

Equal Opportunity Plan

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1. INTRODUCTION

There is an increasing recognition that equality between women and men is a basic right of all women and an irrevocable social asset. For this reason, there is now a clear position at both the national and international levels in favour of equality between men and women and eradication of all forms of gender-based discrimination.

At the international level, highlights include the **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, established in 1979, as well as the four **World Conferences on Women** organised by the United Nations (**Mexico 1975, Copenhagen, 1980, Nairobi 1985, and Beijing 1995**).

In Europe, in 1987 the **Amsterdam Treaty** established equality between women and men as a fundamental principle of the European Union, and the **EU Charter of Fundamental Rights** includes the principle of equality in the eyes of the law and equality between men and women and prohibits discrimination as positive actions contributing to the development of measures compatible with equal treatment.

In Spain, **articles 1 and 14 of the Spanish Constitution** proclaim the existence of equality for all citizens in the eyes of the law, while prohibiting any type of gender-based discrimination. Furthermore, **Article 9.2** states that public authorities must promote conditions that provide real and effective freedom and equality for all individuals and the groups they form, while removing any obstacles that impede or make difficult full exercise of these freedoms, while promoting the ability of all citizens to participate in the country's political, economic, cultural, and social life.

At the level of Spain's regional Autonomous Communities, and bearing in mind that the institution being discussed here is located in the province of Tarragona, **Article 19 of the Statutes of Autonomy for Catalonia (Estatut d'Autonomia de Catalunya)** includes the right of all women to freely develop their personality

and personal capabilities, and to live in a state of dignity, security, and autonomy, free from abuse, exploitation, or discrimination. It also grants them the right to participate in all areas of public and private life under conditions of equal opportunity. **Article 41** also makes public authorities responsible for guaranteeing equal opportunities for women and men; ensuring that a gender-based perspective is present in all aspects of public policy; eradicating sexism and violence against women; and defending the sexual and reproductive rights of women.

However, in spite of all of these agreements and regulations that represent formal recognition of the principle of equality between women and men, real gender equality still remains far from a palpable reality: direct or indirect discrimination towards women continues to exist in the workplace, in the media, and in the educational system, as do various forms of gender-based violence. Women remain invisible in some aspects of history, culture, and society in general, and unequal distribution of domestic responsibilities and access to care and services for individuals continues to shape our everyday lives.

In relation to this issue, Spain's **Organic Law 3/2007 of 22 March, on effective equality of women and men** includes recognition of the need to develop legislation on the principles of equality and the need to eliminate gender-based discrimination, principles that are recognised in Spain's Constitution. Such legislation is seen as necessary to achieve real equality that goes beyond mere formalities, to allow all manifestations of discrimination, whether direct or indirect, to be addressed and to remove obstacles and social stereotypes that impede the achievement of equal opportunity. This in turn requires a cross-cutting view of equality. In other words, expansion of the principle of equality into the diversity of areas into which our social and cultural reality is organised.

2. THE PERE I VIRGILI HEALTH RESEARCH INSTITUTE (INSTITUT D'INVESTIGACIÓ SANITÀRIA PERE I VIRGILI): INTRODUCTION

The *Pere Virgili Health Research Institute* (Institut d'Investigació Sanitària Pere Virgili, referred to in this report as the IISPV by its acronym in Catalan), was established within the context of an **inter-institutional scientific collaboration agreement established among the Catalonia Health Institute** (Joan XXIII University Hospital of Tarragona; Verge de la Cinta Hospital of Tortosa; Primary Care Area of Camp de Tarragona and Terres del Ebre); **SAGESSA Grup** (Sant Joan de Reus University Hospital, SAGESSA Primary Care Area); **Grupo Pere Mata** (Pere Mata Institute University Psychiatric Hospital; and the **Universitat Rovira i Virgili**.

The natural **territorial scope of action** for our institutions are the *comarcas* (counties) of **Camp de Tarragona** and **Terres de l'Ebre**.



Image 1: Territorial scope for the IISPV

Work at our institution is focused on three research areas:

- ✓ **Nutrition and metabolism:** This is a field where our institute has active and well-known research groups at both the hospitals and university.
- ✓ **Neurosciences and mental health:** This line of research includes groups at the Pere Mata Institute Hospital, which have pioneered research in Spain on genetic determinants for various psychiatric disorders.
- ✓ **Health and environment:** this area includes various groups that are investigating the impacts of various environmental components on human health (e.g., toxins, microorganisms).

Mission:

The IISPV's mission is to effectively manage the centre's internal and external resources in order to provide the best possible services to health care professionals, so that through promotion, consolidation, and transfer of research knowledge in the bio-health field, the health and well-being of the residents of the province of Tarragona (primarily) can be improved.

Vision:

To become a leading biomedical research centre at the national and international levels.

Values:

- ✓ **Leadership:** both nationally and internationally in the strategic areas defined.
- ✓ **Innovation:** scientific visibility in the ongoing, continuous search for new ideas.
- ✓ **Synergy:** facilitate cooperation and formation of synergies between internal and external groups.
- ✓ **Flexibility:** provide quick and adequate responses to the opportunities and challenges presented by our surroundings.
- ✓ **Honesty, ethics, and a humanitarian vision of biomedical research:** respect for ethical fundamentals and a humanitarian vision of biomedical research.

- ✓ **Trans-nationality and commitment to society:** progress in the search for innovations in the health care field, trans-national training and education, and transfer of scientific knowledge.
- ✓ **Efficiency:** to provide efficient service and ensure continual improvement.
- ✓ **Sustainability:** in the way we manage resources and the environment.

3. THE EQUAL OPPORTUNITY PLAN

An equal opportunity plan is a set of measures oriented towards preventing gender-based discrimination at an organisation. These measures are derived from a preliminary internal diagnostic process of the organisation that identifies aspects that need to be improved or strengthened. Policies and specific actions are then proposed based on this analysis.

When does an organisation need to have an equal opportunity plan?

According to Spain's Law 3/2007 of 22 March on Effective Equality for Women and Men, production and implementation of an Equal Opportunity Plan is compulsory in the following cases:

- ✓ Entities with more than 250 employees
- ✓ When a collective bargaining agreement applicable to the company requires one
- ✓ When the labour authority requires one as an alternative to sanctions

This means that **the IISPV has decided to develop its Equal Opportunity Plan voluntarily**, not because one is required by law, and it is doing this in order to demonstrate its commitment to quality, social responsibility, and the well-being of the people who make up the organisation.

3.1 Structure of the Equal Opportunity Plan

As mentioned above, an Equal Opportunity Plan must begin with a previous diagnostic process that allows the gender equality situation at each entity to be understood.

Furthermore, equal opportunity plans must establish specific objectives to be achieved in the principle of equality, as well as the strategies and practices to be adopted to do so. It must also establish effective monitoring and evaluation systems for the objectives established.

The work that we are initiating is organised around 6 key strategic elements, designed to ensure an exhaustive analysis of all organisational areas and adoption of the necessary measures:

Composition and distribution of the staff: who are the people who make up the company, what are their characteristics, and what positions do they hold in which departments.

Access to employment: equal opportunities in terms of access to any position within the organisation.

Professional promotion and training: processes for promotion based on criteria that do not create situations of gender-based discrimination. Specific training for women that will allow them to occupy positions with greater responsibility or to be promoted to positions where they are under-represented. Training and awareness-raising activities on equal opportunity and non-discrimination between women and men, for all staff members at the entity.

