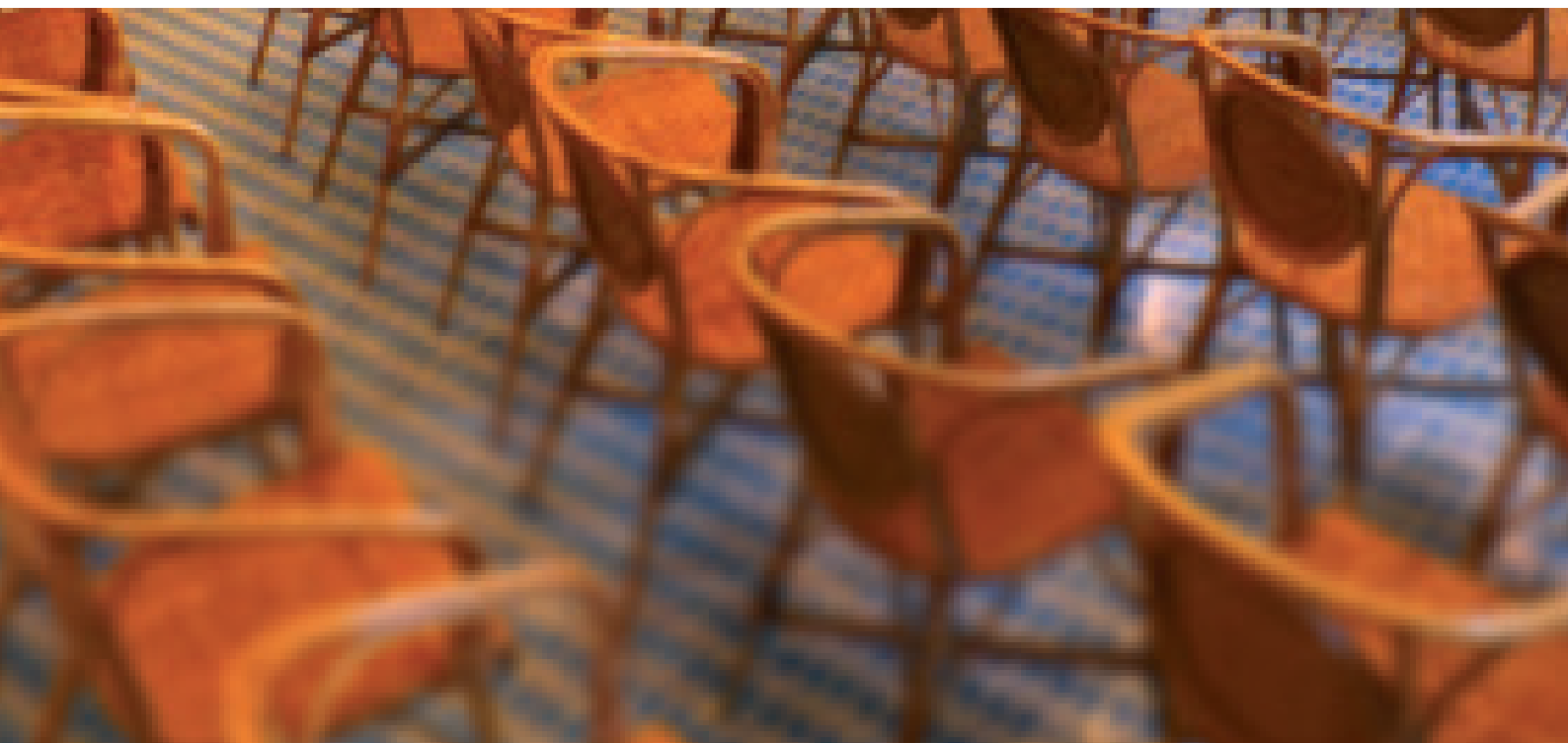




# **GENDER EQUALITY PLAN CIDOB** (2022-2026)



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## 1. INTRODUCTION

### 1.1 Context and regulatory framework

On March 16th 2021, CIDOB formed its Equality Commission,<sup>1</sup> with the aim of drawing up an Equality Plan for CIDOB in accordance with Constitutional Act 3/2007 of 22 March for effective equality between women and men (hereinafter LOIEMH).<sup>2</sup> Article 46 of that law defines equality plans as *"an orderly series of measures adopted after a diagnosis of the situation and designed to attain equal treatment and opportunities for women and men in the company and to eliminate discrimination on the grounds of sex"*.

In line with this definition and in accordance with Royal Decree Law 6/2019, of March 1, on urgent measures to guarantee equal treatment and opportunities between women and men in occupation and employment,<sup>3</sup> this document aims to analyse the achievement of equal treatment and opportunities for all staff and to identify specific improvement measures.

Royal Decree Law 6/2019 establishes the obligation for all companies with 50 or more employees to produce a gender equality plan. Although the number of CIDOB employees remains below 50 at the time of the Equality Plan's approval,<sup>4</sup> the institution has decided to endow itself with this tool in order to reaffirm its institutional commitment to gender equality and align itself with the most recent advances on the issue at state and European level.

Valid for 4 years, the Plan aims to be a dynamic tool whose data will be updated annually.

### 1.2 CIDOB's mission and values

CIDOB is an international affairs research centre that seeks through excellence and relevance to analyse the global issues that affect governance and political and social dynamics from the international to the local level.

As an independent institution with roots in civil society and a substantial and recognised track record, CIDOB pursues rigour in its analyses, publications and projects. It aims to be a useful tool for society, to ensure open access to knowledge and to promote the study of the international issues that affect people's everyday lives. CIDOB strives for its research to be socially relevant and to achieve impact. It is responsive to public institutions' requests and requirements for international information and seeks to influence decision-making processes and provide alternative visions.

CIDOB also promotes innovation in the analysis of global politics and aims to transcend the classical structures of international relations and take into account the growing impact of global phenomena on local realities. Innovation also means opening up new lines of research to keep pace with ongoing social transformations.

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1. Following the criteria of representative parity, the commission includes both men and women who hold a range of positions within the organisation. The intention is to gather all possible perspectives and facilitate the greatest possible dissemination of the process and its results.

2. Constitutional Act 3/2007 of 22 March for effective equality between women and men, BOE no. 71. Available at: <https://www.boe.es/boe/dias/2007/03/23/pdfs/A12611-12645.pdf>

3. Royal Decree Law 6/2019, of March 1, on urgent measures to guarantee equal treatment and opportunities between women and men in occupation and employment, BOE no. 57. Available at: <https://www.boe.es/boe/dias/2019/03/07/pdfs/BOE-A-2019-3244.pdf>

4. In the absence of a CIDOB language policy, this document has sought to use gender-inclusive language.

From its base in Barcelona, CIDOB analyses how the international impacts on the local, and how the international is defined and constructed from the local level. Priority is given in its publications and activities to thematic relevance and analysing the aspects of the international agenda that prompt greatest interest in Barcelona, Catalonia, Spain and Europe.

CIDOB also aims to mobilise a significant number of social actors, to reach new audiences and to work in networks with public and civil society institutions. Its goal is to continue being a leading European and international centre for the study of global politics, as well as becoming a meeting point and a window to the world from Barcelona.

The values that define CIDOB's work are:

- The desire to act as a public good that provides international knowledge;
- Excellence, through the rigour, quality and independence of our analyses;
- Innovation in the approach to studying international relations;
- Visibility, via new research formats and media presence;
- Encouraging the proper management and economic health of the institution and proactively seeking new projects.

CIDOB's Code of Ethics<sup>5</sup> establishes the criteria by which the institution is governed, based on legality, transparency, independence, effectiveness and efficiency in the use of resources, and social responsibility in the respect for human rights. Among the institution's general values are the principles of non-discrimination and gender equality.

### 1.3 Signatories

The Equality Plan is signed by both the institution and, via the Special Negotiating Body, the workers' representatives.

Representing the institution:

- Pol Morillas Bassedas, Director, pmorillas@cidob.org
- Anna Estrada, aestrada@cidob.org

Representing the staff:

- Silvia Serrano Morea, sserrano@cidob.org
- Jesús Fernández Reino, jfreino@cidob.org

Together, the Special Negotiating Body has been informed of and has analysed the gender diagnosis carried out and through negotiation has approved this plan.

The Monitoring Committee is formed of:

Representing the institution:

- Pol Morillas Bassedas, Director, pmorillas@cidob.org
- Anna Estrada, aestrada@cidob.org

Representing the staff:

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5.CIDOB (2019), CIDOB CODE OF ETHICS, available at: [https://www.cidob.org/en/content/download/73454/2355635/version/7/file/CODIGO%20ETICO%202019\\_ANGLES.PDF](https://www.cidob.org/en/content/download/73454/2355635/version/7/file/CODIGO%20ETICO%202019_ANGLES.PDF)

- Silvia Serrano Morea, sserrano@cidob.org
- Jesús Fernández Reino, jfreino@cidob.org

#### 1.4 Personal, territorial and temporal scope

The Equality Plan will apply to all CIDOB personnel.

The territorial scope of the Equality Plan is the Province of Barcelona.

The Equality Plan comes into force from the date of its registration in the Registry and Deposit of Collective Agreements, Collective Labour Agreements and Equality Plans, and shall be valid for four years, as set out in article 9.1 of Royal Decree 901/2020, until its successor is approved.

