harassment, through an annual survey. The results are communicated to all staff through audiovisual support tools.

The staff was asked about the processes for the prevention of sexual harassment and for reasons of sex or gender at IRBLleida through the assessment of the following statements in the diagnostic survey:

"The center has reported the route to follow in a specific case of sexual or gender-based harassment" (**Figure K**).

"Have you ever experienced, and in first person, a conflict related to the violation of the principle of equality between women and men in the center?" (**Figure L**) .

Assessment of the strategic axis

The surveys carried out by the IRBLleida Equality Commission on this matter show that the workplace is generally safe, free of harassment and other discriminatory situations based on sex or gender. However, the cases that are reported (anonymous) are generated by men and suffered by women, presenting a strong bias. The surveys also show that there is still a high percentage of the workforce that is unaware of all the tools enabled for the communication of cases of sexual harassment and for reasons of sex or gender, and the people designated to manage doubts or complaints. A growing interest and participation by the workforce in the matter is identified.


Aspects to develop in the strategic axis

- It is necessary to influence the dissemination of the new Protocol for the Prevention, Detection and Action in the Face of Sexual Harassment and Harassment for Reasons of Sex or Gender.
- It is necessary to sensitize the workforce regarding all measures aimed at combating sexual harassment and harassment based on sex or gender in the work environment.

5.3.7 Communication with a gender perspective

The internal communication of IRBLleida is carried out through emails, which are carried out in three languages (Catalan, Spanish and English), and through posters . There is a strong awareness of the IRBLleida management team about the need to eradicate androcentrism from informational and corporate communications. In general, in communications in Catalan and Spanish, both masculine and feminine forms are used, eliminating the use of the false generic masculine. Also in audiovisual resources, equal representation and the use of non-sexist or stereotyped content are sought. The IRBLleida annually prepares a Communication Plan.

The organization facilitates equal access to information for the entire workforce, so that each worker has the necessary information for individual and collective professional development.

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The Department of Communication is responsible for transmitting all information related to the work and actions of the Equality Commission, including the dissemination of the Equality Plan and the Protocol for the Prevention, Detection and Action of Sexual Harassment and Harassment by Reason of Sex or Gender.

The staff was asked about communication processes with a gender perspective at IRBLeida through the assessment of the following statement in the diagnostic survey:

"The center has informed you of the development process of the Equality Plan" (**Figure M**).

Assessment of the strategic axis

There is no gender bias in the communications, but it is not perceived that a defined communication plan on gender is known.

Aspects to develop in the strategic axis

- Prepare an internal communication plan that includes the gender perspective.
- Work with an inclusive and non-sexist communication manual, train and inform the entire workforce for its use.
- Design specific campaigns so that everyone in the organization is aware of all the equality measures that are applied.

6. REMUNERATION AUDIT


In accordance with the provisions of Royal Decree Law 902/2020 of October 13, of equal remuneration between women and men, IRBLeida prepared, together with Global Human Consultants, a salary audit in relation to the perceptions received by workers in 2021.

The objectives of the remuneration audit were the following:

- Carry out a comparative analysis of the salaries between men and women, identifying if there is a salary gap.
- Identify the origins of salary differences, if evidenced.
- Propose proposals for improvement that can lead to equal pay in the organization.
- Comply with Royal Decree Law 902/2020 of October 13.

For the comparison of salaries, it was necessary to establish a job evaluation system that would allow the relative value of all the jobs in the center to be established. The evaluation of the jobs was carried out through the graduation methodology. This is based on the fact that within a defined job category there are differences in the levels of responsibilities, functions and skills performed in each position. The identification of these differences allows them to be expressed in terms of degrees defined and ordered in ascending order from the minimum degree requirements within the classified category. Afterwards, the job position is broken down into factors and they are compared one by one with a scale defined by levels.

In the case of IRBLeida, 6 assessment factors were defined:

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1. Human interaction: Ability to establish positive and corporate relationships with other people (internal and external personnel) to achieve a good performance of the professional task.
2. Complexity of the problems: Level of demand of the problems or situations to be solved that the job poses.
3. Reasoning: Level of freedom of the job to reason in solving problems in terms of solution planning, information processing and analysis, creativity, among others.
4. Freedom to act: Level of initiative when choosing the way to carry out the assigned tasks.
5. Impact of the results: Repercussion of the final results based on decision making.
6. Ability to coordinate: Capacities to coordinate and integrate apparently different, unconnected or contradictory functions and interests in such a way that they collaborate in obtaining the objectives.

For each of these 6 assessment factors, 8 grades were defined, except for factor 5, for which the grades were reduced to 4 grades.

After the valuation, a tool was used to automatically generate groupings of jobs with equal value.

The IRBLleida defined a total of 67 jobs distributed in 4 groups, 8 categories and 7 professional areas that are detailed below:

Professional groups:


- G1 : Administration staff.
- G2 : Research support staff.
- G3 : Research staff and research groups.
- G4 : Service and maintenance personnel.

Professional categories:

- C1 : Address.
- C2 : Subdirection and management.
- C3 : Chiefs and main investigators.
- C4 : Responsible and research staff.
- C5-C6-C7: Research staff, technical staff and administrative staff.
- C8 : Auxiliaries.

Professional areas:

- A1 : Direction and management.
- A2 : Administration.
- A3 : R+D+i management .
- A4 : Communication and patronage.
- A5 : Scientific-technical services.
- A6 : Research groups.
- A7 : Services and maintenance.

