



3rd Plan for Equal Opportunities between Women and Men

ICIQ

grupitagora

Contents:

1. About the organisation.....	5
2. Corporate culture and social responsibility.....	6
3. ICIQ and equal opportunities.....	9
4. Relevant legislation.....	13
5. Method and phases.....	15
6. Technical specifications.....	16
7. Structure of ICIQ.....	17
8. Determining the parties: Constitution of the Negotiating Committee.....	17
9. Scope with regard to staff, geographic area and timing.....	19
10. Diagnostic assessment of the current situation in the organisation.....	21
10.1. Objective and purpose.....	21
10.2. Participating people and bodies.....	21
10.3. Actions undertaken for making the diagnosis.....	22
10.4. Data analysed.....	23
10.5. Data collection start and end dates.....	23
10.6. Period of validity of the Plan.....	24
10.7 Quantitative and qualitative data analysis.....	24
10.7.1. Composition of ICIQ staff by sex.....	24
10.7.2. Composition of the works council by sex.....	24
10.7.3. Working conditions.....	25
10.7.4. Salary audit.....	32
10.7.5. Professional classification.....	59
10.7.6. Staff selection and hiring process.....	64
10.7.7. Staff training.....	68
10.7.8. Training plan for the past two years.....	70

10.7.9. Promotion	71
10.7.10. Joint responsibility for personal, family and working-life rights	71
10.7.11. Remuneration	73
10.7.12. Under-representation of women	74
10.7.13. Prevention of sexual harassment and harassment on the basis of sex	75
10.7.14. Communication, image and use of language	76
10.7.15. Workplace health and safety	80
10.7.16. Women in situations of special vulnerability	81
10.7.17. Mobility.....	81
10.8.1. Selection and hiring process	83
10.8.2. Professional classification.....	84
10.8.3. Staff training	85
10.8.4. Professional promotion.....	86
10.8.5. Working conditions.....	86
10.8.6. Salary and remuneration audit	87
10.8.7. Joint responsibility for personal, family and working life rights	87
10.8.8. Under-representation of women	88
10.8.9. Prevention of sexual harassment and harassment on the basis of sex	88
10.8.10. Communication, image and use of language	89
10.8.11. Workplace health and safety	90
10.8.12. Women in situations of special vulnerability	90
10.8.13. Mobility.....	90
11. Plan for Equal Opportunities	93
11.1. Purpose.....	93
11.2. Objectives	93
11.3. Positive actions on equality issues	94
12. Monitoring, Evaluation and Review of the Plan.....	127
13. Modification procedures, including the procedure for resolving any disputes that may arise in the application, monitoring, evaluation and review of the Plan	135
Annexes	136

1. About the organisation

The Catalan Institute for Chemical Research (ICIQ) was founded in 2000 by the Government of Catalonia. Since the start of its research activity in 2004, ICIQ has consistently strived to become an international research centre of excellence in chemistry. One of the Institute's other goals is to promote the transfer of knowledge and technology to the chemical, pharmaceutical and energy industries. It is a research centre of international excellence at the forefront of the development of strategies to solve major social and economic challenges, such as climate change and the supply of raw materials and energy. ICIQ has been awarded two Severo Ochoa accreditations of excellence (2014–2018 and 2020–2024), and its research staff has obtained 25 European Research Council (ERC Grants) projects. In addition, some of the Institute's senior research staff currently hold teaching posts at ICREA. These awards make the Institute more attractive to international talent.

ICIQ belongs to the system of research centres of Catalonia (CERCA) and is a founding member of the Barcelona Institute of Science and Technology (BIST).

It is governed by its Board of Trustees, Scientific Advisory Board, Business Advisory Board and Board of Management. The Board of Trustees is the highest body in terms of representation and governance of the ICIQ Foundation.

With a staff of over 300 people at its facility on the Sescelades Campus in Tarragona, the three main lines of research of its 18 research groups are catalysis, renewable energies and health. Since work began in 2004, the Institute has conducted research of excellence and demonstrated its active support of industry through the transfer of its results to the business sector. Another key pillar of ICIQ is its commitment to providing high-quality training to prepare the next generation of scientists for careers in chemistry, from young researchers to post-doctoral research staff. As members of ICIQ research groups working in areas ranging from the catalytic activation of raw materials to the development of renewable energies from sunlight and the capture and valorisation of CO₂, they all share the same objective: sustainability. ICIQ takes a multidisciplinary approach to research, and encourages collaboration of all kinds: internal, national and international. It also works in the field of science policy to promote the position of chemical research in the European research strategy agenda. Since its doors opened in 2004, the Institute has been involved in over 600 projects and services for more than 90 international clients.

ICIQ provides an excellent research environment and culture that attracts top-tier talent from all over the world, leading to outstanding outcomes in its research areas. The Institute is fully committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Research Staff. ICIQ signed the Declaration of Commitment to the Charter and the Code in February 2011, and has been taking steps to improve compliance with these principles since then.

The current action plan outlines the steps envisaged for the period 2020–2023, following the mid-term assessment of the degree of implementation of the plan in 2016–2020. ICIQ firmly believes that receiving the HRS4R award has significantly contributed to an excellent research environment that attracts the best research staff from all over the world. The implementation of the current HRS4R Action Plan is intended to help research staff advance their careers and expand their future opportunities.

2. Corporate culture and social responsibility

6

On issues of molecular science, ICIQ's mission is to lead intersecting strategies designed to rise to such major social and economic challenges as climate change and the sustainable supply of energy and raw materials, thereby contributing to a knowledge-based economy and an improved quality of life for all.

ICIQ's values are:

- Scientific excellence: scientific results, attracting and generating talent
- Multidisciplinary: the way to get important results
- Social and economic commitment: education and collaboration with industry
- Ethics and sustainability
- Equal opportunities

To achieve its objectives, ICIQ has defined the following strategies:

- Rigorously selecting research group leaders based on criteria of scientific excellence
- Promoting young research staff to launch their own independent research careers
- Granting group leaders research autonomy
- Providing state-of-the-art facilities (building and equipment)
- Offering highly specialised research support services: scientific equipment / industrial property / technology transfer / project management
- Adopting a non-bureaucratic, efficient approach to management focused on supporting research
- Applying our own recruitment and career development mechanisms for group leaders and post-and pre-doctoral research staff

- Fostering an international setting and promoting international scientific collaboration
- Ensuring a solid, transparent organisation with management and governance systems with clearly defined responsibilities and decision-making mechanisms

ICIQ is a member of the CERCA system and adheres to its ten guiding principles, among which are honesty, transparency, and individual commitment to best practices in science and ethical standards.

All of ICIQ's various COMMITTEES have women members, and most enjoy gender parity. Namely:

- The Scientific Advisory Board, three women and eight men;
- The Academic Committee, one woman and three men;
- The Equality Committee, seven women and three men;
- The Research Integrity Committee, two women and two men;
- The Health and Safety Committee, three women and three men;
- The Selection Committee: a committee is set up for each process with the criterion that there is parity between men and women.

Corporate social responsibility

When applied to the business world, corporate social responsibility (CSR) refers to the ethical, responsible management of business organisations.

CSR includes company initiatives and efforts that aim to voluntarily contribute to improving the social welfare of the community and the sustainable management of the environment.

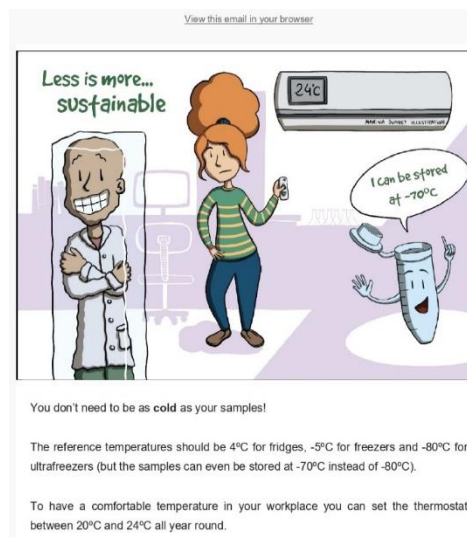
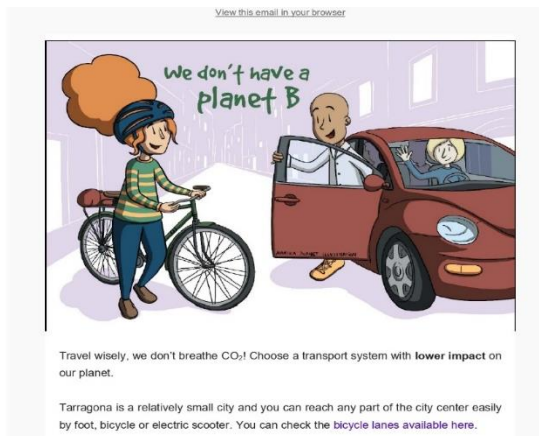
ICIQ is dedicated to improving the environment and conserving available natural resources through efficient and responsible use in order to ensure the long-term sustainability of its research activities. ICIQ's management is committed to adopting whatever measures might be necessary to comply with environmental policy, and undertakes to:

- Implement policy actions in accordance with the 17 Sustainable Development Goals established by the United Nations in the 2030 Agenda.
- Encourage the active participation and sense of responsibility of its staff in relation to the environmental impact of the Institute's activity through information, dissemination and continuous training.
- Establish mechanisms to measure the environmental impact of the organisation's activities and use that data to establish monitoring and action plans.

- Allocate resources, create working groups and establish channels of communication between staff and management to transmit proposals for improvement, suggestions and any other contributions.
- Allocate resources to encourage the use of materials and tools with no or little environmental impact.
- Efficiently and responsibly manage all waste generated in the course of ICIQ's organisational activities.
- Prioritise the recovery of waste over its disposal.
- Integrate the principles of reducing, reusing and recycling resources in all the Institute's activities.
- Minimise reliance on single-use consumables.
- Include sustainability and environmental responsibility requirements in public procurement processes undertaken by the Institute.
- Study and incorporate systems to minimise emissions in all the Institute's activities.
- Foster innovation, technological improvements and energy efficiency for sustainable growth.
- Encourage responsible, low-environmental-impact transport and mobility among all the Institute's users.
- Meet or exceed all legal and regulatory requirements when taking on the most ambitious environmental commitments in the sector and working with governmental bodies and other interested entities.
- Promote pollution prevention and set targets for the progressive reduction of emissions and discharges of materials into the environment by applying new technologies and, whenever economically and technically feasible, involving the whole institution in all of its processes.

Awareness-raising campaigns are conducted on a regular basis for all staff. Some of the e-mails sent to all staff are shown below.





3. ICIQ and equal opportunities

The emergence of equal opportunities for women and men is one of the most significant transformations of today's society. Over the past 30 years, women have gradually been incorporated into every area of the workplace at all levels, even in sectors from which they had traditionally been excluded.

The relationship between women and the professional world has not been easy, nor has the path taken by so many women who have ventured into male-dominated environments. Although many of the obstacles they encountered have now been overcome, the journey ahead is far from complete.

In 2015, the UN adopted the 2030 Agenda for Sustainable Development, an opportunity for countries and their societies to embark on a new path to improve the lives of all people. The Agenda defines 17 Sustainable Development Goals, which range from the eradication of poverty to combating climate change, improving education, achieving gender equality, protecting the environment and designing more efficient cities.

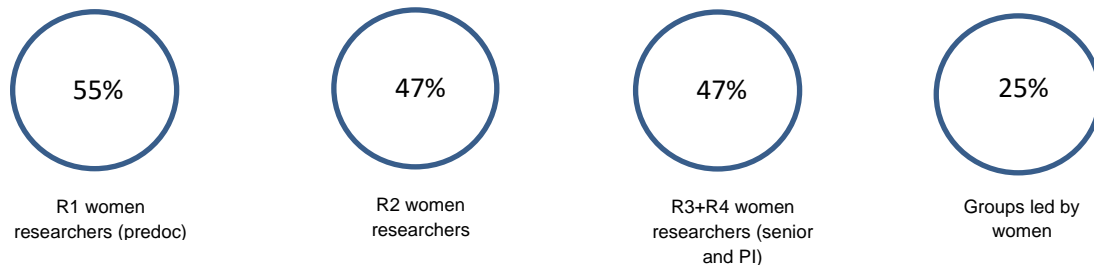
SDG 5 on gender equality is specifically aimed at ensuring that women have the same opportunities as men in both workplace and social settings.

The presence of women in positions of greater responsibility in science is not proportional to the number of women qualified for such roles. In fact, the number of women in leadership positions has

practically stagnated so increasing the participation of women in scientific institutions has become a key objective shared by many European countries.

The CERCA Institution has been deeply involved in this aspect, incorporating specific measures to support gender mainstreaming in research centres of excellence in Catalonia. According to CERCA, data extracted from the UNEIX database (2020) show that the trend in science is similar to that found throughout the research system: There is parity between men and women who study science, but the gender imbalance to the detriment of women begins shortly after they complete their doctorates.

The causes for this disparity are diverse and are not related only to maternity and work-family balance, but the system itself also pushes women out by failing to provide an adequate work environment or bias-free in hiring practices.



• Data extracted from <https://gender.cerca.cat/>

ICIQ founded its Equality Committee in 2019. The goal of this joint committee, made up of members of the works council and ICIQ management, is to work towards gender equality at ICIQ and to draft, monitor and implement the Gender Equality Plan. To date, it has: a) assessed the first ICIQ Gender Equality Plan (2015–2018); b) made a diagnosis of gender issues at the Institute in 2019 and, c) drafted the ICIQ Gender Equality Plan for the period 2019–2023.

In order to contribute to real and effective equality between women and men and foster respect for diversity, **ICIQ management declares its commitment and determination to strengthen and maintain actions already undertaken in this area, as well as to promote new actions in any future aspects in which improvement is seen to be possible.**

The principles set out above will be put into practice by creating the Negotiating Committee for the 3rd Equality Plan and promoting new measures or actions to improve the present situation. Monitoring systems will also be put in place so that real equality can be achieved between women and men at the Institute and, by extension, in society as a whole.

Since its inception, ICIQ has promoted the values of equal opportunities and non-discrimination from a gender perspective in its human resources management system.

The Institute's People Unit states that the precepts governing equal conditions and opportunities between women and men are a strategic principle of corporate policy in all spheres of action: personnel selection and promotion, working conditions and employment, occupational health, training and development, remuneration and joint responsibility, and life-work-family balance, among other aspects.

ICIQ fosters a culture of responsibility and teamwork, which requires staff to attend to interpersonal relationships within a context of collaboration with and appreciation of colleagues, and to engender mutual respect among people at different hierarchical levels.

Professionalism is cultivated and appropriate workplace behaviour is transmitted through the Institute's standard working practices. Channels are made available for communicating any act or situation that could violate the dignity of any person in the organisation, regardless of their position or role.

The organisation believes in equal employment opportunities for all staff regardless of their personal characteristics and ensures that no employee, supplier, customer or collaborator receives unfavourable treatment or is subjected to discriminatory treatment on the grounds of their sex, age, marital status, race, sexuality, nationality, religion or physical condition. This pledge is expressly stated in ICIQ's institutional commitment, which is attached below.

Compromís institucional

12

La Direcció de l'ICIQ va signar una Carta de Compromís amb data 8 de setembre de 2015 amb la posada en funcionament del Pla d'Igualtat d'Oportunitats.

Aquest és el tercer pla d'igualtat del centre i l'actual Direcció de l'entitat, tant el Director com la Gerent, continuen compromesos amb les polítiques d'igualtat.

La igualtat de gènere és un dels principis estratègics de la nostra política i, per això, continuarem, com ho hem fet fins ara, treballant per la no discriminació, així com per impulsar i fomentar les mesures necessàries per aconseguir la igualtat d'oportunitats entre dones i homes a l'ICIQ, així com per la gestió de la diversitat en tots els àmbits, sense discriminació directa o indirecta basada sobre factors com el gènere, la religió, la cultura, l'edat o altres condicions potencialment discriminatòries, i per la igualtat real i efectiva de les persones trans i per a la garantia dels drets de les persones LGTBI.

Així mateix, la Direcció està compromesa amb els principis del "European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers" de la Comissió Europea, entre aquests principis hi ha els següents relatius a la igualtat:

"Non-discrimination: Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition".

"Gender balance: Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance".

Creiem que és una gran oportunitat per continuar millorant en tots aquests aspectes.

39728052Z Digitally signed by
LAIA 39728052Z LAIA
PELLEJA (R:
PELLEJA (R: G43619550)
G43619550) Date: 2023.12.08
18:23:09 +01'00'

Dra. Laia Pellejà
Directora Administrativa i de Comunicació

73559843R Digitally signed
EMILIO JOSE by 73559843R
PALOMARES EMILIO JOSE
PALOMARES (R:
PALOMARES (R: G43619550)
G43619550) Date: 2023.12.11
12:45:11 +01'00'

Prof. Emilio Palomares
Director

4. Relevant legislation

Article 14 of the Spanish Constitution proclaims the right to equality and non-discrimination on the grounds of sex. In addition, Article 9.2 stipulates the obligation of public authorities to provide the conditions needed for the equality of individuals and the groups to which they belong to be real and effective.

Equality between women and men is a universal legal principle recognised in numerous international human rights texts, including the Convention on the Elimination of All Forms of Discrimination against Women, approved by the United Nations General Assembly in December 1979 and ratified by Spain in 1983. In the same vein, world conferences specifically addressing equality, such as those held in Nairobi in 1985 and Beijing in 1995, have made significant advances in the quest for gender equality.

Equality is also a fundamental principle of the European Union. Since the entry into force of the Treaty of Amsterdam on 1 May 1999, equality between women and men and the elimination of inequalities between women and men has been an overarching objective which must be included in all policies and actions of the Union and its members.

The incorporation of women into the workplace has led to one of the most profound social changes of recent decades. It has made it necessary to configure a system that encompasses the new social relationships that have arisen and the new forms of cooperation and commitment between women and men that allow for the balanced distribution of responsibilities in professional and private life alike.

Organic Law 3/2007 of 22 March on the effective equality of women and men establishes the regulatory framework to put an end to existing gender inequalities in all spheres of life, to prevent discriminatory behaviour and to achieve real equality between women and men. It is a law that applies to all public policies, across the board, whether national, regional or local. Article 1 states that the public authorities shall adopt specific measures in favour of women in order to combat patent situations of de facto gender inequality and ensure the effective constitutional right to equality.

Some of the main legislative provisions in relation to equality in the workplace are listed below.¹

¹ Compilation of regulations from the Instituto de la Mujer y para la Igualdad de Oportunidades (Women's Institute and Institute for Equal Opportunities) <http://www.igualdadenlaempresa.es/recursos/normativa/home.htm>

National

- **Articles 9.2 and 14 of the Spanish Constitution of 1978**
- **Law 30/2003** of 13 October on measures to incorporate gender impact assessment in government-issued regulatory provisions
- **Law 39/1999** of 5 November to promote the balance between work and family life of employed persons
- **Organic Law 3/2007 (EN) (FR)** of 22 March for Effective Equality between Women and Men
- **Legislative Royal Decree 2/2015** of 23 October approving the revised text of the Workers' Statute Law
- **Legislative Royal Decree 5/2015** of 23 October approving the revised text of the Basic Statute for Public Employees
- **Legislative Royal Decree 8/2015** of 30 October approving the revised text of the General Law on Social Security
- **Law 23/2015** of 21 July regulating the Labour and Social Security Inspection System
- **Legislative Royal Decree 5/2000** of 4 August approving the revised text of the Law on Offences in the Social Order and Disciplinary Proceedings
- **Royal Decree 850/2015** of 28 September amending Royal Decree 1615/2009 of 26 October, which regulates the award and use of the 'Equality in Business' label
- **Royal Decree 1615/2009** of 26 October regulating the award and use of the 'Equality in Business' label
- **Royal Decree 713/2010** of 28 May on the registry and deposit of collective bargaining agreements
- **Royal Decree-Law 6/2019** of 1 March on urgent measures to ensure equal treatment and opportunities for women and men in employment and the workplace
- **Royal Decree 902/2020** of 13 October on equal pay for women and men
- **Royal Decree 901/2020** of 13 October regulating equality plans and their registry and amending Royal Decree 713/2010 of 28 May on the registry and deposit of collective bargaining agreements

European

- **Articles 1 and 14** of the Convention for the Protection of Human Rights and Fundamental Freedoms and additional protocols, adopted by the Council of Europe on 4 November 1950
- **Conclusions of the Council of 7 March 2011 on the European Pact for Gender Equality**

- Articles 8, 153 and 157 of the **Treaty on the Functioning of the European Union and Charter of Fundamental Rights of the European Union**, published in the Official Journal of the European Union on 30 March 2010
- Articles 20, 21 and 23 of the **Charter of Fundamental Rights of the European Union**
- **European Council Directive 79/7/CEE** of 19 December 1978 on the progressive implementation of the principle of equal treatment for men and women in matters of social security
- **Council Directive 92/85/EEC** of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding
- **Directive 2006/54/EC** on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast)
- **Council Directive 2010/18/EU** of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC
- **Strategic commitment to equality between women and men 2016-2019** European Commission
- **Gender Equality Strategy 2018–2023** of the Council of Europe
- **European Women’s Charter (COM/2010/0078 final)**
- **European Pact for Gender Equality 2011–2020 (2011/C 155/02)**

International

- **Preamble and Articles 7 and 23 of the Universal Declaration of Human Rights**, United Nations General Assembly Resolution 217 A (III) of 10 December 1948
- **C100 Equal Remuneration Convention, International Labour Organisation, 1951**
- **CC111 Discrimination (Employment and Occupation) Convention, International Labour Organisation, 1958**
- **International Convention on the Elimination of All Forms of Racial Discrimination**, General Assembly Resolution 2106 A (XX) of 21 December 1965
- **Articles 3 and 26 of the International Covenant on Civil and Political Rights**

5. Method and phases

The project was carried out using the following method in the following phases:

Phase 1: Commitment, planning, communication, diagnostic assessment

- Commitment from ICIQ management to design and implement the Equality Plan.
- Appointment of the team responsible for implementing the Plan. Support from an outside specialised consulting firm (Grup Pitagora).
- Collection of quantitative and qualitative data, analysis from a gender perspective and formulation of a diagnosis. The quantitative data were statistics about the workforce that gave an objective, static snapshot of the organisation in relation to the situations of women and men at the time. Qualitative information (regulations, internal protocols, procedures, etc.) was also analysed to explain, confirm and contrast the statistics, and provide a deeper understanding of the organisation as a whole.
- Design and distribution of a communication plan.

Phase 2: Drafting of the Equality Plan

- Definition of objectives and goals. Timing.
- Positive actions to accomplish objectives.
- Quantifiable indicators for assessing the process. Expected results.
- Monitoring and evaluation.

Phase 3: Implementation and execution of the positive actions defined in the Equality Plan.

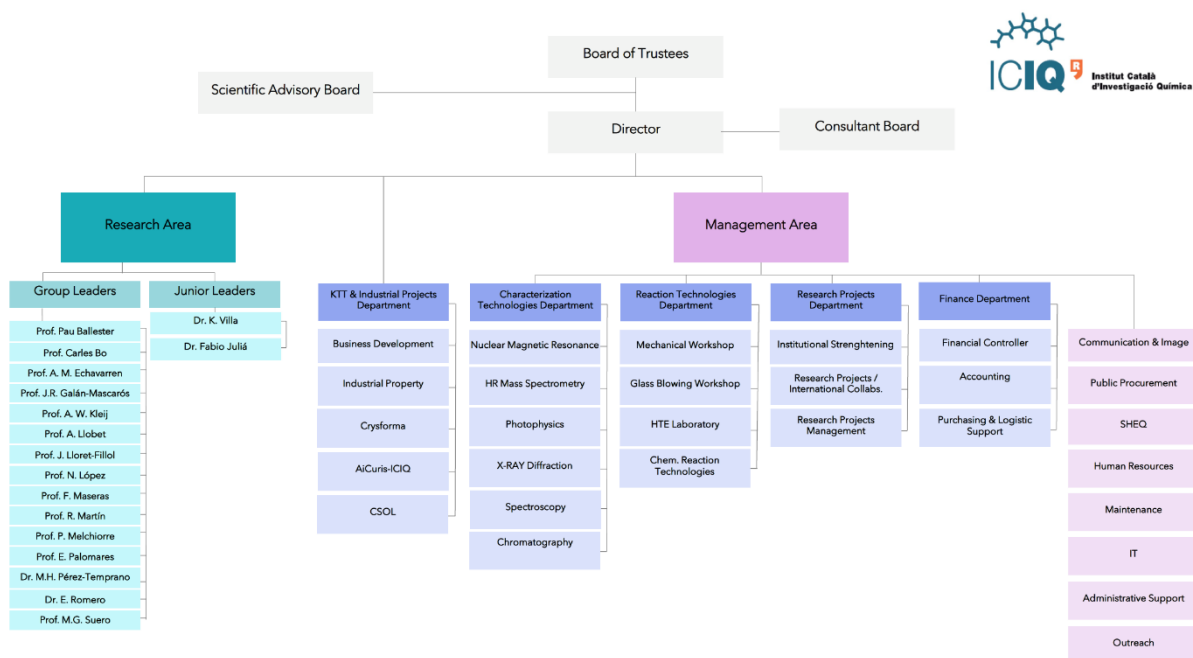
Phase 4: Monitoring of the process by the Negotiating Committee to ensure compliance with the actions defined and to establish measures when the objectives have not been achieved or when new needs arise which require new actions.

6. Technical specifications

The organisation's general information is as follows:

Company name	Fundació Institut Català d'investigació Química (ICIQ)
Legal form	Foundation
Address	Av. Països Catalans 16 – 43007 Tarragona (Spain)
Telephone	977920200
Fax	
E-mail	rrhh@iciq.es
Website	www.iciq.es
Primary business activities	Research
No. of workplaces	1
Location of workplaces	Tarragona

7. Structure of ICIQ



8. Determining the parties: Constitution of the Negotiating Committee

ICIQ's Negotiating Committee was constituted in order to undertake the different phases of the creation and implementation of the plan. It is responsible for the design, implementation and monitoring of the **Plan for Equal Opportunities between Women and Men** in the organisation. Its members have the time and availability to participate in the Committee and to effectively take on the tasks assigned to them.

The Plan's Negotiating Committee will ensure:

- Gender equity, understood as the achievement of equal opportunities between women and men while continuing to recognise their differences.
- Equal opportunities, understood as equal access to the same professional opportunities and resources for both genders.

- Non-discrimination, direct or indirect, of the staff for reasons of gender, as well as the elimination of barriers, visible or not, that imply differences between women and men or for any other reason of a personal nature.
- The eradication in the workplace of any signs of sexual harassment or harassment on the basis of sex, as well as any other form of moral harassment.
- The promotion and dissemination within the company of the values and practices on which equality is based, as well as the promotion of balanced representation of both sexes in all the organisation’s decision-making bodies and positions of responsibility.
- The monitoring and updating of the 1st Equality Plan and the development of proposals for future actions.

The Committee has been given the authority to take decisions on issues of equality, so that the Plan can be implemented progress at a reasonable rate. The members of the Committee participate in its activities and act as spokespeople for the rest of the staff.

They provide all information and suggestions required to develop the Plan for Equal Opportunities between Women and Men and ensure the dissemination of its results among the entire staff. They are also responsible for responding to any queries or issues that may be raised by the rest of the staff in keeping with the objectives of transparency, promotion and participation in the activities undertaken within the scope of the Plan.