#### 1.5 Composition process and content

In drawing up this Equality Plan CIDOB makes an explicit commitment.

CIDOB has dedicated internal resources to its preparation. For its development the following actions have been carried out:

a. Formation of the Equality Commission	March 2021
b. Staff participation in the diagnosis	April 2021–2022
c. Participation of CIDOB management in the whole process of producing the plan	From the start of the process
d. Commitment by CIDOB management to implement specific measures that emerge from the plan	From the start of the process

This document is structured into nine sections:

- 1. Introduction:** places the drawing up of the Equality Plan in context and frames it within the relevant regulatory framework and CIDOB's mission and values.
- 2. Diagnosis:** presents the data analysis disaggregated by sex and/or gender and reviews CIDOB's practices in relation to specific gender equality cases. This section aims to understand the present state of affairs at the institution and to identify needs in order to define objectives and actions that can help improve the institution's position with regard to equality and non-discrimination.
- 3. Operational objectives of the Equality Plan:** based on the diagnosis, the objectives and goals of the Plan are established for each of the priority thematic areas.
- 4. Improvement areas and actions based on the Equality Plan:** a series of practical measures are proposed to achieve the established operational aims. This section also comprises a tool for monitoring the actions established in the Plan, which will be subject to a continuous process of monitoring and evaluation.
- 5. Schedule:** sets out the implementation periods for the measures identified in the Plan on an annual basis.
- 6. Equality Plan monitoring:** to understand the level of compliance and development during and after implementation, as well as the impact on reducing inequalities in the institution.
- 7. Interim and final evaluations of the Equality Plan:** during the Plan's period of application and after it finishes.
- 8. Modification procedure:** in case issues arise during the implementation of the Equality Plan.
- 9. Annexes:** surveys of the institution's management and staff and final evaluation report template.

The Plan is structured around six priority thematic areas, which are addressed transversally in the different sections:

1. Gender equality policies and training
2. Work–life balance and organisational culture
3. Gender balance in the institution’s governing bodies
4. Gender equality in recruitment and career progression
5. Communication and social impact policies
6. Prevention of sexual and gender-based harassment

The thematic areas are the result, on the one hand, of the diagnosis made and, on the other, are inspired by the European Commission’s *Horizon Europe guidance on gender equality plans*.<sup>6</sup>

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<sup>6</sup>European Commission, Directorate-General for Research and Innovation, *Horizon Europe guidance on gender equality plans*, 2021.  
Available at: <https://data.europa.eu/doi/10.2777/876509>

## 2. DIAGNOSIS

### 2.1 Methodological considerations

The diagnosis made by the members of the Special Negotiating Body (for composition see section 1.3) consists of a detailed analysis of the institution's current gender equality situation.

The information gathered helps show the institution's organisational structure and the people who work in it, as well as the present situation. It helps identify needs in order to facilitate the definition of objectives and actions that can enable the institution to improve its position on equality and non-discrimination.

The diagnosis is:

- Instrumental: rather than an end in itself, it is a means of identifying specific spheres of action within the institution.
- Applied: practical in nature and geared towards the institution's decision-making.
- Flexible: the content, length and form are adapted to the specific needs of the institution.
- Dynamic: it will be regularly updated based on specific areas for improvement in the institution and the identification of new needs.
- Transversal: taking in all internal processes, management policies, human resources, internal and external communication, working conditions, the proportions of women and men in different jobs and job categories and at all levels of responsibility.

This diagnosis should serve as a basis for establishing the priorities and actions to be included in the Equality Plan.

This Equality Plan reflects the situation in the institution at the time of its drafting and the data used in the analysis is from December 31st 2021. A diagnosis has been made by carrying out quantitative data collection using indicators (staff numbers by department and position, composition of management bodies, researchers by research area, qualifications by sex, use of training, etc.). The diagnosis allows us to identify the aspects of the organisation that must improve to achieve gender equality.

To establish the diagnostic indicators and their subsequent analysis, the material and tools for Equality Plans produced by the Generalitat de Catalunya for companies and organisations have been used, along with the European Commission's *Horizon Europe guidance on gender equality plans* (2021). The Plan has also benefitted from the collaboration and advice of various members of the CIDOB team, using the CIDOB Master Plan 2022–2025 to provide context.

A second phase will seek to update the current diagnosis – which is primarily quantitative in nature – with qualitative participatory methodologies aimed at the CIDOB team as a whole, as set out in the Plan's actions.

This analysis will also allow us to assess the gender impact on the institution of the COVID-19 pandemic and the post-pandemic situation.

## 2.2 Internal

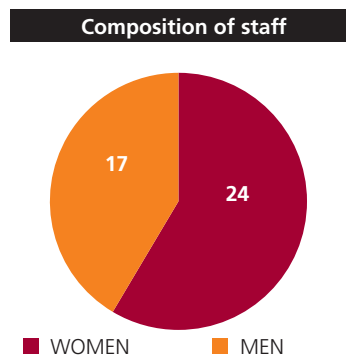
### 2.2.1 CIDOB team and organisational structure

CIDOB's staff is made up of the following work teams:

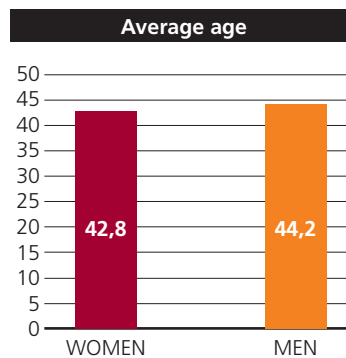
- Management
- Research
- Project management
- Communication and press
- Reception and maintenance
- Publications
- Information services
- Administration
- Activities

#### Composition of staff by sex, age and longevity

As of December 31st 2021, there are 41 people on the staff, of whom 24 are women (59%) and 17 are men (41%). Women are thus the most strongly represented sex.

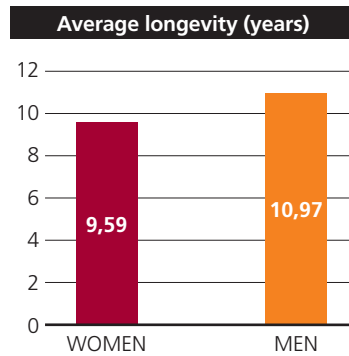


According to the data collected, the average age for women is 42.8 compared to 44.2 for men, meaning no substantial differences exist in the average age of the two sexes.





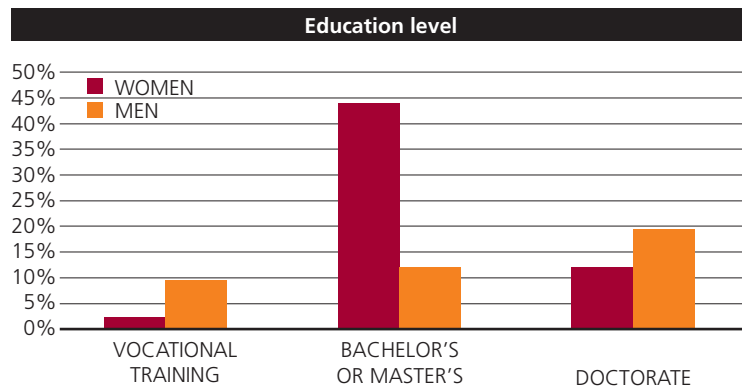
Women's average longevity in the institution is 9.59 years compared to 10.97 years for men.



### Composition of staff by level of education

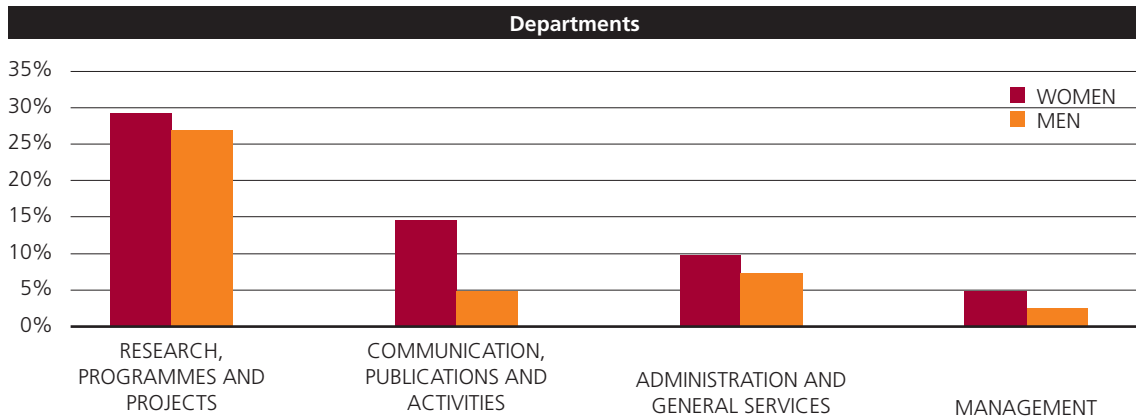
Of CIDOB staff, 88% have university degrees (bachelor's, master's or doctorate), 64% of that total are women and the remaining 36% are men.

The difference between the sexes is widest among staff who have studied to bachelor's or master's degree level, with 78% of women versus 22% men. Of those who have completed a doctorate, however, 38% are women and 62% are men. Thus, more women have university degrees, but more men have doctorates than women.