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The following conclusions and proposals for improvement were drawn from the analysis of the jobs:

conclusions

- In 2021 there were occupants in 64 of the 67 defined jobs, representing all the groups, categories and professional areas.
- In 2021, 65.6% of jobs were held exclusively by women, 17.2% exclusively by men, and the remaining 17.2% by staff of both sexes.
- In jobs with representatives of both sexes, 36% were located in the range of equal representation, defined by the interval between 40 and 60%. The rest of the jobs presented a majority female representation.
- Categories 1 and 2 are those that contain the positions with the highest hierarchical level, and in 2021 they were occupied exclusively by men. The rest of the categories (C3-C8) had representation of both sexes, but only category 3 had a representation in the equal range. The rest had a majority female representation.
- No gender wage gap was observed in the categories represented by both sexes after the remuneration analysis of the mean and mean of the values of total annual remuneration and total annual remuneration without salary and/or extra-salary supplements.
- No gender asymmetries were observed at the extremes of the salary bands.

Improvement proposals


Based on the analyzes carried out, the following actions were proposed to reduce salary differences (not gaps), as well as guarantee internal equity of the people who occupy the jobs:

- Continuously review the evaluations of the jobs, the distribution of the sexes in them and the total annual remuneration assigned for each of the positions and categories, in the event of implementing organizational changes.
- Review the positions furthest from the average salary of the category to which they belong.

7. PLAN OBJECTIVES

7.1 GENERAL OBJECTIVES

1. Ensure that a culture of equal opportunities between women and men is built in the organization known by the entire workforce, based on the Equality Plan and the commitment of Management.
2. Guarantee that the selection and hiring process, both internal and external, promotes equal opportunities and objectivity, carrying out selection procedures with a perspective of sex and gender equity.
3. Guarantee the preparation and development of a training process that ensures accessibility for the entire workforce and promotes equal opportunities considering the training needs of the entire workforce.
4. Guarantee that women have the same opportunities as men to occupy positions of responsibility.

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5. Ensure that everyone in the organization is aware of the reconciliation measures and promote their use in order to be able to reconcile work life with personal life, including family, personal and individual needs, regardless of gender.
6. Ensure the development of a model of communication and use of language that does not discriminate against staff or users, also respecting inclusive communication images, in order to promote the organization's culture of equal opportunities that encompasses internal communication and external.
7. Guarantee the prevention, detection and action against sexual harassment and harassment based on sex or gender .

7.2 SPECIFIC OBJECTIVES

1. Sensitization and training of the workforce on equality

Measure 1 : Ensure that the culture of equality is promoted from the Management and the people who coordinate teams.

Measure 2 : Disseminate the Equality Plan and the actions designed.

Measure 3 : Sensitize the workforce in terms of equality with specific campaigns, determine at least 2 actions each year according to a calendar of anniversaries configured by their symbolism in terms of equality.

2. Selection and hiring of personnel

Measure 4 : Ensure equal hiring through the objectivity of criteria in the internal selection process, avoiding vertical and horizontal segregation.

Measure 5 : Create and guarantee an objective recruitment process, ensuring gender equality.

3. Training

Measure 6 : Ensure equality by defining annual training needs.

4. professional promotion

Measure 7 : Ensure equality through the objectivity of criteria in the process of internal professional promotion.


Measure 8 : Promote the development of professional careers of women to achieve positions of responsibility.

Measure 9 : Guarantee parity in the advisory bodies and the operating commissions of the center.

5. Co-responsible exercise of the rights of personal, family and work life

Measure 10 : Guarantee that the workforce is aware of the reconciliation possibilities and tools available.

6. Communication

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Measure 11 : Guarantee internal regulations on the use of inclusive language and non-sexist images, developing a model of communication and use of language that does not discriminate against staff based on sex or gender.

Action 12 : Review current internal and external communications to ensure inclusive use of language and images and avoid discrimination.

Measure 13 : Disseminate the Equality Plan in the workforce on a regular basis.

7. Prevention of sexual harassment and for reasons of sex or gender

Measure 14 : Guarantee the validity and shared knowledge of the necessary actions in cases of sexual harassment and for reasons of sex or gender.


Measure 15 : Guarantee the validity and shared knowledge of the necessary actions in cases of protection of women victims of gender violence.

8. STRATEGIC AREAS OF ACTION AND ACTIONS

The strategic areas of action in which the actions will be applied depend on the results of the diagnosis. It is important to point out that the actions to be implemented will have to imply an improvement in the working conditions established by law or by the collective agreement at all times. In no case should they be confused with rights already acquired and/or recognized.


8.1 AREAS OF ACTION AND ACTIONS

AREAS OF ACTION	ACTIONS
1. Sensitization and training of the staff in terms of equality	1.1 Training in equality between women and men on how to manage or lead people with a gender perspective aimed, especially, at Management, middle managers and people responsible for personnel management.
	1.2. Annual reminder training action.

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	2.1 Define the content of the minimum necessary training on equality for all the people of the Equality Commission, preparing a final questionnaire to measure their learning.
	2.2 Guarantee that all the people who are part of the Equality Commission, as well as the new members, complete the training and the learning validation questionnaire.
	2.3 Offer your staff courses on equal opportunities and prevention of gender violence.
	2.4 Training action for the entire annual reminder staff.
	3.1 Organize actions on the occasion of February 11: International Day of Women and Girls in Science (expansion of the exhibition of women scientists in IRBLeida, round table organized by the Works Council, presence of scientists in educational centers, network campaigns social, among others).
	3.2 Disseminate information about what the pay gap means on the occasion of February 22: European Day of equal pay between men and women.
	3.3 Organize actions on the occasion of March 8: International Women's Day. Remind the entire workforce of the free right to strike if the day is called by the majority unions, specific actions (activities, sizes, motivational talks) and campaigns on social networks, among others.
	3.4 Organize actions on the occasion of June 21: International day for non-sexist education and non-sexist language. The vermouth for equality is included, a day to publicize the actions carried out by the Equality Commission to promote equal opportunities between women and men in the center.
	3.5 Organize actions on the occasion of November 19: International Day of Women Entrepreneurs. Specific actions (activities, sizes, motivational talks) and campaigns on social networks, among others.
	3.6 Organize actions on the occasion of November 25 : International day for the elimination of violence against women. Sending the annual survey to the entire staff to monitor gender violence within IRBLeida. The results of the survey will be made known through the dissemination of an audiovisual resource.