The members of the Negotiating Committee are:

Members representing the workers:

Dr Elisabet Romero	Works council	Group leader	Woman
Laia Plana	Works council	Communications and image specialist	Woman
Laura Serena	Works council	Predoctoral researcher	Woman
Dr Sergi Grau	Works council	Postdoctoral researcher	Man
Dr Vanesa Lillo	Works council	Research group scientific coordinator	Woman

Members representing the organisation:

Marina Vives	Organisation	Communications and image specialist	Woman
Marc García	Organisation	Financial specialist	Man
Sorania Jiménez	Organisation	Management assistant	Woman

PoI Sanz	Organisation	Predoctoral researcher	Man
Cristina Quiñoa	Organisation	People Unit Supervisor	Woman

The Negotiating Committee is responsible for:

- Analysing and evaluating the proposed report on the results of the diagnostic assessment and the improvement actions of the Equality Plan developed by the Consultant.
- Negotiating the measures to be included in the Equality Plan.
- Identifying priority measures in light of the diagnostic assessment, their scope of application, the material and human resources they require, the people or decision-making bodies responsible and a timeline.
- Promoting the implementation of the Equality Plan in the organisation.
- Defining the indicators and instruments for collecting and quantifying the information needed to monitor and assess the degree to which the measures laid out in the Equality Plan have been adopted.
- Any other functions that may fall under its responsibility as per applicable regulations and the collective bargaining agreement, or as agreed by the Committee itself, including submitting the approved Equality Plan to the competent labour authority for registry, deposit and publication.
- In addition, the Negotiating Committee is responsible for promoting the initial information and awareness-raising actions for the staff. The Negotiating Committee has its own internal procedures and protocols.

The Operating Procedures are included at the end of the Equality Plan and stipulate the modification procedure, including the procedure for rectifying any possible discrepancies.

9. Scope with regard to staff, geographic area and timing

The Plan is intended for all ICIQ staff.

The duration of the Plan is set to a maximum of four years, from 2024 to 2027, in compliance with the provisions of Article 9.1 of Royal Decree 901/2020.

DIAGNOSTIC ASSESSMENT

10. Diagnostic assessment of the current situation in the organisation

In accordance with Article 46 of Organic Law 3/200 of 22 March for the effective equality of women and men, the **Equality Plan** consists of an **ordered set of measures adopted after a diagnostic assessment of the situation that aim to achieve equal treatment and opportunities between women and men in the organisation and to eliminate discrimination on the basis of sex.**

21

10.1. Objective and purpose

In general terms, the **diagnostic assessment aims to identify the current situation in the organisation in terms of the equality between women and men.**

The aim is to:

- Identify the degree to which equality between women and men is an overarching principle in the corporate management system.
- Shed light on the basic situation of the staff and detect any possible segregation.
- Analyse the effects of all activities and working conditions on women and men.
- Detect explicit and implicit inequalities in human resources management practices.
- Formulate recommendations for action so that any inequalities can be rectified or any needs met.



10.2. Participating people and bodies

The participants in the **3rd Plan for Equal Opportunities between Women and Men** are:

- **Negotiating Committee:** Responsible for approving the Diagnostic Assessment and for identifying priority measures (Actions for Improvement).

- **Directors and People Unit:** The involvement of the directors and those responsible for the People Unit is fundamental for the collection of reliable data with which to perform the diagnostic assessment.
- **Consultant team specialising in equality:** Grup Pitagora, a human resources and equality consultancy firm whose technical team has 15 years' experience in this area, has provided advice and proposals for this Plan. A multidisciplinary team (equality consultants, HR consultants and legal advisors) has been set up with specific training and experience in equal treatment and opportunities between women and men in the sphere of employment and working conditions.

10.3. Actions undertaken for making the diagnosis

Designing an exhaustive diagnostic process provides a solid basis for a reliable and valid diagnostic assessment. The actions involved in this process were as follows.

Phase 1: Planning

In this phase, the personnel chosen to provide the documentation were appointed and the staff was informed of the start of the diagnostic phase so that they could take active part. The People Unit was responsible for collecting the data.

Phase 2: Data collection

Specialised tools were used to collect all the available information and documentation:

- It is presented disaggregated by sex.
- It covers quantitative, qualitative and perceptive data from the People Unit and the members of the Negotiating Committee.
- Corporate manuals, the website, news, and job offers were reviewed and verbal information was collected via meetings and telephone contacts.

Phase 3: Data analysis

All of the information was analysed, strong points were identified and areas or sectors in which inequality was present were detected along with its causes and the measures to rectify it.

Phase 4: Diagnostic report

A diagnostic report was drafted that summarises the analysis of the data, the main conclusions and proposals for action.

10.4. Data analysed

After Organic Law 3/2007 of 22 March for the effective equality of women and men had been modified by Royal Decree-Law 6/2019 of 1 March 2019, the measures that needed to be contained in ICIQ's Equality Plan were redefined and adapted to comply with legislation. Royal Decree 901/2020 also regulates Equality Plans.

All of the data for each area of the diagnostic assessment were disaggregated by sex. The areas were:

- **Selection and hiring process**
- **Professional classification**
- **Training**
- **Professional promotion**
- **Working conditions, including a salary audit for women and men**
- **Joint responsibility for personal, family and working life rights**
- **Under-representation of women**
- **Remuneration**
- **Prevention of sexual harassment and harassment on the basis of sex**
- **Communication and use of language**
- **Workplace health and safety**
- **Women in situations of risk of social exclusion**
- **Mobility**

The diagnostic assessment encompasses every position within the organisation at every level.

10.5. Data collection start and end dates



Start date:	End date:
-------------	-----------

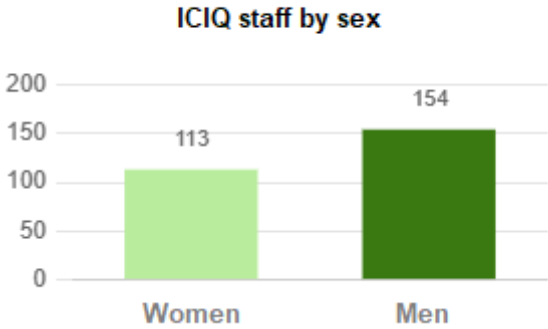
10.6. Period of validity of the Plan

2024–2027 (four years)

10.7 Quantitative and qualitative data analysis

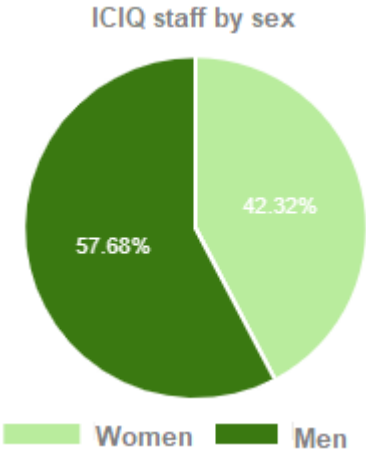
10.7.1. Composition of ICIQ staff by sex

Women	%	Men	%	Total
113	43.32	154	57.68	267



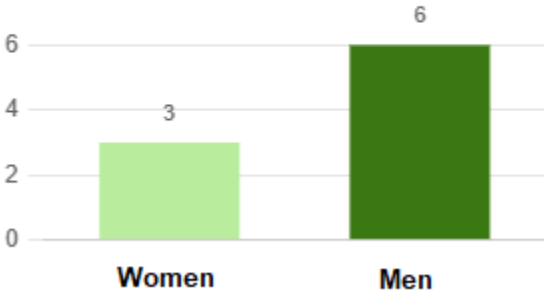
In 2022, ICIQ had a total staff of 267 people, 57.68% of whom were men (154) and 42.32% women (113), indicating gender equity in the workforce. The following sections present an analysis of whether this equity exists in all categories of the organisation, in all types of contracts, in part- and full-time positions, etc.

10.7.2. Composition of the works council by sex



In 2022, the workers' legal representatives consisted of a group of nine people: three women and six men. Therefore, the composition of this group was not equitable. After the trade union elections in 2023, the workers were legally represented by 13 people: seven women and six men.

Trade Union	Women	%	Men	%	Total
Works Council	3	33.33	6	66.67	9
Total	3	33.33	6	66.67	9



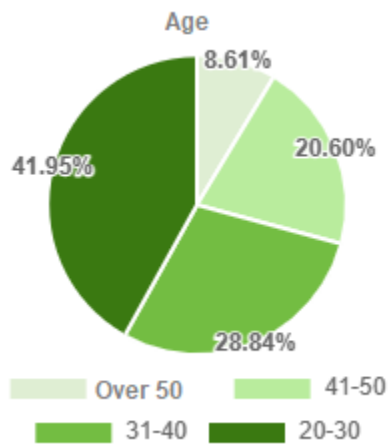
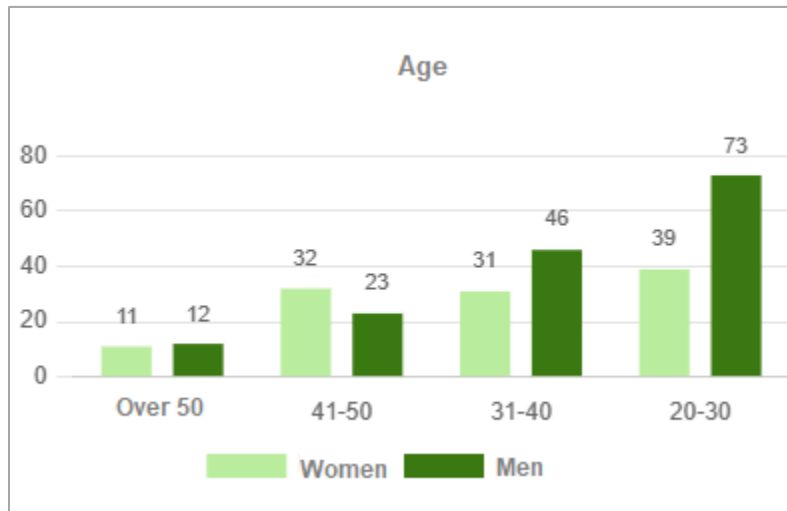
10.7.3. Working conditions

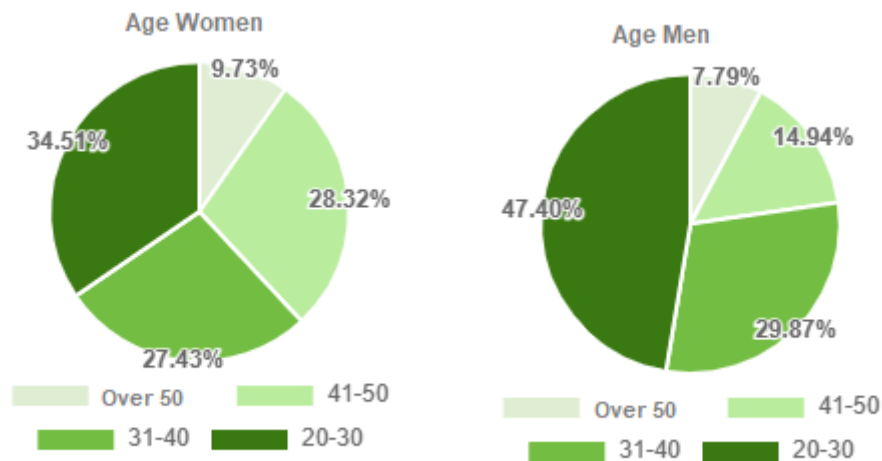
This section describes staff working conditions such as type of contract, type of employment (part-time or full-time), working hours, age, seniority, etc. from a gender perspective.

10.7.3.1. Composition of total staff by age

Age	Women	%	Men	%	Total
Over 50	11	47.83	12	52.17	23
41-50	32	58.18	23	41.82	55
31-40	31	40.26	46	59.74	77
20-30	39	34.82	73	65.18	112
Total	113	42.32	154	57.68	267

Age	Women	%	Men	%	Total
Over 50	11	9.73	12	7.79	23
41-50	32	28.32	23	14.94	55
31-40	31	27.43	46	29.87	77
20-30	39	34.51	73	47.40	112
Total	113	100	154	100	267





The highest percentage of ICIQ staff is in the 20–30 age group with 41.95%, followed by the 31–40 age group with 28.84% and then the 41–50 age group with 20.60%. Only 8.61% of ICIQ staff is over 50 years of age.

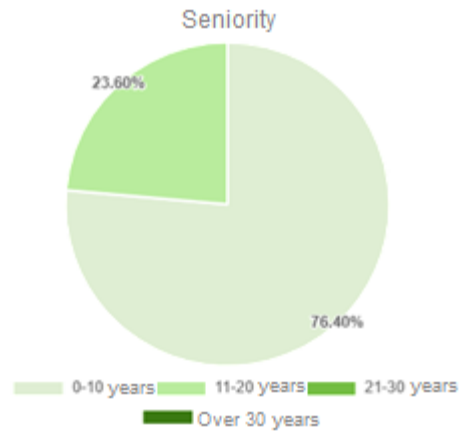
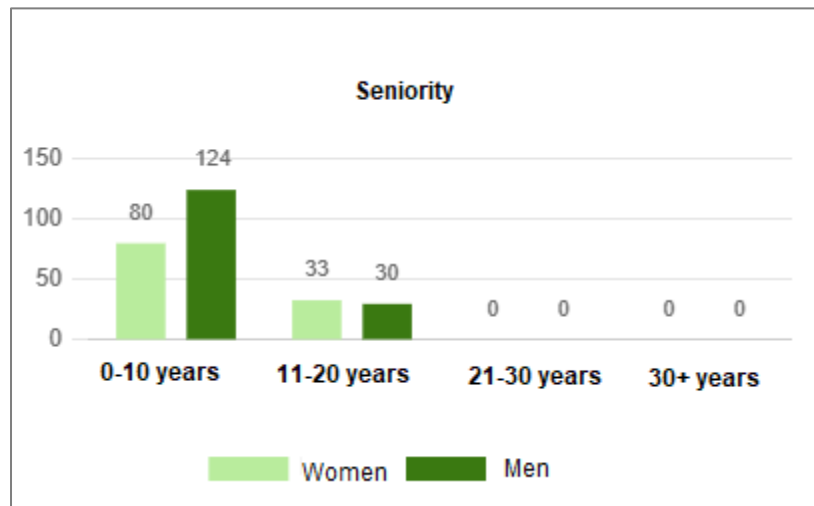
An examination of the distribution between men and women in each age group shows that the largest age group at ICIQ (20- to 30-year-olds) is made up of 65.18% men and 34.82% women. Therefore, not only is there a lack of parity between women and men in this age group, the percentage of men is higher than the average for the staff as a whole. However, in the 31–40 age bracket, the percentage of women is 40.26% compared to 59.74% men. This age bracket is therefore equitable, and the percentage of men and women is similar to the average for the staff as a whole. The same situation can be seen in the over 50 age bracket, with 47.83% women and 52.17% men. The trend is reversed (there are more women than men) in the 41–50 age group, which is equitable, but with 58.18% women and 41.82% men.

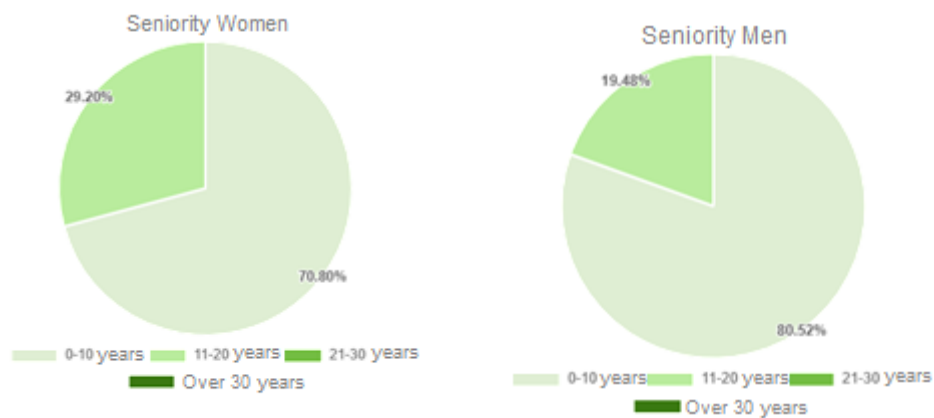
It is important to investigate why the 20–30 age bracket, to which most members of staff belong, has such a higher percentage of men than women and a higher percentage than the average of the organisation’s staff as a whole.

10.7.3.2. Composition of total staff by seniority

Seniority	Women	%	Men	%	Total
0-10 years	80	39.22	124	60.78	204
11-20 years	33	52.38	30	47.62	63
Total	113	42.32	154	57.68	267

Seniority	Women	%	Men	%	Total
0-10 years	80	70.80	124	80.52	204
11-20 years	33	29.20	30	19.48	63
Total	113	100	154	100	267



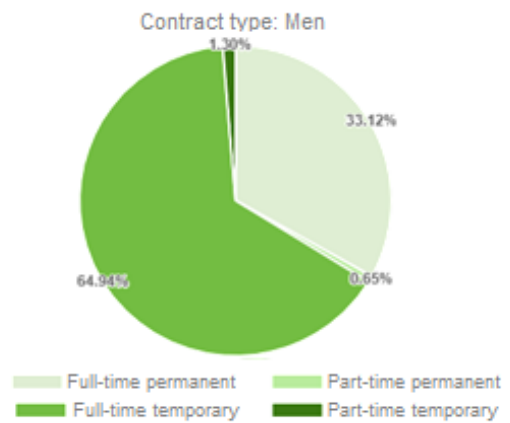
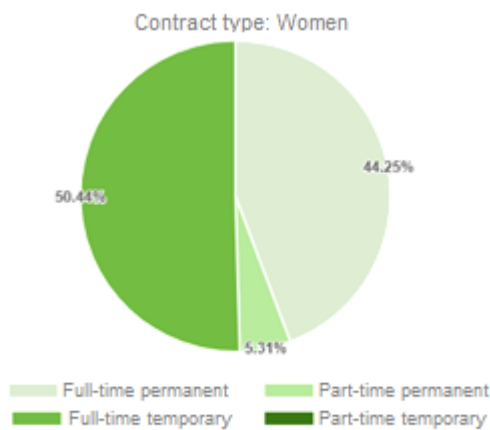
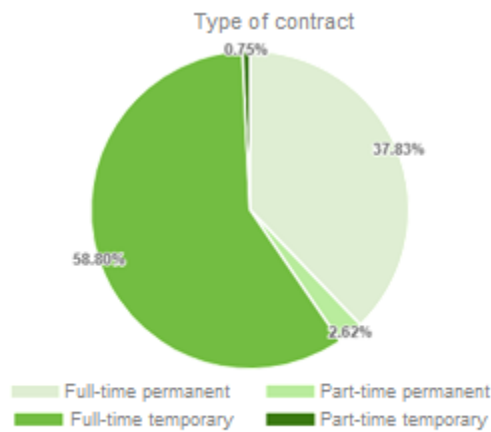
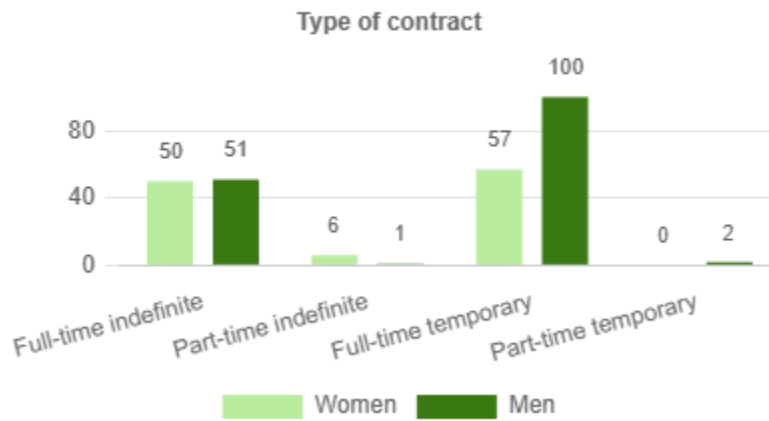


ICIQ started its research activity in 2004, which means that, at the time of writing, the organisation is 19 years old, so the seniority analysis of the workforce covers a period of up to 20 years. A total of 76.40% of the staff has been with the organisation for fewer than 10 years, with a higher percentage of men in the 0–10-year bracket (60.78%) than women, who account for 39.22%.

10.7.3.3. Composition of total staff by contract type

Type of contract	Women	%	Men	%	Total
Full-time indefinite	50	44.25	51	33.12	101
Part-time indefinite	6	5.31	1	0.65	7
Full-time temporary	57	50.44	100	64.94	157
Part-time temporary	0	0.00	2	1.30	2
Total	113	100	154	100	267

Type of contract	Women	%	Men	%	Total
Full-time indefinite	50	49.50	51	50.50	101
Part-time indefinite	6	85.71	1	14.29	7
Full-time temporary	57	36.31	100	63.69	157
Part-time temporary	0	0.00	2	100.00	2
Total	113	42.32	154	57.68	267



At ICIQ, the most common type of contract, accounting for 58.80% of the workforce, is a full-time temporary contract. Of the male employees, 64.94% have full-time temporary contracts, 1.3% have

part-time temporary contracts, 33.12% have full-time permanent contracts and 0.65% have part-time permanent contracts. Of the women, 50.44% have full-time temporary contracts, 44.25% have full-time permanent contracts and 5.31% have part-time permanent contracts. It should be noted that, although part-time employment is rare in the organisation as a whole, it is higher for women than for men.

10.7.3.4. Distribution of staff by shifts and schedules

In this area of equality, data are shown in terms of working hours, including overtime, additional hours and shift work.

This section describes the different working hours of the staff: whether the office workers work split shifts and intensive shifts in summer, whether production staff works in shifts (two shifts, night shifts, five shifts, weekends, etc.).

The normal work week is 37.5 hours, and of the 267 employees, only eight people work fewer than 37.5 hours per week. Five of them are women and three are men.

As indicated in the previous section, 97% of ICIQ staff work full time, and this figure is slightly higher for men (98.05%) than for women (95.58%).

10.7.3.5. Attrition in the past year

Type of permanent leave	Women	%	Men	%	Total
Dismissal	1	33.33	2	66.67	3
End of contract	19	32.86	39	67.24	58
Voluntary resignation	4	80.00	1	20.00	5
Other (death, incapacity, etc.)	1	100	0	0.00	1
TOTAL	25	37.31	42	62.69	67

Type of permanent leave	Women	%	Men	%	Total
Dismissal	1	4.00	2	4.76	3
End of contract	19	76.00	39	92.86	58
Voluntary resignation	4	16.00	1	2.38	5
Other (death, incapacity, etc.)	1	4.00	0	0.00	1
TOTAL	25	100	42	100	67



In the last year analysed, a total of 67 employees left the organisation: 62.69% men and 37.31% women. The main reason for leaving was the end of a contract (92.86% men and 76% women), followed by dismissal (4.76% men, 4% women) and, finally, voluntary resignation (2.38% men and 16% women).

The causes of the higher percentage of voluntary resignation among women should be analysed, perhaps in the form of exit interviews with people who voluntarily leave the organisation, in order to gather more information on the reasons for these losses.

10.7.4. Salary audit

The equal participation of women in the workplace has become a key component for the effective practice of equality, which is established in the text of our constitution and is one of the pillars of social justice in the workplace in any advanced democratic society.

However, gender-based inequality and discrimination in the workplace continues to persist in all European countries, regardless of pay level, the specialised nature of the work, anti-discrimination legislation or the culture of the country.

There is a social and business interest in knowing, quantifying and, if necessary, redressing inequalities between men and women in the workplace. One of its main exponents are **differences in pay**, which have been widely documented, both over time and geographically. **Numerous studies and analyses have taken different approaches to these wage differences and all of them have come to the clear conclusion that, on average, women are paid less than men.**

Differences in salary based on sex is calculated using what is known as the **pay gap**, an **indicator that provides information on the differences between the salaries of men and women** in the labour market, usually expressed as a percentage of a man's salary.

The gender pay gap is how much an average woman earns compared to an average man.

The unadjusted pay gap in Spain in 2018 amounted to almost 14% according to Eurostat, which places the country below the EU average as well as below countries like Germany, the United Kingdom and France.

European sources have identified several aspects that contribute to the pay gap between men and women, including:

- Differences in professions and activities that tend to be dominated by the presence of either women or men.
- Differences in the degree to which women and men work part-time.
- Leaves of absence or paternity or maternity leave.
- Education, training or awareness-raising and transparency, as well as direct discrimination.

The pay gap between men and women reflects inequalities, especially in terms of the family responsibilities that tend to fall on women and the difficulties they pose in maintaining a healthy balance between work and private life.

Many women work part-time or with atypical contracts. Although this allows them to continue to be a part of the workforce while still fulfilling their family responsibilities, it can also have a negative effect on their salaries, the development of their careers, their prospects for promotion and their pensions.

The gender pay gap has a negative impact on women in that they receive less income over the course of their lives, which leads to lower pensions and a greater risk of poverty in old age.

The new provisions incorporated into Article 28 of the Workers' Statute by Royal Decree-Law 6/2019 of 1 March on urgent measures to guarantee equal treatment and opportunities between women and men in employment and in Royal Decree 902/2020 on equal remuneration support the aim of guaranteeing minimum wage transparency and detecting possible situations of pay gaps in companies. All companies are required to keep a record of average salaries.

Organisations with over 50 employees on staff must calculate the total pay gap and, if the difference between the salaries of men and women differs by over 25%, the company must state the reason for this disparity. Factors like seniority, per diems, hours worked per day, etc. are considered justifiable reasons for differences in salary.

How the pay gap is calculated

The gender pay gap is the percentage resulting from dividing two amounts: the difference between the salary of men and women divided by the salary of the men. This is the formula:

$$\text{Salary Difference} = \frac{\text{Remuneration men} - \text{Remuneration women}}{\text{Remuneration men}}$$

34

The result is expressed as a percentage and is interpreted as follows:

>0% means that the women earn less than the men.

<0% means that the women earn more than the men.

= 0% means that the women and men earn the same amount.

According to Spanish legislation, in the event that the salaries of one sex are more than 25% lower than the salaries of the other, the company must explain that difference.

The standardised remuneration is the amount that the person would earn if all of the following conditions were met throughout the reference period:

- He/she worked under contract from the beginning to the end of the reference period.
- He/she had a full-time contract.
- He/she did not take any leave from work during the reference period.
- He/she did not reduce the number of hours worked per day during the reference period.

The salary audit was undertaken considering all the employees working at ICIQ during 2022. The number is not exactly the same as the total number of employees identified during the entire diagnostic assessment, the data of which corresponds to 31/12/2022.

STAFF DISTRIBUTION

A total of 321 people work at ICIQ, 132 of whom are women and 189 men. This represents a female presence of 41.1% of the total staff and a male presence of 58.9%, reflecting gender equity in terms of the number of staff.