Working conditions: equality in terms of professional classification, compensation, contract type, physical work conditions, and occupational risk prevention.

Prevention of harassment in the workplace, and appropriate responses if this does occur.

Organisation of work schedules: measures designed to adapt the workday to favour an adequate balance of work, personal, and family life, on equal terms between women and men, and to promote co-responsibility.

Use of non-discriminatory language in documents, communications, and advertising.

Table 1: Strategic elements of the equal opportunity plan

3. 2 Structure of the Equal Opportunity Plan

As with any other planning tool, implementation of an Equal Opportunity Plan has multiple phases:

Commitment phase

This phase requires the **organisation's management to make a firm commitment to the principles of equal opportunity and non-discrimination.**

During this phase:

- ✓ **The entire staff is notified** of the existence of this commitment.
- ✓ Some **clear objectives** are established for gender equality.
- ✓ An **equality team** is created, which will be responsible for supervising the project.
- ✓ **The legal representative of the employees is informed and becomes involved** in the project, in cases where such a representative exists.

Diagnostic phase

The diagnostic process consists of an **exhaustive analysis of the degree to which the principle of equality has been incorporated** at the company, which allows evidence of **any subtle discrimination** to be revealed, even in cases where the people within the organisation may not be aware of it. It also **indicates whether some goals have already been achieved**, which helps determine the path that needs to be followed.

The diagnostic process compiles information that is both quantitative and qualitative, with this latter type allowing the quantitative data to be contextualised for interpretation. This is important because an out-of-context interpretation could lead to biased or erroneous conclusions.

Design phase

Once the diagnostic report has been completed, the design phase for the plan begins based upon the results it contains. This is the phase during which **the**

measures that must be implemented are defined, in order to improve the areas where weaknesses have been detected with respect to the principle of equality.

These measures must be **consistent with the objectives previously established** by the company during the commitment phase, and they must **be scheduled** based upon their priority and the actual possibilities for the company to put them into action. It is also necessary to **define the resources** (human, material, budgetary) needed to implement these measures, **and a person** must be assigned for each of the specific measures or for each of the areas of improvement, which may include one or more measures for taking action.

Execution phase

The execution phase is the entire time during which the **Plan is implemented**. This typically be a period of 2-3 years, and once this time has passed a new diagnostic process must be performed in order to strengthen the previous actions based upon the new results obtained.

The execution phase **must be supervised** by the equality team (or the team responsible), and **periodic reports must be issued** in order to allow the effectiveness of the plan's implementation to be evaluated. Any possible obstacles that could arise must also be assessed and the pertinent solutions determined.

It is a good idea **to notify the entire staff about the results of the diagnostic process and initiation of the execution phase** so that all departments in the organisation and the people who work in them can understand the significance of the measures and actions being undertaken.

Evaluation phase

Finally, during the evaluation phase **the degree to which the objectives established in the plan have been achieved must be evaluated** and any aspects that may have hindered execution of the plan must be corrected.

The final evaluation will also put into motion the diagnostic process for the subsequent Equal Opportunity Plan, since the plan is a dynamic tool, focused on continual improvement. It must therefore be periodically reviewed and improved to ensure that it does not become obsolete.

4. COMMITMENT PHASE

This phase involves definition of some specific objectives for gender equality, as well as creation of a team to monitor the equality policies at the company and assess the effectiveness of the plan's implementation.

4.1 Definition of objectives

At the IISPV our intention is to achieve the following objectives by executing the present plan:

General objectives:

- ✓ To make the concepts of equal opportunity and non-discrimination fundamental structuring principles for our organisation.
- ✓ To make gender equality one of the IISPV's defining features.
- ✓ To allow a gender-oriented perspective to have a cross-cutting presence at all levels of the organisation and in all activities carried out at the IISPV.

Specific objectives:

- ✓ To perform a diagnostic process on gender that will allow us to, on one hand, evaluate the impact of the actions already undertaken, and, on the other hand, obtain a general vision of the situation at IISPV with respect to equal opportunities.
- ✓ To systematise the design, implementation, and assessment of measures oriented towards equality, coordinating the actions undertaken along these lines and providing consistency for the efforts we are making towards gender equality.
- ✓ To dedicate resources (human, material, economic) and time to establish a cross-cutting presence for the principle of equal opportunity.
- ✓ To improve procedures and implement measures in areas where specific actions oriented towards gender have not yet been undertaken.

- ✓ To make a tool available that will allow us to conduct ongoing evaluation of our equal opportunity policy.
- ✓ To involve all personnel at IISPV in our efforts to create equal opportunities, through public communication of the Equal Opportunity Plan.

The equal opportunity team

The team responsible for implementation and monitoring of the equal opportunity plan is made up of the following representatives from the entity:

- ✓ **Joan J. Vendrell Ortega:** Director of the Institute. Medical Doctor. PhD.
- ✓ **David Martín Frigols:** Economic and Financial Director of the Institute. Bachelor's degree in Economics and Business Sciences; Master's degree in Business Administration (MBA) from the Universitat Rovira i Virgili.
- ✓ **Elisabet Galve:** Director of Administration and Operations. Diploma in Business Sciences; Bachelor's degree in Business Administration and Management; Executive Development Programme at IESE Business School.

Employee representatives:

- ✓ **Lluís Gallart:** Biobank coordinator. Ph.D. in Biology.
- ✓ **Marta Valls March:** Head of administrative office support. Bachelor's degree in Business Administration and Management.
- ✓ **M. José Guílera Morilla:** Communications specialist. Ph.D. in Business Administration and Management.
- ✓ **Silvia Canudas:** Postdoctoral Researcher

5. DIAGNOSTIC PHASE

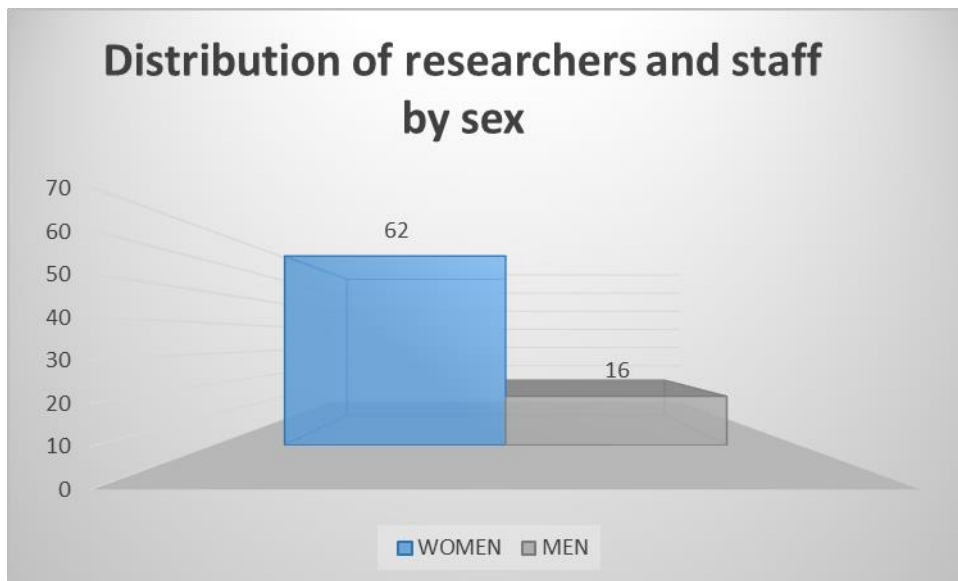
As mentioned above, during this phase an exhaustive analysis is performed on the policies and functioning of our organisation at all levels and in all departments. This can be compared to a sort of x-ray that allows us to understand the actual degree to which the principle of equal opportunity between women and men has been incorporated.