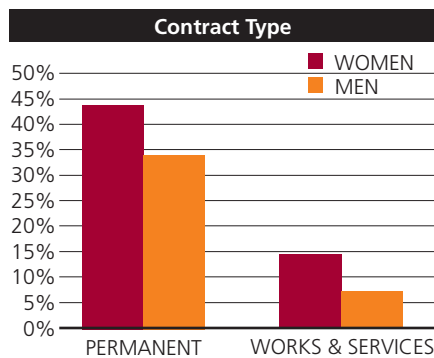
### Composition of staff by department

Broadly speaking, CIDOB's staff may be grouped into Research, Programmes and Projects (52% women; 48% men); Communication, Publications and Activities (75% women; 25% men); Administration and General Services (57% women; 43% men) and Management (66% women; 33% men).



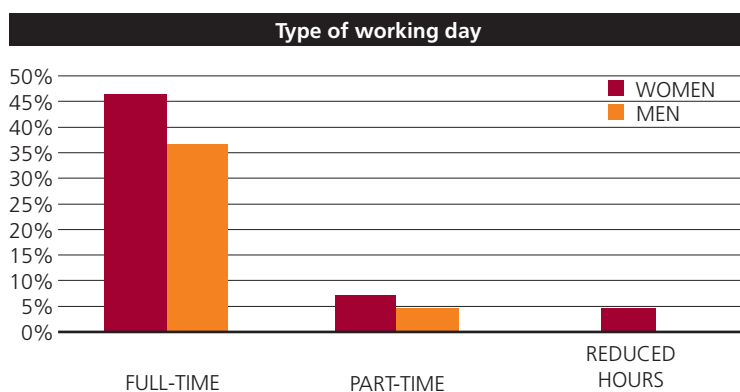
### Composition of staff by contract type

Of CIDOB's staff, 78% have permanent employment contracts, of whom 56% are women and 44% are men. The remaining 22% of the workforce have works and services contracts, 67% of whom are women and 33% are men.



## Personal/family work-life balance and organisational culture<sup>7</sup>

The following graph shows that more than 80% of staff work full-time, 56% of whom are women and 44% are men. Meanwhile, 12% are employed part-time, of whom 60% are women and 40% men. The remaining 5% of the workforce have reduced working hours, specifically for caring for children under 12: all of this group are women.



### 2.2.2 Gender balance in leadership and remuneration

#### Professional groups and categories

In its collective agreement, CIDOB states that staff's professional groups and categories are related to the factors that influence the allocation of the duties for the work that needs to be carried out.

The factors used to place the staff in the established groups are: knowledge, responsibilities, leadership capacity, initiative and complexity. Based on these factors, allocation takes place at various levels:

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7. The LOIEMH establishes a series of work-life balance rights that are included in the CIDOB Collective Bargaining Agreement and, where possible, improved upon.

Achieving a balance between the professional and personal/family life is an ever-present issue for CIDOB, as can be seen in the existing mechanisms that offer flexibility to all staff, including:

- Flexible start and finish times;
- The possibility of teleworking up to two days a week and at other times with authorisation;
- The possibility of accompanying family members to medical visits;
- Up to 15 days of unpaid leave to care for relatives;
- Compaction of maternity and/or paternity leave of 1 hour per day per working day until the child is 9 months old;
- Intensive working days during July and August and part of September.

See: "Convenio colectivo de trabajo del CIDOB para los años 2006 y 2007", published in the DOGC September 20th 2006, <https://dogc.gencat.cat/es/document-del-dogc/?documentId=429042>

"Primera adenda al convenio colectivo del CIDOB", published in the BOPB on March 2nd 2015, <https://bop.diba.cat/anunci/1024799/acord-parcial-de-la-comissio-negociadora-de-modificacio-parcial-del-conveni-col-lectiu-de-treball-de-la-fundacio-cidob-departament-de-treball-afers-socials-i-families>

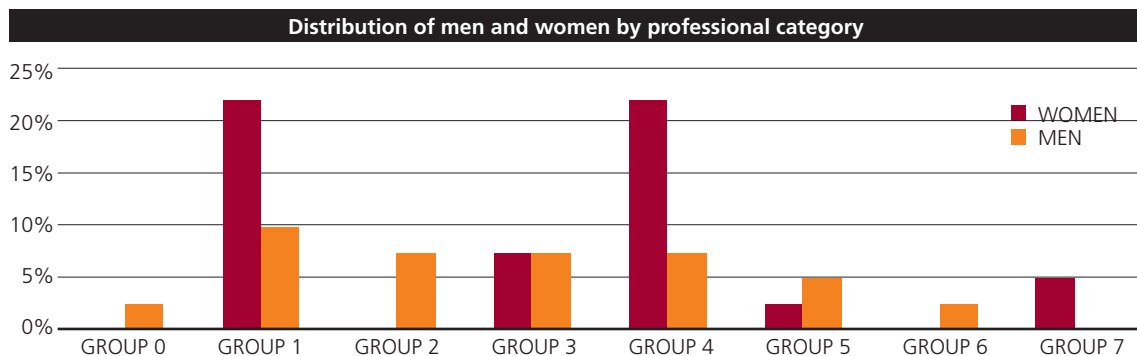
"Segunda adenda al convenio colectivo del CIDOB", published in the BOPB on May 28th 2015, <https://bop.diba.cat/anunci/1501019/acord-parcial-de-la-modificacio-del-conveni-col-lectiu-de-treball-de-la-fundacio-cidob-departament-de-treball-afers-socials-i-families>

"Tercera adenda al convenio colectivo del CIDOB", published in the BOPB on December 4th 2018, <https://bop.diba.cat/anunci/703769/acord-parcial-de-modificacio-del-conveni-col-lectiu-de-treball-de-l-empresa-fundacio-cidob-departament-de-treball-afers-socials-i-families>

"Cuarta adenda al convenio colectivo del CIDOB", published in the BOPB on August 4th 2020, <https://bop.diba.cat/anunci/510936/acord-parcial-de-modificacio-del-conveni-col-lectiu-de-treball-de-l-empresa-fundacio-cidob-departament-de-treball-afers-socials-i-families>

- a) Group 0: Management duties – planning, organising, directing and coordinating the centre’s various activities, in an overall sense;
- b) Group 1: Duties that entail complete responsibility for the management of one or more of the institution’s functional areas, with a very high degree of autonomy, initiative and responsibility, perhaps including participation in defining specific objectives to be achieved in their field. Requires leadership and the need to integrate, coordinate and supervise a range of tasks to be carried out by a group of staff.
- c) Group 2: Complex duties with high levels of technical content within a framework of general instructions that must be executed with a very high degree of initiative, responsibility and autonomy. May require leadership and the need to integrate, coordinate and supervise a range of tasks to be carried out by a group of staff. Contribute to the production of original material.
- d) Group 3. Complex but homogeneous duties with high levels of technical content, within a framework of general instructions that must be performed with a significant degree of initiative, responsibility and autonomy. May require leadership and the need to integrate, coordinate and supervise a range of tasks to be carried out by a group of staff.
- e) Group 4. Scheduled work that usually requires initiative and adequate knowledge on the part of the staff who carry it out. Under supervision and following general instructions, they are responsible for the work, perhaps with assistance from other staff members.
- f) Group 5. Tasks consisting of carrying out operations that follow precise instructions, but nevertheless require appropriate professional knowledge. Responsibility is limited by direct or systematised supervision.
- g) Group 6. Maintenance duties that require appropriate technical knowledge, so that the tasks can be performed on-site with the degree of autonomy and responsibility needed to perform them correctly.
- h) Group 7. Homogeneous and semi-repetitive tasks performed following specific, clearly established instructions. Responsibility is limited by direct or systematised supervision.
- i) Group 8. Tasks that above all demand physical effort and do not require specific training, except for the initial adaptation period.

The distribution by professional category shows significant variation between groups 1 and 4, where women represent 69% and 75%, respectively, compared to 31% and 25% of men. In group 3 the distribution between men and women is equal. However, in group 5, women make up 33%, while 67% are men. Finally, groups 0, 2 and 6 only contain men, while group 7 only contains women.



## Pay equality

Article 28 of the Workers' Statute establishes that for the provision of work of the same value companies must pay the same remuneration, directly or indirectly, in the form of a salary or otherwise, and that no discrimination based on sex must result in any of its components or conditions.

To eliminate pay gaps the assessment and description of jobs must be defined correctly and in a neutral and objective way. All salary components must also be clearly and transparently defined.

At CIDOB, the salary differences that exist within each professional category are determined mainly by type of contract, responsibilities, full or part-time basis and work performed, rather than by gender distinctions.

Salary increases for the entire workforce relative to the CPI are stipulated in the institution's agreement and other types of salary increases are related to the criteria of internal promotion or changes in job category.