Job	Sex						Total no.	Total % staff
	Men			Women				
	Number	% of level	% of staff	Number	% of level	% of staff		
Logistics assistant	1	100%	0.3%		0%	0%	1	0.3%
Accounting supervisor	1	100%	0.3%		0%	0%	1	0.3%
Communication – graphic design:		0%	0%	1	100%	0.3%	1	0.3%
Communication – events specialist		0%	0%	2	100%	0.6%	2	0.6%
Scientific communication – press specialist		0%	0%	1	100%	0.3%	1	0.3%
Corporate communication – specialist		0%	0%	1	100%	0.3%	1	0.3%
Administrative-computational coordinator		0%	0%	1	100%	0.3%	1	0.3%
Chromatography – specialist	1	33.3%	0.3%	2	66.7%	0.6%	3	0.9%
CRTU – specialist		0%	0%	2	100%	0.6%	2	0.6%
CRTU – unit supervisor		0%	0%	1	100%	0.3%	1	0.3%
Materials characterisation department – supervisor	1	100%	0.3%		0%	0%	1	0.3%
X-ray diffraction – unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
X-ray diffraction – specialist		0%	0%	1	100%	0.3%	1	0.3%
Administrative and communication management		0%	0%	1	100%	0.3%	1	0.3%
Financial manager	1	100%	0.3%		0%	0%	1	0.3%
Mass spectrometry – unit supervisor		0%	0%	1	100%	0.3%	1	0.3%
Mass spectrometry – specialist		0%	0%	2	100%	0.6%	2	0.6%
Spectrometry & materials supervisor		0%	0%	1	100%	0.3%	1	0.3%
Spectrometry & materials specialist		0%	0%	1	100%	0.3%	1	0.3%
Financial project management specialist		0%	0%	2	100%	0.3%	2	0.6%
Financial project management manager		0%	0%	1	100%	0.3%	1	0.3%
Grants officer		0%	0%	1	100%	0.3%	1	0.3%
Group leader (new)	1	50%	0.3%	1	50%	0.3%	1	0.3%
HTE – unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
HTE – specialist		0%	0%	1	100%	0.3%	1	0.3%
Institutional strengthening manager		0%	0%	1	100%	0.3%	1	0.3%
IT – supervisor	1	100%	0.3%		0%	0%	1	0.3%
IT – specialist	2	100%	0.6%		0%	0%	2	0.3%
IT – helpdesk support	1	100%	0.3%		0%	0%	1	0.3%
IT – specialist	1	100%	0.3%		0%	0%	1	0.3%
KTT – business development	1	100%	0.3%		0%	0%	1	0.3%
KTT – department supervisor	1	100%	0.3%		0%	0%	1	0.3%
KTT – AICURIS Unit – project researcher	2	33.3%	.6%	4	66.7%	1.2%	6	1.9%
KTT – AICURIS Unit – supervisor	1	100%	0.3%		0%	0%	1	0.3%
KTT – CRYSFORMA Unit – Poli. project researcher		0%	0%	1	100%	0.3%	1	0.3%
KTT – CRYSFORMA Unit – project researcher	2	66.7%	0.6%	1	33.3%	0.3%	3	0.9%
KTT – CRYSFORMA Unit – supervisor	1	100%	0.3%		0%	0%	1	0.3%
KTT – CSOL Unit – supervisor	1	100%	0.3%		0%	0%	1	0.3%
KTT – CSOL Unit – project researcher	3	50%	0.9%	3	50%	0.9%	6	1.9%
Maintenance – assistant and cleaning tasks	1	100%	0.3%		0%	0%	1	0.3%
Maintenance – supervisor	1	100%	0.3%		0%	0%	1	0.3%
Maintenance – administrative support		0%	0%	1	100%	0.3%	1	0.3%
Maintenance – specialist	3	100%	.9%		0%	0%	3	0.9%
Outreach – manager		0%	0%	1	100%	0.3%	1	0.3%
Outreach – specialist	2	66.7%	0.6%	1	33.3%	0.3%	3	0.9%
Reaction Technologies Department – supervisor		0%	0%	1	100%	0.3%	1	0.3%
Research – scientific coordinator	1	20%	0.3%	4	80%	1.2%	5	1.6%
Research – junior leader (early career)		0%	0%	2	100%	0.6%	2	0.6%
Research – senior group leader	6	85.7%	1.9%	1	14.3%	0.3%	7	2.2%
Research – junior leader (La Caixa)	1	33.3%	0.3%	2	66.7%	0.6%	3	0.9%

Research – PhD computational	10	66.7%	3.1%	5	33.3%	1.6%	15	4.7%
Research – PhD	48	64.5%	15%	30	38.5%	9.3%	78	24.3%
Research – Postdoc computational	7	77.8%	18.4%	2	22.2%	0.6%	9	2.8%
Research – Postdoc computational (without file)		0%	0%	1	100%	0.3%	1	0.3%
Research – Postdoc	59	77.6%	18.4%	17	22.4%	5.3%	76	23.7%
Research – technician	4	80%	1.2%	1	20%	0.3%	5	1.6%
Computational research – HPC system manager	1	100%	0.3%		0%	0%	1	0.3%
Computational research – research software engineer	1	100%	0.3%		0%	0%	1	0.3%
Computational research – support technician	1	100%	0.3%		0%	0%	1	0.3%
Experimental research – support technician	5	71.4%	1.6%	2	28.6%	0.6%	7	2.2%
Human resources – personnel mng. Sup.		0%	0%	1	100%	0.3%	1	0.3%
Human resources – unit supervisor		0%	0%	1	100%	0.3%	1	0.3%
Human resources – talent officer		0%	0%	1	100%	0.3%	1	0.3%
Human resources – labour specialist		0%	0%	1	100%	0.3%	1	0.3%
Research project management specialist		0%	0%	5	100%	1.6%	5	1.6%
Research projects & grants manager		0%	0%	1	100%	0.3%	1	0.3%
Logistics supervisor	1	100%	0.3%		0%	0%	1	0.3%
Purchasing and logistics supervisor	1	100%	0.3%		0%	0%	1	0.3%
Photophysics unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
RMN – unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
RMN – technician	1	100%	0.3%		0%	0%	1	0.3%
Management secretary		0%	0%	1	100%	0.3%	1	0.3%
SHEQ – administrative assistant – travel		0%	0%	1	100%	0.3%	1	0.3%
SHEQ – Receptionist with CAE		0%	0%	1	100%	0.3%	1	0.3%
SHEQ – Receptionist		0%	0%	1	100%	0.3%	1	0.3%
SHEQ – unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
SHEQ – specialist		0%	0%	2	100%	0.6%	2	0.6%
Administrative assistance – finance		0%	0%	3	100%	0.9%	3	0.9%
Administrative assistance – finance		0%	0%	1	100%	0.3%	1	0.3%
Administrative assistance – HR		0%	0%	2	100%	0.6%	2	0.6%
Administrative assistance – UV-ASR processes		0%	0%	1	100%	0.3%	1	0.3%
Administrative assistance – travel		0%	0%	2	100%	0.6%	2	0.6%
Mechanics workshop – supervisor	1	100%	0.3%		0%	0%	1	0.3%
Mechanics workshop – technician	1	100%	0.3%		0%	0%	1	0.3%
Glass workshop – unit supervisor	1	100%	0.3%		0%	0%	1	0.3%
Purchasing specialist translator	1	100%	0.3%		0%	0%	1	0.3%
Purchasing and logistics specialist	1	100%	0.3%		0%	0%	1	0.3%
Accounting specialist	1	50%	0.3%	1	50%	0.3%	2	0.6%
Financial controller	1	100%	0.3%		0%	0%	1	0.3%
Purchasing and procurement specialist		0%	0%	1	100%	0.3%		0.3%
Overall total	189	58.9%	58.9%	132	41.1%	41.1%	321	100%

THE ORGANISATION'S REMUNERATION POLICY

In terms of equal pay and working conditions, the organisation rewards workers according to their category, functions and responsibilities, and there are no gender-based differences in this area. Salary scales are applied equally to all, ensuring that there is no discrimination of any kind for all staff in the organisation.

There is a salary policy applied by the organisation for salary allocation, which is generally based on the following criteria:

- **PROFESSIONAL GROUP:** The organisation establishes different salary grades based professional groups.
- **IMPACT OF THE WORK TO BE PERFORMED:** The organisation rewards the experience that the employee brings to the organisation.

Various indicators are used in this analysis to determine the organisation's pay gap based on the data provided. The analysis is conducted using the overall pay gap calculation and the data provided by the organisation. The data from the 2022 period were used. The calculations are based on the arithmetical means of the annual salaries of the entire staff.

37

As specified above, the salary audit must be based on an analysis of the jobs in the organisation as a classification of the workers, as indicated in Royal Decree 902/2020 on remunerative equality.

Job evaluation

In order to guarantee the effective application of the principle of equal treatment and non-discrimination in terms of pay between women and men, the principle of pay transparency must be integrated and applied. This requires a job evaluation based on the criteria of suitability, completeness and objectivity.

A job evaluation is a systematic process to determine the relative value of each job and each professional level in a company. Its primary purpose is to allow jobs to be compared with one another in order to create an equitable and consistent organisational and salary structure.

The organisation performed a job evaluation in compliance with the provisions of Royal Decree 902/2020, resulting in the definition of different positions. A total of 92 jobs were identified in the organisation. These jobs are presented in the table below along with their point values.

Jobs	Evaluation points
GENERAL MANAGEMENT	851
ADMINISTRATIVE AND COMMUNICATION MANAGEMENT	815
RESEARCH – SENIOR GROUP LEADER	806
RESEARCH – JUNIOR GROUP LEADER (early career)	738
FINANCIAL MANAGEMENT	717

KIT – DEPARTMENT SUPERVISOR	711
REACTION TECHNOLOGIES DEPARTMENT – SUPERVISOR	663
MATERIALS CHARACTERISATION DEPARTMENT – SUPERVISOR	636
MAINTENANCE – SUPERVISOR	632
HUMAN RESOURCES – UNIT SUPERVISOR	626
RESEARCH – JUNIOR LEADER (La Caixa)	618
RESEARCH PROJECTS & GRANTS MANAGER	612
SHEQ - UNIT SUPERVISOR	609
IT – SUPERVISOR	605
RESEARCH – SCIENTIFIC COORDINATOR	583
KTT - CRYSTFORMA UNIT – SUPERVISOR	558
X-RAY DIFFRACTION – UNIT SUPERVISOR	554
KTT – CSOL UNIT – SUPERVISOR	546
KTT – AICURIS UNIT – SUPERVISOR	537
CHROMATOGRAPHY – UNIT SUPERVISOR	515
X-RAY DIFFRACTION – LABORATORY SUPERVISOR	513
RESEARCH – POSTDOC	513
LOGISTICS PURCHASING SUPERVISOR	512
CRTU – UNIT SUPERVISOR	500
RMN – UNIT SUPERVISOR	494
SPECTROSCOPY AND MATERIALS CHARACTERISATION – UNIT SUPERVISOR	494
COMPUTATIONAL RESEARCH – RESEARCH SOFTWARE ENGINEER	492
HUMAN RESOURCES – SUPERVISOR PERSONNEL MANAGEMENT	471
RESEARCH PROJECT MANAGEMENT SPECIALIST	469
KTT – BUSINESS DEVELOPMENT	466
HTE – UNIT SUPERVISOR	461
RESEARCH – COMPUTATIONAL POSTDOC (without file)	461
RESEARCH – COMPUTATIONAL PREDOCTORAL RESEARCHER	461
HEAD OF ACCOUNTING	459
X-RAY DIFFRACTION – TECHNICIAN	447

FINANCIAL CONTROLLER	445
COMPUTATIONAL RESEARCH – HPC SYSTEM MANAGER	445
FINANCIAL PROJECTS MANAGER	435
SCIENTIFIC COMMUNICATION – PRESS SPECIALIST	435
CORPORATE COMMUNICATION – SPECIALIST	434
KTT – CSOL UNIT – PROJECT RESEARCHER	434
RESEARCH – PREDOCTORAL RESEARCHER	433
MASS SPECTROMETRY – UNIT SUPERVISOR	430
KTT – AICURIS UNIT – PROJECT RESEARCHER	424
CHROMATOGRAPHY – TECHNICIAN	424
INSTITUTIONAL STRENGTHENING MANAGER	421
OUTREACH – MANAGER	419
KTT – CRYSFORMA UNIT – POLI PROJ. RESEARCHER	418
PHOTOPHYSICS – UNIT SUPERVISOR	417
MECHANICS WORKSHOP – UNIT SUPERVISOR	412
IT – TECHNICIAN	410
KTT – CRYSFORMA UNIT – PROJECT RESEARCHER	406
PURCHASING AND PROCUREMENT SPECIALIST	398
LOGISTICS SUPERVISOR	395
RESEARCH – TECHNICIAN	394
SHEQ – TECHNICIAN	394
GLASS WORKSHOP – UNIT SUPERVISOR	394
MAINTENANCE – TECHNICIAN	389
MASS SPECTROMETRY – TECHNICIAN	384
RESEARCH – PREDOCTORAL COMPUTATIONAL RESEARCHER (without file)	382
COMMUNICATION – EVENTS SPECIALIST	377
NMR – TECHNICIAN	369
HUMAN RESOURCES – TALENT OFFICER	363
ADMINISTRATIVE SUPPORT – SUPERVISOR	362

COMPUTATIONAL RESEARCH – SUPPORT TECHNICIAN (DATA STEWARD) – AL	353
ADMINISTRATIVE COORDINATOR – COMPUTATIONAL	351
MANAGEMENT SECRETARY	350
SPECTROSCOPY AND MATERIALS CHARACTERISATION – TECHNICIAN	349
KTT – CSOL/CRYSTFORMA UNIT – LAB TECHNICIAN	347
GRANTS OFFICER	346
IT – HELP-DESK TECHNICIAN	344
CRTU – TECHNICIAN	324
MECHANICS WORKSHOP – TECHNICIAN	323
OUTREACH – SPECIALIST	312
HUMAN RESOURCES – LABOUR SPECIALIST	310
ACCOUNTING SPECIALIST	290
FINANCIAL PROJECT MANAGEMENT SPECIALIST	290
LOGISTICS PURCHASING SPECIALIST	289
HTE – TECHNICIAN	287
ADMINISTRATIVE SUPPORT – FINANCE	279
LOGISTICS ASSISTANT	277
PURCHASING SPECIALIST TRANSLATOR	261
SHEQ – OFFICE ADMINISTRATOR	260
SHEQ – RECEPTIONIST WITH CAE	253
ADMINISTRATIVE SUPPORT – HR	250
COMMUNICATION – GRAPHIC DESIGN	238
ADMINISTRATIVE SUPPORT – TRAVEL	237
ADMINISTRATIVE SUPPORT – URV-ASR PROCESSES	236
MAINTENANCE – ADMINISTRATIVE SUPPORT	232
EXPERIMENTAL RESEARCH – TECHNICAL SUPPORT	232
SHEQ – RECEPTIONIST	229
MAINTENANCE – ASSISTANT AND CLEANING TASKS	221

Jobs of equal value were classified in terms of the score they were given. After the overall consistency of the scoring system had been reviewed, the jobs were classified as being of equal value if they were in a particular range of points. A total of six clusters of jobs of equal value were identified and are presented in the following table, which shows each job, the number of points assigned to it and the other jobs in the same cluster.

Jobs of equal value

	Evaluation points	Group
GENERAL MANAGEMENT	851	1
ADMINISTRATIVE AND COMMUNICATION MANAGEMENT	815	
RESEARCH – SENIOR GROUP LEADER	806	
RESEARCH – JUNIOR GROUP LEADER (early career)	738	
FINANCIAL MANAGEMENT	717	
KIT – DEPARTMENT SUPERVISOR	711	
REACTION TECHNOLOGIES DEPARTMENT – SUPERVISOR	663	
MATERIALS CHARACTERISATION DEPARTMENT – SUPERVISOR	636	
MAINTENANCE – SUPERVISOR	632	
HUMAN RESOURCES – UNIT SUPERVISOR	626	
RESEARCH – JUNIOR LEADER (La Caixa)	618	
RESEARCH PROJECTS & GRANTS MANAGER	612	
SHEQ - UNIT SUPERVISOR	609	
IT – SUPERVISOR	605	
RESEARCH – SCIENTIFIC COORDINATOR	583	
KTT - CRYSTFORMA UNIT – SUPERVISOR	558	
X-RAY DIFFRACTION – UNIT SUPERVISOR	554	
KTT – CSOL UNIT – SUPERVISOR	546	
KTT – AICURIS UNIT – SUPERVISOR	537	

CHROMATOGRAPHY – UNIT SUPERVISOR	515	3
X-RAY DIFFRACTION – LABORATORY SUPERVISOR	513	
RESEARCH – POSTDOC	513	
LOGISTICS PURCHASING SUPERVISOR	512	
CRTU – UNIT SUPERVISOR	500	
RMN – UNIT SUPERVISOR	494	
SPECTROSCOPY AND MATERIALS CHARACTERISATION – UNIT SUPERVISOR	494	
COMPUTATIONAL RESEARCH – RESEARCH SOFTWARE ENGINEER	492	
HUMAN RESOURCES – SUPERVISOR PERSONNEL MANAGEMENT	471	
RESEARCH PROJECT MANAGEMENT SPECIALIST		
KTT – BUSINESS DEVELOPMENT	466	
HTE – UNIT SUPERVISOR	461	
RESEARCH – COMPUTATIONAL POSTDOC (without file)	461	
HEAD OF ACCOUNTING	459	
X-RAY DIFFRACTION – TECHNICIAN	447	
FINANCIAL CONTROLLER	445	
COMPUTATIONAL RESEARCH – HPC SYSTEM MANAGER	445	
FINANCIAL PROJECTS MANAGER	435	
SCIENTIFIC COMMUNICATION – PRESS SPECIALIST	435	
CORPORATE COMMUNICATION – SPECIALIST	434	
KTT – CSOL UNIT – PROJECT RESEARCHER	434	
RESEARCH – PREDOCTORAL RESEARCHER	433	
MASS SPECTROMETRY – UNIT SUPERVISOR	430	
KTT – AICURUS UNIT – PROJECT RESEARCHER	424	
CHROMATOGRAPHY – TECHNICIAN	424	
INSTITUTIONAL STRENGTHENING MANAGER	421	
OUTREACH – MANAGER	419	

KTT – CRYSTFORMA UNIT – POLI PROJ. RESEARCHER	418	
PHOTOPHYSICS – UNIT SUPERVISOR	417	
MECHANICS WORKSHOP – UNIT SUPERVISOR	412	
IT – TECHNICIAN	410	
KTT – CRYSTFORMA UNIT – PROJECT RESEARCHER	406	
PURCHASING AND PROCUREMENT SPECIALIST	398	
LOGISTICS SUPERVISOR	395	
RESEARCH – TECHNICIAN	394	
SHEQ – SPECIALIST	394	
GLASS WORKSHOP – UNIT SUPERVISOR	394	
MAINTENANCE – TECHNICIAN	389	
MASS SPECTROMETRY – TECHNICIAN	384	
RESEARCH – PREDOCTORAL COMPUTATIONAL RESEARCHER (without file)	382	
COMMUNICATION – EVENTS SPECIALIST	377	
NMR – TECHNICIAN	369	
HUMAN RESOURCES – TALENT OFFICER	363	5
ADMINISTRATIVE SUPPORT – SUPERVISOR	362	
COMPUTATIONAL RESEARCH – SUPPORT TECHNICIAN (DATA STEWARD) – AL	353	
ADMINISTRATIVE COORDINATOR – COMPUTATIONAL	351	
MANAGEMENT SECRETARY	350	
SPECTROSCOPY AND MATERIALS CHARACTERISATION – TECHNICIAN	349	
KTT – CSOL/CRYSTFORMA UNIT – LAB TECHNICIAN	347	
GRANTS OFFICER	346	
IT – HELP-DESK SUPPORT	344	
CRTU – TECHNICIAN	324	
MECHANICS WORKSHOP – TECHNICIAN	323	
OUTREACH – SPECIALIST	312	
HUMAN RESOURCES – LABOUR SPECIALIST	310	

ACCOUNTING SPECIALIST	290	
FINANCIAL PROJECT MANAGEMENT SPECIALIST	290	
LOGISTICS PURCHASING SPECIALIST	289	
HTE – TECHNICIAN	287	
ADMINISTRATIVE SUPPORT – FINANCE	279	6
LOGISTICS ASSISTANT	277	
PURCHASING SPECIALIST TRANSLATOR	261	
SHEQ – OFFICE ADMINISTRATOR	260	
SHEQ – RECEPTIONIST WITH CAE	253	
ADMINISTRATIVE SUPPORT – HR	250	
COMMUNICATION – GRAPHIC DESIGN	238	
ADMINISTRATIVE SUPPORT – TRAVEL	237	
MAINTENANCE – ADMINISTRATIVE SUPPORT	232	
ADMINISTRATIVE SUPPORT – URV-ASR PROCESSES	236	
EXPERIMENTAL RESEARCH – TECHNICAL SUPPORT	232	
SHEQ – RECEPTIONIST	229	
MAINTENANCE – ASSISTANT AND CLEANING TASKS	221	

The pay gaps for the jobs identified were calculated using various indicators. The data provided by the organisation was used in the formula for the overall pay gap calculation, which was based on base salary, salary supplements and non-wage payments, as well as total remuneration and means, as specified in RD 902/2020 on equal pay.

These factors were analysed from a gender perspective and all of the factors identified were found to be neutral, that is, there were no appreciable male or female components.

INDICATOR 1. Means and medians of total annual remuneration: Pay gap calculation

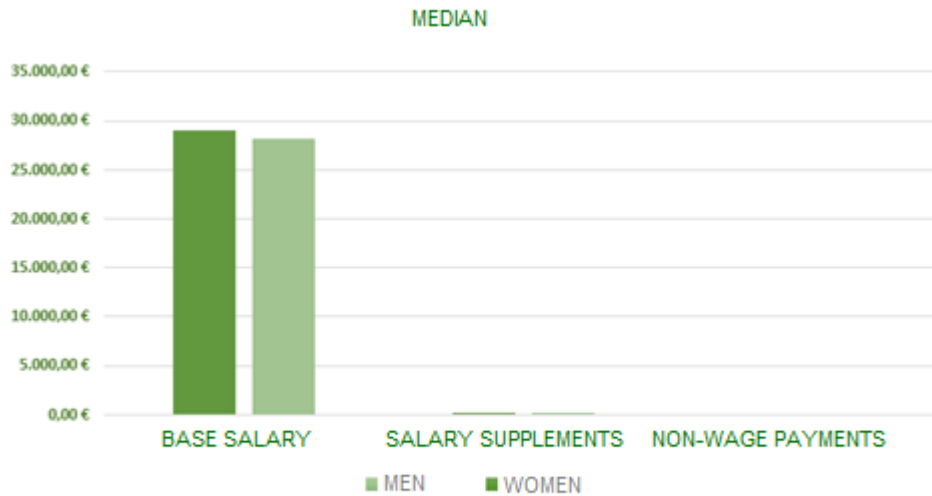
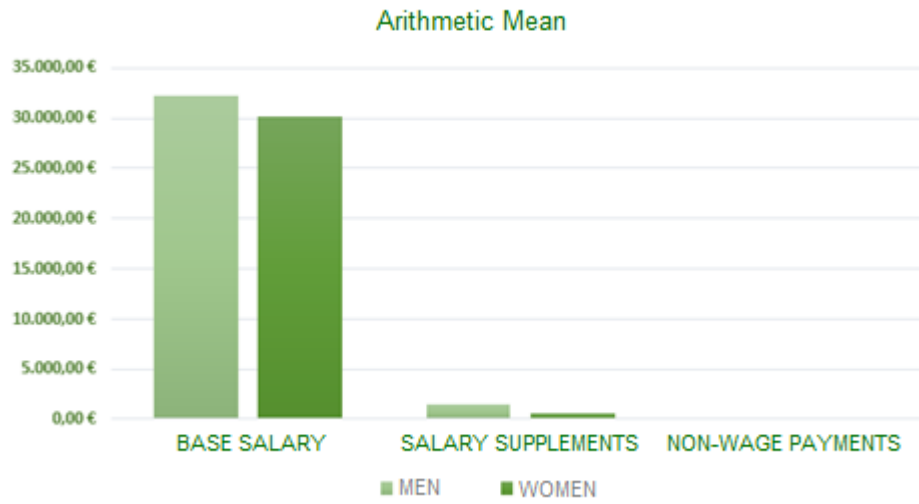
	ARITHMETIC MEAN		
	MALE	FEMALE	PAY GAP
BASE SALARY	€32,257.41	€30,113.14	6.65%
SALARY SUPPLEMENTS	€1,394.75	€607.61	56.44%
NON-WAGE PAYMENTS	€0.00	€0.00	0.00%
TOTAL REMUNERATION	€33,652.16	€30,720.75	8.71%

	MEDIAN		
	MALE	FEMALE	PAY GAP
BASE SALARY	€29,000.02	€28,186.41	2.81%
SALARY SUPPLEMENTS	€32.00	€32.00	0.00%
NON-WAGE PAYMENTS	€0.00	€0.00	0.00%
TOTAL REMUNERATION	€29,291.30	€28,324.81	3.30%

The mean pay gap is 8.71% and the median is 3.3%. The pay gap was calculated using the difference in mean pay (total pay) earned by men and women and compared to the mean pay of men.

The overall pay gap is an indicator that points to the difference in salaries in the organisation in general, without taking into account any other variable.

The EU puts the mean pay gap at 16%. It is therefore worth noting that ICIQ's pay gap is well below that value. Royal Decree 902/2020 on equal pay states that the gap must be justified whenever it exceeds 25%.



No direct discrimination was detected in the organisation, as gender is not a criterion for establishing wages. In other words, women and men do not receive the same pay based on their biological condition any more than they would for any other analogous circumstance.

The overall organisational pay differential has a mean of 8.71% and a median of 3.3%, as shown in the following table with positions of equal value.

TOTAL REMUNERATION - JOB EVALUATION						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Total Remuneration Men	Total Remuneration Women	Gap Women	Total Remuneration Men	Total Remuneration Women	Gap Women
1 (12=8+4)	€ 106,652.79	€ 68,638.55	35.64%	€ 109,152.65	€ 67,347.46	38.30%
2 (19=10+9)	€ 49,646.80	€ 50,169.33	-1.05%	€ 48,784.16	€ 44,933.08	7.89%
3 (100=72+28)	€ 35,063.09	€ 33,126.91	5.52%	€ 33,557.00	€ 31,792.01	5.26%
4 (146=84+62)	€ 25,007.00	€ 25,685.34	-2.71%	€ 23,664.77	€ 23,672.64	-0.03%
5 (21=7+14)	€ 24,894.44	€ 30,161.48	-21.16%	€ 26,847.93	€ 30,177.74	-12.40%
6 (23=8+15)	€ 26,396.99	€ 25,783.70	2.32%	€ 25,001.99	€ 25,092.70	-0.36%
Overall total	€ 33,652.16	€ 30,720.75	8.71%	€ 29,291.30	€ 28,324.81	3.30%

An analysis by jobs of equal value reveals a differential of more than 25% in cluster 1, with a mean gap of 35.64% and a median of 38.30%.

47

Cluster 1 encompasses the most senior positions and is made up of more men than women. This cluster includes the job of group leader. Group leaders undergo scientific evaluations every three years, which, if passed, result in a salary increase. The pay rise is a fixed amount and the same for men and women. In this specific case, the male group leaders have more seniority, meaning they have also achieved a higher employment category and therefore a higher salary.

The organisation's staff receive their salary on a monthly basis and it includes any remunerated rest periods. No gender differences were detected in this regard.

INDICATOR 2. Mean and median base salary by job: Pay gap

The base salary is a fixed remuneration based on units of time or work. In other words, remuneration is for hours, days or months of work or for the tasks performed.

Job evaluation is a systematic process for determining the relative value of different jobs and professional levels in an organisation, the objective of which is to compare jobs with one another in order to create a fair, equitable and consistent organisational and pay structure. The job-based pay structure shows the relationship between pay and the complexity of the work in order to assign it a value. Indicator 2 shows the average base pay by jobs and enables the pay gaps to be calculated.