AREAS OF ACTION	ACTIONS
2. Selection and hiring of personnel	4.1 Disseminate internally the personnel selection policy and the equality criteria that are applied.
	4.2 Use non-sexist language and images in the job offers published by the Institute on its website and social networks, as well as on the employment platforms used by IRBLeida. Make express reference to the fact that they can be occupied by both women and men, especially in masculinized jobs.
	4.3 Create an annex in selection and hiring procedures, or a form, with the necessary questions to be asked in the interviews by those responsible for hiring that include equality and the gender perspective.
	4.4 Specify in job offers the center's commitment to gender equality.
	4.5 Ensure that the people responsible for the selection processes and who are part of the Selection Committee have available the necessary information regarding equal treatment and opportunities with a gender perspective.
	5.1 Promote the dissemination of the process of opening vacancies and internal recruitment.
	5.2 Include in the process of incorporating new personnel the link to access all the protocols and documentation related to equality.

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AREAS OF ACTION	ACTIONS
3. Training	6.1 Preparation of the annual training plan, in which the training and criteria of the people to access are collected.
	6.2 Give maximum dissemination to the staff of training actions.
	6.3 Analyze the people who enroll, start and finish the courses offered to observe participation in relation to sex.

AREAS OF ACTION	ACTIONS
4. Professional promotion	7.1 Draft and disseminate a document that defines the objective criteria for promotion, based on equal opportunities, merits and abilities of workers.
	8.1 Prioritize in promotions, the underrepresented sex that meets the conditions, aptitudes, attitudes, training and experience required for the job.
	9.1 Promote from the Management that the advisory bodies and operating commissions of IRBLleida are equal through the modification of the regulations.

AREAS OF ACTION	ACTIONS
Jointly responsible exercise of the rights of personal, family and work life	10.1 Inform and sensitize the workforce of all the measures allowed in the legal framework through emails.
	10.2 Facilitate information on conciliation measures for new personnel during the incorporation process.

AREAS OF ACTION	ACTIONS
6. Communication	11.1 Adopt an inclusive language manual and promote tools to incorporate sex and gender in the contents of research and innovation.
	12.1 Review and modify communications, written documents, and internal and external images in accordance with inclusive language manuals.
	13.1 Hold periodic meetings of the Equality Commission to see its progress.
	13.2 Communicate to the rest of the staff the advances in terms of equality.

AREAS OF ACTION	ACTIONS
7. Prevention of sexual harassment and for reasons of sex or gender	14.1 Review of the Protocol for the Prevention and Eradication of Sexual Harassment.
	14.2 Dissemination of the Protocol for the Prevention and Eradication of Sexual Harassment.
	14.3 Include measures for detection, prevention and reporting of sexual harassment and based on sex or gender in the process of incorporating new personnel.
	15.1 Publish and publicize the measures to be applied in cases of women victims of gender violence throughout the workforce.
	15.2 Include measures to be applied in cases of women victims of gender violence in the process of incorporating new personnel.

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8.2 DETAILED DESCRIPTION OF EACH ACTION

1. Sensitization and training of the workforce on equality

Ensure that a culture of equal opportunities between women and men is built in the organization known by the entire workforce, based on the equality plan carried out and the commitment of management.

measure 1

Objective : Ensure that the culture of equality is promoted from management and the people who coordinate teams.

• **Actions** :

- 1.1 Training in equality between women and men aimed, especially, at Management, middle managers and people responsible for personnel management, on how to manage or lead people with a gender perspective.
- 1.2 Annual reminder training action.

• **Recipients** : The measures to raise awareness of the staff on gender equality are aimed at Management and middle managers, with the purpose of promoting a culture of equality within the center.

• **Schedule** :

- 1.1 First quarter of 2024.
- 1.2 Every first quarter of every year starting in 2024.

• **Responsible** : The Equality Commission and the Training Commission.

• **Associated resources** : Internal, hours of dedication from the Matching Commission and the Training Commission, and external.

• **Follow-up indicators** :

- 1.1 Carry out the action before 03/31/2024, reaching 100% of the group.
- 1.2 Obtain a minimum satisfaction rating of 8/10.

measure 2

• **Objective** : Disseminate the Equality Plan and the actions designed.


• **Actions** :

- 2.1 Define the content of the minimum necessary training on equality for all the people of the Equality Commission, preparing a final questionnaire to measure learning.
- 2.2 Guarantee that all the people who are part of the Equality Commission, as well as the new members, complete the training and the learning validation questionnaire.
- 2.3 Offer staff courses on equal opportunities and prevention of gender violence.
- 2.4 Training action for the entire annual reminder staff.

Target audience : The measures to raise awareness of the workforce on gender equality are aimed at all the people who are responsible for promoting the Equality Plan in the organization, especially the members of the Equality Committee, as well as in the rest of the staff, with the purpose of promoting the culture of equality within the organization.

• **Schedule** :

- 2.1 Fourth quarter of 2023.
- 2.2 First quarter of 2024.
- 2.3 First quarter of 2025.
- 2.4 Every first quarter of every year from 2025.