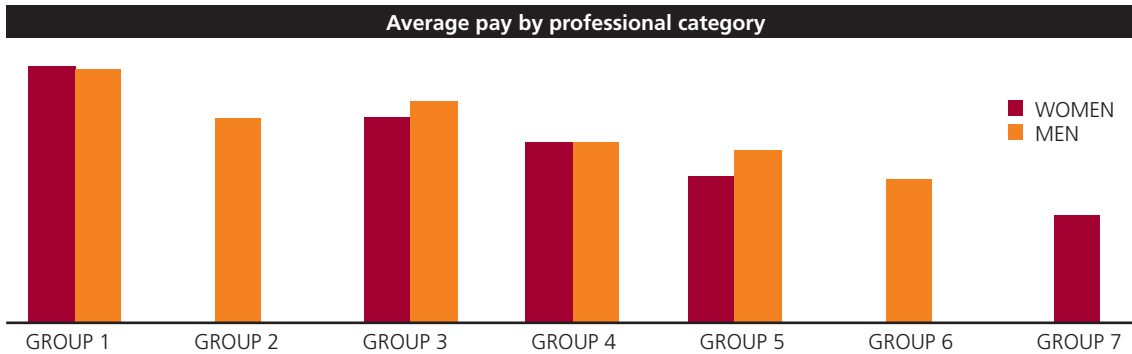
To establish the criteria by which the salaries in the remuneration register can be compared a process of standardisation is necessary. The comparison criteria established are:

- a) A distinction is made between the effective amounts paid to each worker, identified as remuneration received – calculating all the remuneration actually received by the worker throughout the calendar year – and the standardised remuneration obtained following the application of the comparison criteria.
- b) Full-time work is used as the base. To make them comparable, pay from part-time contracts and reduced working hours are increased proportionally until reaching the reference working hours, giving a percentage of full-time pay.
- c) Periods of temporary incapacity and workplace accidents are removed from the comparison process and replaced by real working days. As such, salary components relating to such situations, like temporary incapacity payments and benefits paid by the institution, are excluded from the standardisation process.
- d) Contracts shorter than the analysis period were annualised to allow the employment period of all workers providing services during the reference period to be compared.
- e) If a worker has been affected by changes in their contractual situation during the reference period that directly affected the remuneration received, such as, for example, changes in working hours, salary increases or changes in professional category, in the comparison process the last contractual situation to which they were subject during the 2021 period is applied.
- f) Some wage components, classified as salary supplements and non-salary payments, are not subject to annualisation adjustments because the entity pays them regardless of contract type or employment period. Nevertheless, we find that some do align with the annualisation or, on the contrary, are excluded, because they are not considered salary payments, such as, for example, temporary incapacity supplements, severance payments, proportional vacation pay, etc.

The following graph shows the average pay for each professional category for women and men.<sup>8</sup>

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<sup>8</sup> Group 0 is not included in this graph, as it contains only the Director of the organisation, whose position means he is granted a specific series of responsibilities and duties. As one individual, the analysis of average remuneration is not applicable.



The total average remuneration of groups 1 and 4 shows women receiving an average of 1.1% and 0.5%, respectively, more than men. These insignificant percentage variations show that no wage differences exist between the sexes, as pay is almost equal.

Groups 2, 6 and 7 are formed only of people of one sex or the other, meaning an analysis of the average remuneration is not appropriate.

The total average remuneration in groups 3 and 5 shows that men receive an average of around 7% and 14.8%, respectively, more than women. This is due to the fact that these groups include different categories from various functional areas with differing degrees of responsibility. Pay differences are not, therefore, caused by any discrimination based on sex, but by strictly functional and organisational factors.

It should also be noted that the total calculations of the averages do not exceed the limit of 25% established in article 6.b) of Royal Decree 902/2020, of 13 October, on equal pay between women and men. In consequence, the justification required under article 28.3 of the Workers' Statute that differences must be for reasons unrelated to the worker's sex is not applicable.

In conclusion, pay differences at CIDOB are not related to the sex of staff members.

### Labour representation of workers

CIDOB currently has three workers' representatives (two men and one woman) elected from among the candidates who stood for the positions. This is the appropriate proportion of the total number of workers in the institution.

In the last call, there was equality in the candidacies.

### Female underrepresentation

With this Equality Plan, CIDOB guarantees gender equality in promotion and advancement based on objective, quantifiable, public and transparent criteria.

This is developed through the various sections of the Equality Plan.

### 2.2.3 Gender equality in hiring and professional development

#### Staff selection and promotion

The institution's internal selection and promotion processes must comply with the criteria of neutrality and transparency and guarantee equality between men and women in line with the general values of the Code of Ethics.

Likewise, in terms of selection processes for research staff, it follows the spirit of the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers of the European Commission.

In the standard procedure a new job is published on the institution's website in order to make it public and accessible, including to the institution's staff. The selection processes are also publicised to staff, giving the name of the job to be filled and a description of educational and other selection criteria.

The application evaluation process usually consists of two phases:

- 1) Pre-selection of candidates based on their Curriculum Vitae, motivation letter and, in the case of researchers, an academic paper. The candidates with the most suitable profile for the position are selected based on their training and studies, formal and informal qualifications, field research experience and accredited language levels.
- 2) Interview phase: The Selection Panel assesses the specific skills and knowledge, as well as the candidate's suitability for the post in the research group, if applicable, and in the institution. Ratings are given that detail strengths and weaknesses.

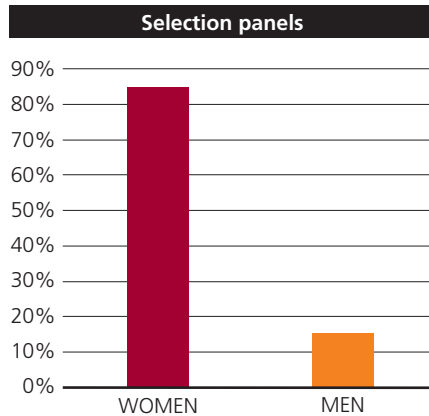
The Selection Panel is the body in charge of making a selection proposal and is formed of between three and four CIDOB members with complementary profiles. It will be ensured that the composition of the Panel is gender-balanced.

The proposed resolution of the process rests with the Selection Panel, which names the applicant with the best score after a joint process of consideration of the final candidates. Based on their proposal, the CIDOB Management awards the position to the best-placed person.

In 2021, four public processes to fill vacancies took place. The following table shows the applications received and the sex of the people selected.

VACANCY	Women candidates	Men candidates	Total candidates	Selection
Researcher	58	31	89	MAN
Communication and press assistant	103	38	141	WOMAN
Senior Research Fellow	9	8	17	MAN
Project manager	44	13	57	WOMAN
<b>Total</b>	<b>214</b>	<b>90</b>	<b>304</b>	

The percentage of men and women on the Selection Panels for the 2021 vacancies is shown in the following graph.

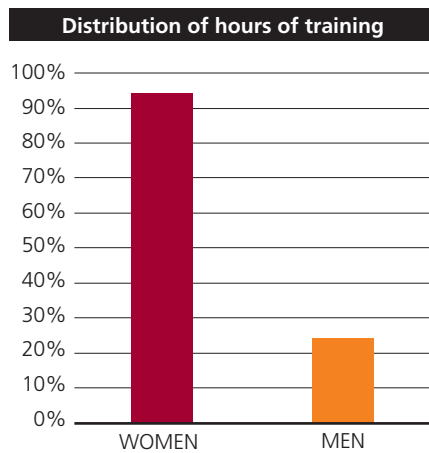


### Staff training and retraining

Article 15 of CIDOB's Collective Bargaining Agreement provides for continuous training of staff. It establishes that, alongside the staff representatives, the Management team must prepare a Training Plan to facilitate the staff's adaptation to the modifications made or that may be made to jobs.

To aid staff's work-life balance, training and retraining are always carried out during working hours.

During the 2021 financial year, a total of 118 hours of training were carried out, of which 94 were allocated to women and 24 to men.



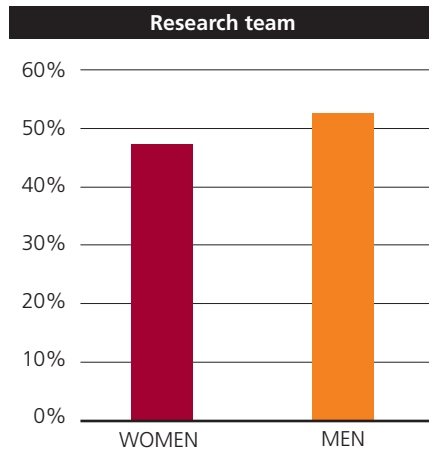
Training sessions have been given to the entire workforce this year. They took place particularly at the end of the 2021 financial year and were divided into two blocks; the first set carried out in 2021 mainly involved women.

### Gender equality in the research field

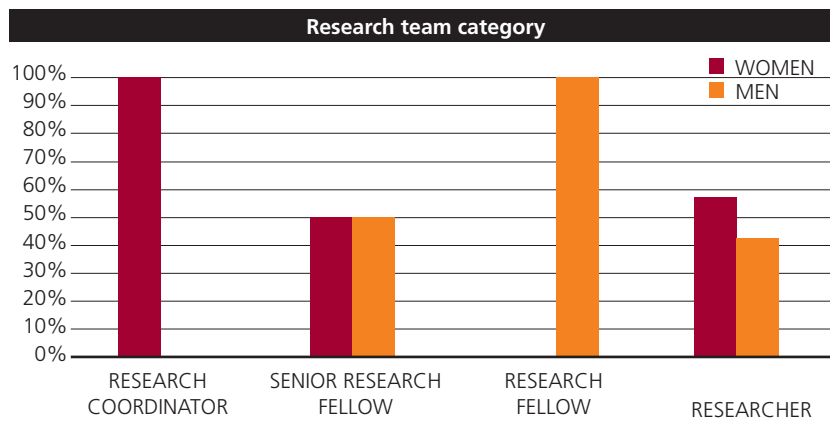
As a research centre, CIDOB must consider the variable of gender equality in research both internally and externally. On the one hand, it must avoid discrimination based on sex or gender among the research staff within the institution. On the other, it must consider the broader effects of its research and academic outputs from a gender perspective.