BASE SALARY - JOB EVALUATION						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Total Remuneration Men	Total Remuneration Women	Gap Women	Total Remuneration Men	Total Remuneration Women	Gap Women
1 (12=8+4)	€ 93,056.88	€ 61,862.61	33.52%	€ 105,349.72	€ 58,315.46	44.65%
2 (19=10+9)	€ 49,117.80	€ 47,973.66	2.33%	€ 47,452.16	€ 44,901.08	5.38%
3 (100=72+28)	€ 33,622.07	€ 32,494.84	3.35%	€ 32,000.00	€ 31,760.01	0.75%
4 (146=84+62)	€ 24,498.47	€ 25,541.61	-4.26%	€ 23,632.77	€ 23,640.64	-0.03%
5 (21=7+14)	€ 24,491.01	€ 30,107.83	-22.93%	€ 24,215.93	€ 30,145.74	-24.49%
6 (23=8+15)	€ 26,364.99	€ 25,385.03	3.72%	€ 24,969.99	€ 20,060.70	-0.36%
Overall total	€ 32,257.41	€ 30,113.14	6.65%	€ 29,000.02	€ 28,186.41	2.81%

The mean pay gap in base salary is 6.65% and the median 2.81%. A differential of more than 25% was only detected in cluster 1, which had a mean gap of 33.52% and a median gap of 44.65%. No pay gaps exceeding 25% were identified in any of the other job clusters.

Cluster 1 includes the positions of greater responsibility and has more men than women. As explained in the previous section, this cluster includes the group leader position, which is subject to scientific evaluations every three years, and which, if passed, result in a salary increase. The pay rise is a fixed amount and the same for men and women. In this specific case, the male group leaders have more seniority meaning they have also achieved a higher employment category and therefore a higher salary.

It is worth mentioning that the base salary has been standardised in order to compare full working days and annual contracts for all staff.

We found negative gaps in clusters of jobs of equal value 4 and 5, indicating that women are paid, on average, more than their male colleagues in these positions.

INDICATOR 3. Mean and median salary supplements: pay gap

SUPPLEMENT	ARITHMETIC MEAN			MEDIAN		
	MEN	WOMEN	PAY GAP	MEN	WOMEN	PAY GAP
SUPPLEMENT 1	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%
SUPPLEMENT 2	€ 0.00	€ 72.73	0.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 3	€ 6.90	€ 2.14	69.04%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 4	€ 26.46	€ 75.76	-186.36%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 5	€ 448.68	€ 45.45	89.87%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 6	€ 431.94	€ 188.02	56.47%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 7	€ 53.97	€ 118.66	-119.87%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 8	€ 92.65	€ 0.00	100.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 9	€ 76.19	€ 43.28	43.19%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 10	€ 66.86	€ 0.00	100.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 11	€ 61.59	€ 0.00	100.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 12	€ 1.72	€ 0.00	100.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 13	€ 63.49	€ 0.00	100.00%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 14	€ 1.65	€ 0.79	52.27%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 15	€ 9.50	€ 13.64	-43.58%	€ 0.00	€ 0.00	0.00%
SUPPLEMENT 16	€ 21.16	€ 15.15	28.41%	€ 0.00	€ 0.00	0.00%
TOTALS	€ 1,394.76	€ 607.62	56.44%	€ 32.00	€ 32.00	0.00%

This indicator analyses salary supplements, which are the items for which employees receive remuneration, bonuses or material benefits related to their specific characteristics or skills, work performed or the organisation’s situation and results, which are not included as base salary or non-wage payments.

A total of 16 salary supplements have been identified in the organisation:

Supplement 1: Christmas

Supplement 2: Mother researchers

Supplement 3: Research project 3

Supplement 4: Management

Supplement 5: Mobility

Supplement 6: Research project 1

Supplement 7: Added job responsibility

Supplement 8: Availability bonus

Supplement 9: Family mobility

Supplement 10: Research project 2

Supplement 11: Individual personal

Supplement 12: *Química en familia* (Chemistry in the Family)

Supplement 13: S.O. management

Supplement 14: *Locos por la química* (Crazy about Chemistry)

Supplement 15: Scientific outreach

Supplement 16: Scientific outreach podcast

In general, an average pay gap of 56.44% was detected with regard to salary supplements. This figure represents a salary difference that exceeds 25%, though the median gap was non-existent. Of the 16 salary supplements identified, 11 were found to have mean salary gaps of more than 25%.

The pay gaps for each of the supplements for the different jobs identified are shown below. A total of 15 supplements were included in the analysis with special focus on those with overall pay gaps exceeding 25%.

Salary supplement 1: Christmas

SALARY SUPPLEMENT 1							
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN			
	Supplement 1 Men	Supplement 1 Women	Gap Women	Supplement 1 Men	Supplement 1 Women	Gap Women	
1 (12=8+4)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
2 (19=10+9)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
3 (100=72+28)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
4 (146=84+62)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
5 (21=7+14)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
6 (23=8+15)	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	
Overall total	€ 32.00	€ 32.00	0.00%	€ 32.00	€ 32.00	0.00%	

Both the mean and median overall pay gap for this supplement is 0%.

Salary supplement 2: Mother researchers

SALARY SUPPLEMENT 2						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 2 Men	Supplement 2 Women	Gap Women	Supplement 2 Men	Supplement 2 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 1,066.67		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 0.00	€ 72.73		€ 0.00	€ 0.00	

Both the mean and the median overall pay gap for this supplement is non-existent.

50

Supplement 3: Research project 3

ICIQ has a salary supplement policy for principal investigators who are awarded specific competitive projects considered to be strategic for the institution and which substantially contribute to the scientific visibility and prestige of the institute. The policy applies to ERC projects, European Commission collaboration projects, and industrial collaboration projects. Supplements of this type are applied for the duration of the project. Management may grant the supplement to other professionals depending on their contribution to the project.

SALARY SUPPLEMENT 3						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 3 Men	Supplement 3 Women	Gap Women	Supplement 3 Men	Supplement 3 Women	Gap Women
1 (12=8+4)	€ 74.92	€ 70.51	5.88%	€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 9.79	€ 0.00	100.00%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 6.90	€ 2.14	69.04%	€ 0.00	€ 0.00	

The mean overall pay gap for this supplement is 69.04%. An analysis of the jobs of equal value revealed that cluster 1 received this allowance for the senior group leader position (in this case, held by both men and women) and its salary gap is 5.88%. Only one person in cluster 3 received this supplement, the head of computational research, a man, which results in a salary difference of 100%.

Supplement 4: Management

SALARY SUPPLEMENT 4						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 4 Men	Supplement 4 Women	Gap Women	Supplement 4 Men	Supplement 4 Women	Gap Women
1 (12=8+4)	€ 625.00	€ 1,250.00	-100.00%	€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 555.56		€ 0.00	€ 0.00	
3 (100=72+28)	€ 9.79	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 26.46	€ 75.76	-186.36%	€ 0.00	€ 0.00	

The mean overall pay gap for this supplement is -185.36

Supplement 5: Mobility

Supplements which are included in the calls for proposals for Marie Curie programme grants are paid by the funder.

SALARY SUPPLEMENT 5						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 5 Men	Supplement 5 Women	Gap Women	Supplement 5 Men	Supplement 5 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 972.46	€ 214.29	77.96%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 175.99	€ 0.00	100.00%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 448.68	€ 45.45	89.87%	€ 0.00	€ 0.00	

The mean overall pay gap for this supplement is 89.87%. The analysis of the different clusters of jobs of equal value showed that this supplement is given to those in research jobs who have been awarded a mobility grant – predoctoral researchers, predoctoral computational researchers, postdoctoral researchers and postdoctoral computational researchers. The supplement is allocated regardless of the sex of the staff. In this case more men than women were awarded the supplement.

Supplement 6: Research project 1

ICIQ has a salary supplement policy for principal investigators who are awarded specific competitive projects considered to be strategic for the institution and which substantially contribute to the scientific visibility and prestige of the institute. The policy applies to ERC projects, European Commission collaboration projects, and industrial collaboration projects. Supplements of this type are applied for the duration of the project. Management may grant the supplement to other professionals depending on their contribution to the project.

SALARY SUPPLEMENT 6						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 6 Men	Supplement 6 Women	Gap Women	Supplement 6 Men	Supplement 6 Women	Gap Women
1 (12=8+4)	€ 8,329.50	€ 5,423.43	34.89%	€ 0.00	€ 1,846.86	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 208.33	€ 111.61	46.43%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 431.94	€ 188.02	56.47%	€ 0.00	€ 0.00	

The mean overall pay gap for this supplement is 56.47%. The analysis by the different clusters of jobs of equal value showed that this supplement is given to those in clusters 1 and 3, with pay differences of over 25%. This supplement is given to leading research projects and to both men and women, although there are more men in these positions.

Supplement 7: Added job responsibility

This salary supplement is granted to workers who, on a temporary basis, take on additional responsibilities beyond those inherent to their job.

The amount of the supplement for the temporary assumption of additional responsibilities depends on the nature of these responsibilities.

The amounts paid depend on the professional category. People in the assistant category may be paid up to €4,000 per year. Technical staff from €4,001 to €7,500 per year and unit or department supervisors from €7,501 to €15,000 per year. These amounts are not differentiated by gender.

52

SALARY SUPPLEMENT 7						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 7 Men	Supplement 7 Women	Gap Women	Supplement 7 Men	Supplement 7 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 440.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 89.28		€ 0.00	€ 0.00	
4 (146=84+62)	€ 121.43	€ 62.90	48.20%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 21.64		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 333.33		€ 0.00	€ 0.00	
Overall total	€ 53.97	€ 118.66	-119.87%	€ 0.00	€ 0.00	

The mean overall salary gap for this supplement is -119,87%.

Supplement 8: Availability bonus

Some employees need to be on call. These include the IT Unit supervisor and technical staff and members of the Maintenance Unit, who rotate on-call duty according to a pre-established schedule.

SALARY SUPPLEMENT 8						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 8 Men	Supplement 8 Women	Gap Women	Supplement 8 Men	Supplement 8 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 497.00	€ 0.00	100.00%	€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 118.33	€ 0.00	100.00%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 371.43	€ 0.00	100.00%	€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 92.65	€ 0.00	100.00%	€ 0.00	€ 0.00	

The mean overall pay gap for this supplement is 100%. The analysis of the various job clusters showed that this supplement is given to those in clusters 2, 4 and 5, with pay differences of over 25%. The jobs that receive the availability bonus are the IT supervisor and technicians as well as the maintenance manager and technicians. All of these jobs are held only by men. There are no women. This is a common situation in masculinised occupations such as those in the technology and maintenance sectors.

Supplement 9: Family mobility

Supplements which are included in the calls for proposals for Marie Curie programme grants are paid by the funder.

SALARY SUPPLEMENT 9						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 9 Men	Supplement 9 Women	Gap Women	Supplement 9 Men	Supplement 9 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 101.44		€ 0.00	€ 0.00	
3 (100=72+28)	€ 200.00	€ 171.43	14.29%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 76.19	€ 43.28	43.19%	€ 0.00	€ 0.00	

The mean overall salary gap for this supplement is 43.19%.

This supplement is linked to the family circumstances of the beneficiary of a competitive grant, which establishes additional payment for head of families. It is granted regardless of the sex of the applicant.

Supplement 10: Research project 2

ICIQ has a salary supplement policy for principal investigators who are awarded specific competitive projects considered to be strategic for the institution and which substantially contribute to the scientific visibility and prestige of the institute. The policy applies to ERC projects, European Commission collaboration projects, and industrial collaboration projects. Supplements of this type are applied for the duration of the project. Management may grant the supplement to other professionals depending on their contribution to the project.

SALARY SUPPLEMENT 10						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 10 Men	Supplement 10 Women	Gap Women	Supplement 10 Men	Supplement 10 Women	Gap Women
1 (12=8+4)	€ 1,579.50	€ 0.00	100.00%	€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 66.86	€ 0.00	100.00%	€ 0.00	€ 0.00	

The overall pay gap for this supplement is 100%. The analysis of the various job clusters showed that this supplement is given to those in clusters 2, 4 and 5, with pay differences of over 25%.

Supplement 11: Individual personal

This is a personal supplement which was first granted when ICIQ opened and is now firmly established.

SALARY SUPPLEMENT 11						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 11 Men	Supplement 11 Women	Gap Women	Supplement 11 Men	Supplement 11 Women	Gap Women
1 (12=8+4)	€ 1,455.00	€ 0.00	100.00%	€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 61.59	€ 0.00	100.00%	€ 0.00	€ 0.00	

54

The mean overall pay gap for this supplement is 100%. The analysis of the various job clusters shows remunerative differences exceeding 25% in cluster 1. Only three people, all men, have received the supplement and all hold the same position in the organisation.

Supplement 12: Química en familia (Chemistry in the Family)

ICIQ has a scientific outreach programme for primary- and secondary-school students, secondary-school teachers and the general public. The goals of the project are to inform society about the research conducted at the Institute, to highlight how chemistry research can improve quality of life and to foster an interest in chemistry among students.

These activities are organised and undertaken by the Communication Unit, with the occasional support of doctoral and post-doctoral researchers.

A non-consolidable salary supplement of €26/hour is established for pre-doctoral and post-doctoral researchers when they provide support for scientific outreach activities.

SALARY SUPPLEMENT 12						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 12 Men	Supplement 12 Women	Gap Women	Supplement 12 Men	Supplement 12 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 1.81	€ 0.00	100.00%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 2.32	€ 0.00	100.00%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 1.72	€ 0.00	100.00%	€ 0.00	€ 0.00	

The overall mean pay gap for this supplement is 100%. The analysis of the various job clusters shows remunerative differences exceeding 25% in clusters 3 and 4. The supplement is given to employees who participate in the Chemistry in the Family project. This year five employees participated, all men, although the amount paid is insignificant and the same for all participants.

Supplement 13: S.O. management

SALARY SUPPLEMENT 13						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 13 Men	Supplement 13 Women	Gap Women	Supplement 13 Men	Supplement 13 Women	Gap Women
1 (12=8+4)	€ 1,500.00	€ 0.00	100.00%	€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 63.49	€ 0.00	100.00%	€ 0.00	€ 0.00	

The overall mean pay gap for this supplement is 100%.

The analysis of the various job clusters shows remunerative differences exceeding 25% in cluster 1. The supplement was given to only one person, a man.

Supplement 14: Locos por la química (Crazy about Chemistry)

ICIQ has a scientific outreach programme for primary- and secondary-school students, secondary-school teachers and the general public. The goals of the project are to inform society about the research conducted at the Institute, to highlight how chemistry research can improve quality of life and to foster an interest in chemistry among students.

These activities are organised and undertaken by the Communication Unit, with the occasional support of doctoral and post-doctoral researchers.

A non-consolidable salary supplement of €26/hour is established for pre-doctoral and post-doctoral researchers when they provide support for scientific outreach activities.

SALARY SUPPLEMENT 14						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 14 Men	Supplement 14 Women	Gap Women	Supplement 14 Men	Supplement 14 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 2.17	€ 0.00	100.00%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 1.86	€ 1.68	9.68%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 1.65	€ 0.79	52.27%	€ 0.00	€ 0.00	

The overall mean pay gap for this supplement is 52.27%. The analysis of the various job clusters shows remunerative differences exceeding 25% in cluster 3. This supplement is given to employees who voluntarily participate in the 'Crazy about Chemistry' project. Eight members of staff participated this year: six men and two women, although the amount paid is insignificant and the same for all participants.

Supplement 15: Scientific outreach

ICIQ has a scientific outreach programme for primary- and secondary-school students, secondary-school teachers and the general public. The goals of the project are to inform society about the research conducted at the Institute, to highlight how chemistry research can improve quality of life and to foster an interest in chemistry among students.

These activities are organised and undertaken by the Communication Unit, with the occasional support of doctoral and post-doctoral researchers.

A non-consolidable salary supplement of €26/hour is established for pre-doctoral and post-doctoral researchers when they provide support for scientific outreach activities.

56

SALARY SUPPLEMENT 15						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 15 Men	Supplement 15 Women	Gap Women	Supplement 15 Men	Supplement 15 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 14.46	€ 13.46	6.88%	€ 0.00	€ 0.00	
4 (146=84+62)	€ 8.98	€ 14.89	-65.85%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 9.50	€ 13.64	-43.58%	€ 0.00	€ 0.00	

The mean overall salary gap for this supplement is -43,85%.

Supplement 16: Scientific outreach podcast

ICIQ has a scientific outreach programme for primary- and secondary-school students, secondary-school teachers and the general public. The goals of the project are to inform society about the research conducted at the Institute, to highlight how chemistry research can improve quality of life and to foster an interest in chemistry among students.

These activities are organised and undertaken by the Communication Unit, with the occasional support of doctoral and post-doctoral researchers.

A non-consolidable salary supplement of €26/hour is established for pre-doctoral and post-doctoral researchers when they provide support for scientific outreach activities.

SALARY SUPPLEMENT 16						
JOB EVALUATION GROUPS (Total people: men + women)	MEAN			MEDIAN		
	Supplement 16 Men	Supplement 16 Women	Gap Women	Supplement 16 Men	Supplement 16 Women	Gap Women
1 (12=8+4)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
2 (19=10+9)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
3 (100=72+28)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
4 (146=84+62)	€ 47.62	€ 32.26	32.26%	€ 0.00	€ 0.00	
5 (21=7+14)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
6 (23=8+15)	€ 0.00	€ 0.00		€ 0.00	€ 0.00	
Overall total	€ 21.16	€ 15.15	28.41%	€ 0.00	€ 0.00	

The overall mean pay gap for this supplement is 28.41%. The analysis of the various job clusters shows remunerative differences exceeding 25% in cluster 4. This supplement is given to employees who participate in the production of podcast chapters.

INDICATOR 5. Mean non-wage payments: pay gap

According to Article 26.2 of the Workers' Statute, non-wage payments are the amounts received by employees as payment for expenses incurred in the exercise of their jobs, social security benefits and any transfers, suspensions or dismissals.

No non-wage payments were identified in the organisation during the period analysed. All salary supplements and their analyses were considered.

57

CONCLUSIONS

A salary audit is a process by which information is collected for the purpose of determining whether the organisation's pay system complies with the effective application of the principle of equality between women and men in terms of remuneration. It defines the actions that need to be taken in order to avoid, correct and prevent obstacles to equity.

The mean overall pay gap in the organisation is 8.71%, which is well below the established maximum of 25%, at which point the regulations state justification must be provided (RD 902/2020 on equal pay).

The organisation performed a job evaluation as indicated in RD 902/2020 on equal pay. The evaluation was required for the salary audit analysis and resulted in every job being classified into one of six clusters, in which all jobs were of equal value.

It is worth mentioning that the mean pay gap decreases to 6.65% when base pay alone is considered.

Salary supplements were found to have a mean overall pay gap of 56.43%, with gaps exceeding 25% in 11 of the 16 supplements identified. The analysis of each cluster of jobs of equal value revealed that the gap in the supplements depends not on the sex of the person occupying the position but on the concept of remuneration: for example, whether they are available for work or not, or whether they participate in the 'Chemistry in the Family' project or not.

As no non-wage payments were identified in the organisation, a total of 16 salary supplements were analysed.

All this data, together with the mean organisational pay gap of 8.71%, contribute to a general understanding of the current working environment. Although pay gaps in organisations must never be normalised, they are

often attributable to variables other than sex. European sources have identified several aspects that contribute to the pay gap between men and women, including:

- Differences in the proportion of women and men in positions of responsibility.
- Differences in the degree to which women and men engage in part-time work.
- Leaves of absence or maternity or paternity leave.
- Education and training or awareness-raising and transparency as well as direct discrimination.

The gender pay gap also reflects other inequalities, notably women’s often disproportionate share of family responsibilities and the resulting difficulties in striking a balance between work and private life. Many women work part-time or on atypical contracts, as this allows them to maintain their place in the labour market while performing family duties at the same time. However, it can also have a negative impact on pay levels, career development, promotion prospects and pensions.

In view of the above, no direct wage discrimination has been detected in the organisation. An egalitarian remuneration policy has been developed, in which the sex of the employee is not a variable to be taken into account in wage policies. Gender differences were also not detected in the scoring of the different jobs and pay gaps.

The outcome of this salary audit is summarised in the following table, which shows the organisation’s strengths in this regard and proposes actions for improvement to develop a more equitable organisation.

STRENGTHS	ACTIONS FOR IMPROVEMENT
<ol style="list-style-type: none"> 1. A defined salary policy. 2. Ease of access to salary data from the organisation’s People Unit. 3. An understanding of the requirements of the new Royal Decree 902/2020 on remunerative equality. 4. Job evaluation in accordance with the new legislation stipulated in Royal Decree 902/2020. 	<ol style="list-style-type: none"> 1. Attempt to increase the proportion of women in traditionally male-dominated positions to decrease the pay gap. 2. Increase the proportion of women in decision-making positions or positions of responsibility to decrease the pay gap. 3. Conduct periodic analyses to track the evolution and improvement of pay gaps.

10.7.5. Professional classification

The jobs that exist in the organisation are classified in terms of the range of tasks assigned to each job, work team or area of activity.

The distribution by hierarchical level and departments is illustrated in the organisational structure shown in section 7.

Data related to jobs at the organisation is shown below.

10.7.5.1. Distribution of staff by jobs

ICIQ staff work in a wide range of jobs, many of which are positions held by a single individual or by very few staff.

Pre-doctoral research staff account for the largest job in the organisation with a total of 59 people (24 women and 35 men). Post-doctoral research staff are the second largest professional group with a total of 55 people (11 women and 44 men). The theoretical pre-doctoral research staff is the next largest with 15 people (10 women and 5 men), followed by the theoretical post-doctoral research staff group with 10 people (3 women and 7 men), and finally the project research staff with 9 people (4 women and 5 men).

The graphs below show that two of the positions with the highest number of staff members lack parity, as they are mainly held by men: post-doctoral research staff (80% men) and post-doctoral/theoretical research staff (70% men). There is parity among the pre-doctoral research staff, though it is below the average of the staff as a whole.

Professional Category	Women	%	Men	%	Total
Project researcher	4	44.44	5	55.56	9
Post-doctoral researcher	11	20.00	44	80.00	55
Theoretical postdoc researcher	3	30.00	7	70.00	10
Pre-doctoral researcher	24	40.68	35	59.32	59
Theoretical predoc researcher	10	66.67	5	33.33	15

Meanwhile, other positions are dominated by women employees. Scientific coordinators, for example, are 100% women. It is also



worth noting that the group leader position is held by 83.33% men and 16.67% women.

Professional Category	Women	%	Men	%	Total
Management assistant	1	100.00	0	0.00	1
Logistics assistant	0	0.00	1	100.00	1
Cleaning assistant	0	0.00	1	100.00	1
Scientific coordinator	4	100.00	0	0.00	4
Administrative coordinator	1	100.00	0	0.00	1
Administrative director	1	100.00	0	0.00	1
KTT director	0	0.00	1	100.00	1
Financial project management specialist	1	100.00	0	0.00	1
Group leader	1	16.67	5	83.33	6
IT systems manager	0	0.00	1	100.00	1
Project researcher	4	44.44	5	55.56	9
Post-doctoral researcher	11	20.00	44	80.00	55
Theoretical post-doctoral researcher	3	30.00	7	70.00	10
Pre-doctoral researcher	24	40.68	35	59.32	59
Theoretical pre-doctoral researcher	10	66.67	5	33.33	15
IT helpdesk support	0	0.00	1	100.00	1
Junior group leader	1	50.00	1	50.00	2
Junior group leader early career	3	100.00	0	0.00	3
Receptionist	2	100.00	0	0.00	2
Research project management specialist	1	100.00	0	0.00	1
Research software engineer	0	0.00	1	100.00	1
Personnel management supervisor	1	100.00	0	0.00	1
Institutional strengthening supervisor	1	100.00	0	0.00	1
Reaction technologies department supervisor	1	100.00	0	0.00	1
Project Department supervisor	1	100.00	0	0.00	1
Business development supervisor	0	0.00	1	100.00	1
Logistics supervisor	0	0.00	1	100.00	1
Financial projects supervisor	1	100.00	0	0.00	1
Chemical reaction technologies unit supervisor	1	100.00	0	0.00	1
Purchasing and logistics unit supervisor	0	0.00	1	100.00	1
Chromatography unit supervisor	1	100.00	0	0.00	1
Finance department supervisor	0	0.00	1	100.00	1
Materials characterisation department supervisor	0	0.00	1	100.00	1
Scientific education and outreach supervisor	1	100.00	0	0.00	1
Administrative support supervisor	1	100.00	0	0.00	1
Mechanics workshop supervisor	0	0.00	1	100.00	1
Crysforma unit supervisor	0	0.00	1	100.00	1
CSOL unit supervisor	0	0.00	1	100.00	1
Accounting unit supervisor	0	0.00	1	100.00	1

HTE unit supervisor	0	0.00	1	100.00	1
HR unit supervisor	1	100.00	0	1.00	
Glass workshop unit supervisor	0	0.00	1	100.00	1
X-ray diffraction unit supervisor	0	0.00	1	100.00	1
Mass spectrometry unit supervisor	1	100.00	0	0.00	1
Materials characterisation spectroscopy unit	1	100.00	0	0.00	1
Photophysics unit supervisor	0	0.00	1	100.00	1
IT unit supervisor	0	0.00	1	100.00	1
Maintenance unit supervisor	0	0.00	1	100.00	1
Aicuris mixed unit supervisor	0	0.00	1	100.00	1
RMN unit supervisor	0	0.00	1	100.00	1
SHEQ unit supervisor	0	0.00	1	100.00	1
Human resources administrative support	2	100.00	0	0.00	2
Grants specialist	1	100.00	0	0.00	1
Chromatography specialist	1	50.00	1	50.00	2
Purchasing and procurement specialist	1	100.00	0	0.00	1
Logistics and purchasing specialist	0	0.00	1	100.00	1
Purchasing translation specialist	0	0.00	1	100.00	1
Accounting specialist	1	50.00	1	50.00	2
Communication and image specialist	3	100.00	0	0.00	3
HT specialist	1	0.00	1	0.00	1
Research group laboratory technician	1	0.91	0	0.00	1
Maintenance specialist	0	0.00	2	1.37	2
Financial project specialist	1	0.91	0	0.00	1
Computational lab support technician	0	0.00	1	0.63	1
Talent specialist	1	0.91	0	0.00	1
Mechanics workshop specialist	0	0.00	1	0.68	1
Business development specialist	0	0.00	1	0.68	1
Scientific education and outreach specialist	1	0.91	2	1.37	3
Mass spectrometry specialist	2	1.82	0	0.00	2
Materials characterisation spectroscopy specialist	1	0.91	0	0.00	1
Funding specialist	0	0.00	1	0.68	1
Research project management specialist	5	4.55	0	0.00	5
IT specialist	0	0.00	2	1.37	2
Human resources specialist	1	0.91	0	0.00	1
SHEQ specialist	2	1.82	0	0.00	2
Reaction technologies unit specialist	2	1.82	0	0.00	2
X-ray diffraction unit specialist	1	0.91	0	0.00	1
RMN unit specialist	0	0.00	1	0.68	1
Support technician	2	1.82	5	3.42	7
Total	110	100	146	100	256