To do this the analysis is organised around 7 previously described elements:

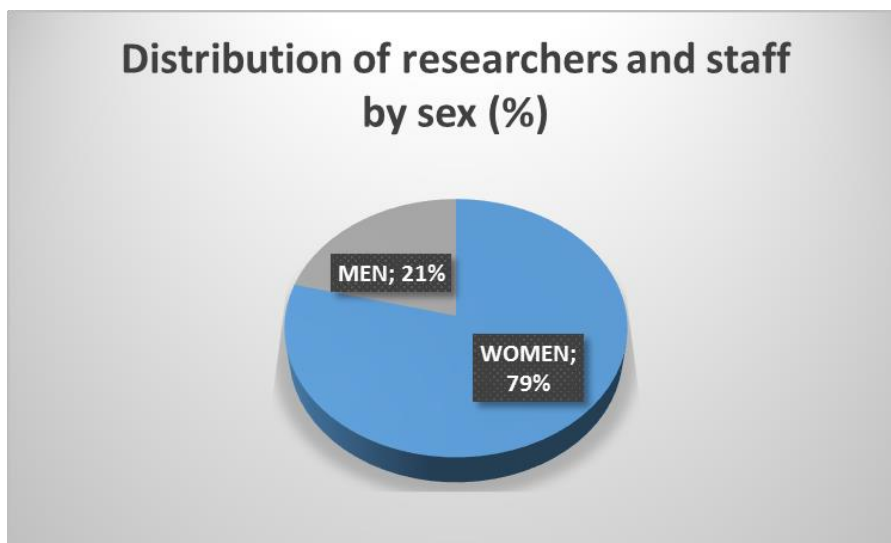
- ✓ Composition and distribution of the staff
- ✓ Access to employment
- ✓ Professional promotion and training
- ✓ Work conditions
- ✓ Prevention of harassment in the workplace, and appropriate responses if this does occur
- ✓ Organisation of work schedules
- ✓ Use of non-discriminatory language in documents, communications, and advertising

5.1 Composition and distribution of the staff

Next, we present information related to the composition of the staff and its characteristics (sex, age, professional category, seniority, education). This information allows us to create an initial approximation of our company's situation and establish the presence or absence of phenomena such as: biases towards men or women in hiring, vertical segregation (differing hierarchical distribution) or horizontal segregation (differing distribution in terms of departments or types of work) by sex, or over-qualification of female staff members.

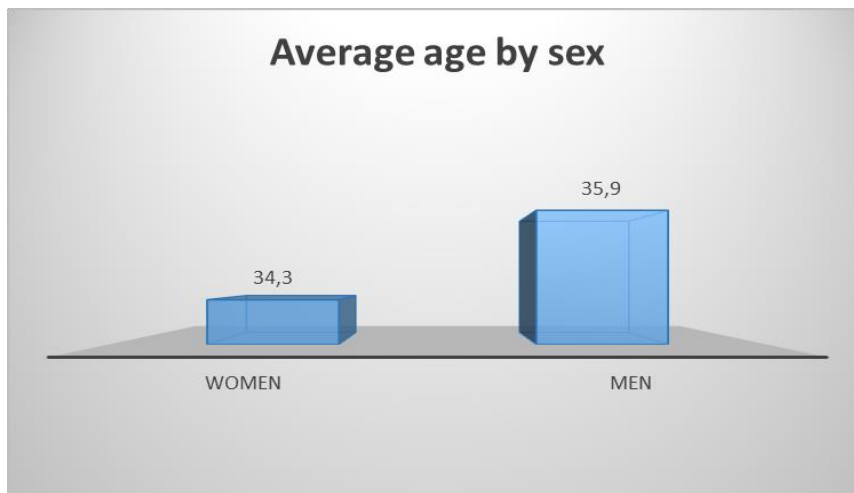


Graph 1: Distribution of staff by sex



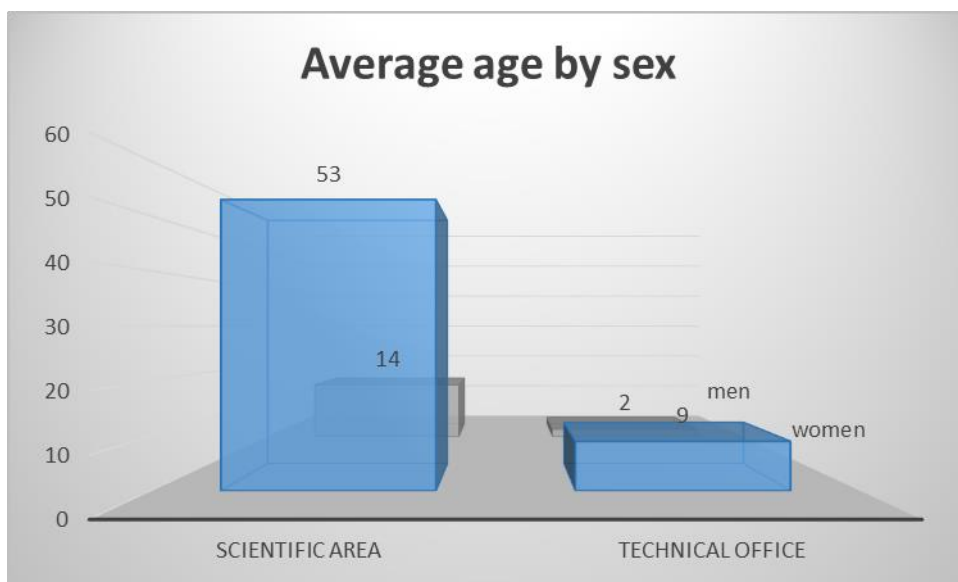
Graph 2: Distribution of staff by sex (%)

As can be seen in the graphs above, the IISPV is a **highly female-biased organisation**, with women representing 79% of the staff. It also employs a relatively **young staff**, with an average age of 34.3 years for women and 35.9 years for men.



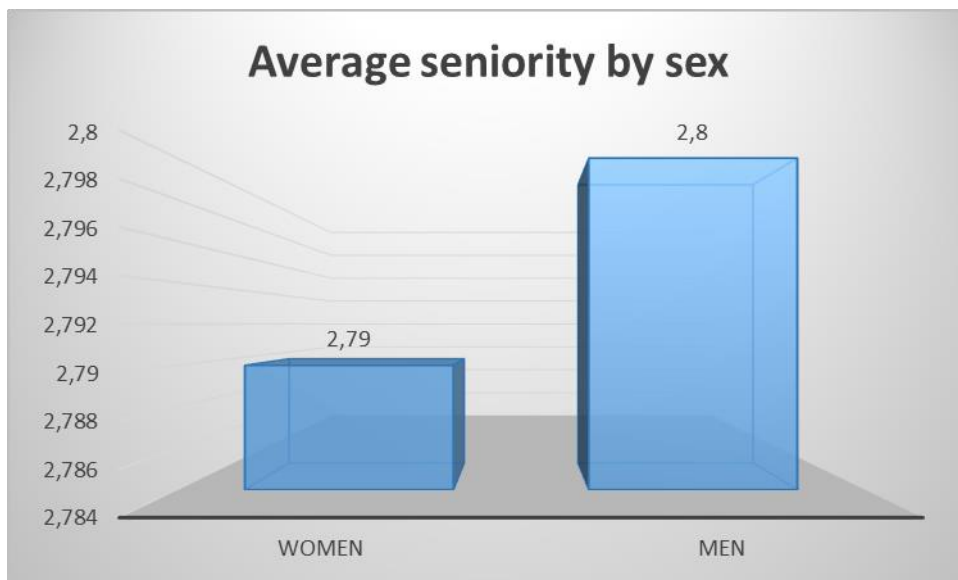
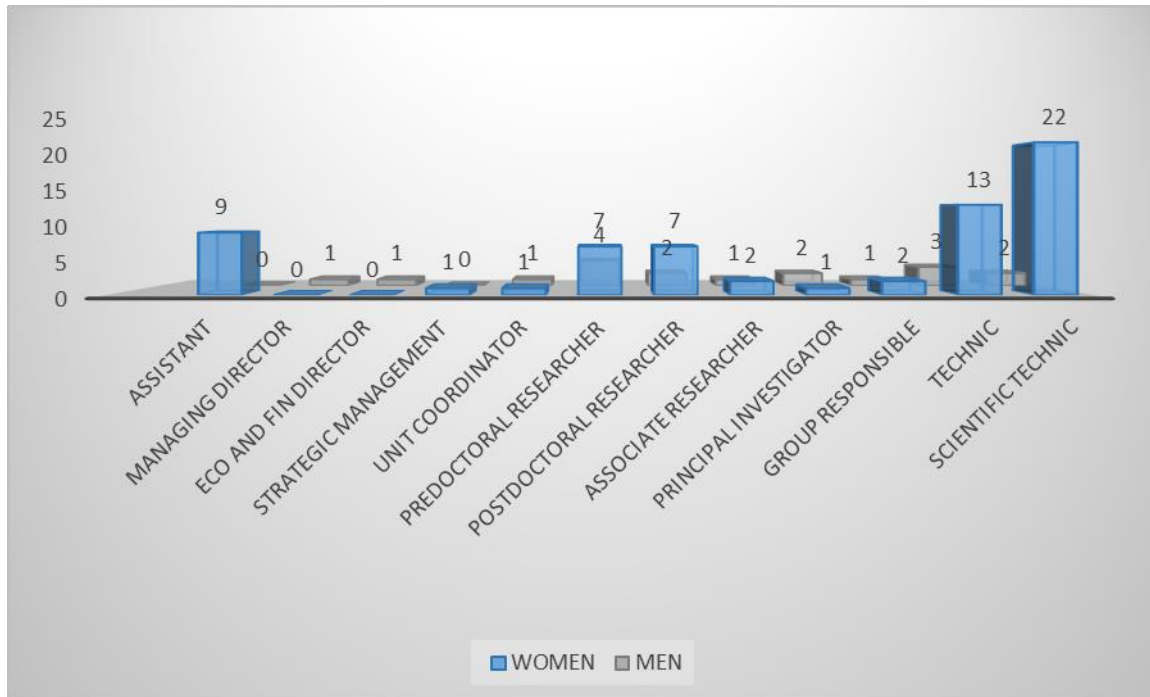
Graph 3: Average age by sex

In terms of the distribution of the staff, **the majority of the employees**, both women and men, **work in the scientific area**, with the rest holding positions in the administrative office.



Graph 4: Distribution of the staff by sex and area

In relation to the types of work performed, it can be seen that the majority of the staff members have a standard employment relationship, with a much smaller number working on grants or internships.



Graph 6: Average seniority by sex

The relative **lack of seniority for staff members** can be explained by the relatively recent establishment of the Institute itself and by the structure of the projects, where most employees are hired for projects with a specific duration. Issues linked to working conditions can be ruled out. On the other hand, the youthfulness of the staff could be the result of the requirements for the professional profile, but **the idea that direct or indirect discrimination against hiring of older employees can be directly discarded**, taking into account the fact that persons over 45 years of age, and especially women, are among the groups showing the greatest difficulties in terms of employability.

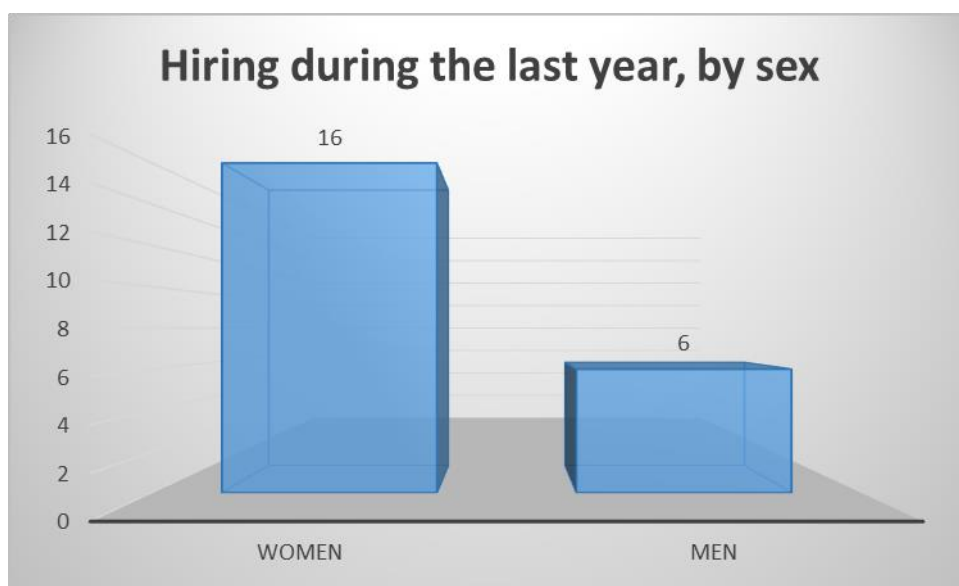
SUMMARY OF STAFF COMPOSITION AND DISTRIBUTION
This is a female-biased company
No significant differences seen in terms of age and seniority when data is broken down by sex.
Average seniority, for both men and women, is less than 5 years.

Table 2: Summary of staff composition and distribution

5.2 Access to employment, professional promotion, and training

Access

In this section we evaluate the degree to which the access given to men and women at the company is taking place under conditions of equal opportunity, as well as access to specific positions.



Graph 7. Hiring during the last year, by sex

As can be seen in the graph above, **the Institute tends to hire women**, with almost 3 times as many being hired during the last year compared to men. This fact is also reflected in the relatively high female bias at our company. **Differential hiring by sex does not seem *a priori* to reflect discriminatory causes**, since the selection process responds to needs detected by upper management and human resources, and **selection of employment candidates is based on compliance with requirements established in the definition of the specific positions**, which include:

❖ Identification of the position:

<ul style="list-style-type: none"> ➤ Area ➤ Division/Department/Research group ➤ Functional reporting ➤ Immediate supervisor
<ul style="list-style-type: none"> ❖ Organisational diagram ❖ Mission/Purpose of the position ❖ Basic responsibilities for the position ❖ Functions: most typical activities performed in order to comply with the responsibilities assigned and their periodicity ❖ Dimensions: main figures associated with the position ❖ Context of the workplace:
<ul style="list-style-type: none"> ➤ Main internal relations ➤ Main external relations
<ul style="list-style-type: none"> ❖ Knowledge/education/experience
<ul style="list-style-type: none"> ➤ Theory ➤ Languages ➤ IT ➤ Experience
<ul style="list-style-type: none"> ▪ In the same position ▪ In a similar position ▪ Valuable experience
<ul style="list-style-type: none"> ➤ Other information relevant to the position
<ul style="list-style-type: none"> ❖ Context of the workplace:
<ul style="list-style-type: none"> ➤ Proposals ➤ Decisions
<ul style="list-style-type: none"> ❖ Personal skills required for the position:
<ul style="list-style-type: none"> ➤ Teamwork ➤ Communication and listening ➤ Planning and organisation ➤ Customer-orientation ➤ Adaptability/flexibility