The CIDOB research team is made up of 19 people: 9 women and 10 men.

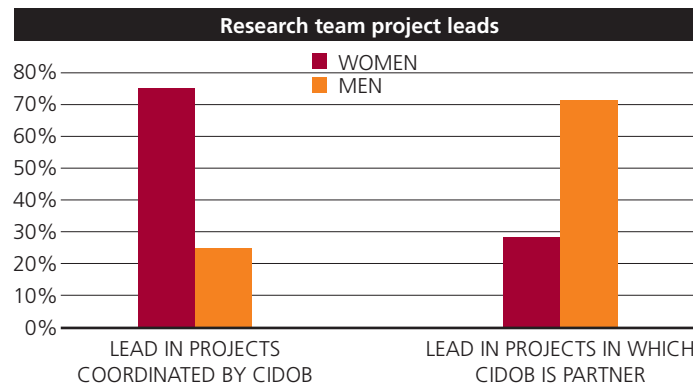


The post of Research Coordinator is filled by a woman. The eight remaining Senior Research Fellows are divided 50/50 between women and men, while the Research Fellows are men. On the other hand, the Researcher category contains slightly more women (57%) than men (43%).



A significant number of members of the research team are responsible for projects in which CIDOB participates either as a coordinating institution or as a partner. Some researchers perform both roles.

Of the four leads on projects coordinated by CIDOB, 75% are women and 25% are men. In contrast, 71% of the seven researchers who represent CIDOB as partners in a project are men, compared to 29% of women.



At the time of drafting this Plan, CIDOB had yet to establish any data collection or systematisation mechanism that would make it possible to analyse the incorporation of the gender perspective in research work.

## 2.3 Governing bodies

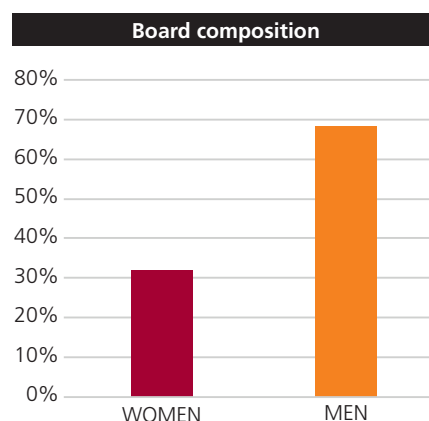
### Board

CIDOB's Board<sup>9</sup> is the institution's governing and administrative body. It is collegiate in nature and formed of both natural persons (in a personal capacity) and legal persons (in an institutional capacity), and as of December 31st 2021 was composed of 22 members.

Of the 16 individual Board members, 11 are men and 5 women. Two women represent institutional Board members, of which there are 6 institutions in total:

- Generalitat of Catalonia
- Barcelona City Council
- Barcelona Provincial Council
- Metropolitan Area of Barcelona
- Inter-University Council of Catalonia
- The Spanish Ministry of Foreign Affairs and Cooperation

We thus observe a lack of gender parity among the members, with 32% women and 68% men.

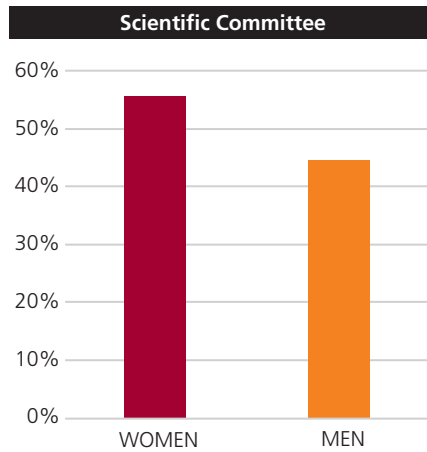


9. More information at: [https://www.cidob.org/en/cidob/cidob\\_board](https://www.cidob.org/en/cidob/cidob_board)

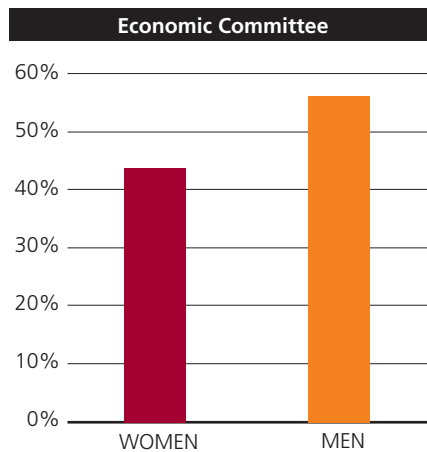
### Consulting Committees

CIDOB also has Economic and Scientific Consulting Committees<sup>10</sup> that contribute to meeting the goals the institution sets. The committees are formed of national and international experts who are prominent in their own field of study and who provide advice to the management team and support the formulation of innovative policy guidelines. Both committees have their own regulations.

The Scientific Committee is made up of 18 people, of whom 10 are women and 8 men.



The Economic Committee is made up of 16 people, of whom 7 are women and 9 are men.



In both cases, the aim of gender parity forms part of their composition.

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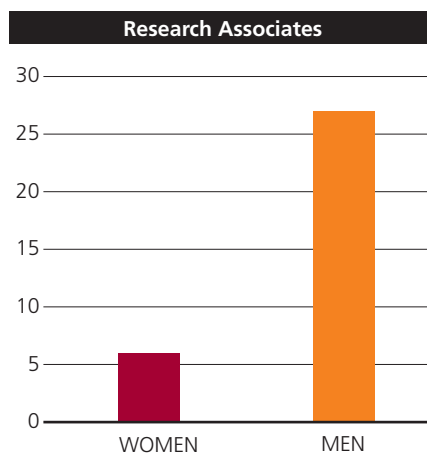
<sup>10</sup>More information at: [https://www.cidob.org/en/cidob/cidob\\_s\\_consulting\\_committees](https://www.cidob.org/en/cidob/cidob_s_consulting_committees)

## 2.4 External

### *Research Associates*

The Research Associates<sup>11</sup> are professionals who are associated with CIDOB out of mutual interest, but who do not part of the contracted staff and have no employment relationship with CIDOB – although their contributions may be remunerated based on the tasks completed. Nor do they receive remuneration for their status as associates. However, they do form an important part of the institution’s goal of excellence by providing their services as experts and/or advisers on an occasional basis and contributing to the institution’s activities and publications.

Currently, as the graph shows, the majority of the 34 associates are men. In this case, there is a clear gender imbalance.



### *Subcontracting of services*

CIDOB currently has one worker from an external company who carries out her professional activity in the centre’s facilities and who is subject to the same Code of Ethics as the CIDOB staff. For other matters, the employer is responsible.

### *Interns*

Each academic year, CIDOB welcomes students who take up internships for two terms, based on agreements with several faculties from different Catalan universities.

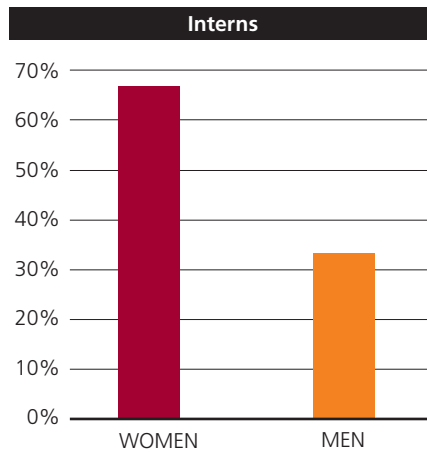
Students are selected by their faculty and have their own rules of conduct, as reflected in the respective agreements signed and accepted by both institutions. Some universities also have their own action protocol for issues relating to sexual harassment, of which CIDOB is duly informed.

Each student is given a work space, as well as the equipment needed to carry out their internship correctly.

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11. More information at: [https://www.cidob.org/en/cidob/staff/associated\\_researchers](https://www.cidob.org/en/cidob/staff/associated_researchers).

As the following table shows, in 2021 67% of CIDOB interns were women and the remaining 33% were men.

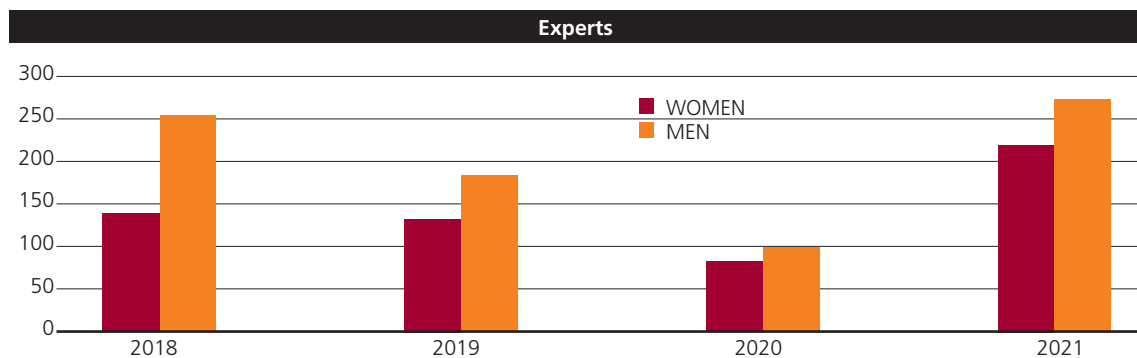


**Participation of woman experts in activities organised by CIDOB**

CIDOB is committed to gender equality in the different activities it organises and whenever more than one speaker is required women experts in the field are included.

Since 2018, CIDOB has been part of the “¿Dónde están ellas?” initiative promoted by the European Parliament’s office in Madrid. This initiative collects data from Spanish institutions and think tanks on the participation of women and men in their activities.

The following graph shows the number of experts in seminars organised by CIDOB in the last four years.



**2.5 Specific measures against gender violence and discrimination**

*Prevention of gender-based sexual harassment*

Article 48 of the LOIEMH establishes the obligation for all companies to take measures to prevent sexual and/or gender-based harassment and to decide upon procedures for its prevention.

In accordance with European legislation, harassment is any verbal, non-verbal or physical behaviour of a sexual nature carried out with the purpose or effect of violating a person's dignity, especially if it creates an intimidating, hostile, degrading, humiliating or offensive environment.

CIDOB has a person in charge of dealing with possible situations of sexual harassment. Meanwhile, the Code of Ethics establishes an Ethics and Information Box for communicating situations of risk or non-compliance with the law, the Code of Ethics or any rule that may derive from it. This mechanism enables anonymous communications or complaints to be made via a locked mailbox located in the kitchen of the main CIDOB building.

At the time of writing this Plan, there are no known cases of information or complaints of sexual harassment in the institution.

CIDOB currently has a protocol setting out the actions to be taken in cases of sexual and gender-based harassment.

### *The labour rights of women victims of male violence*

Women recognised as victims of male violence have a series of labour and social security rights granted in law to enable them to combine their work commitments with the need for protection and personal recovery. CIDOB will apply the measures provided for in current legislation<sup>12</sup> when applicable.

### *LGTBI rights*

Catalan Law 11/2014 to guarantee the rights of LGTBI persons establishes the obligation for companies to adopt measures intended to prevent all types of employment discrimination and guarantee equality.

CIDOB applies a policy of non-discrimination for reasons of sex, gender, sexual orientation, gender expression or identity and, when required, is committed to adopting specific measures to avoid any type of discrimination against LGTBI people and to promote equality.

### *Internal and external information on dissemination, images, corporate communication and the use of non-sexist language*

CIDOB uses non-sexist language both externally – in the dissemination, images and corporate communication for its activities, publications, research, programmes and projects – and internally, in communications and at meetings.

However, CIDOB currently lacks an inclusive language protocol that sets out actions to favour gender-sensitive language in the institution's dissemination, image and communications.

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12. Organic Act 1/2004 on Integrated Protective Measures against Gender Violence.

### 3. OPERATIONAL OBJECTIVES

CIDOB has identified six priority areas in which specific actions to promote gender equality will be carried out:

1. Gender-equality policies and training
2. Personal/family work-life balance and organisational culture
3. Gender balance in the institution's governing bodies
4. Gender equality in selection and career progression
5. Communication and social impact policies
6. Prevention of sexual and gender-based harassment

The **operational objectives** of each area are:

#### *Area 1. Gender-equality policies and training*

- 1.1. Improve internal knowledge about perceptions and challenges in terms of gender-equality among CIDOB staff and the impact of COVID-19 on the institution's work practices.
- 1.2. Training and awareness-raising about equality issues to avoid unconscious gender bias in decision-making, in the hiring of staff and their promotion, in the allocation of responsibilities and tasks, and in non-sexist communication.
- 1.3. Promote the use of gender-sensitive language.

#### *Area 2. Personal/family work-life balance and organisational culture*

- 2.1. Favour a positive work-life balance as much as possible.

#### *Area 3. Gender balance in the institution's governing bodies*

- 3.1. Work towards balance in the gender composition of the institution's governing bodies.
- 3.2. Guarantee the principles of inclusion, transparency and equality in the formation of the consulting committees, as well as in any commission created by the entity.

#### *Area 4. Gender equality in selection and career progression*

- 4.1. Work towards gender balance in the team of the Research Associates working with CIDOB.
- 4.2. Optimise CIDOB's inclusive recruitment systems.
- 4.3. Optimise staff selection processes and criteria to ensure transparency and gender equality in recruitment.
- 4.4. Encourage the professional promotion of CIDOB staff without discrimination due to gender or sex.

#### *Area 5. Communication and social impact policies*

- 5.1. Strengthen the visibility of women experts and strive for gender balance in the activities CIDOB organises.
- 5.2. Ensure that gender and diversity perspectives and discourse form part of CIDOB's research projects and publications.
- 5.3. Disseminate the Plan and its objectives and actions internally and externally.

#### *Area 6. Prevention of sexual and gender-based harassment*

- 6.1. Raise awareness among CIDOB staff so that they adopt a proactive and zero-tolerance attitude towards sex and gender-based discrimination and violence; guarantee the protection of people's dignity; establish action procedures and protection measures for victims.

## 4. IMPROVEMENT AREAS AND ACTIONS

<b>Area: 1. Gender-equality policies and training</b>	
<b>Action 1:</b> Collect and analyse data from CIDOB staff	
<b>Objective:</b> Improve internal knowledge about perceptions and challenges in terms of gender-equality among CIDOB staff and the impact of COVID-19 on the institution's work practices.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Design and carry out a survey to gather perceptions of gender equality among CIDOB workers.</li> <li>- Design and carry out a survey to gather perceptions of the impacts COVID-19 is having on employees' work practices.</li> <li>- Organise and hold a participatory activity with staff on gender issues and the impact of COVID-19.</li> <li>- Write a report on CIDOB staff's perceptions of gender issues and the impact of COVID-19.</li> <li>- Review the objectives and actions in this Plan, incorporating the factors identified in the participatory study.</li> </ul>	
<b>Unit responsible:</b> Management and Monitoring Committee.	<b>Target group:</b> Whole CIDOB team.
<b>Evaluation indicators:</b> <ul style="list-style-type: none"> <li>- Hold a participatory activity aimed at the CIDOB team.</li> <li>- Survey and number of participants.</li> <li>- Report on perceptions including the impacts of COVID-19.</li> </ul>	<b>Timeframe:</b> 1 year from the date of the Plan's publication
<b>Budget:</b> €1,500	

<b>Area: 1. Gender-equality policies and training</b>	
<b>Action 1.2:</b> Provide specific equality training for all staff, giving particular emphasis to management and coordination positions	
<b>Objective:</b> Training and awareness-raising in equality issues to avoid unconscious gender bias in decision-making, in the hiring of staff and their promotion, in the allocation of responsibilities and tasks and in non-sexist communication.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Identify the different specific groups at CIDOB and investigate the training needs of each group.</li> <li>- Find experts to give the training.</li> <li>- Plan the course/seminar according to each thematic area, to ensure that it is carried out on a regular basis.</li> <li>- Organise and hold the course.</li> </ul>	
<b>Unit responsible:</b> Management and Monitoring Committee.	<b>Target group:</b> The entire CIDOB team and especially those in management and coordination positions.
<b>Evaluation indicators:</b> Number of courses/training sessions on unconscious gender bias: minimum 1 for all staff and minimum 1 for management and coordination positions	<b>Timeframe:</b> Implementation period of four years, with an annual review.
<b>Budget:</b> €1,000 per year	

<b>Area: 1. Gender-equality policies and training</b>	
<b>Action 1.3:</b> Draw up an inclusive language protocol	
<b>Objective:</b> Promote the use of gender-sensitive language	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Analysis of reference protocols</li> <li>- Drafting of the protocol</li> <li>- Internal dissemination of the protocol</li> </ul>	
<b>Unit responsible:</b> Management, Monitoring Committee and Communication.	<b>Target group:</b> The entire CIDOB team, including Research Associates.
<b>Evaluation indicators:</b> Distribute protocol	<b>Timeframe:</b> 1 year from the date of the Plan's publication
<b>Budget:</b> €1,500	



<b>Area 2. Personal/family work-life balance and organisational culture</b>	
<b>Action 2.1:</b> - Promote and draw attention to the measures addressed in the current workers' agreement	
<b>Objective:</b> Favour a positive work-life balance as much as possible.	
<b>Tasks:</b> - Inform new staff of the measures addressed in the agreement. - Include a specific section on current work-life balance measures in the "Welcome pack". - Inform CIDOB staff of updates and improvements to the measures.	
<b>Unit responsible:</b> Management, Administration, workers' representatives.	<b>Target group:</b> All staff and new recruits.
<b>Evaluation indicators:</b> - Number of communications to new recruits. - Update of the "Welcome pack"	<b>Timeframe:</b> 1 year from the date of the Plan's publication
<b>Budget:</b> Internal resources	

<b>Area 3. Gender balance in the institution's governing bodies</b>	
<b>Action 3.1:</b> Increase the number of women on CIDOB's Board	
<b>Objective:</b> Work towards balance in the gender composition of the institution's governing bodies.	
<b>Tasks:</b> - Identify women with proven experience and recognition in the international relations field and promote their potential candidacy as members. - Review the profiles of members and selection criteria to ensure greater equality. - Advise the Board members on the benefits of gender equality in leadership bodies and ask members to propose female candidates to move towards gender parity. - Review the composition of the Board annually.	
<b>Unit responsible:</b> Presidency and Management.	<b>Target group:</b> Members of CIDOB's board.
<b>Evaluation indicators:</b> Achieve a minimum of 10 women among the 25 current Board members.	<b>Timeframe:</b> Individual terms last 4 years, with the option to renew. The terms currently underway have a range of end-dates, with the latest December 2024. An improvement in the balance is expected by April 2026.
<b>Budget:</b> Internal resources allocated to the Presidency and Management.	