Professional Category	Women	%	Men	%2	Total
Management assistant	1	0.91	0	0.00	1
Logistics assistant	0	0.00	1	0.68	1
Cleaning assistant	0	0.00	1	0.68	1
Scientific coordinator	4	3.64	0	0.00	4
Administrative coordinator	1	0.91	0	0.00	1
Administrative director	1	0.91	0	0.00	1
KTT director	0	0.00	1	0.68	1
Financial project management specialist	1	0.91	0	0.00	1
Group leader	1	0.91	5	3.42	6
HPC systems manager	0	0.00	1	0.68	1
Project researcher	4	3.64	5	3.42	9
Post-doctoral researcher	11	10.00	44	30.14	55
Theoretical post-doctoral researcher	3	2.73	7	4.79	10
Pre-doctoral researcher	24	21.82	35	23.97	59
Theoretical pre-doctoral researcher	10	9.09	5	3.42	15
IT helpdesk support	0	0.00	1	0.68	1
Junior group leader	1	0.91	1	0.68	2
Junior group leader early career	3	2.73	0	0.00	3
Receptionist	2	1.82	0	0.00	2
Research project management specialist	1	0.91	0	0.00	1
Research software engineer	0	0.00	1	0.68	1
Personnel management supervisor	1	0.91	0	0.00	1
Institutional strengthening supervisor	1	0.91	0	0.00	1
Reaction technologies department supervisor	1	0.91	0	0.00	1
Projects department supervisor	1	0.91	0	0.00	1
Business development supervisor	0	0.00	1	0.68	1
Logistics supervisor	0	0.00	1	0.68	1
Financial projects supervisor	1	0.91	0	0.00	1
Chemical reaction technologies unit supervisor	1	0.91	0	0.00	1
Purchasing and logistics unit supervisor	0	0.00	1	0.68	1
Chromatography unit supervisor	1	0.91	0	0.00	1
Finance department supervisor	0	0.00	1	0.68	1
Materials characterisation department supervisor	0	0.00	1	0.68	1
Scientific education and outreach supervisor	1	0.91	0	0.00	1
Administrative support supervisor	1	0.91	0	0.00	1
Mechanics workshop supervisor	0	0.00	1	0.68	1
Crysforma unit supervisor	0	0.00	1	0.68	1
CSOL unit supervisor	0	0.00	1	0.68	1
Accounting unit supervisor	0	0.00	1	0.68	1
HTE unit supervisor	0	0.00	1	0.68	1
HR unit supervisor	1	0.91	0	0.00	1

Glass workshop unit supervisor	0	0.00	1	0.68	1
X-ray diffraction unit supervisor	0	0.00	1	0.68	1
Mass spectrometry unit supervisor	1	0.91	0	0.00	1
Materials characterisation spectroscopy unit	1	0.91	0	0.00	1
Photophysics unit supervisor	0	0.00	1	0.68	1
IT unit supervisor	0	0.00	1	68.00	1
Maintenance unit supervisor	0	0.00	1	0.68	1
Aicuris mixed unit supervisor	0	0.00	1	0.68	1
RMN unit supervisor	0	0.00	1	0.68	1
SHEQ unit supervisor	0	0.00	1	0.68	1
Human resources administrative support	2	82.00	0	0.00	2
Grants specialist	1	0.91	0	0.00	1
Chromatography specialist	1	0.91	1	0.68	2
Purchasing and procurement specialist	1	0.91	0	0.00	1
Logistics and purchasing specialist	0	0.00	1	0.68	1
Purchasing translation specialist	0	0.00	1	0.68	1
Accounting specialist	1	0.91	1	0.68	2
Communication and image specialist	3	2.73	0	0.00	3
HT specialist	1	0.91	0	0.00	1
Research group laboratory technician	1	0.91	0	0.00	1
Maintenance specialist	0	0.00	2	1.37	2
Financial project specialist	1	0.91	0	0.00	1
Computational lab support technician	0	0.00	1	0.68	1
Talent specialist	1	0.91	0	0.00	1
Mechanics workshop specialist	0	0.00	1	0.68	1
Business development specialist	0	0.00	1	0.68	1
Scientific education and outreach specialist	1	0.91	2	1.37	3
Mass spectrometry specialist	2	1.82	0	0.00	2
Materials charact. spectroscopy specialist	1	0.91	0	0.00	1
Funding specialist	0	0.00	1	0.68	1
Research project management specialist	5	4.55	0	0.00	5
IT specialist	0	0.00	2	1.67	2
Human resources specialist	1	0.91	0	0.00	1
SHEQ specialist	2	1.82	0	0.00	2
Reaction technologies unit specialist	2	1.82	0	0.00	2
X-ray diffraction unit specialist	1	0.91	0	0.00	1
RMN unit specialist	0	0.00	1	0.68	1
Support technician	2	1.82	5	3.42	7
Total	110	100	146	100	256

10.7.6. Staff selection and hiring process

The staff is **ICIQ**'s most valuable asset. The Institute seeks to attract talent by offering a setting in which people can grow and develop to their full potential.

ICIQ has a People Unit which, among many other responsibilities, ensures equal treatment in the selection and access processes for new employees, prevents possible cases of horizontal and vertical segregation, and sets the same contractual conditions for men and women.

The organisation ensures non-discrimination on the basis of sex in its selection processes, as shown by the data collected, analysed and shown here. Access to the organisation is not hindered by any limitations or obstacle from a gender perspective. In fact, women are represented at all levels of responsibility in the institution, which confirms the absence of gender-based impediments to women's professional development.

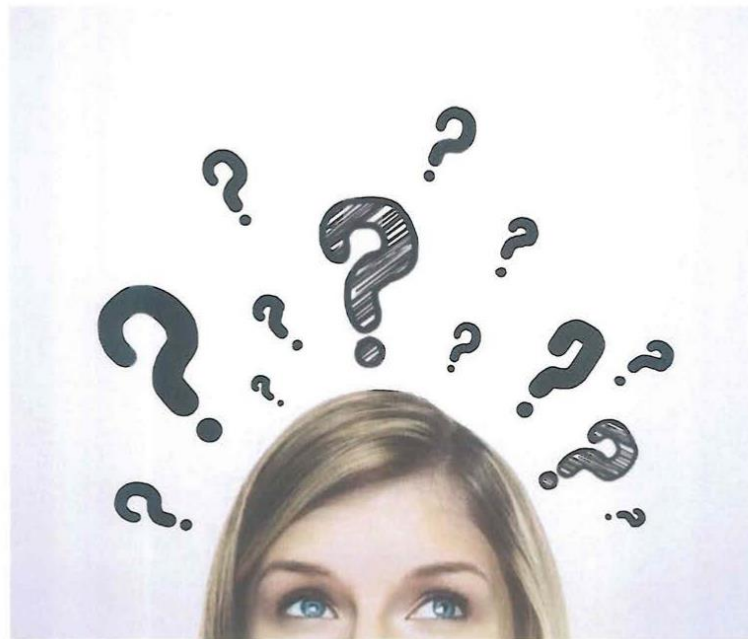
ICIQ also adheres to the HRS4R human resources management procedure as a self-assessment tool for the organisation's current departments and services in the area of People.

Employee recruitment and selection policy

In recruitment and selection, the goal is to guarantee that the organisation follows a transparent, impartial selection and hiring policy based exclusively on merit and the best fit between the candidate and the organisation's values, philosophy and objectives. It is essential that the policy ensures equality of opportunities and the selection of the best candidate for each position.

ICIQ has developed a guide to onboarding and offboarding personnel, which indicates the protocol to follow in each of these processes.

Guía de ayuda e informativa de cómo realizar las incorporaciones y las bajas de las diferentes tipologías de personal en el ICIQ



The recruitment and selection policy takes into account current legislation on employment, equality and diversity, and data protection.

Job vacancies are announced on the organisational website, EURAXESS and other portals. They are therefore open to the public.

In addition, ICIQ has recently completed a job evaluation study, in which jobs were assigned a factor score and then placed in clusters of equal value. Scoring jobs in this way allows for an egalitarian remuneration policy and a fairer selection process without gender bias. It also examines the functions and profiles required for each position in the organisation.

ICIQ initiates selection processes when there is a need for new staff to fill the occasional vacancy or to respond to the requirements of specific projects.

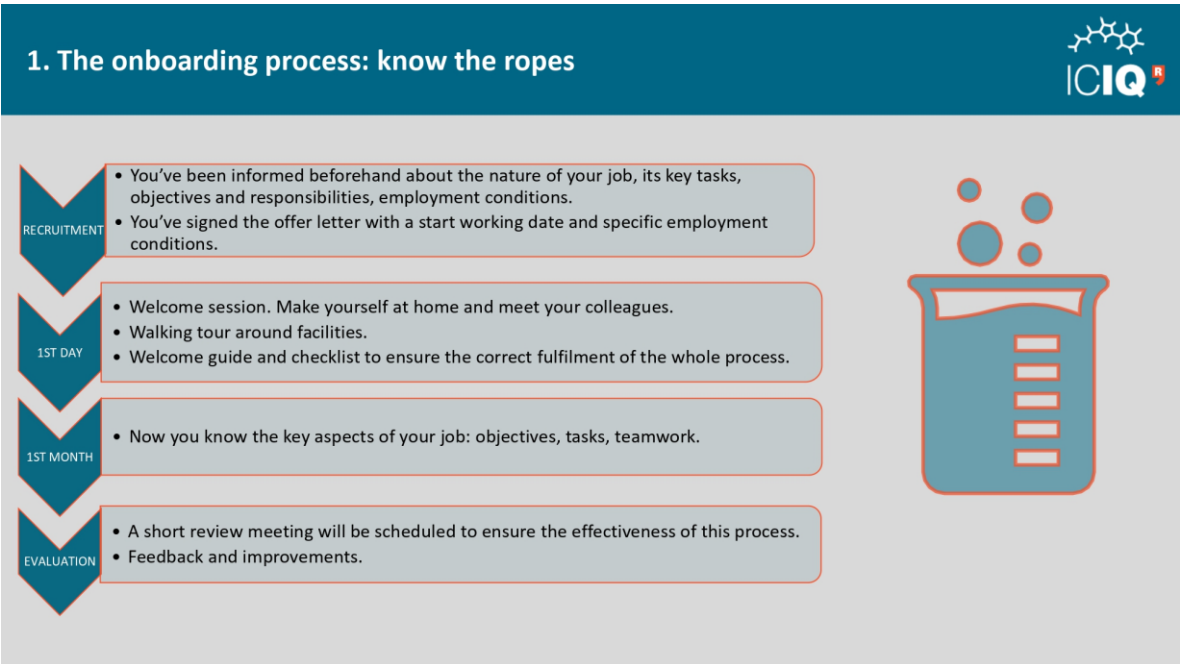
Requests for new personnel typically come from group leaders, principal investigators, and management and/or area supervisors. The recruitment process begins once the position, its functions and the required skills have been determined.

The position is defined by means of the ICIQ job catalogue, which contains all the candidate profiles required. The immediate superior defines the skills and qualities required of the candidate, specifies their primary functions, and participates in the selection process. A Selection Committee is formed for most positions. Whenever possible, the committee is gender-equal; however, a possible area for improvement detected in the analysis is that all Selection Committee members should receive training in equality and, specifically, in gender bias.

One of the difficulties that women may encounter in accessing and, above all, in maintaining their positions and advancing their scientific careers is the time investment required for research.

Maintaining a healthy work-life balance is very difficult when conducting research of excellence. Even in cases in which there are measures to promote work-life balance, research is very time-consuming. This may be one of the factors that account for the presence of fewer women in higher positions or interruptions in women’s research careers. Women and men with children face the difficult decision of whether to spend less time with their children so that they can engage in a research career of excellence that will require almost 100% of their time.

Once a new employee joins the staff, an onboarding process is initiated, the procedure for which is outlined below.



New recruits in the past year

In the last year a total of 55 new employees joined ICIQ, 36 men and 19 women. The percentage of men in this regard (65.45%) was higher than the average for the staff as a whole (57.68%).

The new employees were hired for the following positions:

Job	Women	%	Men	%	Total
KTT department director	0	0.00	1	100.00	1
Project researcher	1	100.00	0	0.00	1
Post-doctoral researcher	0	0.00	4	100.00	4
Business development supervisor	0	0.00	1	100.00	1
People Unit supervisor	1	100.00	0	0.00	1
Communications and image specialist	1	100.00	0	0.00	1
Talent specialist	1	100.00	0	0.00	1
Maintenance specialist	0	0.00	1	100.00	1
Post-doctoral researcher	6	26.09	17	73.91	23
Theoretical post-doctoral researcher	2	50.00	2	50.00	4
Pre-doctoral researcher	1	14.29	6	85.71	7
Theoretical pre-doctoral researcher	0	0.00	2	100.00	2
Junior leader	1	100.00	0	0.00	1
Receptionist	1	100.00	0	0.00	1
Chromatography specialist	0	0.00	1	100.00	1
Research project management specialist	1	100.00	0	0.00	1
Communication and image specialist	1	100.00	0	0.00	1
HT specialist	1	100.00	0	0.00	1
SHEQ specialist	1	100.00	0	0.00	1
Scientific education and outreach specialist	0	0.00	1	100.00	1
Total	19	34.55	36	65.45	55

Job	Women	%	Men	%	Total
KTT department director	0	0.00	1	2.78	1
Project researcher	1	5.26	0	0.00	1
Post-doctoral researcher	0	0.00	4	11.11	4
Business development supervisor	0	0.00	1	2.78	1
People Unit supervisor	1	5.26	0	0.00	1
Communications and image specialist	1	5.26	0	0.00	1
Talent specialist	1	5.26	0	0.00	1
Maintenance specialist	0	0.00	1	2.78	1
Post-doctoral researcher	6	31.58	17	47.22	23

Theoretical post-doctoral researcher	2	10.53	2	5.56	4
Pre-doctoral researcher	1	5.26	6	16.67	7
Theoretical pre-doctoral researcher	0	0.00	2	5.56	2
Junior leader	1	5.26	0	0.00	1
Receptionist	1	5.26	0	0.00	1
Chromatography specialist	0	0.00	1	2.78	1
Research project management specialist	1	5.26	0	0.00	1
Communication and image specialist	1	5.26	0	0.00	1
HT specialist	1	5.26	0	0.00	1
SHEQ specialist	1	5.26	0	0.00	1
Scientific education and outreach specialist	0	0.00	1	2.78	1
Total	19	100	36	100	55

10.7.7. Staff training

One of ICIQ’s most important functions is to provide training in science, in all its categories, with the goal of empowering employees to develop scientific careers of excellence.

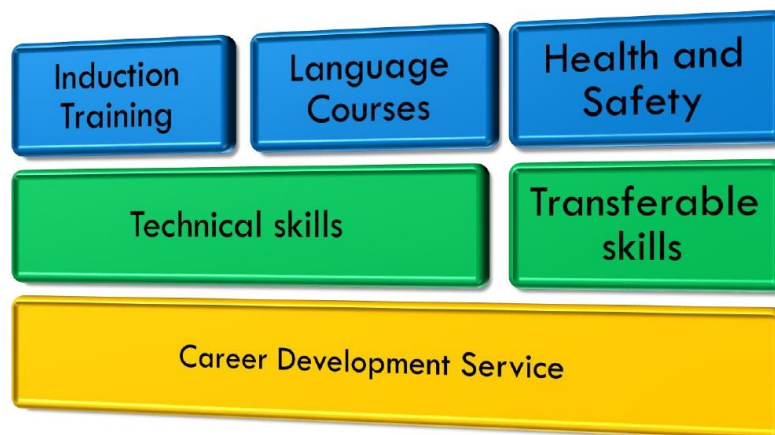
ICIQ also coordinates educational programmes aimed at promoting health and well-being, which contributes to aligning research with the needs and expectations of society. In addition, the organisation advocates equal opportunities in both access to employment and subsequent professional development for men and women, without discrimination for reasons of disability, nationality, race, religion, or any other characteristic.

Staff training at ICIQ is a fundamental tool for helping new recruits adjust to their positions and for the professional and personal development of the organisation’s workers.

In this context, training is therefore an instrument to improve their knowledge, skills and attitudes to scientific and technological developments, adapting to the growing demands and needs of the field of scientific research.

Training policy

ICIQ has designed a training plan that aims to improve professional and personal competences in line with the organisation’s strategic roadmap towards excellence.



All activities are promoted through regular channels of communication.

Equal opportunities in terms of training are ensured at ICIQ through its training plan. Training actions are designed in response to the needs detected in every area and/or job and not to gender or any other discriminating characteristic.

ICIQ organises training in different formats and of different types, but organising training on equal opportunities and gender bias is recommended.

The training plan primarily contains:

1. Required training for all employees, for example, training on health and safety, data protection, etc.
2. General training for the entire organisation, such as language courses. Training on cultural diversity and LGTBI training, which was added in 2023.
3. Technical training. Specific training for different jobs.
4. Skills training.
5. Onboarding programmes for all new recruits.
6. Seminars for research staff.
7. Training offered in conjunction with other research centres (primarily for research staff).

Courses and seminars are offered in person and online.

In conclusion, ICIQ ensures equal access to training regardless of sex, offering equal opportunities in the advancement of its employees' professional careers.

10.7.8. Training plan for the past two years

In the last year, ICIQ organised 432 training actions in which both women and men participated. Women participated in a total of 199 training actions (46.06%) while men participated in a total of 233 (53.94%), similar percentages to the percentage of men and women in the workforce.

Type of training	Women	%	Men	%	Total
Technical topics	67	58.77	47	41.23	114
Languages, digital skills	68	42.77	91	57.23	159
Specific management skills	9	60.00	6	40.00	15
Interpersonal skills (stress, communication, etc.)	32	41.03	46	58.97	78
Other	23	34.85	43	65.15	66
Total	199	46.06	233	53.94	432

Type of training	Women	%	Men	%	Total
Technical topics	67	33.67	47	20.17	114
Languages, digital skills	68	34.17	91	39.06	159
Specific management skills	9	4.52	6	2.58	15
Interpersonal skills (stress, communication, etc.)	32	16.08	46	19.74	78
Other	23	11.56	43	18.45	66
Total	199	100	233	100	432

The following training actions were organised in 2023:

Course name	Year	Women	%	Men	%	Total
Languages	2023	26	38.81	41	61.19	67
Management	2023	69	67.65	33	32.35	102
Research	2023	56	40.88	81	59.12	137
RSA	2023	5	71.43	2	28.57	7
SHQ	2023	23	62.16	14	37.84	37
Total		179	51.14	171	48.86	350



10.7.9. Promotion

ICIQ is governed by public administration legislation and therefore promotion in the strict sense does not exist. What is done instead is that each position that needs to be filled within the organisation is announced both internally and externally. The selection process is based on merit and guarantees equal opportunities with no gender barriers or obstacles.

Vacancies are communicated internally on a weekly basis to all staff through the Monday newsletter.

10.7.10. Joint responsibility for personal, family and working-life rights

Within the organisational and financial possibilities of the organisation, joint responsibility involves promoting equal opportunities for male and female employees. This is achieved through actions that improve the legal and conventional system for joint responsibility and work-life balance, and guarantee free access of all employees to these opportunities in conditions of equality and without discrimination on the grounds of gender.

One of the reasons for the lower labour participation of women compared to men is associated with the fact that they find it more difficult to achieve a healthy work-life balance given that they continue to bear the majority of domestic and care responsibilities. These circumstances may be accentuated by difficulties in accessing childcare and care services for other dependents, which influences career choices in terms of the greater use of part-time contracts and more frequent career breaks (Instituto de la Mujeres y para la Igualdad de Oportunidades).

Striking a healthy balance between personal, family and working life is an issue that continuously arises in the discussion about the difficulties faced by women.

Finding that balance between personal, family and working life is a real concern at **ICIQ**. The organisation aims to ensure staff retention and maximum personal and family comfort, and advocates for the effective management of the time dedicated to personal and working life so that the whole staff can strike a healthy balance. The aim is to find equilibrium between the various dimensions of life in order to improve well-being, health and personal work capacity.

This has led to various measures being implemented to promote work-life balance: flexible starting and finishing times, a bank of hours system, reduced working hours, etc. ICIQ employees can ask to work from home if they have children, or ill or dependent family members who, in exceptional circumstances, need a family member to stay with them. Doctoral students in the writing phase of their thesis can do the same. However, priority is given to other work-life balance measures that are alternatives to working from home, such as a bank of hours system and flexible working hours.

ICIQ gives their male and female employees every facility when they have personal or professional difficulties. In conclusion, ICIQ takes measures to create a healthy work-life balance so that its employees feel fulfilled in both their professional careers and their personal lives.

However, it is not uncommon for women in research careers to, at some point, face special difficulties in this regard. The challenge stems from the demands research makes on availability and time. This is a reality of the sector and not specific to ICIQ.

Children born in the past year

Eleven employees had children in the past year: five women and six men.

Mothers	%	Fathers	%	Total
5	45.45	6	54.55	11

Family responsibilities: parenthood among the entire staff in the last year

According to last year’s figures, a total of 71 members of staff are parents: 37 women and 34 men. Notably, the majority of ICIQ’s staff, 71.43%, does not have children.

No. children	Women	%	Men	%	Total
0	76	38.78	120	61.22	196
1	19	63.33	11	36.67	30
2	16	43.24	21	56.76	37
3 or more	2	50	2	50	4
Total	113	42.32	154	57.68	267

No. children	Women	%	Men	%	Total
0	76	67.28	120	77.92	196
1	19	16.81	11	7.14	30
2	16	14.16	21	13.64	37
3 or more	2	1.77	2	1.30	4
Total	113	100	154	100	267

Family responsibilities: care for dependents

ICIQ does not keep records with this information. Record-keeping on dependent care and knowing whether there are employees on staff who might need to take advantage of measures so that they can care for dependents may be an area for improvement.

Temporary leaves of absence, extended leaves of absence and time off

During the year under analysis, employees – 124 women and 112 men – took a total of 236 temporary leaves of absence. These consisted primarily of 144 leaves due to temporary incapacity (88 women and 56 men); 16 leaves due to a serious illness or death (4 women and 12 men); and 50 leaves due to accidents at work (21 women and 29 men). It should be noted that in 2022 leaves due to COVID were considered leaves due to accidents at work. There were also maternity or paternity leaves. Fewer than three people took any other type of leave

Type of temporary leave	Women	%	Men	%	Total
Temporary incapacity	88	70.97	56	50.00	144
Workplace accident	21	16.94	29	25.89	50
Maternity/paternity	4	3.23	11	9.82	15
Transfer of maternity leave	0	0.00	0	0.00	0
Adoption or guardianship	0	0.00	0	0.00	0
Pregnancy risk	1	0.81	0	0.00	1
Reduced hours for breastfeeding	2	1.61	1	.89	3
Reduced hours for childcare	2	1.61	0	0.00	2
Reduced hours for dependent care	0	0.00	0	0.00	0
Reduced hours for other reasons	0	0.00	0	0.00	0
Leave for childcare	2	1.61	0	0.00	2
Leave for family care	0	0.00	0	0.00	0
Fractional leave for child or family care	0	0.00	0	0.00	0
Voluntary leave	0	0.00	3	2.68	3
Time off for serious illness, death, etc.	4	3.23	12	10.71	16
Total	124	100	112	100	236

10.7.11. Remuneration

In reference to the remuneration policy, in equal working conditions, ICIQ remunerates staff according to their category, functions and responsibilities, with no gender-based differences in this area.

Based on its needs, ICIQ fills vacancies in any category by means of a public call for applications based on transparency, merit, equality and diversity. However, despite the variability of funding sources, salaries must respect the salary scales associated with the defined professional bracket. There are no incentives or social benefits at ICIQ.

Distribution of staff by salary bands without non-wage payments

The distribution of staff in salary bands shows that there is equity in the salary bands between €14,001 and €24,000, between €24,001 and €30,000, and between €30,001 and €36,000, which, together, account for 78.75% of the women and 71.43% of the men, in terms of the relative weight they have

in the organisation as a whole. The same cannot be said for the salary band over €36,000, in which there is a greater proportion of men.

On the other hand, the lowest pay scale consists of only four women and three men. And in the salary band between €14,001 and €24,000 there is a greater relative weight of men.

In general, it should be noted that, like men, women tend to concentrate in the €14,001 to €24,000 band.

Salary bands	Women	%	Men	%	Total
Less than €7,200	0	0.00	1	100.00	1
€7,201–€14,000	4	66.67	2	33.33	6
€14,001–€24,000	33	44.00	42	56.00	75
€24,001–€30,000	29	45.31	35	54.69	64
€30,001–€36,000	27	45.00	33	55.00	60
Over €36,000	20	32.79	41	67.21	61
Total	113	42.32	154	57.68	267

Salary bands	Women	%	Men	%	Total
Less than €7,200	0	0.00	1	0.65	1
€7,201–€14,000	4	3.54	2	1.30	6
€14,001–€24,000	33	29.20	42	27.27	75
€24,001–€30,000	29	25.66	35	22.73	64
€30,001–€36,000	27	23.89	33	21.43	60
Over €36,000	20	17.70	41	26.62	61
Total	113	100	154	100	267

The Remunerative Audit section provides a more detailed analysis of remuneration in the organisation.

10.7.12. Under-representation of women

One of the essential aims of the data analysis is to detect instances of vertical or horizontal segregation in the organisation and to identify scenarios of under-representation of women.

Horizontal segregation is a type of employee distribution that results in women being concentrated in certain jobs or departments. Vertical segregation refers to the ‘glass ceiling’, in other words, the difficulties women face in rising to positions of responsibility.

In order to analyse the under-representation of women, it is first necessary to re-examine the distribution of the workforce by jobs, as detailed in section 10.5.5.1. At ICIQ, the workforce shows a high degree of

dispersion across jobs. Many of these positions are held by a single individual or by very few staff members, which makes it difficult to analyse the under-representation of women.

The jobs held by the largest number of staff are those in the field of research, in which the position of post-doctoral researcher is held mainly by men. This is an indicator of horizontal segregation at ICIQ.

The jobs in cluster 1 of the job evaluation (the cluster with the greatest responsibility) are held by more men than women. It is worth mentioning that 83.33% of group leaders are men and only 16.67% women. This is an indicator of vertical segregation at ICIQ.

The analysis of the under-representation of women at ICIQ showed greater female representation in the middle and lower categories.

10.7.13. Prevention of sexual harassment and harassment on the basis of sex

ICIQ is committed to mutual respect and the dignity of all people, regardless of their position within the organisation.

ICIQ is currently negotiating with the works council and external advisors to draw up a new, improved and updated Protocol for the Prevention and Action against Sexual Harassment and Harassment on the Basis of Sex.

In the new protocol, ICIQ will continue to assume responsibility for maintaining a working environment free of any discrimination and of any conduct involving any kind of harassment. The aim of the protocol is to achieve safe working spaces, as well as working relationships based on respect between people and free of harassment of any kind.

Objectives of the protocol:

- To inform, educate and raise awareness among all ICIQ's working staff on the prevention of harassment.
- To have a protocol in place for prevention, action and guidance in matters of harassment so as to deal with situations and people as quickly as possible and in keeping with legislation.
- To ensure a working environment in which women and men mutually respect each other's integrity and dignity.
- To establish the measures needed to prevent situations of harassment.
- To guarantee the implementation of protocols and measures to safeguard these rights and prevent unwanted situations and to provide a solution to any such situations that may arise.

The provisions of the protocol will apply in the workplace and whenever staff undertake professional or work-related tasks outside the workplace. In addition, as mentioned in the section on training, to date no outreach or awareness-raising actions have been organised to foster a culture of zero tolerance towards this type of behaviour among the staff, so this is recommended as an action for improvement.