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- **Responsible** : The Equality Commission and the Training Commission.
- **Associated resources** : Internal, hours of dedication of the Matching Commission and the Training Commission, for actions 1 and 2 and external for actions 3 and 4.
- **Follow-up indicators** :
 - 2.1 Carry out the action before 03/31/2024, reaching 100% of the group.
 - 2.2 Carry out the action before 03/31/2024, reaching 100% of the group.
 - 2.3 Carry out the action before 03/31/2024, reaching 100% of the group.
 - 2.4 Obtain a minimum satisfaction rating of 8/10.

measure 3

- **Objective** : Raise awareness among the staff regarding equality with specific campaigns, determine at least 2 actions each year according to a calendar of anniversaries configured by their symbolism in terms of equality.
- **Actions** :
 - 3.1 Organize actions on the occasion of February 11: International Day of Women and Girls in Science (expansion of the exhibition of women scientists in IRBLleida, round table organized by the Works Council, presence of scientists in educational centers, campaigns in social networks, among others).
 - 3.2 Disseminate information about what the pay gap means on the occasion of February 22: European Day of equal pay between men and women.
 - 3.3 Organize actions on the occasion of March 8: International Women's Day. Remind the entire workforce of the free right to strike if the day is called by the majority unions, specific actions (activities, sizes, motivational talks) and campaigns on social networks, among others.
 - 3.4 Organize actions on the occasion of June 21: International day for non-sexist education and non-sexist language. The vermouth for equality is included, a day to publicize the actions carried out by the Equality Commission to promote equal opportunities between women and men in the center.
 - 3.5 Organize actions on the occasion of November 19: International Day of Women Entrepreneurs. Specific actions (activities, sizes, motivational talks) and campaigns on social networks, among others.
 - 3.6 Organize actions on the occasion of November 25: International day for the elimination of violence against women. Sending the annual survey to the entire staff to monitor gender violence within IRBLleida. The results of the survey will be made known through the dissemination of an audiovisual resource.
- **Target audience** : The measures to raise awareness of the workforce on gender equality are aimed at the entire workforce, with the purpose of promoting the culture of equality within the organization.

Schedule :

- 3.1 If chosen, on February 11 of the corresponding year, according to the validity of the plan.
- 3.2 If chosen, February 22 of the corresponding year, according to the validity of the plan.
- 3.3 If chosen, on March 8 of the corresponding year, according to the validity of the plan.
- 3.4 If chosen, on June 21 of the corresponding year, according to the validity of the plan.
- 3.5 If chosen, on November 19 of the corresponding year, according to the validity of the plan.

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3.6 If chosen, on November 25 of the corresponding year, according to the validity of the plan.


- **Responsible** : The Equality Commission, the Department of Communication and the Department of Human Resources and Public Procurement.
- **Associated resources** : Internal, hours of dedication of the Matching Commission, the Department of Communication and the Department of Human Resources and Public Procurement.
- **Follow-up indicators** :
 - 3.1 Registration of actions on the occasion of February 11 considering the number of female and male participants.
 - 3.2 Record of the email sent on the occasion of February 22 with information on what the wage gap means.
 - 3.3 Record of the email sent on the occasion of March 8, as well as a record of people adhering to the strike calls, and the participants of the organized actions.
 - 3.4 Record of actions on the occasion of June 21 to promote equal opportunities between men and women.
 - 3.5 Registration of actions on the occasion of November 19: considering the number of female and male participants.
 - 3.6 Registration and analysis of the results of the survey sent to the entire workforce to prevent gender violence on November 25.

2. Personnel selection

Guarantee that the selection and hiring process, both internal and external, promotes equal opportunities and objectivity, carrying out selection procedures with a perspective of sex and gender equity.

measure 4

- **Objective** : Ensure equal hiring through the objectivity of criteria in the internal selection process, avoiding vertical and horizontal segregation.
- **Actions** :
 - 4.1 Disseminate internally the personnel selection policy and the equality criteria that are applied.
 - 4.2 Use non-sexist language and images in the job offers published by the Institute on its website and social networks, as well as on the employment platforms used by IRBLleida. Make express reference to the fact that the positions offered can be occupied by both women and men, especially in those masculinized jobs.
 - 4.3 Create an annex in the selection and hiring procedures, or a form, with the necessary questions to be asked in the interviews by those responsible for hiring that include equality and the gender perspective.
 - 4.4 Specify in job offers the center's commitment to gender equality.
 - 4.5 Ensure that the people responsible for the selection processes and who are part of the Selection Committee have available the necessary information regarding equal treatment and opportunities with a gender perspective.

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- **Recipients** : Aimed at the workers involved in the selection and hiring process at IRBLeida, with the purpose of ensuring equality through the objectivity of criteria.

Schedule :

- 4.1 First quarter of 2024.
- 4.2 First quarter of 2024.
- 4.3 First quarter of 2024.
- 4.4 First quarter of 2024.
- 4.5 First quarter of 2024.

- **Responsible** : The Equality Commission and the Department of Human Resources and Public Procurement.

- **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement.

• **Follow-up indicators** :

- 4.1 Registration of the created informative e-mail.
- 4.2 100% of the offers reviewed with the commitment of IRBLeida for Equality, before 03/31/2024.
- 4.3 Annex or form made with 100% inclusive language before 03/31/2024.
- 4.4 Review job offers before publication.
- 4.5 In each selection process from the first quarter of 2024, verify the availability of information for the people who participate in the process.

measure 5

- **Objective** : Create and guarantee an objective recruitment process, ensuring gender equality.

• **Actions** :

- 5.1 Promote the dissemination of the process of opening vacancies and internal recruitment.

- 5.2 Include in the process of incorporating new personnel the link to access all the protocols and documentation related to equality.

- **Recipients** : Aimed at the current staff in the event of new vacancies, and the workers involved in the process of incorporation and reception of the staff, as well as the new staff hired, in order to ensure equality through the objectification of criteria.