<b>Area 3. Gender balance in the institution's governing bodies</b>	
<b>Action 3.2:</b> Guarantee transparency and equality on consulting committees	
<b>Objective:</b> Guarantee the principles of inclusion, transparency and equality in the formation of the consulting committees, as well as in any commission created by the institution.	
<b>Tasks:</b> - Annually monitor the composition of the different consulting committees. - Awareness-raising campaign for the CIDOB community.	
<b>Unit responsible:</b> Presidency and Management.	<b>Target group:</b> The whole CIDOB community.
<b>Evaluation indicators:</b> Number of women on the Scientific and Economic Committees.	<b>Timeframe:</b> Four-year implementation period, with an annual review.
<b>Budget:</b> Internal resources allocated to the Presidency and Management.	

<b>Area: 4. Gender equality in selection and career progression</b>	
<b>Action 4.1:</b> Encourage female Research Associates to begin working with the institution	
<b>Objective:</b> Work towards gender balance in the team of Research Associates working with CIDOB.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Inform the CIDOB research team of the desire to balance the gender composition of the team of Research Associates.</li> <li>- Identify priority areas of interest for the centre in which to promote the active search for female experts.</li> <li>- Researchers to propose candidates associated with their lines of research.</li> <li>- Annually review the composition of the Research Associate team.</li> </ul>	
<b>Unit responsible:</b> Management, Research Coordinator, CIDOB research team.	<b>Target group:</b> Research Associates
<b>Evaluation indicators:</b> A minimum of 1/3 of Research Associates.	<b>Timeframe:</b> Turnover among Research Associates does not follow a standard time schedule, as with many the relationships are indeterminate. The change will therefore be gradual. An improvement in the balance is expected by April 2026.
<b>Budget:</b> Internal resources	

<b>Area: 4. Gender equality in selection and career progression</b>	
<b>Action 4.2:</b> Appoint selection panels that include women	
<b>Objective:</b> Optimise CIDOB's inclusive recruitment systems.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Create selection panels that include women for all the positions the institution offers. If this is not possible, put the reason in writing.</li> <li>- Publicly announce the different profiles of the selection panel, as well as the call and the selection process.</li> <li>- Monitor compliance annually.</li> </ul>	
<b>Unit responsible:</b> Management and Administration.	<b>Target group:</b> Potential CIDOB recruits
<b>Evaluation indicators:</b> Presence of women on CIDOB's staff selection panels.	<b>Timeframe:</b> Four-year implementation period, with an annual review.
<b>Budget:</b> Internal resources	

<b>Area: 4. Gender equality in selection and career progression</b>	
<b>Action 4.3:</b> Review CIDOB's staff selection processes	
<b>Objective:</b> Optimise staff selection processes and criteria to ensure transparency and gender equality in recruitment.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Inform the selection panels and the people leading the recruitment of the need to review selection processes to guarantee inclusiveness.</li> <li>- Draft inclusive selection criteria for every position offered.</li> </ul> <p>For research staff jobs, take into account rest periods and care leave when evaluating the results of candidates' research.</p> <ul style="list-style-type: none"> <li>- Review the interview transcript for each staff selection process to guarantee gender equality in recruitment.</li> <li>- Adapt evaluation forms to guarantee neutrality in hiring: <ul style="list-style-type: none"> <li>- Include the requirement for selection panels to set out explicitly in writing the reasons for any situations in which no women are among the final candidates (invited to the interview phase).</li> </ul> </li> <li>- Accompany each process and provide an annual follow-up.</li> </ul>	
<b>Unit responsible:</b> Management, Selection Panel, Monitoring and Administration Committee.	<b>Target group:</b> Potential CIDOB staff.
<b>Evaluation indicators:</b> - Percentage of job offers including fair selection criteria. - Percentage with female final candidates.	<b>Timeframe:</b> Four-year implementation period, with an annual review.
<b>Budget:</b> Internal resources	

<b>Area: 4. Gender equality in selection and career progression</b>	
<b>Action 4.4:</b> Draw up a professional promotion protocol that guarantees gender equality	
<b>Objective:</b> Encourage the professional promotion of CIDOB staff without discrimination due to gender or sex.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Draft a Professional Promotion Protocol for CIDOB staff that promotes gender equality.</li> <li>- Present the Protocol to the CIDOB working community.</li> <li>- Annually monitor the implementation of the principles and measures described in the protocol and their effectiveness.</li> </ul>	
<b>Unit responsible:</b> Management, Administration and Monitoring Committee.	<b>Target group:</b> CIDOB staff
<b>Evaluation indicators:</b> Present the Professional Promotion Protocol.	<b>Timeframe:</b> The protocol will enter into force at the end of 2024.
<b>Budget:</b> €1,000	

<b>Area: 5. Communication and social impact policies</b>	
<b>Action 5.1:</b> Increase the number of female experts in activities organised by CIDOB	
<b>Objective:</b> Strengthen the visibility of women experts and strive for gender balance in the activities CIDOB organises.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Identify thematic areas and activity types where gender imbalances persist.</li> <li>- Promote an active search for experts from the underrepresented gender and gender parity among the experts invited to all of the activities CIDOB organises.</li> <li>- Carry out activities promoting the visibility of women experts in the institution's field of knowledge.</li> <li>- Annually monitor gender distribution in CIDOB activities by field of knowledge using tools like agendas and speaker and participant lists.</li> <li>- Continue participating in initiatives such as "Dónde están ellas" or similar.</li> </ul>	
<b>Unit responsible:</b> Management, Activities, Communication and Press Team, research staff.	<b>Target group:</b> Participants in CIDOB activities.
<b>Evaluation indicators:</b> <ul style="list-style-type: none"> <li>- Number of events</li> <li>- Number of women speakers</li> <li>- Number of male speakers</li> <li>- Number of panels with men only</li> </ul>	<b>Timeframe:</b> Annual review. Completion date April 2026.
<b>Budget:</b> Internal resources	

<b>Area: 5. Communication and social impact policies</b>	
<b>Action 5.2:</b> Provide specific training on how to incorporate the gender perspective into research, projects and publications	
<b>Objective:</b> Ensure that gender and diversity perspectives and discourse form part of CIDOB's research projects and publications. <sup>13</sup>	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Train the research team on how to develop methodologies that incorporate sex and gender into their studies and research projects (familiarity with the policy framework on gender issues in the EU, conceptualisations of gender in research, implications for methodology, indicators).</li> <li>- Train CIDOB's different editorial committees to be able to identify and evaluate the inclusion of the gender perspective in the publications under review.</li> <li>- Investigate the specific training needs of each subgroup within the set objective.</li> <li>- Find experts to give training and workshops.</li> <li>- Annual planning of training to ensure its completion on a regular basis.</li> <li>- Organise and carry out training.</li> </ul>	
<b>Unit responsible:</b> Management and Research Coordinator.	<b>Target group:</b> CIDOB's research staff, associated staff, Project Office, editorial boards.
<b>Evaluation indicators:</b> <ul style="list-style-type: none"> <li>- Number of courses/seminars/workshops on research with a gender perspective: minimum 1 every 2 years.</li> <li>- Percentage of projects coordinated by CIDOB that incorporate a gender perspective.</li> <li>- Percentage of projects presented to European/international programmes led by women.</li> <li>- Percentage of women in these proposals.</li> </ul>	<b>Timeframe:</b> Four-year implementation period, with an annual review.
<b>Budget:</b> Internal resources	

<b>Area: 5. Communication and social impact policies</b>	
<b>Action 5.3:</b> Disseminate the Equality Plan and CIDOB's commitment to gender equality	
<b>Objective:</b> Disseminate the Plan and its objectives and actions internally and externally.	
<b>Tasks:</b> <ul style="list-style-type: none"> <li>- Draft a Communication Plan for the Equality Plan.</li> <li>- Announce the adoption of the Plan in the monthly newsletter.</li> </ul>	
<b>Unit responsible:</b> Management and Communication	<b>Target group:</b> The whole institution, as well its 30,000 Twitter followers and 8,000 recipients of the monthly newsletter.
<b>Evaluation indicators:</b> <ul style="list-style-type: none"> <li>- Announce the approval of the Equality Plan in three languages in the CIDOB newsletter</li> <li>- Internal communication of the Equality Plan to workers</li> <li>- Official communication to the Board and consulting committees</li> </ul>	<b>Timeframe:</b> Following approval.
<b>Budget:</b> €3,000	

13. Recent changes in the policies of funding bodies, including the European Commission, require the inclusion of gender analysis, as such thinking about gender as part of research becomes mandatory for researchers. This incorporation in a scientific context must contribute to increasing research quality and maximising the relevance and acceptability of results.