Because no cases of harassment were reported in 2022, there was no need to activate the existing protocol.

10.7.14. Communication, image and use of language

Information campaigns and an Internal Communication Plan must be in place in order to raise awareness of equal opportunities among all staff. These resources will ensure information, reinforce commitment, internalise corporate values, and allow the entire workforce to take part in the actions undertaken in relation to equal opportunities.

The external communications and publicity of organisations can also give an image of commitment to equality by reviewing the type of language used, promoting specific events and conferences with women in key roles, pursuing collaborative projects with other entities and attending to the type of image such projects present and/or highlighting the contribution of women to the business world.

ICIQ has various internal communication channels that guarantee fluid and agile in-organisation communication in its different modalities (horizontal, ascending and descending). The most frequently used channels are meetings and face-to-face conversations with managers, presentations, memos, and the intranet.

The organisation also has a whistleblowing channel, through which employees can:

- Report any hazardous situations inside or outside the organisation which may cause damage or harm to any natural or legal person.
- Report situations of non-compliance with the law or the Code of Conduct or any of the regulations therein
- Make proposals to improve the prevention and control model.

The communications department is made up of three people, all of whom are women.

Use of non-sexist language


Language is a cultural acquisition, the instrument through which thoughts, ideas and each person's particular way of perceiving the world are expressed. It is, therefore, a reflection of a society's culture

at any given time. If language is sexist, it tends to perpetuate values and stereotypes that are detrimental to real equality and to the visibility of women.

The non-sexist use of language is one of the instruments of positive action that companies can and should use to effectively promote the real equality of women within the organisation.

A review of the website and other corporate documents indicates that ICIQ uses English in many of its communications, but when it uses Spanish or Catalan, most of the time, the organisation ensures the use of gender-neutral language, as shown in the document below. This gender-neutrality is notable both in its written communication and in the image it conveys.



	INSTITUT CATALÀ D'INVESTIGACIÓ QUÍMICA - ICIQ REGULACIÓ DEL TREBALL A DOMICILI A L'ICIQ	01/01/2022 REV-02
-----------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------	----------------------

Propòsit

La direcció del centre manifesta que a ICIQ la feina és presencial, tenint en compte l'activitat de l'institut i el fet de ser una fundació del sector públic.

La **petició de treball a domicili** serà voluntària i iniciada per la persona treballadora (amb excepcions en l'àmbit de gestió del covid-19). El personal contactarà amb la Unitat de RRHH (rrhh@iciq.es) per fer la sol·licitud de treball a domicili, que s'encarregarà d'emplenar la documentació adient i consultar amb la gerència si s'aprova o no la petició de teletreball. Un cop la petició hagi estat aprovada, es signarà un **acord individual** per efectuar treball a distància que preveurà les condicions en què s'efectuarà tals com: durada, motius, inventari de mitjans, horari, disponibilitat, distribució de part presencial i a distància si escau, lloc, mecanismes i terminis de preavis en cas de reversibilitat o finalització abans de la data prevista, procediment d'actuació en cas de dificultat tècnica, política de protecció de dades i seguretat de la informació, mesures preventives, sistemes de supervisió, etc.)

Condicions en les que es podrà efectuar el treball a domicili:

Mentre persisteixi la situació sanitària motivada pel COVID-19 i en aplicació del pla de gestió de casos de sospita o contagi, seguiment de contactes estrets i treballadors sensibles de l'ICIQ, les següents situacions permetran treball a domicili, sempre amb **sol·licitud i formalització d'acord individual**, i amb notificació prèvia del cas a covid@iciq.es i segons les instruccions emeses per les autoritats sanitàries i aquelles complementàries que, per prudència, s'emetin des de l'ICIQ:

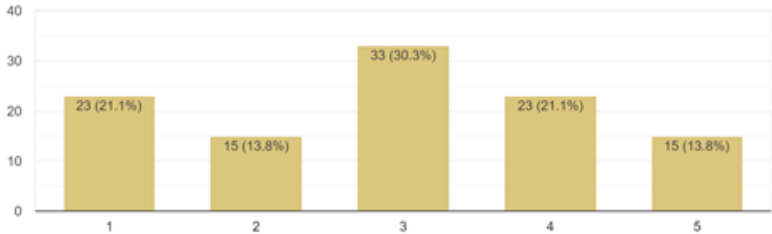
- Casos de COVID-19 sota **sospita o en estudi**.
- Casos en **confinament preventiu** per haver estat en **contacte amb un cas en estudi o confirmat** de COVID-19.
- Casos de COVID-19 **confirmats** que, degut al seu estat de salut (asimptomàtics o simptomatologia lleu), a les seves circumstàncies personals i característiques del lloc de treball puguin efectuar treball a distància. En aquests casos no procedeix que el servei públic de salut emeti BAIXA MÈDICA.
- **Personal sensible** enfront l'exposició a COVID-19 que pertanyi a algun dels col·lectius de risc identificats per les autoritats sanitàries, quan **existeixi una valoració mèdica** sobre el seu estat o patologia que **desaconselli** el desenvolupament de **treball presencial** o recomani el treball a distància durant un període determinat.

In the interest of using and encouraging the use of inclusive language in communications in Catalan and Spanish, one proposal for improvement would be to produce a guide for the use of inclusive language within the framework of the new Plan for Equal Opportunities between Women and Men.

The guide would act as a useful tool to help society, particularly the scientific community, and provide inclusive and non-stigmatising linguistic strategies that can be used on a daily basis. The aim of the guide, therefore, is to respond to any queries that may arise when writing a text or preparing an oral presentation, offering linguistic resources that promote inclusion. However, these new forms of expression should be adopted naturally and organically and without compromising the coherence of the texts.

In November 2023, a survey was administered to the organisation’s employees as part of the HRS4R (Human Resources Strategy for Researchers) accreditation, in which staff members were asked about their knowledge of the Equality Plan. A total of 35% of the employees were not aware of the plan and a further 33% were not sure whether they were aware of it or not. One action for improvement is to publicise the existence of the 3rd Equality Plan among employees.

Do you know the ICIQ equality plan// Conoces el plan de igualdad del ICIQ?. (1 Totally disagree, 5 Totally agree) If it doesn't apply, don't answer and...egunta, no respondas y pasa a la siguiente pregunta. 109 responses



10.7.15. Workplace health and safety

ICIQ has an Occupational Risk Prevention Plan that complies with all current legislation on safety. It is enforced by the Prevention Service.

In order to prevent hazards at work and promote the health and safety of all its staff, the organisation follows and implements all the regulations stipulated in Law 31/1992 on Occupational Risk Prevention (LPRL) through measures such as risk assessment associated with the use of work equipment and risk assessments on safety at work, as well as assessments of exposure to physical pollutants (temperature, relative humidity, lighting, noise, electromagnetic radiation associated with lasers) and chemical pollutants.

80

Studies on occupational health and safety are conducted regularly. The procedure below is activated in response to risk situations arising from pregnancy and breastfeeding:

- a) The woman notifies the Prevention Service.
- b) The case is assessed, the woman is advised and the situation is monitored.
- c) The woman is immediately transferred to another position if there is any risk of exposure to any substance that may be carcinogenic, mutagenic, or toxic for reproduction (CMR).

How can we help you?



- ⚠ Providing Initial Safety Training and Information.
- ⚠ Providing Personal Protective Equipment (lab coats, safety glasses, ear protection gloves, etc.)
- ⚠ Providing initial and periodic medical Check-Ups.
- ⚠ COVID-19: case management and support.
- ⚠ Accidents: support on solving the situation, provide medical attention and investigating the causes.
- ⚠ Occupational diseases.
- ⚠ Waste management.
- ⚠ All other safety concerns.

All the safety resources are available in the SHEQ site in ICIQ intranet



The private health insurance company with which ICIQ works is a member of the violet point initiative promoted by the Ministry of Equality to learn how to handle situations of gender-based violence and offers a technical workshop on gender mainstreaming in the Prevention of Occupational Risks.

A psychosocial factors study was outsourced to the External Prevention Service CUALTIS (currently VITALY) at the end of 2022 through an agreement between the legal representatives of the workers and ICIQ's health and safety representatives. Of the two methods formally recognised at that time by the National Institute for Health and Safety at Work (INSST), the company opted to apply the method recommended by the Government of Catalonia, the CoPsoQ-istas²¹. This is a method that assesses 20 different psychosocial dimensions and compares the results with those of a healthy reference population. The method also differentiates the results by gender while preserving the confidentiality of the participants.

At ICIQ, the quantitative approach required by the method (consisting of administering surveys to staff) was complemented with focus groups including members of the five different collectives evaluated and with individual interviews with key members of the organisation or others who so requested.

The process of promoting the study, collecting data, presenting the results and designing corrective measures lasted throughout 2022 and part of 2023. In June 2023, the results were presented to the Health and Safety Committee and, during October 2023, the results were distributed in different languages and in the form of infographics to the staff (see Annex XX).

A significant percentage of staff (76.4%) participated in the study, with a higher participation rate among women (88.3%) than men (71.7%). The study found favourable exposure in 10 dimensions and unfavourable exposure across the board in 10 other psychosocial dimensions. For these latter dimensions, 30 measures were implemented and validated, with the Health and Safety Committee in charge of regular monitoring.

The Health and Safety Committee currently consists of six people: three women and three men.

10.7.16. Women in situations of special vulnerability

No data is available on women in particularly vulnerable situations such as single-parenthood, circumstances related to nationality or race, situations of gender violence, etc. In order to improve, information should be obtained on whether any people in the organisation are in these situations so that measures can be taken to solve them.

10.7.17. Mobility

ICIQ is located in Tarragona, Avinguda de Paisos Catalans 16, and is well connected by road and public transport.



Sustainable transport is encouraged so ICIQ ensures that bicycle parking facilities are available and transports staff from the Camp de Tarragona train station to their place of work by van so they can live in provinces other than Tarragona.



10.8. Conclusions drawn from the diagnostic assessment of the Equality Plan

In compliance with **Articles 45 to 49 of Organic Law 3/2007 of 22 March for the effective equality of women and men**, a **diagnostic assessment** of the organisation's current situation with regard to equality was completed as a preliminary step to the Plan for Equal Opportunities between Women and Men.

A diagnostic assessment is a useful and functional instrument for determining the equal opportunities scenario within an organisation. A qualitative and quantitative study provides updated information that helps identify the aspects of the organisation that should be improved in order to achieve effective and real equality of opportunities between women and men.

This diagnostic assessment must involve the whole ICIQ organisation and examine all its internal processes, its human resources management policies, its internal and external communications, its working conditions and the proportion of women and men in the different jobs, professional categories and levels of responsibility. The diagnostic assessment must serve as a basis for establishing the priorities and actions that will be part of the equality plan. To this end, this report presents the areas studied and their conclusions so that decisions can be taken about the actions that will be part of the Equality Plan.

There is parity in the workforce, although there are more men (57.68%) than women (42.32%). The data collected clearly show that there is no discrimination whatsoever with regard to joining and remaining in the organisation.

10.8.1. Selection and hiring process

This section analyses the **real equality of opportunities** in terms of accessing any job or position in the organisation.



ICIQ has a People Unit which, among many other responsibilities, ensures that new employees are treated equally in the selection and access processes for new employees, avoids possible cases of horizontal and vertical segregation and establishes the same contractual conditions for men and women. In recruitment and selection, the goal is to guarantee that the organisation follows a transparent, impartial selection and hiring policy based exclusively on merit and the best fit between the candidate and the organisation's values, philosophy and objectives. The policy ensures equality of opportunities and the selection of the best candidate for each position.

Positions are defined in the ICIQ job catalogue, which contains the profiles required of candidates. The immediate superior specifies the skills and qualities candidates need, as well as the primary functions involved in the position, and participates in the selection process. In the management area, employees are selected by a Selection Committee. A possible area for improvement detected in the analysis is that all Selection Committee members and anyone who participates in selection processes should receive training in equality and, specifically, in gender bias.

The recruitment and selection policy takes into account current legislation on employment, equality and diversity, and data protection. Job vacancies are announced on the organisational website, EURAXESS and other portals. They are therefore open to the public.

In the last year, a total of 55 new employees joined ICIQ, 36 men and 19 women. The percentage of men in this regard (65.45%) was higher than the average for the staff as a whole (57.68%). A possible action for improvement is to analyse if more men than women have joined the organisation because more men have applied for jobs than women or if there was an equal number of male and female applicants, and more men were hired. This information should be available annually and analysed.

10.8.2. Professional classification

All the jobs in the organisation are classified in terms of the range of tasks assigned to each job, work team or area of activity.

ICIQ has recently completed a job evaluation study in which jobs were assigned a factor score and then placed in clusters of equal value. This evaluation makes it possible to implement an egalitarian remuneration policy and a fairer selection process without gender bias, and determines the functions and profiles of each position in the organisation.

At ICIQ, the workforce shows a high degree of dispersion across jobs. Many of these positions are held by a single individual or by very few staff members.

The jobs held by the largest number of staff are those in the field of research, in which the position of post-doctoral researcher is held mainly by men. This is an indicator of horizontal segregation at ICIQ.

The jobs in cluster 1 of the job evaluation (the cluster with the greatest responsibility) are held by more men than women. It is worth mentioning that 83.33% of group leaders are men and only 16.67% women. This is an indicator of vertical segregation at ICIQ.

To improve in this area and to reduce the vertical and horizontal segregation, ICIQ should strive to incorporate more women in the most under-represented areas, both as pre-doctoral and post-doctoral research staff and group leaders.

10.8.3. Staff training

The ICIQ training plan enables employees to refresh and update their skills and acquire the new knowledge, attitudes and aptitudes they need to effectively perform their present or future job functions.

ICIQ organises training in different formats and of different types. The training plan consists mainly of:

1. Compulsory training for all employees on, for example, health and safety, data protection, etc.
2. General training for the entire organisation, such as language courses. For the first time in 2023, staff were provided with training on cultural diversity and LGTBIQ+.
3. Technical training. Specific training for different job functions in response to the needs detected.
4. Training in leadership, effective communication and team motivation.
5. Onboarding programmes for all new recruits.
6. Seminars, symposia and conferences for research staff, either in person or online.
7. Training offered in conjunction with other research centres (primarily for research staff).

In conclusion, ICIQ guarantees access to training under equal conditions, regardless of sex, so that all employees have the same opportunities to advance their professional careers. One proposal for improvement, however, is to provide training that addresses equal opportunities and gender bias.

10.8.4. Professional promotion

ICIQ is subject to the legislation governing public administration and therefore promotion in the strict sense does not exist. What is done instead is that each position that needs to be filled within the organisation is announced both internally and externally. The selection process is based on merit and guarantees equal opportunities with no gender barriers or obstacles.

One of the organisation's strengths is that it internally announces all job vacancies to all staff through a newsletter sent out on Mondays.

10.8.5. Working conditions

This **section discusses the working conditions** of the staff and aims to detect whether there is any discrimination on grounds of sex in terms of contract types and working hours. **It also aims to determine whether there is discrimination of any sort in the allocation of working hours and whether the criteria used are neutral and do not have a negative effect on any of the groups of employees in the organisation.**

The majority of ICIQ staff (41.95%) is in the 20–30 age range, followed by the 31–40 age group (28.84%) and then the 41–50 age group (20.60%). Only 8.61% of ICIQ staff is over 50 years of age.

It is important to examine why the 20–30 age bracket, to which most members of staff belong, has such a higher percentage of men than women and a higher percentage than the average of the organisation's staff as a whole. Analysing not only the age of the staff, but also the seniority they have at the institute reveals that 76.40% of the staff has been with the organisation for fewer than 10 years, with a higher percentage of men in this bracket (60.78%) than women (39.22%).

More young men join the organisation than women, but the women have more seniority than the men.

At ICIQ, the most common type of contract is a full-time temporary contract (58.80% of staff). This type of contract is more common among men (64.94%) than among women (50.44%). One positive factor is that more women hold permanent contracts (49.50%) than men (34%); however, although there are very few part-time contracts at ICIQ, they are more common among women than men.

In the last year analysed, a total of 68 employees left the organisation: 63.24% men and 36.76% women. The main reason for leaving was the end of a contract (93.02% men and 76% women), followed by dismissal (4.65% men and 4% women) and, finally, voluntary resignation (2.33% men and 16% women).

The causes of the higher percentage of voluntary resignations in the case of women should be analysed, and exit interviews could be carried out with all workers who leave the organisation voluntarily in order to collect more information on why people leave.

10.8.6. Salary and remuneration audit

This area **assesses the organisation's remuneration policy and whether it complies with the principle of equality, which establishes that women and men must be equally compensated for the same job or for jobs of equal value.**

In reference to the remuneration policy, in equal working conditions, ICIQ remunerates staff according to their category, functions and responsibilities, with no gender-based differences in this area.

Based on its needs, ICIQ fills positions in any category by means of a public call for applications based on transparency, merit, equality and diversity. However, despite the variability of funding sources, salaries must respect the salary scales associated with the defined professional bracket. There are no incentives or social benefits at ICIQ.

The distribution of staff according to salary bands shows that there is equity in the salary bands between €14,001 and €24,000, between €24,001 and €30,000, and between €30,001 and €36,000. There is not parity in the salary band of more than €36,000, which contains a greater proportion of men than women.

10.8.7. Joint responsibility for personal, family and working life rights

This section assesses the **measures undertaken by the organisation to facilitate joint responsibility so that employees can strike a balance between their personal, family and working lives.** The goal of this section is to determine whether people in all areas, in all categories and at all levels of the organisation can strike a healthy balance between their work and their personal and family lives and whether they exercise joint responsibility.

The aim is to show the extent to which the organisation proposes measures and actions that facilitate work-life balance, whether work-life balance is part of the organisational culture and whether there is a balance between women and men who use these measures.

Several measures have been implemented in the organisation to favour work-life balance: flexible start and end times, a bank of hours system, and reduced working hours. ICIQ employees can ask to work from home if they have children, or ill or dependent family members who, in exceptional circumstances, need a family member to stay with them. Doctoral students in the writing phase of their thesis can do the same. However, priority is given to other work-life balance measures that are alternatives to working from home, such as a bank of hours system and flexible working hours.

ICIQ gives their male and female employees every facility when they have personal or professional difficulties so that they can strike a balance between their careers and their home lives.

However, as a possible action for improvement, the work-life balance measures currently in place, both by law and those of the institute itself, should be communicated to all staff on an annual basis.

ICIQ does not explicitly keep information on employees who are in charge of dependents. This could be another possible area for improvement in order to have access to information about employees who may need work-life balance measures to care for dependents.

10.8.8. Under-representation of women

An overarching goal of equality policies is to achieve **a greater representation of women in the professional categories in which they are under-represented**, so that parity between men and women is achieved or maintained and the feminisation or masculinisation of certain professional positions is eliminated.

Before analysing the under-representation of women, it is important to point out that the ICIQ workforce shows a high degree of dispersion across jobs. Many positions in the Institute are held by a single individual or by very few staff members, which makes it difficult to analyse the under-representation of women.

The largest number of staff are employed in research positions, and both pre-doctoral and post-doctoral researcher positions are mainly held by men. This is an indicator of horizontal segregation at ICIQ.

The jobs in cluster 1 of the job evaluation (the cluster with the greatest responsibility) are held by more men than women. It is worth mentioning that 83.33% of group leaders are men and only 16.67% women. This is an indicator of vertical segregation at ICIQ.

One proposal for improvement in this area would be to reduce the vertical and horizontal segregation at ICIQ by striving to incorporate more women in the most under-represented areas, both as members of pre-doctoral and post-doctoral research staff and as group leaders.

10.8.9. Prevention of sexual harassment and harassment on the basis of sex

In this area, the organisation shows the actions it has taken to guarantee a working environment free of any type of sexual harassment or harassment on the basis of sex **by implementing all the**

measures required to assess psychosocial risks, awareness and training of the staff, existence of an internal procedure and dissemination to the staff, etc.

ICIQ is currently negotiating with the works council and external advisors to draw up a new, improved and updated Protocol for the Prevention of and Action against Sexual Harassment and Harassment on the Basis of Sex.

In the new protocol, ICIQ will continue to be responsible for maintaining a working environment free of any discrimination and of any conduct involving any kind of harassment. The aim of the protocol is to achieve safe working spaces, as well as working relationships based on respect between people and free of harassment of any kind.

The creation and implementation of this updated protocol will be a priority action for improvement at ICIQ as the information contained in the protocol and training on it will be shared throughout the organisation, starting with the people in charge of the team.

10.8.10. Communication, image and use of language

This area of equality **studies and evaluates the internal and external communication of the organisation in matters of equal opportunities, as well as the use of non-discriminatory language in written documentation and oral communication.**

ICIQ has various internal communication channels that guarantee fluid and agile in-organisation communication in its different modalities (horizontal, ascending and descending). The most frequently used channels are meetings and face-to-face conversations with managers, presentations, memos, and intranet.

A review of the website and other corporate documents indicates that ICIQ uses English in many of its communications, but when it uses Spanish or Catalan, most of the time, the organisation ensures the use of gender-neutral language, both in written texts and in the image it conveys.

One proposal for improvement would be to ensure the use of inclusive language in communications in Catalan and Spanish by producing a guide for the use of inclusive language within the framework of the new Plan for Equality between Women and Men. The guide would act as a useful tool to help society, particularly the scientific community, and provide inclusive and non-stigmatising linguistic strategies that can be used on a daily basis.

With regard to informing ICIQ employees about the existence of the Equality Plan, in November 2023 they were sent a survey as part of the HRS4R (Human Resources Strategy for Researchers) accreditation, in which they were asked if they knew about the Equality Plan. Thirty-five percent of

employees were not aware of the plan and a further 33% were undecided as to whether they were aware of it or not. One action for improvement would be to notify employees about the existence of the 3rd Equality Plan.

10.8.11. Workplace health and safety

The objective in this area is to **assess the degree to which the organisation has incorporated the gender perspective in monitoring and promoting the health of its staff.**

With regard to occupational health and safety, ICIQ has an Occupational Risk Prevention Plan that complies with all current legislation on safety. It is enforced by the Prevention Service.

In order to prevent hazards at work and promote the health and safety of all its staff, the organisation follows and implements all the regulations stipulated in Law 31/1992, on Occupational Risk Prevention (LPRL).

At the end of 2021, an external prevention service conducted a study of psychosocial factors. Of the two methods formally recognised at that time by the National Institute for Health and Safety at Work (INSST), it was agreed to apply the method recommended by the Government of Catalonia, the CoPsoQ-istas21, which assesses 20 different psychosocial dimensions and then compares the results with those of a healthy reference population. The method can also differentiate the results by gender while preserving the confidentiality of the participants.

The results were presented to the Health and Safety Committee, which is responsible for regular follow-up.

One possible improvement would be to ask the mutual insurance company that handles ICIQ to analyse leave due to temporary incapacity or workplace accidents disaggregated by sex.

10.8.12. Women in situations of special vulnerability

There is no data available on women in situations of special vulnerability. In order to improve, information should be obtained on whether any people in the organisation are in these situations (gender violence, disability, etc.) so that measures can be taken to solve them

10.8.13. Mobility

In this area, an analysis is made of geographical mobility and how staff **travel to their places of work**, as well as the existence of mechanisms to facilitate access and optimise travel times.

Sustainable transport is encouraged so ICIQ ensures that bicycle parking facilities are available and transports staff from the Camp de Tarragona train station to their place of work by van so they can live in provinces other than Tarragona.

Equality Plan

11. Plan for Equal Opportunities

11.1. Purpose

The purpose of implementing the Plan for Equal Opportunities at ICIQ is to pursue the organisation's interest in guaranteeing real and effective equal opportunities between women and men and, above all, ensuring that equality becomes an integral part of its management system and complying with the law on the effective equality between women and men that entered into force in 2007.

93

11.2. Objectives

With the Equality Plan, ICIQ aims to investigate the equality of opportunities for women and men at the organisation and define, structure and implement actions in this regard.

The main objective that ICIQ hopes to achieve is to promote a corporate culture based on equal opportunities for women and men, thereby eliminating any type of discrimination, improving the working environment and increasing the motivation and commitment of the staff. This will be accomplished by means of positive actions that contribute to creating the appropriate conditions for equality to be real and effective.

The specific objectives of the Equality Plan are:

- To incorporate the value of equal opportunities for women and men into ICIQ'S culture and management system.
- To define all procedures and practices in all areas of people management with the inclusion of the gender perspective and an emphasis on equality between women and men.
- To reduce horizontal and/or vertical segregation through ensuring parity in jobs.
- To plan and formalise measures to contribute to an improved balance between personal, family and work life, focusing on fostering joint responsibility in practice.
- To ensure the use of non-sexist communication.
- To guarantee the prevention of occupational risks from a gender perspective.
- To ensure that the protocol on sexual harassment or harassment on the basis of sex is made known to the entire workforce or to any person in contact with them for work-related reasons.

11.3. Positive actions on equality issues

Article 8 of Royal Decree 901/2020 of 13 October, which regulates equality plans and their registration, not only stipulates the minimum content of such plans, but also all the information on actions for improvement:

- Description, implementation period and prioritisation of the measure, as well as the design of indicators to determine progress.
- Identification of the material and human resources required to implement, monitor and evaluate the measures and objectives.
- Calendar of actions to be taken for the measures in the equality plan.
- Monitoring, evaluation and periodic review system.

The following are the optimal actions for improvement selected by the Negotiating Committee.