Schedule :

- 5.1 First quarter of 2024.
- 5.2 First quarter of 2024.


- **Responsible** : The Equality Commission and the Department of Human Resources and Public Procurement.

- **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement.

• **Follow-up indicators** :

- 5.1 Make the written record of the dissemination of internal vacancies before the third quarter of the year 2023.
- 5.2 Check that the information on the protocols and equality information is available in the process of incorporating new personnel before 03/31/2024.

3. Training

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Guarantee the preparation and development of a training process that ensures accessibility for the entire workforce and promotes equal opportunities considering the training needs of the entire workforce.

Measure 6


- **Objective** : Ensure equality by defining annual training needs.
- **Actions** :
 - 6.1 Preparation of the annual training plan, in which the training and criteria of the people to access are collected.
 - 6.2 Give maximum dissemination to the staff of the training actions.
 - 6.3 Analyze the people who enroll, start and finish the courses offered to observe participation in relation to gender.
- **Target audience** : Aimed at the entire IRB Lleida staff, with the purpose of promoting equal opportunities through training needs.
- **Schedule** :
 - 6.1 Every fourth quarter of each year from 2023.
 - 6.2 Fourth quarter of 2023.
 - 6.3 The second quarter of each year from 2023.
- **Responsible** : The Equality Commission and the Training Commission.
- **Associated resources** : Internal, hours of dedication of the Equality Commission and the Training Commission.
- **Follow-up indicators** :
 - 6.1 Register the annual training plan as a deadline of 12/31 of each year the plan is in force.
 - 6.2 Report existing training in the workforce before 12/31 of each year the plan is in force.
 - 6.3 Carry out the annual analysis of the scope of training with a gender perspective by 06/30 of each year the plan is in force, considering the information from the previous year's training.

4. professional promotion

Guarantee that women have the same opportunities as men to occupy positions of responsibility.

measure 7

- **Objective** : Ensure equality through the objectivity of criteria in the process of internal professional promotion.
- **Actions** :
 - 7.1 Draft and disseminate a document that defines the objective criteria for promotion, based on equal opportunities, merits and abilities of the workers.
- **Target audience** : Aimed at all those involved in the internal promotion process, with the purpose of promoting a clear and objective promotion policy at IRB Lleida.
- **Schedule** :
 - 7.1 First quarter of 2024.
- **Responsible** : The Equality Commission and the Department of Human Resources and Public Procurement.
- **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement, and external.

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- **Follow-up indicators :**

7.1 Prepare the document before 03/31/2024.

Measure 8

- **Objective :** Promote the development of professional careers of women to achieve positions of responsibility in the field of research.

- **Actions :**

the criteria for prioritization/internal evaluation of calls for projects and HR so that as long as people meet the conditions, aptitudes, attitudes, training and experience required, the development of professional careers of the underrepresented sex can be promoted .

- **Target audience :** Aimed at the entire workforce, with the aim of guaranteeing gender equality in terms of internal promotion at IRBLleida .

- **Schedule :**

8.1 Third quarter of 2025.

- **Responsible :** The Equality Commission and the Internal Scientific Evaluation Commission.

- **Associated resources :** Internal, hours dedicated by the Equality Commission and the Internal Scientific Evaluation Commission.

- **Follow-up indicators :**

8.1 Carry out the action before 09/30/2024, reaching 100% of the group.

measure 9

- **Objective :** Guarantee parity in the advisory bodies and commissions for the operation of the center.

- **Actions :**

9.1 Promote from the Management that the advisory bodies and operating commissions of IRBLleida are equal through the modification of the regulations.

- **Target audience :** Aimed at the entire workforce, with the proof of promoting parity in the advisory bodies and operating commissions of IRBLleida.

- **Schedule :**

9.1 Third quarter of 2024.

- **Responsible :** The Equality and Management Commission.

- **Associated resources :** Internal, hours of dedication of the Equality and Management Commission.

- **Follow-up indicators :**

9.1 Carry out the action before 09/30/2024.


5. Co-responsible exercise of the rights of personal, family and work life

Ensure that everyone in the organization is aware of the reconciliation measures and promote their use in order to be able to reconcile work life with personal life, including family, personal and individual needs, regardless of gender.

Measure 10

- **Objective :** Guarantee that the workforce is aware of the reconciliation possibilities and tools available.

- **Actions :**

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10.1 Inform and sensitize the workforce of all the measures allowed in the legal framework through emails.

10.2 Provide information on reconciliation measures to new personnel during the incorporation process.

- **Recipients** : Aimed at the entire IRBLleida staff, to communicate existing reconciliation measures and available at all times.

Schedule :

10.1 Fourth Quarter 2023.

10.2 First quarter of 2024.

- **Responsible** : The Equality Commission and the Department of Human Resources and Public Procurement.

- **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement.

- **Follow-up indicators** :

10.1 Information disseminated in the workforce by email before 03/31/2024.

10.2 Conciliation information included in the process of incorporating new personnel before 03/31/2024.

6. Communication

Ensure the development of a model of communication and use of language that does not discriminate against staff or users, also respecting inclusive communication images, in order to promote the organization's culture of equal opportunities that encompasses internal communication and external.

measure 11

- **Objective** : Guarantee internal regulations on the use of inclusive language and non-sexist images, developing a model of communication and use of language that does not discriminate against staff based on sex or gender.

- **Actions** :

11.1 Adopt an inclusive language manual and promote tools to incorporate sex and gender in the contents of research and innovation.

11.2 Guarantee that everyone in the organization knows the inclusive language manual and the tools to incorporate sex and gender in the contents of research and innovation.

- **Target audience** : Aimed at the entire workforce, with the purpose of promoting a culture of gender equality within the organization.


- **Schedule** :

11.1 Second quarter of 2024.

11.2 Third quarter of 2024.

- **Responsible** : The Equality Commission, the Department of Communication and the Department of Human Resources and Public Procurement.

- **Associated resources** : Internal, hours of dedication from the Equality Commission, the Department of Communication and the Department of Human Resources and Public Procurement.

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- **Follow-up indicators :**

- 11.1 Inclusive communication manual prepared before 06/30/2024.
- 11.2 Make the inclusive language manual known before 09/30/2024.

measure 12

- **Objective :** Review current communications both internally and externally to ensure inclusive use of language and images and avoid discrimination.

- **Actions :**

- 12.1 Review and modify communications, written documents, and internal and external images in accordance with inclusive language manuals.

- **Target audience :** Aimed at the entire staff of the center and the workers in the selection and hiring process, in order to ensure their equality.

- **Schedule :**

- 12.1 Second quarter of 2024.

- **Responsible :** The Equality Commission and the Department of Communication.

- **Associated resources :** Internal, hours of dedication of the Equality Commission and the Department of Communication.

- **Follow-up indicators :**

- 12.1 Review communications, documents and images before 06/30/2024.

measure 13

- **Objective :** Disseminate the Equality Plan to the rest of the workforce on a regular basis.

- **Actions :**

- 13.1 Hold periodic meetings of the Equality Commission to see its progress.
- 13.2 Communicate to the rest of the staff the advances in terms of equality.

- **Target audience :** Aimed at the entire workforce, with the purpose of promoting a culture of gender equality within the organization.

- **Schedule :**

- 13.1 Fourth and second quarter of each year from 2023/2024.
- 13.2 Fourth and second quarter of each year from 2023/2024.

- **Responsible :** Equality Commission.

- **Associated resources :** Internal, hours dedicated by the Equality Commission.

- **Follow-up indicators :**

- 13.1 Preparation of minutes in the meetings of the Equality Commission.
- 13.2 Information of relevant information in the template after the meetings of the Equality Commission.

7. Prevention of sexual harassment and for reasons of sex or gender


Guarantee the prevention, detection and action against sexual harassment and harassment based on sex or gender.

Measure 14

- **Objective :** Guarantee the validity and shared knowledge of the necessary actions in cases of sexual harassment and for reasons of sex or gender.

- **Actions :**

- 14.1 Review of the Protocol for the Prevention and Eradication of Sexual Harassment.

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14.2 Dissemination of the Protocol for the Prevention and Eradication of Sexual Harassment.

14.3 Include measures for detection, prevention and reporting of sexual harassment and harassment based on sex or gender in the process of incorporating new personnel.

• **Target audience** : Aimed at the entire workforce, with the purpose of promoting a culture of equality and no harassment within the organization.

Schedule :

14.1 Third quarter of 2023.

14.2 Third quarter of 2023.

14.3 Third quarter of 2023.

• **Responsible** : Equality Commission and the Department of Human Resources and Public Procurement.

• **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement.

• **Follow-up indicators** :

14.1 Protocol for the Prevention and Eradication of Sexual Harassment validated and approved before 09/30/2023.

14.2 Record of the delivery/communication of the protocol in the entire workforce before 09/30/2023.

14.3 Harassment information included in the onboarding process for new staff before 09/30/2023.

measure 15

• **Objective** : Guarantee the validity and shared knowledge of the necessary actions in cases of protection of women victims of gender violence.

• **Actions** :

15.1 Publish and publicize the measures to be applied in cases of women victims of gender violence throughout the workforce.

15.2 Include the measures to be applied in cases of women victims of gender violence in Include the measures to be applied in cases of women victims of gender violence in the process of incorporating new personnel.

• **Target audience** : Aimed at the entire workforce, with the purpose of promoting a culture of equality and non-violence within the organization.

Schedule :


15.1 Third quarter of 2023.

15.2 Third quarter of 2023.

• **Responsible** : The Equality Commission and the Department of Human Resources and Public Procurement.

• **Associated resources** : Internal, hours dedicated by the Equality Commission and the Department of Human Resources and Public Procurement.

• **Follow-up indicators** :

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15.1 Record of delivery/communication of the protocol to the entire workforce before 09/30/2023.

15.2 Information on the protection of women victims of gender violence included in the process of incorporating new personnel before 09/30/2023.

9. EVALUATION OF THE EQUALITY PLAN

This Equality Plan is the second to be implemented at IRBLleida. All the proposed objectives are in line with what was designed and developed in the institution's first Equality Plan.

The determination of the indicators that are detailed below and the monitoring of the Equality Plan itself will make it possible to correct deviations and determine, if necessary, their redefinition or adjustment.


In no case are situations foreseen that do not allow the Equality Plan to be developed in its entirety, since the Equality Commission has defined all the actions, the schedule and the resources in great detail.

9.1 A VALUATION OF RESULTS THROUGH MEASURES AND INDICATORS

To determine the level of execution of the Equality Plan, the total number of actions in the defined areas of action will be evaluated, determining measures and indicators for each of them. Specifically for the different areas of action:

1. Sensitization and training of the workforce in terms of equality: 3 measures and 12 indicators have been determined.

MEASURES	INDICATORS
M1 : Ensure that the culture of equality is promoted from the Management and the people who coordinate teams.	1.1 Carry out the action before 03/31/2024, reaching 100% of the group.
	1.2 Obtain a minimum satisfaction rating of 8/10.
M2: Disseminate the Equality Plan and the actions designed.	2.1 Carry out the action before 12/31/2023, reaching 100% of the group.
	2.2 Carry out the action before 03/31/2024, reaching 100% of the group.
	2.3 Carry out the action before 03/31/2043, reaching 100% of the group.
	2.4 Obtain a minimum satisfaction rating of 8/10.
M3: Sensitize the workforce in terms of equality with specific campaigns, determine at least 2 actions each year according to a calendar of anniversaries configured by their symbolism in terms of equality.	3.1 If this action is chosen, on February 11 of the corresponding year, registration of informative emails and the information created.
	3.2 If this action is chosen, February 22 of the corresponding year, registration of informative emails and the information created.

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	3.3 If this action is chosen, on March 8 of the corresponding year, registration of informative emails and the information created.
	3.4 If this action is chosen, on June 21 of the corresponding year, registration of informative emails and the information created.
	3.5 If this action is chosen, on November 19 of the corresponding year, registration of informative emails and the information created.
	3.6 If this action is chosen, on November 25 of the corresponding year, registration of informative emails and the information created.

2. Selection and hiring of personnel: 2 measures and 7 indicators have been determined.

MEASURES	INDICATORS
M4 : Ensure equality through the objectivity of criteria in the internal selection process, avoiding vertical and horizontal segregation.	4.1 Registration of the informative emails created.
	4.2 100% of the offers reviewed with the commitment of IRB Lleida for Equality, before 03/31/2024.
	4.3 Annex or form made with 100% inclusive language before 03/31/2024.
	4.4 Review of offers before publication.
	4.5 In each selection process from the third quarter of 2023, verify the availability of information for the people who participate in the process.


MEASURES	INDICATORS
M5 : Create and guarantee an objective recruitment process, ensuring gender equality.	5.1 Make the written record of the dissemination of internal vacancies before the first quarter of the year 2024.
	5.2 Check that the information on the protocols and documentation related to equality is available in the process of incorporating new personnel before 03/31/2024.

3. Training: 1 measure and 3 indicators have been determined.

MEASURES	INDICATORS
M6 : Ensure equality by defining annual training needs.	6.1 Register the annual training plan as a deadline of 12/31 of each year the plan is in effect.
	6.2 Report existing training in the workforce before 12/31 of each year the plan is in force.
	6.3 Carry out the annual analysis of the scope of training with a gender perspective by 06/30 of each year the Plan is in force, considering the information from the previous year's training.

4. Professional promotion: 3 measures and 3 indicators have been determined.

MEASURES	INDICATORS
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M7 : Ensure equality through the objectivity of criteria in the process of internal professional promotion.	7.1 Prepare the promotion document before 03/31/2024.
M8 : Promote the development of professional careers of women to achieve positions of responsibility in the field of research.	8.1 Carry out the action before 09/30/2025, reaching 100% of the group.
M9 : Guarantee parity in the advisory bodies and the operating commissions of the center.	9.1 Carry out the action before 09/30/2024.

5. Co-responsible exercise of the rights of personal, family and work life: 1 measure and 2 indicators have been determined.

MEASURES	INDICATORS
M10 : Guarantee that the workforce is aware of the reconciliation possibilities and tools available.	10.1 Information sent to the staff by email before 03/31/2024.
	10.2 Information on the reconciliation measures included in the process of incorporating new personnel before 03/31/2024.


6. Communication: 3 measures and 5 indicators have been determined.

MEASURES	INDICATORS
M11 : Guarantee internal regulations on the use of inclusive language and non-sexist images, developing a model of communication and use of language that does not discriminate against staff based on sex or gender.	11.1 Inclusive communication manual prepared before 06/30/2024.
	11.2 Make the inclusive language manual known before 09/30/2024.

MEASURES	INDICATORS
M12 : Review current internal and external communications to ensure inclusive use of language and images and avoid discrimination.	12.1 Review communications, documents and images before 06/30/2024.
M13 : Disseminate the Equality Plan to the rest of the workforce on a regular basis.	13.1 Preparation of minutes in the meetings of the Equality Commission.
	13.2 Information sent to the staff after the meetings of the Equality Commission.

7. Prevention of sexual and gender-based harassment: 2 measures and 5 indicators have been determined.

MEASURES	INDICATORS
M14 : Guarantee the validity and shared knowledge of the necessary actions in cases of sexual harassment and for reasons of sex or gender.	14.1 Protocol for sexual harassment and for reasons of sex or gender validated and approved before 09/30/2023.
	14.2 Record of the delivery/communication of the protocol in the entire workforce before 09/30/2023.
	14.3 Harassment information included in the onboarding process for new staff before 09/30/2023.
M15 : Guarantee the validity and shared knowledge of the necessary actions in cases of	15.1 Record of delivery/communication of the protocol to the entire workforce before 09/30/2023.

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protection of women victims of gender violence.	15.2 Information on the protection of women victims of gender violence included in the process of incorporating new personnel before 09/30/2023.
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9.2 PROCESS EVALUATION

The evaluation of the process will be carried out by the Monitoring Committee of the Equality Plan, through a defined and agreed action procedure, where the following will be measured:

- Degree of information and dissemination among the IRBLeida staff.
- Degree of adequacy of human resources.
- Degree of adequacy of material resources.
- Degree of adequacy of the collection tools.
- Periodic monitoring mechanisms.
- Incidents and difficulties in the implementation of actions.

The members of the Monitoring Committee of the Equality Plan at the time of its approval are:

For the IRBLeida:

Name	Post
Agueda Martinez Barriocanal	Senior Researcher
Elena Muscatel mendelsohn	HR and Public Procurement Manager


For the legal representation of workers:

Name	Post
Meritxell Martin Gari	Research Technique
Laura Rumi Career	Head of the Clinical Research Support Unit

The participation of the legal representation of the workers in the IRBLeida in the process of preparation and monitoring of the Equality Plan is formally included in the operating documents of the Negotiating Committee and the Monitoring Committee of the Equality Plan.

The specific functions of the Equality Plan Monitoring Committee are:

- Promote the principle of equality and non-discrimination.
- Define deadlines for the implementation of the actions and positive measures to be taken through schedules and indicators that allow evaluating the effectiveness of the designed measures.

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- Monitoring both the application of the measures established to promote equality, as well as compliance and development of this Equality Plan.
- Identify new or future areas of action in terms of equality.
- Resolution of conflicts arising from the interpretation of what is included in the Equality Plan.
- Active participation in the preparation of procedures and materials related to the Equality Plan.
- Disseminate the Equality Plan and report its progress to the entire workforce.


The Monitoring Committee of the Equality Plan will meet ordinarily twice a year, on a semi-annual basis.


9.3 IMPACT ASSESSMENT

The evaluation of the impact of the Equality Plan will be carried out at the end of it, with a first analysis in the middle of the period of validity.

The same indicators will demonstrate, according to the level of success, the real impact in each of the areas of action described below:

AREAS OF ACTION	IMPACT
1. Sensitization and training of the staff in terms of equality	Changes in the behavior, interaction and relationship of both the staff and the Management, identifying a gain in equality between women and men.
	Changes in the assessment of the workforce regarding equal opportunities.
	Changes in the IRB Lleida culture.
	Increased knowledge and awareness regarding equal opportunities.
2. Selection and hiring of personnel	Reduction of inequalities between women and men in the workforce.
	Decrease of vertical segregation.
	Decreased horizontal segregation.
3. Training	Changes in the culture of the Center.
	Changes in the image of the Center.
	Improvement of working conditions.
4. Professional promotion	Decrease of vertical segregation.
Jointly responsible exercise of the rights of personal, family and work life	Changes in the culture of the Center.
	Changes in the image of the Center.
	Improvement of working conditions.
6. Communication	Changes in the culture of the Center.
	Changes in the image of the Center.
7. Prevention of sexual harassment and for reasons of sex or gender	Changes in the behavior, interaction and relationship of both the staff and the Management, identifying a gain in equality between women and men.
	Increased knowledge and awareness regarding sexual harassment and for reasons of sex or gender.

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11. BUDGET

At the time of the preparation and approval of this Equality Plan, no subsidy has been requested for the implementation of the Equality Plan in IRBLleida. If, during the term of the Equality Plan, external financing funds are identified for its development, the Equality Commission, the Equality Plan Monitoring Commission and the IRBLleida Management will assess the preparation and submission of applications to obtain them.

The approximate budget for the areas and actions that will require financing for their development is detailed below. The annual amount and the total amount in the 4 years of validity of the Equality Plan are specified for each area and action.

AREAS and ACTIONS	AMOUNTS
Area 1. Sensitization and training of the workforce in terms of equality. Action 1.1. Ensure that the culture of equality is promoted from management and the people who coordinate teams.	€900 x 4 = €3,600
Area 1. Sensitization and training of the workforce in terms of equality. Action 2.1. Define the content of the minimum necessary training on equality for all the people on the equality commission, preparing a final questionnaire to measure learning.	€1,000 x 4 = €4,000
Area 1. Sensitization and training of the workforce in terms of equality. Action 2.2. Guarantee that all the people who are part of the Equality Commission, as well as the new members, complete the training and the learning validation questionnaire.	
Area 1. Sensitization and training of the workforce in terms of equality. Actions 3.1. to 3.6. Make the workforce aware of equality with specific campaigns, determine at least 2 actions each year according to a calendar of anniversaries configured by their symbolism in terms of equality.	€2,650 x 4 = €10,600
Area 7. Prevention of sexual harassment and for reasons of sex or gender. Action 14.2. Dissemination of the Protocol for the Prevention and Eradication of Sexual Harassment.	€750 x 4 = €3,000
Area 7. Prevention of sexual harassment and for reasons of sex or gender. Action 14.3. Include measures for detection, prevention and reporting of sexual harassment and based on sex or gender in the process of incorporating new personnel.	
TOTAL	€5,300 x 4 = €21,200

This estimate is not binding. It will not be necessary to exhaust the specified credit for each annuity. Nor will the unexecuted amount be carried over from one annuity to the next.

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12. MODIFICATION PROCEDURE

Without prejudice to the review periods that are specifically provided for in this Equality Plan, it must be reviewed if the circumstances provided for in article 9.2 concur. of Royal Decree Law 901/2020 of October 13, and which are described below:

- a) When it must be carried out as a consequence of the expected monitoring and evaluation results.
- b) When its lack of adaptation to the legal and regulatory requirements is revealed, or its insufficiency as a result of the actions of the Labor and Social Security Inspectorate.
- c) In the event of merger, absorption, transmission or modification of the legal status of the Center.
- d) In the event of any incident that substantially modifies the staff of the center, its working methods, organization or remuneration systems, including the non-application of the agreements that are applicable at any time, and substantial modifications of working conditions or the situations analyzed in the diagnosis of the situation that served as the basis for its elaboration.
- e) When a judicial decision condemns the center for direct or indirect discrimination based on sex or gender, or when it determines the lack of adaptation of the Equality Plan to legal or regulatory requirements.

In the event that it is necessary to modify the Equality Plan, the modifications will be agreed by the Monitoring Committee, which will carry out the necessary actions to update the diagnosis and the measures. The discrepancies produced within the Monitoring Commission, if in the process of resolution of the same, at least a simple majority is not reached within it, they may resort to the official bodies responsible for labor mediation and conciliation, accredited for this purpose. The modifications in the Equality Plan will have to be approved by the IRBLleida Management and the advisory and government bodies that they consider.