<b>Area: 6. Prevention of sexual and gender-based harassment</b>	
<b>Action 6.1:</b> Implement the Protocol for the detection of situations of gender violence and action in the event of sexual harassment in the workplace	
<b>Objective:</b> Raise awareness among CIDOB staff so that they adopt a proactive and zero-tolerance attitude towards sex and gender-based discrimination and violence; guarantee the protection of people's dignity; establish action procedures and protection measures for victims.	
<b>Tasks:</b> - Publish the protocol. - Provide a channel for anonymous reporting of situations of sexual and gender-based harassment.	
<b>Unit responsible:</b> Management, workers' representatives, Monitoring Committee and Ethics Committee.	<b>Target group:</b> The whole CIDOB team.
<b>Evaluation indicators:</b> - Announce the approval of the Equality Plan in the CIDOB newsletter - Internal communication of the Equality Plan to staff - Official communication to the Board and consulting committees	<b>Timeframe:</b> The protocol will enter into force once registered.
<b>Budget:</b> €1,000	

## 5. IMPLEMENTATION SCHEDULE

Scope of action	Medida	Implementation schedule							
		2022	2023	2024	2025	2026			
1. Gender-equality policies and training	1.1: Collect and analyse data from CIDOB staff		■	■					
	1.2: Provide specific equality training			■		■		■	
	1.3: Draw up an inclusive language protocol		■	■					
2. Personal/family work-life balance and organisational culture	2.1: Action 2.1: Promote and draw attention to the measures addressed in the current workers' agreement.		■	■					
3. Gender balance in the institution's governing bodies	3.1: Increase the number of women on CIDOB's Board			■	■	■	■	■	
	3.2: Guarantee transparency and equality on consulting committees			■		■		■	
4. Gender equality in selection and career progression	4.1: Encourage the inclusion of female research associates			■	■	■	■	■	
	4.2: Appoint selection panels that include women			■		■		■	
	4.3: Review CIDOB's staff selection processes			■		■		■	
	4.4: Draw up a professional promotion protocol that guarantees gender equality			■	■	■			
5. Communication and social impact policies	5.1: Increase the number of female experts in the activities organised by CIDOB			■			■		■
	5.2: Provide specific training on how to incorporate the gender perspective into research, projects and publications			■		■		■	
	5.3: HDisseminate the Equality Plan and CIDOB's		■						
6. Prevention of sexual and gender-based harassment	6.1: Implement the Protocol for the detection of situations of gender violence and action in the event of sexual harassment in the workplace	■							

## 6. MONITORING

Monitoring allows us to understand the Plan's development in the institution during and after its implementation, as well as its impact on reducing inequalities in the organisation.

Monitoring is a process that allows:

- The Plan's development to adapt to the difficulties and needs that arise in order to achieve compliance with the goals, providing it with the flexibility needed to adapt its implementation to reality.
- Those responsible to receive regular, updated information.
- Detailed information to be obtained on the annual and final evaluation of the Equality Plan's implementation process.
- Improvements to be made where necessary.

The monitoring phase will be carried out on a regularly scheduled basis and will provide information on possible needs and/or difficulties arising during implementation. This knowledge will give the Equality Plan the flexibility it needs to succeed. The results of monitoring the development of the Plan will form an integral part of the subsequent evaluation.

The right time has been established in each of the Equality Plan's action files for following up on the actions carried out using the monitoring indicators in each file. Once these indicators have been reviewed, on the scheduled date a follow-up form will be completed for each of the actions included in the Equality Plan.

In the evaluation it is important to gather staff's opinions, to identify possible problems that may arise during the development of the plan, and to seek solutions. It is also important to gather information on the actions already carried out in order to understand the effects of their implementation on the institution, as well as to periodically inform the people responsible for the Plan (i.e., the Management) about its development and evolution.

Regular meetings should be held with the committee to monitor the Equality Plan and gather all incidents in order to correct those that do not advance the Plan and highlight those that improve the situation.

The follow-up questionnaire below has been designed to qualitatively assess the degree of fulfilment of the objectives.

FOLLOW-UP FORM			
ACTION	(SPECIFY)		
Responsible person/department			
Implementation date			
Monitoring date			
Performed by			
MONITORING INDICATORS			
(Transfer all indicators from the actions form)			
RESULT INDICATORS			
Level of implementation	Pending	Underway	Finalised
State why the action has 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		
	Development not known		
	Other motives (specify)		
PROCESS INDICATORS			
Adequacy of assigned resources			
Difficulties and barriers to implementation			
Solutions adopted (if applicable)			
IMPACT INDICATORS			
Reduced inequalities			
Improvements produced			
Proposals for the future			
Documentation proving the action's implementation			

The completed Follow-up Forms must be approved by the Monitoring Committee at a monitoring meeting and attached to the Equality Plan for review at the time of their evaluation.



## **7. INTERIM AND FINAL EVALUATION**

An interim evaluation of the Plan will be carried out two years into its implementation, followed by a final evaluation before it expires after four years, which must be approved by the Special Negotiating Body at the evaluation meeting. The evaluation will refer to the following aspects and will gather the data in each of the three evaluation areas (impact, process and results). The results of these three types of evaluation must be compiled in an Equality Plan Evaluation Report to be approved by the Special Negotiating Body and which will become part of the Equality Plan.

This report must collect not only the results of the evaluations, but must also lay the foundations for the subsequent preparation of the institution's second Equality Plan.

This report will be carried out after having once again compiled the quantitative and qualitative data used to make the diagnosis that served as the basis for drafting this Equality Plan. This comparison between the diagnosis made at the beginning of the Plan and the results obtained after its years of validity will give enough information to determine whether the plan has produced the expected results and what new actions should be put in place to address the deficiencies uncovered or improve notable aspects of the Equality Plan. The template report created includes information on the results for each area, information on the implementation process, information on the impact the Equality Plan has had on the entity, as well as the conclusions obtained and proposals for improvement (see Annex III: Interim/final evaluation report template).

## **8. MODIFICATION PROCEDURE**

After the various meetings of the Special Negotiating Body and the Monitoring Commission to evaluate and monitor the Equality Plan, a record of the issues found will be drawn up and signed by all members of the Special Negotiating Body.

The issues will be taken into account and addressed by the Monitoring Commission in order to evaluate the follow-up and, later, to prepare the second Equality Plan.

## 9. ANNEXES

### Annex I: Analysis of the results of the management survey

Analysing the nine-question survey sent to the management and answered anonymously reveals unanimous real commitment and sensitivity when it comes to equal treatment and opportunities between women and men and that these are taken into account in the institution's strategic decision-making. This commitment is evident from the presence of men and women in all its spaces.

Commitments are also made to implement and monitor the Plan and keep the entire staff informed throughout the process.

### Annex II: Analysis of the results of the general staff questionnaire

From the analysis of the 12-question questionnaire sent to staff and answered anonymously, the following can be deduced.

Between 80% and 90% of staff believe that the institution takes equal opportunities between women and men into account in staff management and that when selection processes take place, women and men have the same access and promotion opportunities.

Nearly 90% of staff believe that the institution offers training with the same access possibilities to both men and women and have received training from the entity over the last 3 years.

More than three-quarters of the workforce believes that the institution endeavours to favour the staff's work-life balance.

The results also suggest that greater attention should be paid to the language used (both internally towards and between staff, as well as in external institutional communication) to make it more inclusive and non-sexist.

### Annex III: Interim/final evaluation report template

INTERMEDIATE/FINAL EVALUATION

(Reference period)

#### 1. General data:

- Business name.
- Date of report.
- Analysis period.
- Commission/Person performing it.

## 2. Information on results for each action area:

	Low	Medium	High
Degree of compliance with objectives defined in the Equality Plan			
Level of performance of the actions included in the Equality Plan			
Level of accomplishment of expected results			
Degree of compliance with the objectives of each action according to the indicators set out in the Equality Plan			
Degree of need for new actions identified			
Level of correction of the inequalities identified in the diagnosis			
Status of the institution's level of commitment to equality			

- Information on the implementation of measures based on data from the action follow-up forms.
- Summary of data on the level of implementation, compliance with planning and achievement of objectives.
- Conclusions obtained from the use of data and information from the questionnaires completed by the Monitoring Committee, management and staff.
- General assessment of the reference period (citing the most notable results of the implementation of the plan to date and explaining why the planned measures have not been carried out, where applicable).

## 3. Information on the implementation process:

	Low	Medium	High
Level of development of the actions			
Degree of staff involvement in the process			
The planned budget was			
Compliance with the planned timeframe was			

- Adequacy of allocated resources.
- Difficulties, obstacles or resistance to implementation.
- Solutions adopted, where applicable.

## 4. Information on impact

	Low	Medium	High
Have any changes occurred in the institution's culture?			
Have gender imbalances been reduced?			
Have changes been noted in the management team's attitudes and opinions?			
Have changes been noted in the staff's attitudes and opinions?			
Have changes been noted in the entity's external image?			

- Indicate what the changes have consisted of, both in relation to people and in the institution's management and climate.

## 5. Conclusions and proposals

- Include a general assessment on the development of the Equality Plan in the reference period.
- Make proposals to improve or correct the issues identified both for immediate application and in the future when the Equality Plan is updated.