- Independence/initiative
- Responsibility
- Up-to-date knowledge

❖ Management potential and ability to collaborate with and direct others:

- Leadership and personal conduct
- Strategic vision
- Conflict management

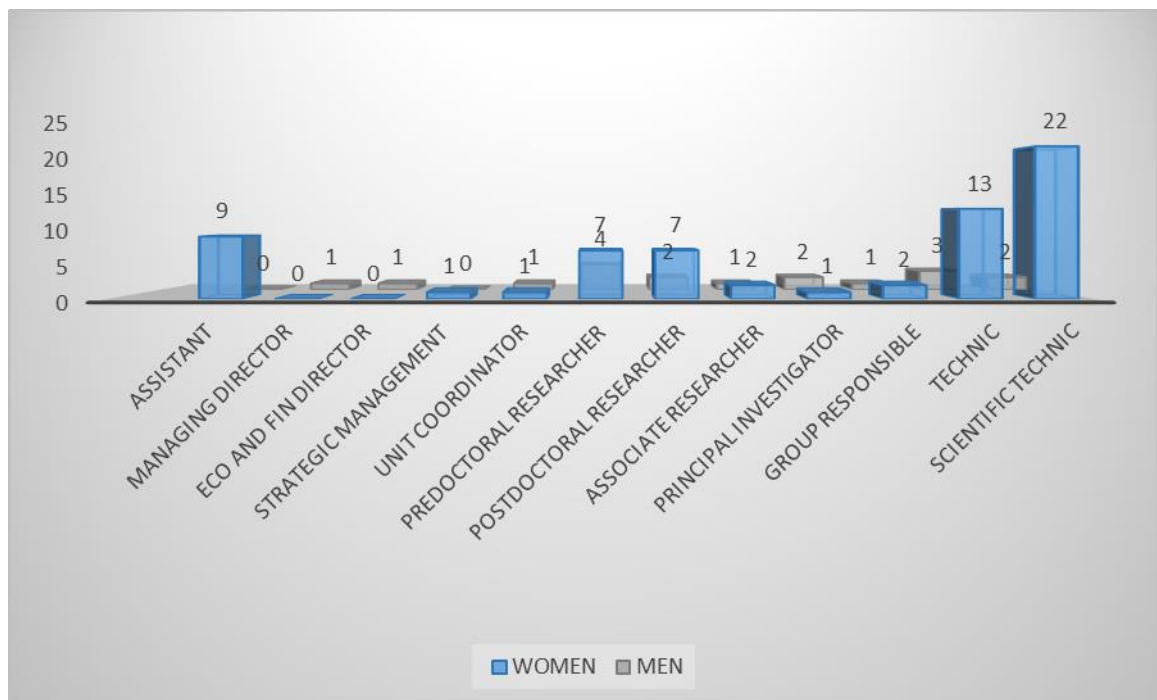
The fact that the Institute makes use of **exhaustive definitions for each position is a positive aspect that should be emphasised**, since implementation of standardised procedures ensures that recruitment takes place with the maximum possible level of objectivity and is free from discrimination and subjective biases in terms of the persons interviewed/ selected.

Furthermore, it seems that the institute's female-biased staff reflects the general characteristics of the population educated in science and health sciences, where a majority are women:

In terms of notification of job openings, these are published on our website and other websites as well (BIOCAT, REDIRIS, EURAXESS), with applicants then sending their CVs by email, where they are processed by the person from the group responsible.

Professional promotion

In this section we analyse the possibilities that men and women are given for promotion within the company and for professional development opportunities.



Graph 8: Distribution of the staff by sex and position (assistant, general director, financial director, managing and operations director, unit coordinator, researcher 1, researcher 2, associate researcher, principal investigator, technician, scientific technician)

In order to ensure objective promotional processes based upon the principle of equal opportunity as well as the professional development of those employed at the Institute **work is now being done on implementing an employee performance evaluation system and establishing professional and research career plans.**

Training

The ongoing training offered in the organisation allows both results and quality to be improved, while at the same time encouraging the professional development of the employees. This makes it essential to have a training plan that responds to the needs of the staff as well as those of the company.

During the last year, a total of 10 training activities took place, with 7 being directed by men and 3 by women.

As a positive aspect, it is worth emphasising that this training tends to be carried out during regular work hours, which facilitates a balance between work and personal life.

SUMMARY OF ACCESS, PROFESSIONAL DEVELOPMENT, AND TRAINING
A female-biased company, which reflects the general proportion of women in the sector
Redefinition of employee selection processes, with participation of managers from human resources
Detailed and exhaustive definition of positions
Implementation of professional career plans and performance evaluations
Existence of training activities provided by the IISPV

Table 3: Summary of access, professional development, and training

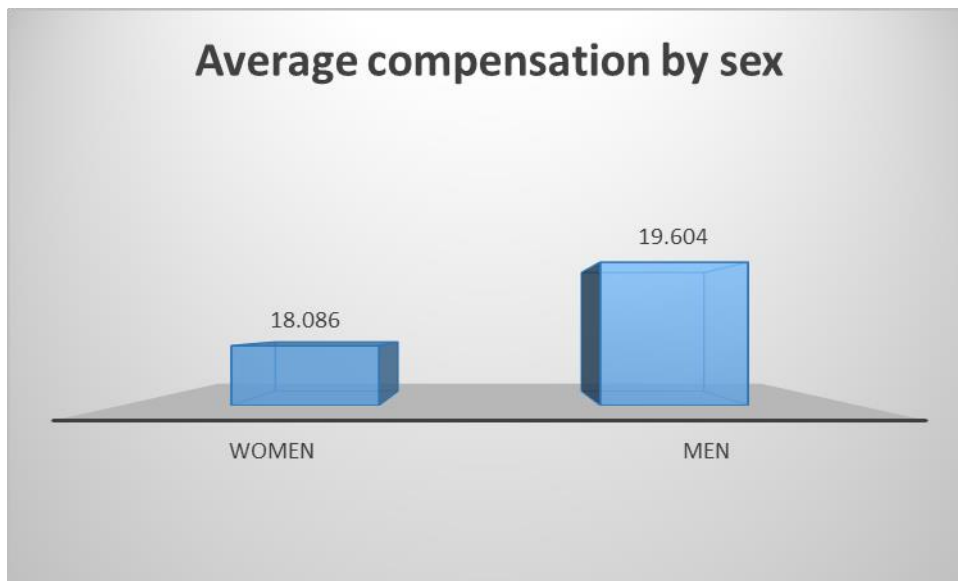
5.3 Work conditions

In this section we analyse various aspects that directly affect work conditions, and which therefore have an impact on the well-being of the staff. Specifically, we perform an analysis to determine whether differences exist by sex in relation to compensation, contract type, work schedule, or physical work conditions, and also whether the occupational risk prevention plan incorporates a gender-oriented perspective.