No. OF IMPROVEMENT ACTION	IMPROVEMENT ACTION	YEAR OF IMPLEMENTATION	YEARS OF FOLLOW-UP
1	Dissemination of 3rd Equality Plan	H1/2024	2025–2027
2	Internal communication on equal opportunities	H1/2024	H1/2025–2027
3	Creation of a guide on inclusive language	H2/2025	H2/2026–2027
4	Equality training for the Equality Committee	H1/2024	H1/2025–2027
5	Equality training for all staff	2025	2026–2027
6	Equality training for staff in supervisory positions	2024	2025–2027
7	Analysis of KPIs related to gender mainstreaming in training	H1/2025	H1/2025–2027
8	Training on inclusive, non-sexist communication	H2/2024	H2/2025–2027
9	Awareness-raising campaigns about successful women in science	H1/2025	H1/2026–2027
10	Leadership training exclusively for women	2024	2025–2027
11	Detection of training needs at all levels of the organisation	H2/2024	H2/2025–2027
12	Standardisation of job descriptions	H1/2025	H1/2026
13	Review of job evaluation	H2/2026	H1/2027
14	Protocol for preventing and handling harassment	H1/2024	H1/2025–2027
15	Training for all staff on preventing and handling sexual harassment	H2/2024	H2/2025–2027

16	Training for staff involved in creating the harassment protocol and referred to therein	H1/2024	H1/2025-2027
17	Creation and application of the LGTBIQ+ Plan	H1/2024	H1/2025-2027
18	Notification and staff training on the LGTBIQ+ Plan	H2/2024	H2/2025-2027
19	Training actions on the prevention of gender violence	2025	2026-2027
20	Creation of a protocol on the workplace rights of women victims of gender violence	2025	2026-2027
21	Comparative analysis of salary differences between women and men in the same position and professional category	2026	2027
22	Availability of an annual record of clusters of jobs of equal value	2026	2027
23	Communication of available measures for work-life balance, leave and time-off	H1/2024	H1/2025-2027
24	Administration of a survey on work-life balance	H1/2025	H1/2026-2027
25	Monitoring of medical leave and time off sick from a gender perspective	H1/2025	H1/2026-2027
26	Study and prevention of occupational risks from a gender perspective	2026	2027
27	Analysis of the selection process from a gender perspective	H1/2025	H1/2026-2027
28	Monitoring of gender indicators in scientific publications	H2/2024	H2/2025-2027
29	Exit interviews analysed from a gender perspective	H1/2025	H1/2026-2027
30	Annual analysis of the degree of satisfaction with actions for improvement	H2/2024	H2/2025-2027

Action 1: Dissemination of 3rd Equality Plan

Area of activity			
Communication			
Date of implementation	Start	Completion	
	H1/2024	H1/2027	
Description of the measure			
Dissemination of the 3rd Equality Plan and most significant results of the diagnostic assessment to the entire workforce, as well as the actions to be implemented as defined in the Action Plan.			
Justification for prioritising this measure			
Priority measure to address the concept of equality across the organisation.			
Objectives			
To incorporate the value of equal opportunities for women and men into ICIQ's culture and management system. To reinforce communication on issues of equality through actions, policies, activities and news.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Email, intranet, social networks, welcome pack, weekly newsletter			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> Annually updated area of the intranet; number of items, activities, news pieces, updates published An annual memo communicating the status of the Plan through a Mailchimp (email marketing) that analyses those who receive it, read it, visit the intranet area, etc. 			
Staff responsible for the measure			
Communication			

Action 2: Internal communication on equal opportunities

Area of activity			
Communication			
Date of implementation	Beginning	End	
	H1/2024	H1/2027	
Description of the measure			
Launch of internal communication actions on equal opportunities (e.g., International Day of Women and Girls in Science (11 February), International Women's Day (8 March) and Day against Gender Violence (25 November)).			
Justification for prioritising this measure			
To incorporate the criteria of inclusive and non-sexist communication across the organisation.			
Objectives			
To incorporate the value of equal opportunities for women and men into ICIQ's culture and management system.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Internal memos			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> An annual memo on the International Day of Women and Girls in Science (11 February), International Women's Day (8 March) and Day against Gender Violence (25 November). % of people who participate in actions on International Day of Women and Girls in Science (11 February), International Women's Day (8 March) and Day against Gender Violence (25 November). 			
Staff responsible for the measure			
Communication, People Unit, Equality Committee			

Action 3: Creation of a guide on inclusive language

Area of activity			
Communication			
Date of implementation	Start	Completion	
	H2/2025	H2/2027	
Description of the measure			
Creation and use of a guide to inclusive language made available to the staff to raise awareness of the use of non-sexist language.			
Justification for prioritising this measure			
To incorporate the criteria of inclusive and non-sexist communication across the organisation.			
Objectives			
To publicise the importance of using inclusive language. To foster the use of inclusive communication from a gender perspective.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Intranet, internal channels of communication, welcome pack			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Publication of a guide on inclusive language by 31/12/2025. • Annual dissemination measures. • Follow-up measures to ensure the use of the guide by employees. 			
Staff responsible for the measure			
Communication			

Action 4: Equality training for the Equality Committee

Area of activity			
Education			
Date of implementation	Beginning	Completion	
	H1/2024	H1/2027	
Description of the measure			
Provision of training to raise awareness about issues of equality between women and men in the workplace for the Monitoring Committee and employees, especially those involved in the implementation of the 3rd Equality Plan.			
Justification for prioritising this measure			
Priority measure to address the concept of equality across the organisation.			
Objectives			
To define all procedures and practices in the areas of people management with the inclusion of the gender perspective and an emphasis on equality between women and men.			
Target audience			
Staff involved in the implementation of the Equality Plan			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Training Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of target audience participating in the training. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 5: Equality training for all staff

Area of activity			
Education			
Date of implementation	Start	Completion	
	2025	2027	
Description of the measure			
Provision of training in workplace equality between women and men.			
Justification for prioritising this measure			
Priority measure to address the concept of equality across the organisation.			
Objectives			
To define all procedures and practices in the areas of people management with the inclusion of the gender perspective and an emphasis on equality between women and men.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	External	External	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have participated in equality training. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 6: Equality training for staff in supervisory positions

Area of activity			
Education			
Date of implementation	Start	Completion	
	2024	2027	
Description of the measure			
Provision of training from a gender perspective and the identification of gender biases in the workplace			
Justification for prioritising this measure			
To define all procedures and practices in the areas of people management with the inclusion of the gender perspective and an emphasis on equality between women and men.			
Objectives			
To ensure the balanced composition of staff in general and, especially, a gender balance in ICIQ's various departments and areas.			
Target audience			
All employees in supervisory positions as well as all upper-level personnel involved in selection processes			
Anticipated resources	Materials	Human	Financial
	External	External	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have participated in gender bias training. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 7: Analysis of KPIs related to gender mainstreaming in training

Area of activity			
Education			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
Creation of a monitoring system disaggregated by gender that contains key performance indicators (KPIs) directly associated with work-life balance. This ensures greater transparency and barrier-free access to training for all ICIQ employees, regardless of their position in the organisation or their sex.			
Justification for prioritising this measure			
To determine the number of women who undertake training.			
Objectives			
To ensure that both women and men enjoy equal access to the training offered by ICIQ.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • A report will be generated annually that compares the following KPIs (if so allowed by data protection): <ul style="list-style-type: none"> ○ Title of the training action, location (ICIQ or externally) and schedule (during or outside of working hours) ○ % of employees who received the training, broken down by sex ○ Professional category and/or department ○ The employee's number of children ○ Whether the training was open to all staff or targeted a specific group ○ Satisfaction indicators collected by means of a questionnaire (at least 3.5/5) 			
Staff responsible for the measure			
People Unit			

Action 8: Training on inclusive, non-sexist communication

Area of activity			
Communication and Training			
Date of implementation	Start	Completion	
	H2/2024	H2/2027	
Description of the measure			
Training of staff involved in internal and/or external communication in inclusive and non-sexist communication, promoting the use of inclusive language by revising written documentation to incorporate the gender perspective and encourage its use in all documentation generated thereafter.			
Justification for prioritising this measure			
To incorporate the criteria of inclusive and non-sexist communication across the organisation.			
Objectives			
To publicise the importance of using inclusive language. To foster the use of inclusive communication from a gender perspective.			
Target audience			
ICIQ staff; initially staff involved in internal and external communication			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have received training in inclusive, non-sexist language. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 9: Awareness-raising campaigns about successful women in science

Area of activity			
Education			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
External and internal awareness-raising campaigns on women in science. Designed to encourage young women to get involved in science by bringing women to the forefront and presenting science as a potential field of interest for them.			
Justification for prioritising this measure			
To make women in science more visible. To attract female scientific talent.			
Objectives			
To ensure a gender-balanced composition among scientific staff to reverse vertical segregation.			
Target audience			
All women in and outside ICIQ			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Internal <ul style="list-style-type: none"> ○ An annual programme for predoctoral research staff to attract female talent as of 2024. ○ % of women who have participated in this exclusive programme. ○ Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). ○ % of young men and women who participate in 'Crazy about Chemistry'. ○ % of women and men who undertake summer fellowships. ○ % of women and men who undertake research projects. ○ % of women and men who complete their BAT studies. • External <ul style="list-style-type: none"> ○ Informational visits to schools and/or training centres to publicise women in science. ○ ICIQ campaigns on social media, new articles on women in science, public talks, etc. ○ % of women and men who participate in the Night of Science. 			
Staff responsible for the measure			
Outreach, Communication and the People Unit			

Action 10: Leadership training exclusively for women

Area of activity			
Education			
Date of implementation	Start	Completion	
	2024	2027	
Description of the measure			
Training exclusively for women focusing on leadership and team management so that the organisation has a pool of women equipped for promotion.			
Justification for prioritising this measure			
To ensure a gender-balanced staff.			
Objectives			
To encourage the promotion or hiring of women for positions of responsibility for the purpose of eliminating vertical segregation in the organisation.			
Target audience			
All women at ICIQ			
Anticipated resources	Materials	Human	Financial
	External	External	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of women who have received this exclusive training. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 11: Ensuring the detection of training needs at all levels of the organisation

Area of activity			
Education			
Date of implementation	Beginning	Completion	
	H2/2024	H2/2027	
Description of the measure			
Ensuring the detection of training needs at all levels of the organisation.			
Justification for prioritising this measure			
To ensure that the entire staff has access to useful training for their specific position in the organisation.			
Objectives			
To define all procedures and practices in all areas of people management with the inclusion of the gender perspective and an emphasis on equality between women and men.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Internal channels of communication			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Annual communication to all employees informing them of the start of the annual needs assessment period for ICIQ's training programmes. • Administration of surveys to representatives of all departments in order to determine whether employees not in supervisory positions have received the training needs document. 			
Staff responsible for the measure			
People Unit and Monitoring Committee			

Action 12: Standardisation of job descriptions

Area of activity			
Professional classification			
Date of implementation	Beginning	Completion	
	H1/2025	H1/2026	
Description of the measure			
Standardisation of job descriptions throughout the organisation based on the job evaluation guide.			
Justification for prioritising this measure			
To reduce horizontal and/or vertical segregation by ensuring parity in jobs.			
Objectives			
To ensure uniformity in the verification of all jobs.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Notification to employees that current job descriptions are being revised			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> The revision and standardisation of job descriptions throughout the organisation, completed by the People Unit by 31/03/2025. 			
Staff responsible for the measure			
The People Unit and Management			

Action 13: Review of job evaluation

Area of activity			
Professional classification			
Date of implementation	Start	Completion	
	H2/2026	H1/2027	
Description of the measure			
After the completion of action 12, examine whether there is a need to repeat the job evaluation.			
Justification for prioritising this measure			
To reduce horizontal and/or vertical segregation by ensuring parity in jobs.			
Objectives			
To ensure that the clusters of jobs of equal value are aligned with the professional categories listed in ICIQ's remuneration policy.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Internal communication			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • A new job evaluation by 31/03/2025. • If a new job evaluation is required, complete it by the end of H2/2025 or H1/2027. 			
Staff responsible for the measure			
People Unit and Equality Committee			

Action 14: Protocol for preventing and handling harassment

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex			
Date of implementation	Start	Completion	
	H1/2024	H1/2027	
Description of the measure			
Update and implement the protocol for the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To ensure familiarity with the protocol for the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace among the entire staff and any other person who may interact with staff for professional reasons.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Internal memo, inclusion in the welcome pack, intranet			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Access of ICIQ staff to the protocol for the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace, preferably by 31/03/2024. • Publicity and dissemination campaign and actions. • Number of cases handled per year. 			
Staff responsible for the measure			
Equality Committee, Health and Safety Committee and Communication			

Action 15: Training for all staff on preventing and handling sexual harassment

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex and Training			
Date of implementation	Start	Completion	
	H2/2024	H2/2027	
Description of the measure			
Training for the entire ICIQ staff on the protocol for the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To ensure the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace among the entire staff and any other person who may interact with staff for professional reasons. To raise awareness of the issue of harassment.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Internal channels of communication, training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have received training on the protocol for the prevention of sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 16: Training for staff involved in creating the harassment protocol and reference people

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex			
Date of implementation	Start	Completion	
	H1/2024	H1/2027	
Description of the measure			
Training programme for everyone involved in the procedure defined in the protocol for the prevention of and action against sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace. The training will focus on sexual harassment and harassment on the basis of sex, and will address practices and strategies to make support, guidance and information process for the victim more effective. It will include the gender perspective to break down stereotypes, and direct and indirect discrimination and provide an overall understanding of the meaning of equality.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To ensure the prevention and effective applicability of the protocol on sexual harassment and harassment on the basis of sex and conduct contrary to sexual freedom and moral integrity in the workplace among the entire staff and any other person who may interact with staff for professional purposes.			
Target audience			
All employees involved in drafting the harassment protocol as well as the reference people			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Training Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have received training on the procedure defined in the event of harassment. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
People Unit			

Action 17: Creation and application of the LGTBIQ+ Plan

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex			
Date of implementation	Beginning	Completion	
	H1/2024	H1/2027	
Description of the measure			
Creation of a LGTBIQ+ Plan.			
Justification for prioritising this measure			
To ensure equal treatment and opportunities for LGTBIQ+ people in the workplace.			
Objectives			
Creation and application of the LGTBIQ+ Plan			
Target audience			
All people at ICIQ			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Internal memos, welcome pack and intranet			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • A LGTBIQ+ Plan for ICIQ agreed upon through collective negotiation and with the legal representatives of the workers (CE-ICIQ) by 31/3/2024. • A memo to the entire staff informing them of ICIQ'S LGTBIQ+ Plan through Mailchimp (email marketing) to determine the number of people who receive it, read it and consult it by 31/3/2024. 			
Staff responsible for the measure			
Works council, People Unit			

Action 18: Notification and staff training on the LGTBIQ+ Plan

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex, Communication and Training			
Date of implementation	Start	Completion	
	H2/2024	H2/2027	
Description of the measure			
Information and training on the LGTBIQ+ Plan for all ICIQ staff, starting with those in supervisory positions and the People Unit.			
Justification for prioritising this measure			
To ensure equal treatment and opportunities for LGTBIQ+ people in the workplace.			
Objectives			
To ensure that the LGTBIQ+ Plan is familiar to the entire workforce or to any person in contact with them for work-related reasons			
Target audience			
Everyone at ICIQ			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Internal memos, welcome pack and training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> Annual memo to all staff informing them of ICIQ's LGTBIQ+ Plan. LGTBIQ+ Plan training actions, topics covered, objectives and training hours. % of people who have received training on the procedure defined in the event of harassment. Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). 			
Staff responsible for the measure			
Communication, People Unit			

Action 19: Training actions on the prevention of gender violence

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex and Training			
Date of implementation	Beginning	Completion	
	2025	2027	
Description of the measure			
Training on the prevention of gender violence.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To raise awareness of gender violence and, in particular, violence due to toxic masculinity.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual training plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Training actions, topics covered, objectives and training hours. • % of people who have received training on the prevention of gender violence from a gender perspective. • Satisfaction indicators collected by means of a questionnaire (at least 3.5/5). • Dissemination campaign. • Awareness and use of the Service for Care, Recovery and Reception of victims of gender-based violence. 			
Staff responsible for the measure			
People Unit and Management			

Action 20: Creation of a protocol on the workplace rights of women victims of gender violence

Area of activity			
Prevention and handling of sexual harassment and harassment on the basis of sex			
Date of implementation	Start	Completion	
	2025	2027	
Description of the measure			
Creation of a protocol on the workplace rights of women victims of gender violence			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective			
Objectives			
To support and facilitate schedule flexibility to offer support to victims of gender-based violence and, in particular, that caused by toxic masculinity.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Internal memo			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> A protocol to ensure the workplace rights of women victims of gender violence and make it available to staff by 31/12/2025. 			
Staff responsible for the measure			
Equality Committee and Communication			

Action 21: Comparative analysis of salary differences between women and men in the same position and professional category

Area of activity			
Remuneration			
Date of implementation	Start	Completion	
	2026	2027	
Description of the measure			
Comparison of remuneration records and the professional categories described in the organisation-wide remuneration policy once the review of job evaluation is complete.			
Justification for prioritising this measure			
To perform a comparative analysis of salary differences between women and men in the same position and professional category.			
Objectives			
To reduce horizontal and/or vertical segregation by ensuring parity in the different jobs in the organisation.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual reports on the actions of the 3 rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> A remuneration record drawn up for the professional categories described in the new job evaluation by 31/03/2027. 			
Staff responsible for the measure			
People Unit			

Action 22: An annual record of clusters of jobs of equal value

Area of activity			
Remuneration			
Date of implementation	Start	Completion	
	2026	2027	
Description of the measure			
Maintenance of an annual register in which clusters of jobs of equal value can be listed together with staff age, seniority, number of children, type of contract, leaves of absence, sick leave and absences, once the previous action has been completed.			
Justification for prioritising this measure			
To know how working conditions and work-life balance affect remuneration.			
Objectives			
To reduce horizontal and/or vertical segregation through ensuring parity in the different jobs in the organisation.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> An annual register in which clusters of jobs of equal value can be listed together with staff age, seniority, number of children, type of contract, leaves of absence, sick leave and absences (budget to be determined) by 31/03/2027. 			
Staff responsible for the measure			
People Unit			

Action 23: Communication of measures for work-life balance, leave and time-off

Area of activity			
Work-life balance and co-responsibility and Communication			
Date of implementation	Start	Completion	
	H1/2024	H1/2027	
Description of the measure			
Greater transparency and use of available channels of communication to ensure that the staff is informed about and aware of measures for work-life balance, leave and time-off. An annual memo notifying staff of available measures for work-life balance, leave and time-off.			
Justification for prioritising this measure			
To raise awareness among members of staff of the importance of family co-responsibility.			
Objectives			
To plan and formalise measures to contribute to an improved balance between personal, family and work life, focusing on fostering co-responsibility. To verify that every employee is aware of the measures for ensuring work-life balance.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Annual memo, intranet			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Availability on the intranet of all ICIQ documentation on leaves and time-off, including measures for improving work-life balance (Mailchimp). • Documents updated every January including any changes in external and/or internal regulations. • Communication of or campaigns on measures of work-life balance. 			
Staff responsible for the measure			
People Unit and Equality Committee			

Action 24: Administration of a survey on work-life balance

Area of activity			
Work-life balance and co-responsibility and Communication			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
A survey administered to the entire staff on the need for striking a healthy balance between personal , family and work life.			
Justification for prioritising this measure			
To raise awareness among members of staff of the importance of family co-responsibility.			
Objectives			
To plan and formalise measures to contribute to an improved balance between personal, family and work life, focusing on fostering co-responsibility.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Internal memo, intranet			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • A survey on the work-life balance needs of all employees by 30/06/2025. • % of employees who have received the survey from a gender perspective (Mailchimp). 			
Staff responsible for the measure			
People Unit			

Action 25: Monitoring of medical leave and time off sick from a gender perspective

Area of activity			
Workplace health			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
Monitoring of the differences between women and men in relation to medical leave and/or time off, including the category, and issuance of a report in the first quarter of every year.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To ensure gender mainstreaming in occupational risk prevention by drafting a report in the first half of every year.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	internal	internal	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • An annual report will be drawn up which contains: <ul style="list-style-type: none"> ○ % of employees who have taken leave broken down by sex. ○ % of employees who have taken time-off or missed work broken down by sex. ○ Professional category and/or department of every employee. ○ Details of employees with dependent children. 			
Staff responsible for the measure			
People Unit			

Action 26: Study and prevention of occupational risks from a gender perspective

Area of activity			
Workplace health			
Date of implementation	Start	Completion	
	2026	2027	
Description of the measure			
Preparation of a study and corresponding report on occupational risks that includes data broken down by sex and incorporates a gender perspective.			
Justification for prioritising this measure			
To ensure a safe, healthy, risk-free environment from a gender perspective.			
Objectives			
To guarantee the prevention of occupational risks from a gender perspective.			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
		internal and external	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> Verify the availability of a study on occupational risks that includes data broken down by sex and incorporates a gender perspective by 31/12/2026. 			
Staff responsible for the measure			
PRL			

Action 27: Analysis of the selection process from a gender perspective

Area of activity			
Selection and under-representation of women			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
Compilation of statistical data disaggregated by sex of the candidates included in the selection processes and of the personnel selected for each job position. Creation of a monitoring system disaggregated by sex so that comparisons can be made to ensure greater transparency and barrier-free access to selection processes. Issuance of a report in the first quarter of every year.			
Justification for prioritising this measure			
To ensure and analyse equal opportunities between men and women in the selection processes.			
Objectives			
To increase the number of women in departments where they are under-represented.			
Target audience			
ICIQ candidates			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • Compilation of information, disaggregated by sex, on the candidates in departmental processes with under-representation of women. • Annual comparison of this data that includes: <ul style="list-style-type: none"> ○ The job vacancy on offer ○ % of male and female candidates for the position ○ % of staff selected for the position, disaggregated by sex 			
Staff responsible for the measure			
People Unit			

Action 28: Monitoring of gender indicators in scientific publications

Area of activity			
Under-representation of women			
Date of implementation	Start	Completion	
	H2/2024	H2/2027	
Description of the measure			
Monitoring of gender indicators in scientific publications.			
Justification for prioritising this measure			
To increase the number of women in departments where they are under-represented.			
Objectives			
To monitor gender indicators in scientific publications and identify biases.			
Target audience			
Everyone at ICIQ who produces scientific publications			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
Quantitative			
<ul style="list-style-type: none"> Number of annual scientific publications (first and last author) by gender including professional category/research group. 			
Staff responsible for the measure			
People Unit and Communication			

Action 29: Exit interviews analysed from a gender perspective

Area of activity			
Working conditions			
Date of implementation	Start	Completion	
	H1/2025	H1/2027	
Description of the measure			
Exit interviews are undertaken and analysed from a gender perspective considering the position left. All employees will be informed of the new survey formats, and told that the data provided will be used only for equality-related purposes. Workers who conclude their employment relationship with ICIQ will receive an e-mail containing the exit survey, accompanied by a concise explanation of its content and the instructions for completing it.			
Justification for prioritising this measure			
To gain an improved understanding of the career paths of women in science in the short term.			
Objectives			
To determine the number of contract terminations from a gender perspective and in relation to each position. To gain a clearer overview of the under-representation of job women in senior positions, especially in science, as these surveys could inquire about job prospects in the near future.			
Target audience			
All workers who conclude their contractual relationship with ICIQ			
Anticipated resources	Materials	Human	Financial
		Internal	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • A report which contains: <ul style="list-style-type: none"> ○ % of workers who end their employment relationship with ICIQ, disaggregated by sex. ○ % of workers who complete the survey, disaggregated by sex. ○ Professional category and/or department of every employee. ○ Details of employees with dependent children. • The information collected by the surveys will allow us to determine whether women continue working in the world of science after leaving ICIQ. This may give an indication as to why the number of postdoctoral women and women in senior research positions has been decreasing so markedly. • Email via Mailchimp (email marketing) to all workers concluding their contractual relationship with the organisation. 			
Staff responsible for the measure			
People Unit			

Action 30: Annual analysis of the degree of satisfaction with actions for improvement

Area of activity			
All areas across the organisation			
Date of implementation	Start	Completion	
	H2/2024	H2/2027	
Description of the measure			
An annual analysis of the degree of completion of the improvement actions described above by the Monitoring Committee.			
Justification for prioritising this measure			
Priority measure to address the concept of equality across the organisation.			
Objectives			
To incorporate the value of equal opportunities for women and men into ICIQ's culture and management system			
Target audience			
Entire ICIQ staff			
Anticipated resources	Materials	Human	Financial
	Internal	Internal	
Dissemination mechanisms			
Annual reports on the actions of the 3rd Equality Plan			
Monitoring and evaluation indicators			
<ul style="list-style-type: none"> • An annual report on all actions including the degree to which they have been completed. • The report will be sent to all employees so that, if they wish they can submit comments on the report and any proposals for improvement. These proposals will be assessed and either modified or included as new actions. 			
Staff responsible for the measure			
Equality Committee			

TIMELINE

Number	Area of Activity	Description of Action	2024		2025		2026		2027		
			H1	H2	H1	H2	H1	H2	H1	H2	
1	Communication	Dissemination of 3rd Equality Plan									
2		Internal communication on equal opportunities									
3		Creation of a guide on inclusive language									
4	Training	Equality training for the Equality Committee									
5		Equality training for all staff									
6		Equality training for staff in supervisory positions									
7		Analysis of KPIs related to gender mainstreaming in training									
8		Training on inclusive, non-sexist communication									
9		Awareness-raising campaigns about successful women in science									
10		Leadership training exclusively for women									
11		Detection of training needs at all levels of the organisation									
12		Classification of Personnel	Standardisation of job descriptions								
13			Review of job evaluation								
14	Preventing and handling sexual harassment and harassment on the basis of sex	Protocol for preventing and handling harassment									
15		Training for all staff on preventing and handling sexual harassment									
16		Training for staff involved in creating the harassment protocol and referred to therein									
17		Creation and application of the LGBTBIQ+.Plan									
18		Notification and staff training on the LGBTBIQ+.Plan									
19		Training actions on the prevention of gender violence									
20		Creation of a protocol on the workplace rights of women victims of gender violence									
21		Remuneration	Comparative analysis of salary differences between women and men in the same position and professional category								
22	Availability of an annual record of clusters of jobs of equal value										
23 from a	Work-life balance and co-responsibility	Communication of available measures for work-life balance, leave and time-off									
24		Administration of a survey on work-life balance									
25	Occupational health	Monitoring of medical leave and time off sick from a gender perspective									
26		Study and prevention of occupational risks from a gender perspective									
27	Under-representation of women	Analysis of the selection process from a gender perspective									
28		Monitoring of gender indicators in scientific publications									
29	Working conditions	Exit interviews analysed from a gender perspective									
30	All areas of the organisation	Annual analysis of the degree of satisfaction with actions for improvement									

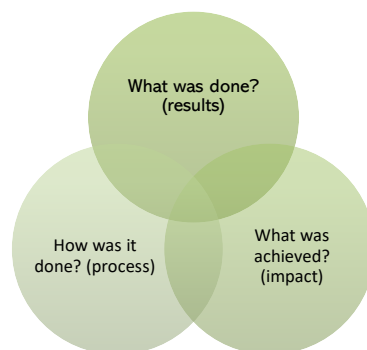
12. Monitoring, Evaluation and Review of the Plan

Article 9 of Royal Decree 901/2020 of 13 October, which regulates Equality Plans and their registration, refers to the importance of the monitoring, evaluation and review of Equality Plans. In addition to any review deadlines that may be explicitly specified, the Equality Plan must be reviewed in any of the following circumstances:

- When its lack of compliance with legal and regulatory requirements becomes apparent.
- In the event of merger, takeover, transfer or modification of the legal status of the organisation.
- In the event of any incident that substantially modifies the organisation's workforce, its working methods, organisation or remuneration systems.
- When a court ruling finds the organisation guilty of direct or indirect discrimination on the grounds of sex.

When circumstances require, the review can update the diagnostic assessment, as well as the measures of the Equality Plan, to whatever extent necessary. Moreover, the measures of the Plan may be reviewed at any time while it is in force in order to add, redirect, improve, correct, intensify, attenuate or even stop actions, in response to its objectives being fulfilled.

The assessment, therefore, responds to three basic questions:



Therefore, a **Monitoring and Follow-up Committee**, with a balanced composition of women and men, must be established to monitor, evaluate and review the plan.

The measures envisaged in the Equality Plan must be periodically monitored and evaluated as indicated in the timeline for actions.

However, at least one mid-term evaluation and one final evaluation must be performed, in addition to whenever the members of the **Monitoring and Follow-up Committee** deem it necessary.

Composition of the Monitoring and Follow-up Committee

Name and surname(s)	Position or trade union
Dr Elisabet Romero	Group leader
Laia Plana	Communications and image specialist
Laura Lerena	Pre-doctoral researcher
Dr Sergi Grau	Post-doctoral researcher
Dr Vanesa Lillo	Research group scientific coordinator
Name and surname(s)	Position
Marina Vives	Communications and image specialist
Marc García	Finance specialist
Sorania Jiménez	Management assistant
Pol Sanz	Pre-doctoral researcher
Cristina Quiñoa	People Unit supervisor

Participating people and bodies

The following people and bodies are involved in the evaluation:



- The managers of the organisation, who are ultimately responsible for ensuring equal opportunities between women and men within the organisation and for allocating the necessary resources.
- The Monitoring and Follow-up Committee, which will receive and analyse information related to the implementation of actions, follow-up reports and any other information relevant to the implementation of the plan throughout its duration.
- The legal representatives of the employees, regardless of whether they are part of the Equality Plan Monitoring Committee, who will receive information on the content of the plan and the achievement of its objectives.
- The staff, who can participate by completing the questionnaires on which the evaluation report will be based.