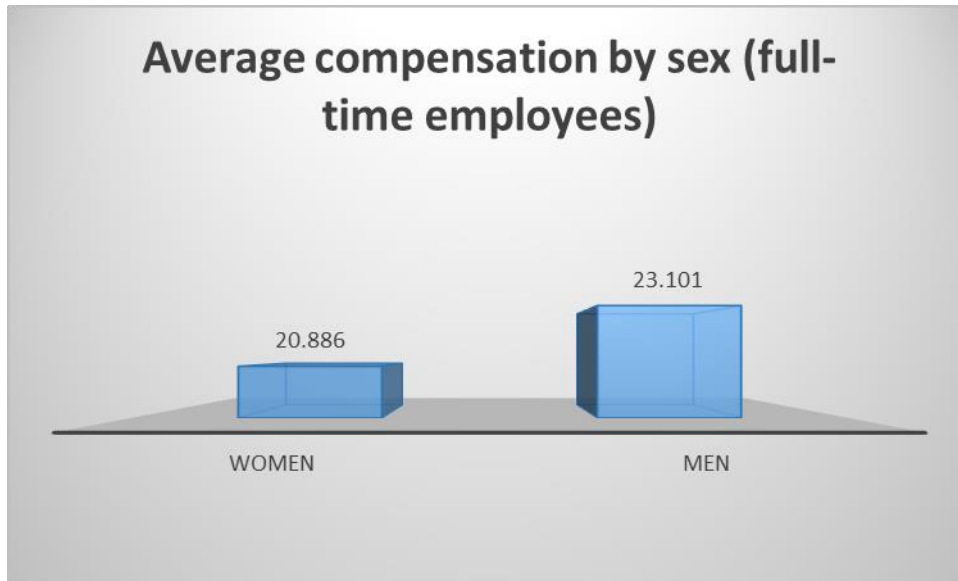
Compensation policy

Here we present data related to compensation levels received by the staff, broken down by sex. Specifically, the following aspects are analysed:

- ✓ Average annual salary by sex (in general and for full-time employees only)
- ✓ Average annual salary by sex and work schedule (in general and for full-time employees only)
- ✓ Average annual salary by sex and education level (in general and for full-time employees only)
- ✓ Average annual salary by sex and employment position (in general and for full-time employees only)
- ✓ Average compensation by sex, position, education, and % of full-time schedule
- ✓ Average base salary and bonuses according to sex and position.



Graph 9: Average compensation by sex



Graph 10: Average compensation by sex (full-time employees)

As can be seen in the graphs above, on average men earn higher salaries than women, regardless of whether we include figures for the entire staff or just for the full-time employees.

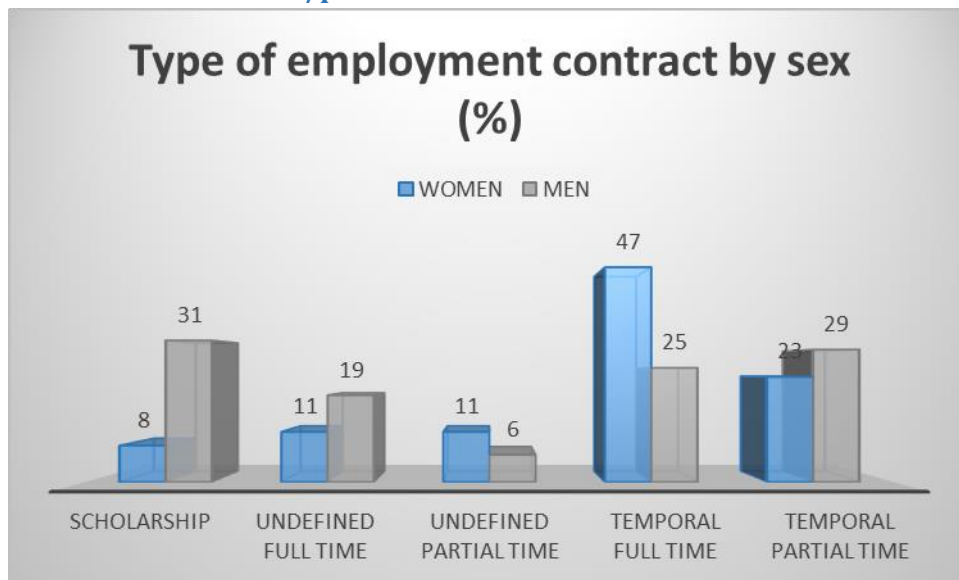
Next we will examine the various factors that could explain these differences in terms of salary:

When broken down by the amount of time worked compared to a full-time schedule, average salaries are similar, although those for men on the staff are slightly higher.

In terms of education, the highest average salaries are being earned by those with the highest levels of education. However, an exception is seen at the level of basic education, where salaries are above the average for those with a bachelor's degree. When broken down by sex, and for full-time employees only, the average for men is lower for those with a doctoral degree and for women the average is higher for those with a bachelor's degree. In contrast, the situation is reversed if the average is calculated considering the entire staff, regardless of whether the staff member is a full-time or part-time employee.

Based on all of the above, and in consideration of the tables and graphs presented, there does not appear to be a discriminatory salary policy in terms of gender.

Contract and full-time/part-time



Graph 11: Type of employment contract by sex (%)

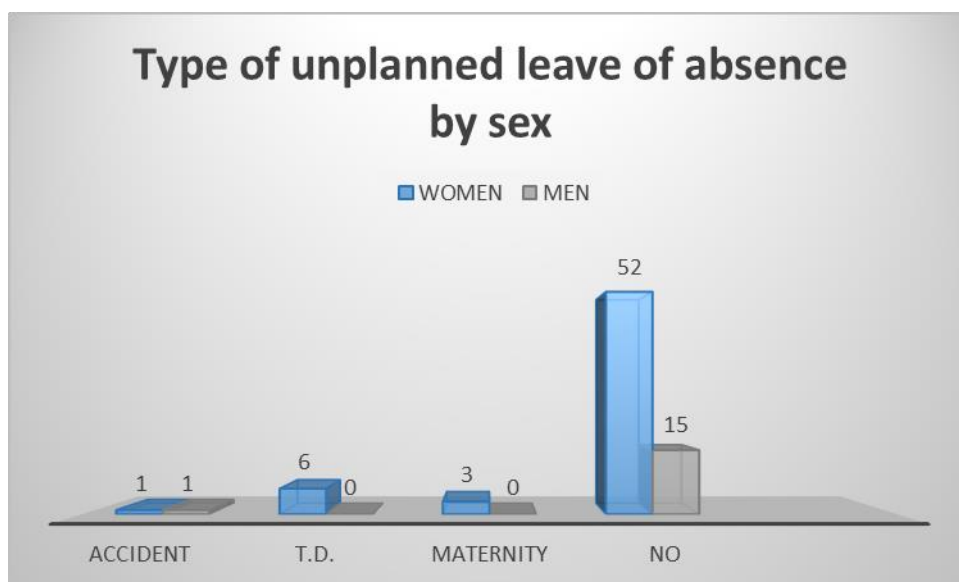
As can be seen in the graphs above, there are more women than men with temporary contracts, both in absolute and relative terms: 70% of the female staff members hired by the IISPV (47% full-time and 23% part-time) have a temporary employment contract, versus 44% of men (25% full-time and 19% part-time). However, if we consider only those working on grants and internships, **the percentages of men and women working under unstable contracts become much more equal.**

This situation can be partially explained by the fact that the IISPV is a scientific research entity where the work is structured into projects, but it is also important to emphasise the need for a policy on stable hiring, since this contributes to improved well-being for the employees.

The majority of full-time employees at the IISPV are women, although the percentage of women in full-time positions compared to all women on the staff is 10% higher than this same ratio for men.

Health and occupational risk prevention

In this section we will first analyse the number and types of unplanned leaves of absence during the last year. Most of the employees did not have any unplanned leaves of absence during the past year, which is a positive factor. However, the fact that there were 6 temporary disability situations for women in 2013 is also worth noting.



Graph 12: Type of unplanned leave of absence by sex

In terms of occupational risk prevention, in accordance with Spain's Law on Occupational Risk Prevention and its Regulations on Prevention Services, an outside prevention service, SP ACTIVA, was hired to provide consultation and support for the organisation in relation to the types of risks existing. There is also an employee responsible for the IISPV's risk prevention management system.

SUMMARY OF WORK CONDITIONS
No gender-based discrimination is detected in relation to salaries
Compensation policy: by professional categories
The majority of the staff have an unstable contractual relationship.
In relative terms, women are the majority among staff members working a schedule less than full-time.

Table 4: Summary of work conditions

5.4 Prevention of and response to harassment in the workplace

Harassment in the workplace is a serious offence against the integrity and dignity of the individual, regardless of whether it is psychological or based upon gender.

Sexual harassment is considered to include “any verbal, non-verbal, or physical behaviour of a sexual nature when the purpose is, or the effect produced is, to attack the dignity of a person and, especially, when this creates an environment characterised by intimidation, hostility, degradation, humiliation, or offensiveness.”

Gender-based harassment is considered to include any “undesired behaviour related to the sex, sexual orientation, or gender roles of the person towards whom the behaviour is directed, with the purpose or effect of offence against the dignity of the individual, and creating an environment characterised by intimidation, hostility, degradation, humiliation, or offensiveness”.

Finally, moral or psychological harassment is defined as “any conduct that is repeated over a more or less prolonged period of time by one or more persons and generally directed towards another, when the purpose or effect of this behaviour is objectively degrading treatment and the consequential damage

to the moral integrity of the person affected and degradation of their work environment".

When an analysis is performed on the protocol used to identify these circumstances, which need to be properly addressed as quickly as possible, it is found that:

- ✓ There is no definition included for psychological harassment or mobbing.
- ✓ There is no list of examples of conduct that could be considered harassment that would allow victims or witnesses to identify the situation.
- ✓ There is a need to include practical guidelines on how employees should respond in these situations.
- ✓ The name and contact information for the person responsible for handling these situations is not included.
- ✓ There is no applicable procedure developed for resolving these situations (reporting method, instructions for investigation and production of a report, maximum time period for resolution).
- ✓ There are no mechanisms included to guarantee confidentiality.
- ✓ There are no mechanisms included to protect and support the victim.
- ✓ The applicable sanctions are not described.

It is also important for the persons responsible for this issue identified in the protocol to receive specific training on the subject as well as anyone who supervises other staff members to have some basic knowledge about how to handle situations of harassment.

SUMMARY OF PREVENTION AND RESPONSE TO HARASSMENT

There is a protocol on prevention of harassment in the workplace, and on appropriate responses if this does occur.

The existing protocol needs to be expanded.
There is a need to expressly incorporate rejection of harassment into the code of ethics, and to mention the existence of the protocol in the manual for new employees.
There is a need for specific training for the staff members responsible for managing situations of harassment.

Table 5: Summary of prevention and response to harassment

5.5 Organisation of work schedules

Work-life balance refers to efforts to balance the time employees spend at work with time dedicated to other aspects of life such as maintaining hobbies and spending time with the family, so that each individual can develop as a whole person and feel satisfied with their everyday life.

The parties involved with organising time spent at work in a way that makes a true balance of work and personal life possible include:

- ✓ **Businesses and institutions** in general: must introduce innovative policies for time management that promote a work-life balance.
- ✓ **Government entities:** through commitment to equal opportunity and investment in services that provide support and care for families.
- ✓ **The men and women themselves:** by sharing all tasks and responsibilities equally.

In relation to this, **the policy at the IISPV integrates various measures oriented towards managing time in a way that facilitates a balance** among the various aspects of life:

- ✓ Flexible work schedules in terms of workplace arrival and departure times.

- ✓ Scheduling training sessions and meetings during regular working hours in most cases.

The fact that the majority of the staff members are not in situations where they must care for others (children or other dependants) is probably due to the generally youthful nature of the staff. However, we recommend that a study should be performed in order to verify whether this is actually the main cause, or whether the type of work and working conditions at the IISPV make balancing family responsibilities and professional development difficult.

SUMMARY OF ORGANISATION OF WORK SCHEDULES
There are measures existing for work schedules that facilitate a work-life balance.
There are records concerning family responsibilities of the staff.
There is a need to carry out a survey to help understand the needs of the staff with respect to work-life balance and their degree of satisfaction regarding this issue.

Table 6: Summary of organisation of work schedules

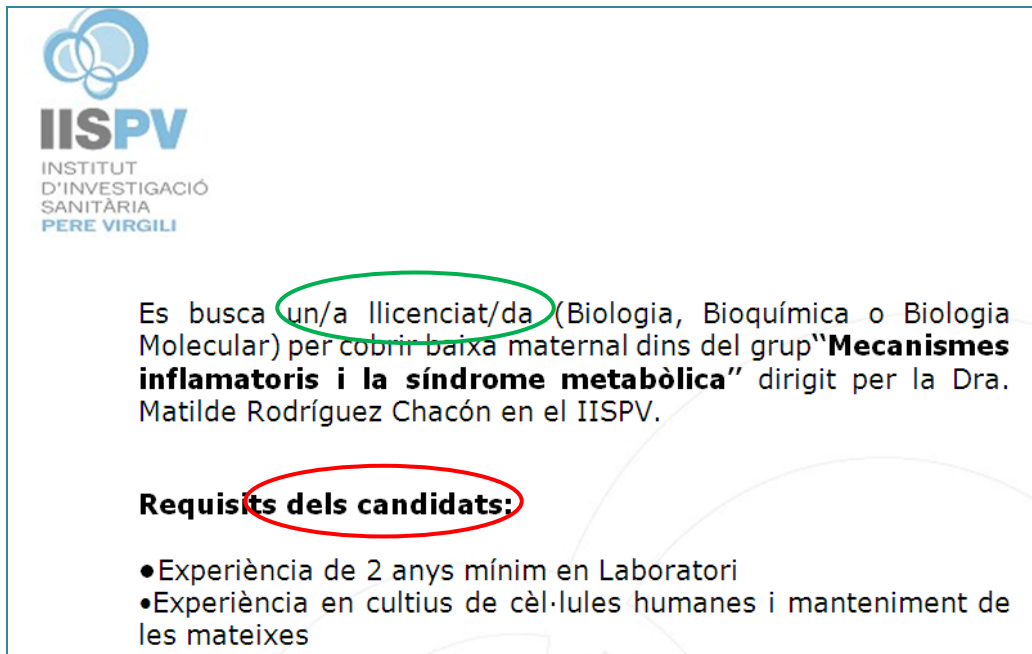
5.6 Language, communications, and advertising

In this section we analyse whether corporate communications are inclusive rather than androcentric or sexist, whether they contribute to improved visibility for women in the working world, and whether they avoid any stereotyping in terms of male or female images.


We also assess whether the organisation's communication tools facilitate equal access to information for the entire staff, as well as the existence of channels of

communication that run both upwards and downwards in order to ensure that information travels in both directions.

In terms of the use of language and inclusive, non-androcentric communication, **there is no systematic policy**. This means that sometimes inclusive language is used but other times it is not, as seen in the following examples:



The image shows a document header with the IISPV logo (Institut d'Investigació Sanitària Pere Virgili). The main text is in Catalan and describes a job opening. Two parts are circled: 'un/a llicenciat/da' in green and 'Requisits dels candidats:' in red. The text mentions a position in the group 'Mecanismes inflamatoris i la síndrome metabòlica' led by Dra. Matilde Rodríguez Chacón. The requirements listed are experience in a laboratory and with human cell cultures.



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SANITÀRIA
PERE VIRGILI

Es busca un/a llicenciat/da (Biologia, Bioquímica o Biologia Molecular) per cobrir baixa maternal dins del grup "**Mecanismes inflamatoris i la síndrome metabòlica**" dirigit per la Dra. Matilde Rodríguez Chacón en el IISPV.

Requisits dels candidats:

- Experiència de 2 anys mínim en Laboratori
- Experiència en cultius de cèl·lules humanes i manteniment de les mateixes

Image 2: Extract from an employment offer



Formulari de Descripció de Llocs de Treball

Nom del Lloc de Treball: <u>Coordinador Científic</u>	Data de la Descripció:
Institució:	Data de la última revisió:

1. Lloc de treball - Identificació	
Àmbit : Àrea científica	Direcció/Departament/Grup de Recerca: Àrea científica
Superior jeràrquic:	

Image 3: Extract from a position description

Taking into account the fact that language is considered to be a fundamental way for a company to transmit its values and beliefs, it is important to **ensure that a systematic communication policy exists**, as well as tools (style manual) and specific training that can be relied upon by those responsible for drafting various types of documents.

In terms of ensuring good internal communication and access to information for all staff members, we can emphasise **publication of annual reports** on scientific activities, as well as **mentoring** for research interns:

1. SUPERVISIÓ DEL PERSONAL INVESTIGADOR EN FORMACIÓ

1.1. Assignació d'un mentor/a

Tota persona que es vinculi a algun dels nostres centres mitjançant contracte o beca amb la finalitat d'adquirir algun tipus de formació tindrà assignat un mentor o mentora.

Image 4: Extract from code of ethics and scientific best practices

SUMMARY OF LANGUAGE, COMMUNICATION, AND ADVERTISING

There is no systematic policy on use of language.

There is a need to create a style manual to promote inclusive writing, as well as to provide training for staff members who produce documents.

There are annual reports issued on scientific activities.

There is a mentoring program for research interns.

Table 7: Summary of language, communication, and advertising

6. DESIGN PHASE

The diagnostic process summarised above has allowed us to analyse the degree to which the principle of equality has been incorporated at the IISPV, while also identifying strengths and weaknesses and other factors that could lead to situations of discrimination.

Based upon this analysis we will now describe specific measures to help correct any possible deviations with respect to the principle of equal opportunity. This does not involve just a protocol document produced in order to comply with legal and administrative requirements, but instead it represents a further step towards incorporating a philosophy, a way of doing things, and an attitude characterised by respect for the principle of equal opportunity.

As a living, dynamic tool, this plan will have to be reviewed periodically in order to determine its degree of application, its effectiveness in eradicating all types of gender-based discrimination, and the need to address any unexpected issues that could arise later.

6.1 Objectives

For the IISPV, the Equal Opportunity Plan is a fundamental tool that must contribute to **“making equal opportunity and gender equality a defining hallmark of the Institut d'Investigació Sanitària Pere Virgili”**.

Other more specific objectives are also derived from this general one, and are directly related to production of the plan:

- ✓ To perform a diagnostic process on gender that will allow us to, on one hand, evaluate the impact of the actions already undertaken and, on the other hand, obtain a general vision of the situation at IISPV with respect to equal opportunities.
- ✓ To systematise the design, implementation, and assessment of measures oriented towards equality, coordinating the actions undertaken along

these lines and providing consistency for the efforts we are making towards gender equality.

- ✓ To dedicate resources (human, material, economic) and time to establish an overarching presence for the principle of equal opportunity.
- ✓ To improve procedures and implement measures in areas where specific actions oriented towards gender have not yet been undertaken.
- ✓ To make a tool available that will allow us to conduct ongoing evaluation of our equal opportunity policy.
- ✓ To involve all personnel at IISPV in our efforts to create equal opportunities through public communication of the Equal Opportunity Plan.

6.2 Measurements for actions

MEASUREMENT	TIMING/FREQUENCY	PARTY RESPONSIBLE	INDICATOR
1. Raise awareness by distributing the results of the diagnostic process to the entire staff.	3 months		<p>1. Awareness has been raised by distributing the results of the diagnostic process to the entire staff. Yes/No</p> <p>2. Channels used for this distribution: list these.</p>
2. Make the entire staff aware of the existence of the equal opportunity plan, and make it accessible to them for viewing.	4 months		<p>1. The entire staff has been made aware of the existence of the equal opportunity plan Yes/No</p> <p>2. Channels used for this distribution: list these.</p> <p>3. The plan is accessible for</p>

			viewing by staff: location.
3. Carry out awareness-raising actions directed towards the entire staff on the subject of equal opportunity.	1 year		1. Awareness-raising actions have been carried out: list these along with the number of employees/participants.
4. Implement a system of professional career plans and performance evaluations	1 year		1. The process for internal promotion has been systematic: Yes/No.
5. Review internal documentation and external communication tools to correct androcentric language.	2 years.		1. The documentation and communication tools have been reviewed: Yes/No. 2. List and describe the documents and tools reviewed.
6. Determine whether there are parts that need to be added to the protocol for harassment	3 months		1. The protocol has been created: Yes/No.

prevention and response.			
7. Training in the area of harassment for those responsible for implementing the protocol to stop sexual and gender-based harassment.	6 months		2. Training received and persons trained.
8. Awareness-raising for the entire staff on the subject of harassment, and mention in the manual for new employees of the existence of the protocol.	6 months		1. Awareness-raising actions carried out: list these 2. Channels used to provide notification of the existence of the protocol: specify. 3. Mechanisms used to ensure that the protocol is accessible to the entire staff: specify.
9. Incorporate explicit rejection	3 months		1. Rejection of harassment

of any sort of harassment in the workplace.			has been incorporated into the code of ethics: Yes/No.
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7. EVALUATION PHASE:

The final phase of the plan is the evaluation phase. With the **initial evaluation or diagnostic process** of the equality situation having now been conducted, a **follow-up evaluation** must then be performed. This follow-up evaluation must be based upon:

- ✓ **Follow-up meetings** for the work team responsible for the plan (quarterly): these meetings must result in production of a brief report that can be viewed by the entire staff on the company's intranet.
- ✓ Review of the implementation of measures at the planned frequency intervals by using the **evaluation indicators**.

Final assessment of the degree to which the objectives and impact of the plan have been achieved: at the end of the plan's validity period (2-3 years), a report accessible to the entire staff must be made, which will form the basis for the next diagnostic process. This final assessment must be carried out by the work team responsible for the plan, with support from a specialised external entity also being a possibility.

It is important to remember that this ongoing evaluation is an essential requirement, since the plan is a dynamic tool aimed at transforming the reality in the workplace, not just a formality to comply with a legal requirement.