Monitoring objectives and evaluation form

The objectives of monitoring and following up on the actions for improvement are:

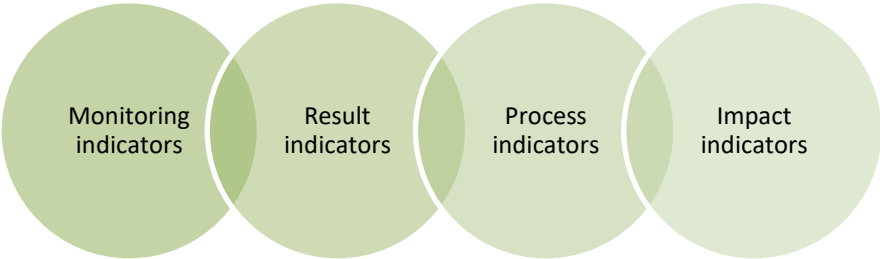
- To check that the objectives of the Equality Plan have been fulfilled.
- To determine the extent to which the objectives have been accomplished, the appropriateness of the resources used, and the adherence of the actions to the timeline.
- To detect possible obstacles or difficulties in the implementation of the Plan.
- To make any adjustments or adopt any necessary corrective measures in compliance with current legislation and the needs of the organisation.

Monitoring should not be understood as a secondary process, but rather as part of the initial design, and it should be carried out in parallel with implementation. It is used to control and check that the measures are implemented in line with the plan's anticipated schedule and, at the same time, it serves as a means to detect imbalances and to determine any potential need to adopt corrective measures, and to ensure that

- every measure, objective and indicator on the Plan follows the schedule designed;
- the people responsible for implementing and monitoring the Plan are specifically appointed;
- the powers of the Monitoring and Follow-up Committee are described; and
- systems are set up to resolve labour disputes in the event of discrepancies in the completion or non-completion of the measures envisaged in the Plan.

To this end, the Plan will be evaluated using a form (see below), which will facilitate the collection of quantitative and qualitative data on the implementation of each of the measures. This worksheet will be filled in by the person or people responsible for implementing each measure and subsequently

forwarded to the Monitoring and Follow-up Committee. The document will differentiate between four key indicators:



Monitoring of Actions for Improvement

Form for Monitoring Actions for Improvement		
Area of activity		
Date of implementation	Start	Completion
Monitoring indicators		
Qualitative indicators	Initial value (% or numerical)	Current value (% or numerical)
Quantitative indicators		
Result indicators		
Degree of accomplishment	Pending or in progress ()	Completed ()
Indicate the reason why the measure has not been started or fully completed	Lack of human resources () Lack of material resources () Lack of time () Lack of participation () Lack of coordination with other departments () Lack of understanding of the process () Other reasons (please specify)	
Process indicators		
Adequacy of allocated resources		
Barriers to implementation		
Solutions adopted		
Impact indicators		
Reduced inequalities		
Improvements		
Proposals for the future		
Number of participants and documentation demonstrating the execution of the measure		

Template for monitoring questionnaire and report

Once the actions for improvement have been evaluated, the impact of the Equality Plan will be assessed using such tools as:

- Meetings with everyone who has participated in the Plan.
- Questionnaires and surveys completed by the aforementioned groups.
- Analysis by the Monitoring and Follow-up Committee.

Template for monitoring questionnaire

Template for monitoring questionnaire²

- Are the data collected clear? Are they consistent or contradictory? How? Are any data missing?
- Do the measures and activities coincide with those initially described? In general, is the plan running smoothly?
- Have the objectives sought for each action been accomplished? Are there any major delays? Assess the overall mismatches between the Plan and its progress.
- What incidents have been detected? How were they solved? Are there any obstacles, functional inertia or other factors that are hindering the progress of the Plan? What? Can they be modified or eliminated?
- Have new needs emerged during the implementation of the Plan? Can they be addressed? Have corrective measures been adopted or have new measures been incorporated to address them?
- Have the expected people taken part in the process? To the extent expected? Has there been resistance? What type of resistance? How has it been resolved?
- Have the resources been sufficient? Has the allocated budget covered necessary costs? Has it been modified?
- Is the Plan on schedule?
- Have any changes or adjustments been made to the progress of the Plan? What?
- Internally: Have imbalances between women and men in the organisation been reduced? In which areas? Have there been changes in the perception of equality? Have there been changes in the organisational culture with regard to equality? And in procedures?
- Externally: Have there been changes in the image of the organisation? In its relationship with its surrounding community? In its commercial relationships?

Lastly, the conclusions will be presented in a monitoring report drafted by the Monitoring and Follow-up Committee. In the final evaluation of the Equality Plan, the document will be longer and will contain the conclusions of the completed Plan.

² *Guide for the Creation of Equality Plans in Companies. Instituto de las Mujeres. 2021.*

Monitoring report

Monitoring Report of the Equality Plan		
General information		
Company name:		
Date of report:		
Analysis period:		
Reporting body:		
Equality Plan implementation date	Start	Completion
Summary of data relating to the degree of accomplishment, adherence to the schedule, achievement of objectives (attach monitoring sheets).		
Information about the implementation process: Appropriateness of resources, barriers and solutions adopted		
Information on impact: Objectives achieved, changes in management and rectification of inequalities		
Conclusion and proposals		

Final evaluation report

Final Evaluation Report Equality Plan		
General information		
Company name:		
Date of report:		
Analysis period:		
Reporting body:		
Equality Plan implementation date	Start	Completion
Information on results for each area of action		
Area		
<ul style="list-style-type: none"> • Degree of accomplishment of objectives defined in the Equality Plan (LOW/MEDIUM/HIGH) • Degree of completion of the actions specified in the Equality Plan (LOW/MEDIUM/HIGH) • Degree of achievement of expected results (LOW/MEDIUM/HIGH) • Degree of accomplishment of objectives of each action according to indicators set out in the Equality Plan (LOW/MEDIUM/HIGH) • Degree of actions executed for new needs detected (LOW/MEDIUM/HIGH) • Degree of rectification of the inequalities detected in the diagnostic assessment (LOW/MEDIUM/ HIGH) 		

<ul style="list-style-type: none"> Degree of the organisation’s commitment to equality (LOW/MEDIUM/HIGH)
<p>Area</p> <ul style="list-style-type: none"> Degree of accomplishment of objectives defined in the Equality Plan (LOW/MEDIUM/HIGH) Degree of completion of the actions specified in the Equality Plan (LOW/MEDIUM/HIGH) Degree of achievement of expected results (LOW/MEDIUM/HIGH) Degree of accomplishment of objectives of each action according to indicators set out in the Equality Plan (LOW/MEDIUM/HIGH) Degree of actions executed for new needs detected (LOW/MEDIUM/HIGH) Degree of rectification of the inequalities detected in the diagnostic assessment (LOW/MEDIUM/ HIGH) Degree of the organisation’s commitment to equality (LOW/MEDIUM/HIGH)
<p>Area</p> <ul style="list-style-type: none"> Degree of accomplishment of objectives defined in the Equality Plan (LOW/MEDIUM/HIGH) Degree of completion of the actions specified in the Equality Plan (LOW/MEDIUM/HIGH) Degree of achievement of expected results (LOW/MEDIUM/HIGH) Degree of accomplishment of objectives of each action according to indicators set out in the Equality Plan (LOW/MEDIUM/HIGH) Degree of actions executed for new needs detected (LOW/MEDIUM/HIGH) Degree of rectification of the inequalities detected in the diagnostic assessment (LOW/MEDIUM/ HIGH) Degree of the organisation’s commitment to equality (LOW/MEDIUM/HIGH)
Information on the implementation of measures based on the data collected in monitoring forms
Summary of data on the degree of accomplishment, adherence to scheduling, achievement of objectives
Conclusions drawn from the data and information collected from the questionnaires completed by the Monitoring Committee, management and staff
General assessment of the reference period [mentioning the most notable results of the implementation of the Plan so far and explaining why planned measures have not been executed, where applicable]
Information about the implementation process
<ul style="list-style-type: none"> Degree of progress of the actions Degree of staff involvement in the process The planned budget was _____ Adherence to the planned timeline has been _____
Appropriateness of allocated resources
Difficulties, obstacles or resistance encountered in the execution of the Plan
Solutions adopted
Information on impact
<ul style="list-style-type: none"> Have there been changes in the culture of the organisation? Have imbalances in the proportion of women been reduced? Have imbalances in the proportion of men been reduced? Have there been changes in the attitudes and opinions of the management team? Have there been changes in the attitudes and opinions of the staff? Have changes been detected in the external image of the company?
Conclusion and proposals
<ul style="list-style-type: none"> Include an overall assessment of the execution of the Equality Plan during the reference period Define proposals for improving or correcting deviations detected, both for immediate application and for future inclusion in the updated Equality Plan

13. Modification procedures, including the procedure for resolving any disputes that may arise in the application, monitoring, evaluation and review of the Plan

Agreement on out-of-court settlement of disputes

This agreement is adopted for the purpose of settling disputes amicably.

135

1. Purpose

1. The purpose of this Agreement is to develop and maintain an autonomous system for preventing and settling any disputes that may arise in the negotiation, interpretation and implementation of the Equality Plan.
2. This Agreement excludes all matters that are not specific to the Equality Plan.
3. The signatory parties agree that the mediation and arbitration processes provided for in this Agreement sufficiently comply with the need to establish procedures to effectively settle disputes arising in the negotiation of the Equality Plan. In particular, the arbitration procedure requires all parties to voluntarily comply with any decisions taken, unless otherwise specified in this agreement.

2. Scope of the agreement

1. This Agreement shall apply throughout the region in which the Equality Plan is in force.
2. This Agreement shall enter into force on the date it is signed and remain so for the duration of the Equality Plan.
- 3 Any disputes that may arise during the negotiation of the Equality Plan or during the monitoring process for the Plan and for as long as the Plan is valid shall be subject to the procedures provided for in this Agreement.
4. This Agreement does not include settling individual disputes, nor does it cover disputes and areas other than those included in this Article. These disputes may be submitted to the procedures provided for in the corresponding agreements signed or to be signed, at the regional levels of jurisdiction, or which are established in applicable collective agreements.

3. Procedures

1. The procedures established in this Agreement are:

Mediation, which shall be compulsory in the specific cases to be determined and whenever requested by one of the parties to the dispute or action, except when an agreement between both parties is required. Mediation before the competent regional body replaces prior administrative conciliation for the purposes set out in Articles 63 and 156 of the Law Regulating Social Jurisdiction.

Arbitration, which shall only be possible when both parties, by mutual agreement, make a written request.

2. It can be agreed at any time that the mediation procedure will end in arbitration. Similarly, the arbitrator may be called upon to engage in mediation as part of his or her work.

4. Principles governing proceedings

The procedures provided for in this Agreement shall be governed by the principles of gratuity, celerity, hearing of the parties, impartiality, equality and opposition. In addition, they shall, in all cases, respect the organisation's code of ethics, all legislation in force and all constitutional principles.

The procedures shall comply with the formalities and deadlines set out in this Agreement and in the general provisions for interpretation adopted by the Equality Plan Negotiating Committee. They shall always be undertaken in the most effective and efficient manner possible.

5. Initial intervention of the Equality Plan Negotiating Committee

1. In disputes arising within the negotiation of the Equality Plan, the initial intervention of the Negotiating Committee shall be mandatory. Without it, no procedure can be initiated.

The procedure for first submitting disputes to the Negotiating Committee referred to in the paragraph above shall be deemed to have concluded once the Committee has issued a response.

6. Mediation procedure

1. The purpose of mediation is to settle differences in order to prevent or resolve a dispute.

2. This mediation shall preferably be conducted by an individual officer or, if expressly chosen by the parties, by a collegiate body of two people, which may be increased to three by agreement between the parties.

3. The parties to the mediation procedure shall document their differences and provide any other relevant background information, and indicate the issue or issues to be addressed in the procedure. The data and information provided will, in all circumstances, be treated confidentially, and in full compliance with the provisions of Organic Law 3/2018 of 5 December on the protection of personal data and the guarantee of digital rights.

4. Mediation shall not be subject to any pre-established procedure, except for the appointment of the mediator or mediators and the formalisation of the agreement reached, if any.

5. Once mediation has been requested before the corresponding body, the first meeting shall be held within a maximum period of ten working days. The deadlines may be extended or shortened by mutual agreement of the parties.

6. Within the scope of this Agreement, the mediation procedure shall be compulsory when requested by one of the legitimate parties, except in cases where the agreement of both parties is required.

7. The mediation procedure undertaken in accordance with this Agreement replaces the compulsory conciliation procedure provided for in Article 156.1 of the Law Regulating Social Jurisdiction, within its scope of application and for the disputes to which it refers.

8. The parties may voluntarily agree to submit to the arbitration procedure without the need for mediation. In the same way, the parties may, from the beginning or during the mediation procedure, authorise one of the mediators to arbitrate all or some of the matters in dispute.

7. Parties entitled to request mediation

1. For the mediations envisaged in this agreement, both parties must show that they comply with the conditions specified in the section below.

2. Both of the groups in the Equality Plan Negotiating Committee – the trade unions and management – are entitled to request conflict mediation.

8. Request for mediation

1. The mediation procedure shall begin with the submission of a written request addressed to the Interconfederal Mediation and Arbitration Service.

2. The request for mediation shall contain the following points:

a) Identification and contact details, including e-mail address of:

- The requesting party and, where appropriate, the duly accredited representative, the date and signature.

- The other parties involved in the request for mediation. Where appropriate, the collective subjects entitled to bring proceedings as part of the claim must be identified.
 - Any interested parties to the proceedings. Where appropriate, any other representative business and trade union organisations in the area in question must also be identified.
- b) The purpose of the request, with a clear statement of the facts and reasons on which the claim is based.
- c) The group of workers affected by the request and the regional scope of the request.
- d) Documentation of the intervention of the Equality Committee, or of having addressed the issue to the Committee without effect, and the opinion issued, if any.

9. Arbitration procedure

1. By means of the arbitration procedure, the parties voluntarily agree to entrust the resolution of their dispute to a third party and accept in advance the solution that will be given on the conflict or issue that has arisen.

Both parties must agree in advance to submit to the arbitration decision, which shall be binding.

2. The parties may initiate arbitration without first having undergone the mediation procedure described in the preceding section, or they may do so after it has terminated or at any point during it. Notwithstanding the foregoing, the parties may at any time ask the person in charge of conducting the arbitration to carry out mediation functions prior to the initiation of the arbitration procedure.

3. Once the parties have agreed to engage in arbitration, they shall refrain from initiating further proceedings on any issue or issues submitted to arbitration, from taking strike action or enforcing a lockout.

10. Parties entitled to request arbitration

The same parties that are entitled to initiate mediation proceedings are also entitled to initiate arbitration proceedings, by mutual agreement, in accordance with the type of dispute and the area affected.

11. Request for arbitration

1. To initiate the procedure, a written request must be submitted to the Interconfederal Mediation and Arbitration Service, signed by the parties who wish to submit the matter to arbitration.

This document must:

a) Identify the company or the collective subjects that are entitled to initiate the procedure, including their e-mail address, the date and a signature.

Where appropriate, it must also identify the other representative business and trade union organisations involved, including their e-mail address, so that they can be notified of the arbitration should they wish to join.

b) Appoint the person responsible for the arbitration. If nobody is appointed, it will be understood to have been delegated to the Management of the corresponding body.

c) Specify the issues of the arbitration, whether it is in law or in equity, its origin, development and claim, the grounds on which it is based and the deadline for the decision. The parties may ask the person responsible for the arbitration to make decisions on the basis of the outcome they expect for one or more of the specific issues submitted to arbitration.

d) State that they will accept the arbitration decision.

e) Make explicit the deadline for the arbitration decision. The parties can agree on shorter deadlines.

Annexes

Glossary

Positive action. A temporary measure aimed at rectifying, preventing or eradicating situations of inequality experienced by women in comparison with men, which are often rooted in beliefs, customs or social roles.

Article 11 of Organic Law 3/2007 of 22 March for the effective equality of women and men states:

Positive actions.

1. In order to give effect to the constitutional right to equality, the public authorities shall adopt specific measures in favour of women in order to correct clear situations of de facto inequality with respect to men. Such measures, which shall be applicable for as long as such situations persist, shall be reasonable and proportionate in relation to the objective pursued in each case.

Androcentrism. A model of society that considers the male to be the prototype, a reference to be imitated. The experience of men is interpreted as universal, disregarding and concealing the knowledge and experiences of women. History and everyday reality are told from the male perspective.

De facto or real equality. The social, economic and political situation in which constructed inequalities between women and men have disappeared, while biological and individual differences between people remain.

Direct discrimination. Treating a group of people unfavourably on grounds expressly prohibited in national and international law.

Equal opportunities between women and men. Principle that refers to the need to guarantee that women and men have equal access to resources, compensating for the different starting point of women. It is the guarantee that women and men can participate in different spheres (economic, political, social participation, decision-making) and activities (education, training, employment) on an equal basis.

Equal opportunity policies. The instrumentalisation of equal opportunities. They are the interventions by means of which the principle of equality is put into practice.

Gender. 1. In some languages, a grammatical category used to classify nouns into masculine and feminine and, in the case of adjectives and determiners, to establish their agreement. 2. A concept that refers to the social (as opposed to biological) differences between men and women, which are learned, change over time, and vary widely both between and within cultures.

Gender stereotypes. Gender stereotypes refer to the ideas and beliefs commonly accepted in society about how men and women should be and behave. They determine social expectations.

Indirect discrimination. Criteria, measures, norms and social or political interventions that are formally neutral but are ultimately unfavourable to a particular group, as they do not take into account the unequal starting point.

Language. 1. Exclusively linguistic system of signs; code internalised in our memory; social convention, abstraction. 2. System of signs and means of communication, whether pictorial, gestural or linguistic, etc.

Mainstreaming. Term used to refer to the incorporation of the gender dimension in general policies so that the principle of equality is at their heart. It involves considering issues related to equal opportunities between women and men throughout the organisation in every policy and every action and not approaching the issue solely by direct and specific actions to benefit women.

Patriarchal. A patriarchal society or culture is one in which authority and power are recognised as belonging to the patriarch and are transmitted from male to male. It shows that men and women have different social positions, that the male sex is powerful (patrimony, paternal power, etc.) and the female sex subordinate.

Periphrasis. Circumlocution; a figure that consists of expressing in a roundabout way something that could have been said with fewer words or with just one, but perhaps not as beautifully, forcefully or skilfully.

Positive discrimination. A form of positive action that favours the disadvantaged group. It is a means to an end. It guarantees the result.

Principle of equality. Legal principle that protects equality between the sexes and condemns discrimination. It is a reminder that all people are equal before the law. It is synonymous with the principle of non-discrimination.

Rightful or formal equality. Equality of men and women through legislative measures that also prohibit discrimination. However, social inertia continues to maintain structural barriers to achieving equality.

Semantic leap. The use of an apparently generic term that is actually masculine specific. For example, 'Company employees can travel with their wives.' In this case, 'employees' can only refer to men.

Sexism. Behaviour that leads to acting in a way that devalues, rejects or disregards the role of women. Sexism involves assigning inferior values, capabilities and roles to women on the basis of their sex.

Sex. The biologically identifiable organic condition that differentiates animate beings into females and males.

Toxic masculinity (machismo). Attitude, way of thinking or belief in which men consider themselves superior to women.

Model Rules of Procedure for the Negotiating Committee

MODEL DE REGLAMENT PER A LA COMISSIÓ NEGOCIADORA

La Llei Orgànica per a la Igualtat Efectiva per a les Dones i els Homes (LOIMH), a l'article 45.1, obliga totes les organitzacions a respectar la igualtat de tracte i oportunitats en l'àmbit laboral; amb aquesta finalitat, cal prendre mesures dirigides a evitar qualsevol mena de discriminació laboral entre dones i homes, les quals seran negociades i acordades amb la Representació Legal dels Treballadors (RLT).

El reglament present dota dels instruments bàsics necessaris perquè, al si de l'organització, la Comissió Negociadora identifiqui les possibles situacions de discriminació o de desigualtat que poguessin existir en l'àmbit laboral o aquelles que, de forma indirecta, es poguessin produir, i poder proposar així a la direcció les mesures correctores oportunes.

Aquestes mesures s'han de dirigir a l'elaboració i l'aplicació del Pla d'Igualtat per a la totalitat de la plantilla. Aquest pla recollirà el conjunt de mesures a emprendre, els objectius a assolir, les estratègies i pràctiques a adoptar per a la seva consecució, així com l'establiment de sistemes eficaços de seguiment i avaluació dels objectius marcats (art. 46.1. LOIMH).

La Comissió Negociadora és paritària i està composta per:

Nom	Càrrec	Centre
Marina Vives	Tècnica Comunicació i Imatge	ICIQ
Marc García	Tècnic Financiero	ICIQ
Sorania Jiménez	Assistent de Direcció	ICIQ
Pol Sanz	Investigador predoctoral	ICIQ
Cristina Quiñoa	Responsable de l'Unitat de Persones	ICIQ
Dra. Elisabet Romero	Group Leader	ICIQ
Laia Plana	Tècnica Comunicació i Imatge	ICIQ
Laura Lerena	Investigadora predoctoral	ICIQ
Dr. Sergi Grau	Investigador postdoctoral	ICIQ
Dra. Vanesa Lillo	Coordinadora científica de grup de recerca	ICIQ

Manu Vives
Marc García
Sorania Jiménez
Pol Sanz
Cristina Quiñoa
ELISABET ROMERO
Laia Plana
Laura Lerena
Dr. Sergi Grau
Dra. Vanesa Lillo

Les persones que componen la Comissió negociadora, així com els seus assessors/es, estan obligades a respectar la confidencialitat i el sigil professional, tant en els assumptes tractats a les reunions com de la documentació i les dades presentades i aportades per les parts.

La comissió podrà comptar amb el suport i l'assessorament d'una persona externa especialitzada en consultoria d'igualtat de gènere de l'empresa GRUP PITAGORA Mar Matellanes de Azpiazu, que intervindrà amb veu però sense vot. La seva funció serà només la d'assessorar tècnicament en el projecte. En cap cas assessorarà en termes de negociació. Aquesta responsabilitat recau sobre l'empresa client.

El Comitè d'Empresa, en exercici de les seves facultats i a fi de promoure l'equitat i la igualtat dins de l'entorn laboral, confereix a la Comissió Negociadora l'autoritat per a aprovar el Pla d'Igualtat. Aquesta atribució està condicionada a l'obligació de dur a terme una consulta i avaluació prèvia en el si del propi Comitè d'Empresa, amb l'objectiu de garantir una decisió informada i consensuada en relació amb aquest pla

La Comissió Negociadora es reunirà:

- Amb caràcter trimestral.
- De manera extraordinària, a petició de qualsevol dels membres de la comissió, amb un preavis mínim de deu dies laborals.

De les reunions celebrades amb acord o sense acord, se n'aixecarà acta.

Els acords de la comissió, per tal de validar-los, es prenen per majoria absoluta. Es pot comptar amb el suport i l'assessorament de persones externes expertes en igualtat. Aquests/es experts/es podran intervenir-hi amb veu, però sense vot.

Funcions

- Anàlisi i valoració de la proposta de l'informe dels resultats del diagnòstic i elaboració del diagnòstic i accions de millora del Pla d'Igualtat desenvolupats per la Consultora.
- Negociació del diagnòstic, així com la negociació de les mesures que integraran el Pla d'Igualtat.
- Identificació de les mesures prioritàries, a la llum del diagnòstic, així com el seu àmbit d'aplicació, els mitjans materials i humans necessaris per a la seva implantació i les persones o òrgans responsables, incloent-hi un cronograma d'actuacions.
- Impuls de la implantació del Pla d'Igualtat a l'empresa.

grupitagora

Consultoria en Recursos Humanos y Formación

Balmes 152, 8-3
08008 Barcelona
933 220 211

Méndez Álvaro, 20
Spaces Atocha Estación
28045 Madrid
919 053 125

Av. de los Pinos 7, 6ª planta
Edificio Iberdrola
30009 Murcia
868 992 215

Av. Francisco la Roche, 39
38001 Santa Cruz de Tenerife
868 992 215

www.grup-pitagora.com - info@grup-pitagora.com



- Aprovació dels indicadors de mesurament i els instruments de recollida d'informació necessaris per fer el seguiment i l'avaluació del grau de compliment de les mesures del Pla d'Igualtat implantades.
- Totes les altres funcions que li puguin atribuir la normativa i el conveni col·lectiu d'aplicació, o bé siguin acordades per la mateixa comissió, inclosa la tramitació del Pla d'Igualtat que sigui aprovat davant l'autoritat laboral competent a l'efecte del registre, el dipòsit i la publicació.
- Fer un seguiment de possibles discriminacions, tant directes com indirectes, per vetllar per l'aplicació del principi d'igualtat.

Substitució de membres

Les persones que integren la Comissió Negociadora podran ser substituïdes per altres individus en els casos següents:

- En cas que alguna persona vulgui renunciar a la seva pertinença a la comissió.
- En cas que alguna persona, pels motius que sigui, abandoni l'empresa.
- En el cas de baixes de llarga durada, excedències o qualsevol altra situació prevista amb una durada major a un any, i que impedeixi el funcionament normal de la Comissió Negociadora.

En cas d'obstrucció injustificada de l'avenç de la negociació, o fins i tot de la seva suspensió, qualsevol de les parts pot acudir als òrgans de mediació, arbitratge i control competents.

Un cop desenvolupat el Pla d'Igualtat, s'haurà de presentar al Comitè de Direcció del Institut Català d'Investigació Química (ICIQ-CERCA) per aprovar-lo. S'establirà una Comissió de Seguiment que efectuarà l'avaluació, el seguiment i el control de l'aplicació de les mesures previstes en aquest pla.

En cas que alguna de les parts integrants de la Comissió Negociadora estimi, després de la revisió del segon informe anual d'accions, que les mesures implementades no aconsegueixen el nivell de satisfacció necessari, es procedirà a l'elaboració novament del Pla d'Igualtat

Finalment, la direcció de Institut Català d'Investigació Química (ICIQ-CERCA) es compromet a promoure la igualtat de tracte i oportunitats entre dones i homes, ja que considera el Pla d'Igualtat com una estratègia d'optimització dels seus recursos humans, en concedir a la igualtat d'oportunitats un valor transcendental dins la seva política de recursos humans, tot situant-la al

(Vertical column of handwritten signatures in blue ink on the right margin)



mateix nivell d'importància que la resta de polítiques de l'empresa i assignant-li els recursos humans i materials necessaris per engegar les accions contingudes en el pla.

DISPOSICIONS TRANSITÒRIES

PRIMERA.- Qualsevol disposició, legal o reglamentària, que afecti el contingut del present acord serà adaptada a aquest acord per la Comissió Negociadora.

SEGONA: Les modificacions o variacions que es puguin plantejar en aquest reglament s'han de fer d'acord amb la majoria absoluta de tots els membres de la comissió.

A Tarragona, 30 de novembre de 2023.

Signants: