



# EQUAL OPPORTUNITIES AND DIVERSITY MANAGEMENT PLAN

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## 1. INTRODUCTION

### DECLARATION OF COMMITMENT BY THE MANAGEMENT OF ICN2

The “Catalan Institute of Nanoscience and Nanotechnology” (ICN2) is committed to establishing and developing policies based on equal treatment and opportunities and managing diversity in all areas, without discriminating directly or indirectly on the basis of gender, religion, culture or any condition that could potentially be used as grounds for discrimination. The Institute is also committed to implementing and encouraging measures to achieve real equality within the organisation, establishing equal opportunities as a strategic principle of our Corporate and Human Resources Policies, in accordance with the principle set out in Organic Law 3/2007, of 22 March, on effective equality between men and women.

All our Human Resources policies and practices, including recruitment, training, promotion, remuneration, work-life balance, workplace risk and occupational health, are based on the principle of equal opportunities between men and women and people of different cultures, nationalities, religions and other differentiating features, aiming to ensure that both sexes are equally represented throughout the organisation and have access to and are treated equally under the aforementioned policies and practices. We are also committed to ensuring working conditions that discourage harassment, sexual harassment and gender-based harassment, establishing procedures to prevent such behaviours and respond to reports and complaints.

With regard to internal communication, staff will be informed of all the actions and measures implemented concerning the principle of equality and we encourage the use of non-sexist and non-discriminatory language in internal communications. Externally, we intend to project an image that is in line with the principle of equal opportunities.

The principles described will be put into practice via the implementation of an Equal Opportunities and Diversity Management Plan which sets out the organisation's commitment to equal opportunities and prevents all forms of discrimination, based on the following key points:

- ✓ Establishing Equal Opportunities as a fundamental, identifying principle of ICN2.
- ✓ Building a transversal gender perspective into all of the Institute's policies at all levels of the organisation and its research activities.
- ✓ Assuming our social responsibility for ensuring equal opportunities in science, with a global vision of scientific career development and applying these strategies to our own activities.
- ✓ Managing diversity based on principles of equality where there is the risk of discrimination based on differentiating personal features.

## 2. BUILDING THE PLAN INTO THE STRATEGY OF ICN2

Going beyond compliance with the current legal requirements on equality established in 2007 in the Organic Law on effective equality between men and women, the starting point for the design and implementation of the Equal Opportunities and Diversity Management Plan is the organisation's commitment to developing measures to ensure equal opportunities.

The Equal Opportunities and Diversity Management Plan is a strategic tool intended to strengthen the skills and talents of the people who work for the Institute, eliminating stereotypes, attitudes and barriers based on gender and other differences on which discrimination may potentially be based.

ICN2 is part of CERCA, a network of research centres set up by the Government of Catalonia as a key part of its long-term strategy to encourage the development of a knowledge-based economy. The centres in the CERCA network are privately managed and operated, with a highly independent management structure designed to ensure efficiency, flexibility, the recruitment and promotion of talent, strategic planning and strong management.

The activities of the CERCA centres and the people working in them are based on respect and equality between all involved. The management of research, together with policies on recruitment, employment opportunities, institutional representation, the allocation of resources and evaluation, must be based on assessing people fairly and preventing any potential bias or discrimination. CERCA therefore set up a Commission which met in the second half of 2013 and in early 2014 to discuss and design the *CERCA Equal Opportunities and Diversity Management Plan*. This plan is intended as a guideline for the CERCA centres, each of which will adapt it and implement any measures needed.

ICN2's Equal Opportunities and Diversity Management Plan is therefore guided by the equality policies of the CERCA network. ICN2 therefore explicitly included the following clear objective in its Strategic Plan:

**“... to have a recruitment and promotion system based solely on merit and which is free of discrimination in order to actively encourage the career development of people from traditionally disadvantaged social groups, and to remove or reduce the barriers imposed by working conditions, language, cultural norms or physical access. To operate with transparency and honesty, applying international standards with regard to ethics, scientific procedures and management.”**

## 2.1. The Plan design process: persons involved and procedure

The management team was eager and committed to starting the process of designing the Equal Opportunities and Diversity Management Plan in the second half of 2014. The process involved the following stages:

| Stage  | Persons involved                         |
|--|--|
| Signing of the Management Commitment to the principles of equality in ICN2*  | Management                               |
| Formation of the ICN2 Equality Committee   | Management, Equality Committee           |
| Formal communication to ICN2 staff of the start of the process   | Management, Equality Committee           |
| External advisors contracted to provide support for the initial study and preparation of the Equal Opportunities and Diversity Management Plan | Equality Committee                       |
| Preparation of initial assessment report   | Equality Committee, PITAGORA consultants |
| Design of the Equal Opportunities and Diversity Management Plan  | Equality Committee, PITAGORA consultants |

\* Detailed in section 1 of this document.

## 2.2. Equality Committee

The members of the **Equality Committee** are key agents in the implementation of policies on equal opportunities and managing diversity and were also involved in the initial drafting of these policies as part of their role in designing the Plan. The Committee's governing principles were also determined when it was constituted.

### CONSTITUTION AND PRINCIPLES OF THE EQUALITY COMMITTEE

**The members of the Equality Committee are appointed on the basis of the following criteria:**

- Both genders are represented.
- Both ICN2 Management and staff from all professional areas are represented.
- They are available, committed and interested in the issue.
- They have appropriate decision-making skills and authority.
- A range of professional profiles and categories are represented.

On the basis of these criteria, the Equality Committee was formally constituted on 22 October 2014 with the following members:

| Structure            | Name and surname(s) | Post in the organisation                  |
|----------------------|---------------------|---|
| Management           | Pablo Ordejón       | Scientific Director                       |
| Management           | Lluís Bellafont     | ICN2 Manager                              |
| Management           | Rocío Pérez         | Director of Human Resources and Education |
| Scientific Staff     | Mónica Lira         | ICN2 Group leader                         |
| Scientific Staff     | Neus Domingo        | ICN2 Researcher                           |
| Administrative Staff | Marta González      | Project Manager, Severo Ochoa Project     |

The members then affirmed that the **Equality Committee is governed by the following principles:**

1. Equality between the genders, defined as the achievement of equal opportunities between women and men, while continuing to recognise their differences.
2. Equal opportunities, i.e., the same choices, opportunities and career resources regardless of gender and culture.
3. Zero discrimination, direct or indirect, on the basis of gender or culture, and the removal of barriers, visible or otherwise, that create differences between women and men.
4. The eradication in the workplace of all forms of sexual harassment or harassment on the grounds of gender, or any other form of harassment.
5. The elimination of gender stereotypes.
6. Encouraging and promoting, within ICN2, values and practices based on equality between women and men, and ensuring both sexes are equally represented in all the company's governing bodies and senior posts.
7. Monitoring and updating the Equal Opportunities Plan and developing proposals for continuous improvement.

#### **INFORMING STAFF**

Once the Equality Committee had been constituted, it formally announced the start of work on the ICN2 Equal Opportunities and Diversity Management Plan via an internal communication sent out by Management to all staff on 27 October 2014.

**From:** Pablo Ordejón <pablo.ordejon@cin2.es> on behalf of ICN2 Direction <direction@icn.cat>  
**Sent:** 27 October 2014 13:27  
**To:** ICN2 Direction  
**Cc:** Pablo Ordejón  
**Subject:** Equal Opportunities Plan

Dear all,

Since its origins, the Catalan Institute of Nanoscience and Nanotechnology has been committed with the respect to diversity issues, and has implemented several actions to promote the equality of opportunities in several areas regarding both the Scientific and Administration communities.

At the moment, the ICN2 has taken the commitment to go one step forward and collect all the present initiatives into a bigger and more ambitious Equal Opportunities Plan, which will encompass all susceptible areas of professional careers developed in our Centre.

In these context, the direction of the ICN2 has signed an agreement for the establishment of equality of opportunities policies, and has nominated a committee which will proceed on the development of the Equal Opportunities Plan.

Yours Sincerely,

Pablo Ordejón  
Director

[Extract from the Management's e-mail sent to staff](#)

## **FUNCTIONS OF THE EQUALITY COMMITTEE IN STAGE 1**

The Equality Committee worked with the PITAGORA consultancy firm on a study of the current position of ICN2 with regard to equality. The consultants then advised ICN2, setting out clear guidelines on the decision-making process and how to prioritise improvement actions, and provided support to the Equality Committee in the preparation of the Equality Plan. The firm was also involved in later stages of implementing the improvement actions identified.

The team comprising the members of the Equality Committee and the PITAGORA consultancy firm undertook the following functions in these stages:

- Planning, organisation and supervision of compliance with the requirements of the Plan. They were also responsible for refining, adjusting and agreeing the Equal Opportunities and Diversity Management Plan.
- Informing staff about the implementation of the Equality Plan and organising the collection of data from all the staff who took part in the initial assessment by completing a questionnaire designed for that purpose.
- Designating the people responsible for implementing the improvement actions and ensuring they are available to take on these tasks.
- Informing staff of the actions contained in the plan, collecting feedback from staff on their implementation, supervising the design of documents and materials, and encouraging participation.

The Equality Committee also performs a key function in **informing staff and coordinating their involvement**, including:

- Handling responses to internal requests for information.
- Dealing with and clarifying employees' doubts.
- Carrying out interviews with key staff.
- Internal communication and the coordination of resources
- Agreeing the system for monitoring the implementation of the plan.

## 2.3. Background: The Initial Assessment

In the first stage, the PITAGORA consultancy firm and the Equality Committee studied the current situation of ICN2 with regard to equality. This **initial assessment** was carried out from a gender perspective with the aim of identifying and prioritising the areas to be improved through measures to correct, prevent or eliminate situations of inequality.

### METHODOLOGY

- Collection of quantitative and qualitative information on the extent to which gender equality is built into the management, processes and procedures at work.
- Collection of quantitative information on scientific output at different career stages and for different employment situations from a gender perspective.
- Collection of information on the perceptions of ICN2 employees about equality in the Institute.
- ICN2 personnel (middle management and staff) took part in the collection of data for the assessment.
- Primary and secondary sources of data were used.

The Assessment Report provided an explanation of the causes of inequality in the Institute, with a specific focus on gender.

Based on the results of this study, areas for improvement were identified and an agreement was reached between the members of the Equality Committee and the Institute's management.

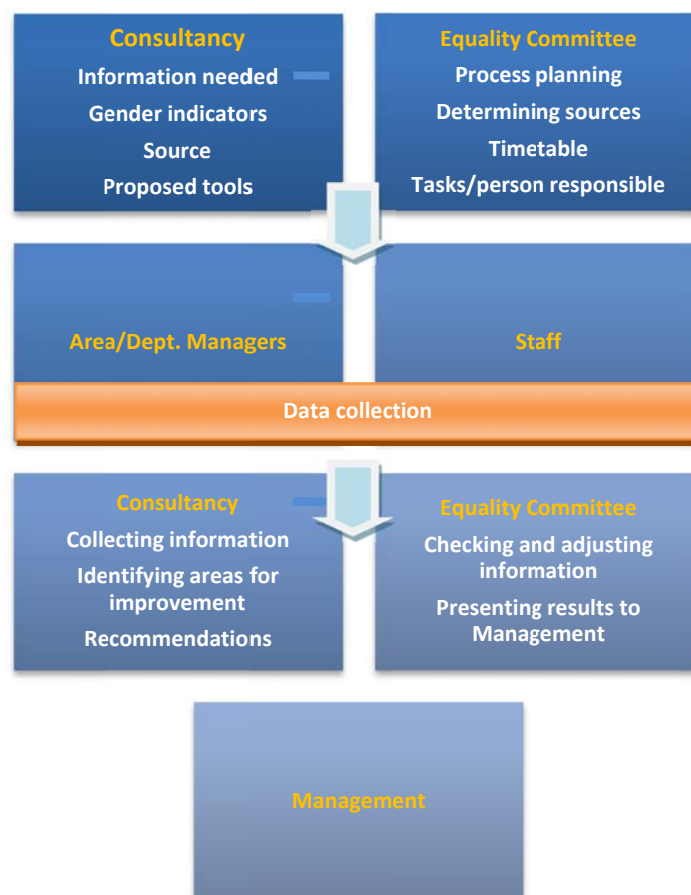
Finally, in order to draw up recommendations on how to structure the Equal Opportunities and Diversity Management Plan, the areas to be tackled were prioritised on the basis of whether they are effective (impact), possible (viability) and widely accepted (benefit).

All the actions taken in the Assessment stage followed the IGE-N (Gender Equality in Business) procedure, which is based on an adaptation of the methodology known as the PDCA cycle (Plan/Do/Check/Act). This tool for carrying out the assessment was provided by the PITAGORA



consultancy firm. Clearly, the IGE-N procedure encouraged as many ICN2 staff as possible to get involved in the Assessment stage and in the design of the Equal Opportunities and Diversity Management Plan, thereby ensuring that the final document contained effective responses in line with the Institute's strategy and the needs of the people who took part in the project. This strategy is also the best for encouraging involvement in the implementation of the Plan. The IGE-N Procedure is innovative and focuses on achieving continuous improvement, ensuring equality is a transversal feature of all management processes. It is structured in accordance with the most rigorous and systematic quality standards and its management and implementation demand that we strive for excellence.

## THE PARTICIPATIVE PROCESS



## 3. EQUALITY PLAN

### PURPOSE

Going beyond compliance with the current legal requirements on equality established in 2007 in the Organic Law on effective equality between men and women, the starting point for the design and implementation of the Equal Opportunities and Diversity Management Plan is the organisation's commitment to developing measures to ensure real and effective equal opportunities, to manage diversity and, above all, to make equality an integral part of the organisation's management system.

### 3.1. Development of the Equality Plan

#### THE INSTITUTE'S AIMS WITH REGARD TO EQUALITY

##### Long-term:

The Institute's mission is to achieve the highest level of scientific and technological excellence in the fields of Nanoscience and Nanotechnology.

ICN2 understands that excellence is achieved through extremely high-quality research results, training, and knowledge and technology transfer, but also through the social commitment that the Institute accepts and makes a part of everything it does. Respect for diversity and equality of opportunities are part of the Institute's social commitment.

Through the Equal Opportunities and Diversity Management Plan, ICN2 intends to dedicate resources to encourage, structure and implement equality measures in order to:

- Help more women enter the field of scientific research.
- Raise awareness of the contributions women have made throughout history to science in general and to Nanoscience and Nanotechnology in particular.
- Encourage an egalitarian corporate philosophy on gender and diversity issues.
- Ensure the management of diversity based on principles of equality where there is the risk of discrimination based on differentiating personal features.

ICN2 therefore hopes its Equal Opportunities and Diversity Management Plan will strengthen, structure and form the basis for measures on equality, taking into account current legislation in this area as well as the recommendations of various key bodies and organisations in this field.

### Short-term:

The specific aims of the ICN2 Equality Plan are:

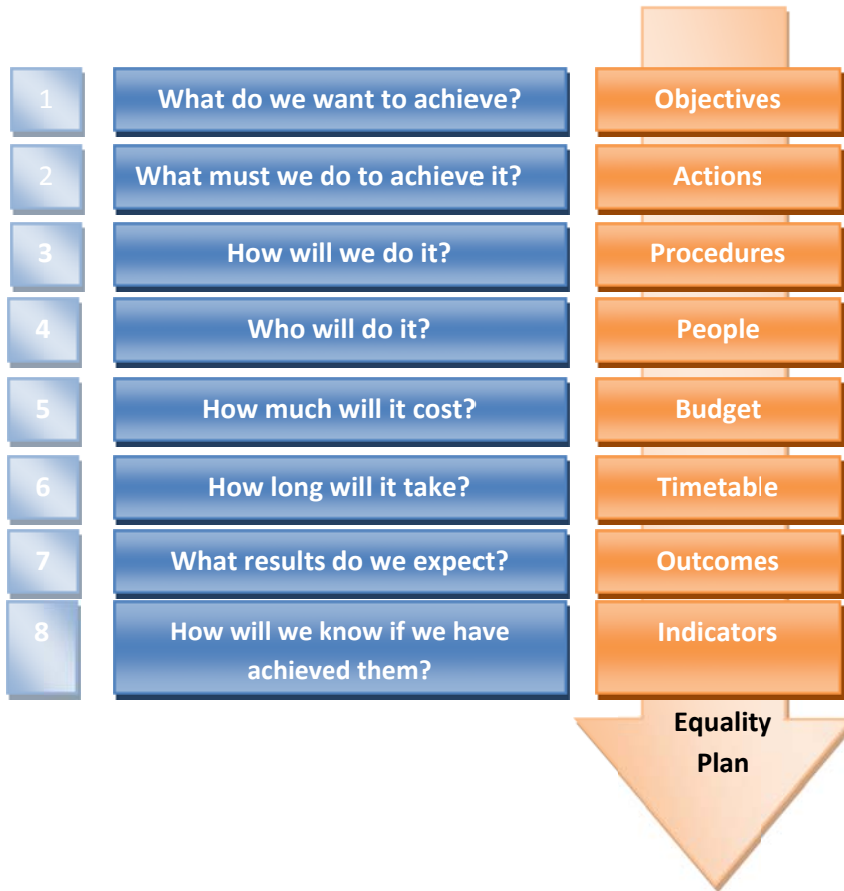
- To carry out a gender assessment that provides information on the real situation in ICN2 with regard to this issue.
- To incorporate the principle of equal opportunities at all levels of the ICN2 organisation.
- To increase the number of women researchers in ICN2.
- To ensure the Institute's communication policy does not project an over-masculine image of science.
- To ensure equality of opportunities in promotion, training and scientific and career development processes.
- To guarantee a working environment that is free from sexism and all forms of discrimination.
- To foster a better work-life balance.
- To guarantee satisfactory working conditions for all ICN2 staff and prevent all forms of harassment in the workplace.

### HOW WILL THIS BE ACHIEVED?

Through the definition and application of an orderly set of measures based on the results of the Assessment carried out into the current situation in the Institute and aimed at achieving equal treatment and opportunities for women and men and eliminating discrimination on the basis of gender, preventing and managing potential inequalities as a result of discrimination.

- Making positive action on gender equality part of the Institute's process of continuous improvement.
- Specifying in an Equality Plan a range of specific actions to be implemented.
- Setting specific equality targets and the strategies and practices to be adopted to achieve them, and establishing effective systems for monitoring and assessing targets.

The Equality Plan deals with the following questions:



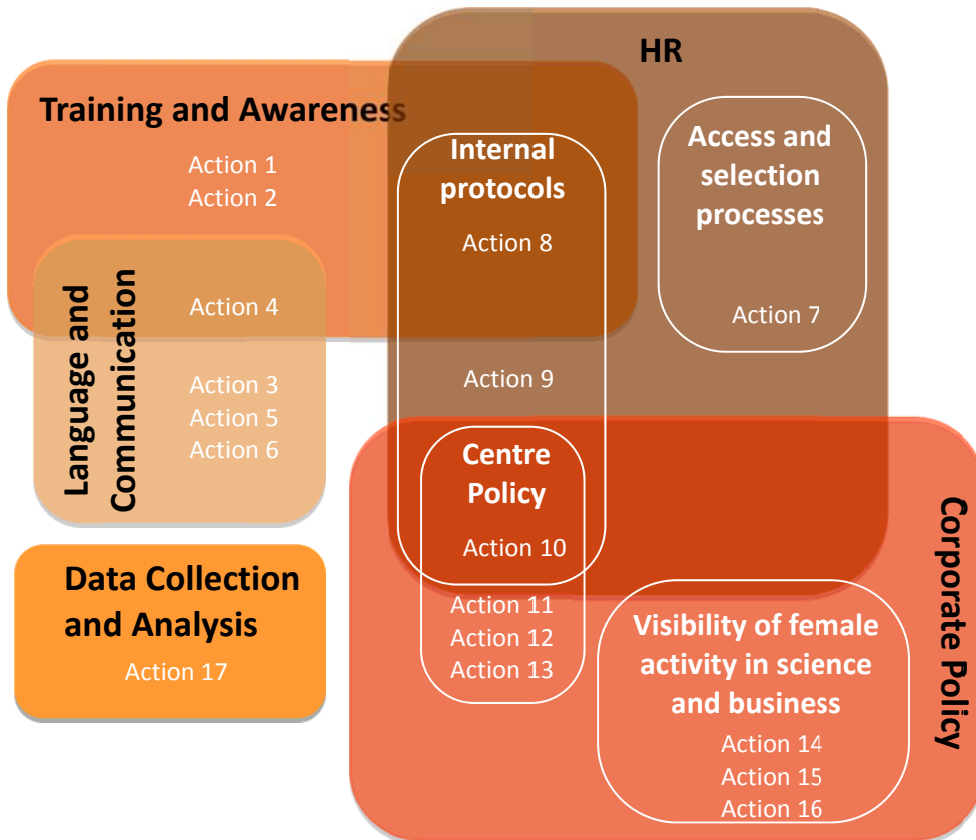
The responses to these questions form the content of the Equality Plan.

**STRUCTURE:**

The Institute's Equality Plan is based on the following strategic lines and IGE (Gender Equality in Business) Areas:



To establish the areas for improvement and prioritisation, the IGE Areas within the aforementioned strategic lines have been linked to the strategic lines identified in the CERCA Equal Opportunities and Diversity Management Plan:



## 3.2. Actions in the Equality Plan

| TRAINING AND AWARENESS                             |   |                                      |
|--|---|--------------------------------------|
| IGE AREA I: ORGANISATIONAL CULTURE                 | <b>SPECIFIC TRAINING FOR THE EQUALITY COMMITTEE</b>   |                                      |
| IGE AREA: III. HUMAN RESOURCES MANAGEMENT TRAINING |   |                                      |
| <b>AREA FOR IMPROVEMENT DETECTED</b>               | The Equality Committee lacks specific training on equal opportunities and has limited knowledge of how to implement an equality plan, establish indicators, monitor the actions taken and determine the new measures to be taken.                             |                                      |
| <b>OBJECTIVES</b>                                  | To increase the knowledge and methodology concerning the development, evaluation and monitoring of the Equality Plan at ICN2.<br><br>To apply the actions for improvement effectively.  |                                      |
| <b>ACTIONS</b>                                     | <b>Action 1:</b><br><br>Broader training for the Equality Committee, through attending specific, expert-led training sessions on the subject of equality, with the aim of sharing and furthering knowledge on the effective use of the Equality Plan at ICN2. |                                      |
| <b>AIMED AT</b>                                    | All the members of the Equality Committee.  |                                      |
| <b>PERSONS RESPONSIBLE FOR IMPLEMENTAION</b>       | <b>Person</b><br>Rocío Pérez  | <b>Department</b><br>Human Resources |
| <b>TIMETABLE</b>                                   | <b>2015</b>   |                                      |
| <b>INDICATORS</b>                                  | <ul style="list-style-type: none"> <li>Participation in a specialised workshop for the Equality Committee.</li> <li>Level of satisfaction with the training received.</li> </ul>  |                                      |

| TRAINING AND AWARENESS RAISING  |  |        |            |              |                    |
|---|--|--------|------------|--------------|--------------------|
| IGE AREA I: ORGANISATIONAL CULTURE<br><br>IGE AREA: III. HUMAN RESOURCES MANAGEMENT TRAINING<br><br>IGE AREA VIII: MANAGING OUTPUT THE ROLE OF WOMEN IN RESEARCH. | <b>RAISING STAFF AWARENESS ABOUT EQUAL OPPORTUNITIES</b>   |        |            |              |                    |
| <b>AREAS FOR IMPROVEMENT DETECTED</b>   | Lack of awareness among staff about issues of equal opportunities and diversity.<br><br>Low levels of visibility and prestige for women scientists.  |        |            |              |                    |
| <b>OBJECTIVES</b>   | To educate and raise awareness amongst the members of the Institute on the subject of Equality as a new and important corporate value shared by everyone.  |        |            |              |                    |
| <b>ACTIONS</b>  | <b>Action 2:</b><br>Equality Awareness Day for all staff: presentation of the Equal Opportunities and Diversity Management Plan and round table featuring experts on topics related to equality in the world of science.   |        |            |              |                    |
| <b>AIMED AT</b>   | All ICN2 staff   |        |            |              |                    |
| <b>PERSONS RESPONSIBLE</b>  | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Person</th> <th style="width: 50%;">Department</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Neus Domingo</td> <td style="text-align: center;">EQUALITY COMMITTEE</td> </tr> </tbody> </table>  | Person | Department | Neus Domingo | EQUALITY COMMITTEE |
| Person  | Department   |        |            |              |                    |
| Neus Domingo  | EQUALITY COMMITTEE   |        |            |              |                    |
| <b>TIMETABLE</b>  | <b>2015</b>  |        |            |              |                    |
| <b>INDICATORS</b>   | <ul style="list-style-type: none"> <li>Organisation of an activity to encourage a corporate culture based on equal opportunities.</li> <li>Number of people attending the Awareness Day. Percentage of staff attending.</li> <li>Number of hours dedicated to the training activity.</li> <li>Survey of the level of satisfaction with the training received.</li> </ul> |        |            |              |                    |

| <b>LANGUAGE AND COMMUNICATION</b>  |  |
|--|--|
| <b>TRAINING AND AWARENESS</b>  |  |
| <p><b>IGE AREA I: ORGANISATIONAL CULTURE</b></p> <p><b>IGE AREA: II INTERNAL COMMUNICATION AND PARTICIPATION</b></p> <p><b>IGE AREA: III. PEOPLE. HUMAN RESOURCES. MANAGEMENT TRAINING</b></p> | <p><b>IMPROVE INTERNAL COMMUNICATION TO ALLOW BETTER ACCESS TO INFORMATION ON EQUALITY, REVIEW DOCUMENTATION AND RAISE AWARENESS ABOUT THE USE OF NON-DISCRIMINATORY LANGUAGE.</b></p>   |
| <p><b>AREA FOR IMPROVEMENT DETECTED</b></p>  | <p>Lack of mechanisms for improving access and communicating information on equality in the organisation.</p> <p>Lack of awareness about the use of non-sexist language and imagery and lack of specific training for Communication Department staff and Executive Assistants.</p>   |
| <p><b>OBJECTIVES</b></p>   | <p>To guarantee the use of neutral, non-sexist, non-discriminatory language in all internal corporate communication material at ICN2.</p> <p>To facilitate the contribution of information concerning gender equality and diversity (news, standards, calendar) by updating and increasing the number of channels such as the corporate Web, Intranet etc.</p> <p>To incorporate the criteria for using non-discriminatory language through the implementation of a Style Guide throughout the Institute in order to promote the use of non-discriminatory language. To draft and distribute the Style Guide, making it available to all staff.</p> <p>To review the internal and external documentation used in order to detect and correct language errors.</p> <p>To raise the awareness of Communication Department staff and Executive Assistants with regard to the use of non-sexist language.</p> <p>To transmit our commitment in terms of equality to all suppliers.</p> |



|                                   |   |  |
|-----------------------------------|---|--|
| <p><b>ACTIONS</b></p>             | <p><b>Action 3:</b></p> <ul style="list-style-type: none"> <li>To create a specific Women and Science section on the WEB.</li> </ul> <p><b>Action 4:</b></p> <ul style="list-style-type: none"> <li>Specific training in the use of non-discriminatory language for the Communication Department and Executive Assistants.</li> </ul> <p><b>Action 5:</b></p> <ul style="list-style-type: none"> <li>To draft and distribute a Style Guide for the Use of Non-discriminatory Language.</li> </ul> <p><b>Action 6:</b></p> <ul style="list-style-type: none"> <li>To review external and internal documentation and correct it where necessary.</li> </ul> |  |
| <p><b>AIMED AT</b></p>            | <p><b>Actions 3 and 6:</b> All ICN2 staff and external people/companies and institutions.</p> <p><b>Action 4:</b> Communication Department and Executive Assistants.</p> <p><b>Action 5:</b> All ICN2 staff.</p>  |  |
| <p><b>PERSONS RESPONSIBLE</b></p> | <p><b>Person</b></p> <p>Actions 3, 5 and 6: <b>Álex Argemí</b></p> <p>Action 4: <b>Rocío Pérez</b></p>  | <p><b>Department</b></p> <p><b>Marketing and Communication</b></p> <p><b>Human Resources</b></p> |
| <p><b>TIMETABLE</b></p>           | <p><b>2015-2017</b></p>   |  |

|                   |  |
|-------------------|--|
| <b>INDICATORS</b> | <p><b>Action 3:</b></p> <ul style="list-style-type: none"> <li>• Number of new items and content regarding equal opportunities.</li> </ul> <p><b>Action 4:</b></p> <ul style="list-style-type: none"> <li>• Number of staff in target departments attending training and level of satisfaction.</li> </ul> <p><b>Action 5:</b></p> <ul style="list-style-type: none"> <li>• Existence of Protocol for the Use of Non-Discriminatory Language.</li> <li>• Type and number of channels to access Protocol.</li> <li>• Invite suggestions regarding the Protocol.</li> </ul> <p><b>Action 6:</b></p> <ul style="list-style-type: none"> <li>• Number of internal documents analysed.</li> <li>• Number of external documents analysed.</li> <li>• Review of documentation over a 6-month period to detect the impact of training in the use of language in these departments.</li> <li>• Report summarising the conclusions of the analysis.</li> </ul> |
|-------------------|--|

| <b>HR:</b>   |  |
|--|--|
| <b>ACCESS AND SELECTION PROCESSES</b>  |  |
| <p>IGE AREA: III. HUMAN RESOURCES MANAGEMENT. RECRUITMENT</p> <p>IGE AREA: III. HUMAN RESOURCES MANAGEMENT. TRAINING</p> | <p><b>DEVELOPMENT OF SPECIFIC PROTOCOLS FOR THE RECRUITMENT OF PERSONNEL AND TRAINING STAFF WITH RESPONSIBILITIES IN THESE AREAS.</b></p>  |
| <b>AREAS FOR IMPROVEMENT DETECTED</b>  | <p>There is a need to remove gender stereotypes that could be discriminatory in the field of science and administration.</p> <p>There is no specific protocol for the access and selection of personnel for the administrative and scientific area which guarantees the absence of discriminatory barriers on the grounds of gender, nationality, race, culture, politics, etc. and encourages respect for diversity.</p> <p>Train and raise awareness among those participating in selection processes concerning techniques that favour neutrality and avoid discrimination.</p> |
| <b>OBJECTIVES</b>  | <p>To guarantee equal opportunities and non-discrimination on the basis of gender or nationality in all job offers and related selection</p>   |

|  |  |                        |
|--|--|------------------------|
|  | <p>processes.</p> <p>To draft and implement a Selection Protocol for candidate selection processes, with specific characteristics for each selection process depending on the nature of the position, access channels and contract type.</p>   |                        |
| <b>ACTIONS</b>                               | <p><b>Action 7:</b><br/>Drafting of Selection Protocol for new starters at ICN2, specifying good selection and recruitment practices for guaranteeing that the process is neutral.</p>   |                        |
| <b>AIMED AT</b>                              | <p>HR, Management, Section Heads and Group Leaders.</p>  |                        |
| <b>PERSONS RESPONSIBLE FOR IMPLEMENTAION</b> | <b>Person</b>  | <b>Department</b>      |
|  | <p>Recruitment Panel,<br/>pending assignation<br/>Rocío Pérez</p>  | <p>Human Resources</p> |
| <b>TIMETABLE</b>                             | <p>2015</p>  |                        |
| <b>INDICATORS</b>                            | <ul style="list-style-type: none"> <li>• Analysis of current documents and selection processes.</li> <li>• Design of neutral Selection Protocol.</li> <li>• Comparison of data for new staff selected broken down by gender and/or nationality before and after the application of the Protocol.</li> <li>• Increase in the number of women candidates in posts of responsibility and/or posts where men constitute a majority.</li> </ul> |                        |

| HR/INTERNAL PROTOCOLS  |   |        |            |             |                                     |
|--|---|--------|------------|-------------|-------------------------------------|
| TRAINING AND AWARENESS   |   |        |            |             |                                     |
| IGE AREA: III. HUMAN RESOURCES MANAGEMENT. TRAINING AND WORK-LIFE BALANCE<br><br>IGE AREA: VI. OCCUPATIONAL HEALTH | <b>DESIGN AND DISSEMINATION OF A SPECIFIC PROTOCOL FOR PREVENTING, REPORTING AND PENALISING SITUATIONS OF MORAL, SEXUAL OR GENDER-RELATED HARASSMENT AND RAISING STAFF AWARENESS OF HARASSMENT.</b>   |        |            |             |                                     |
| <b>AREA FOR IMPROVEMENT DETECTED</b>   | <p>No situations of harassment have been detected but we do not know whether this is because they do not exist or because there is no procedure for dealing with them. In the survey distributed to all staff, a high proportion of women (61%) said that <i>they would not know what to do if they found themselves in a situation of this type</i>. The proportion is even higher in the case of men (84%).</p> <p>Staff have not had any information/awareness-raising activities related to this issue.</p> |        |            |             |                                     |
| <b>OBJECTIVES</b>  | <p>To lay the foundations for preventing and detecting possible cases of harassment.</p> <p>To formalise the criteria for action through the drafting of a Protocol.</p> <p>To inform staff of the existence of this measure.</p>   |        |            |             |                                     |
| <b>ACTIONS</b>   | <p><b>Action 8:</b> To devise a protocol for action in cases of moral, sexual or gender-based harassment at ICN2. Public presentation of the Sexual Harassment Protocol to the entire staff and increase awareness of the subject.</p>  |        |            |             |                                     |
| <b>AIMED AT</b>  | All ICN2 staff  |        |            |             |                                     |
| <b>PERSONS RESPONSIBLE</b>   | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Person</th> <th style="width: 50%;">Department</th> </tr> </thead> <tbody> <tr> <td>Rocío Pérez</td> <td>Human Resources, Equality Committee</td> </tr> </tbody> </table>   | Person | Department | Rocío Pérez | Human Resources, Equality Committee |
| Person   | Department  |        |            |             |                                     |
| Rocío Pérez  | Human Resources, Equality Committee   |        |            |             |                                     |
| <b>TIMETABLE</b>   | <b>2015-2016</b>  |        |            |             |                                     |
| <b>INDICATORS</b>  | <p><b>Action 8:</b></p> <ul style="list-style-type: none"> <li>Existence of Protocol.</li> <li>Number of internal channels for accessing it.</li> <li>Invite suggestions regarding the Protocol.</li> <li>Number of people attending the presentation.</li> <li>Level of satisfaction with the session.</li> </ul>  |        |            |             |                                     |

| HR:  |  |        |            |             |                 |               |                     |
|--|--|--------|------------|-------------|-----------------|---------------|---------------------|
| INTERNAL PROTOCOLS   |  |        |            |             |                 |               |                     |
| IGE AREA: III. HUMAN RESOURCES<br>MANAGEMENT. PROMOTION OF<br>CERCA STRATEGIC LINE | ENCOURAGE THE DEVELOPMENT OF CAREERS IN SCIENCE FOR<br>WOMEN RESEARCHERS AT ICN2   |        |            |             |                 |               |                     |
| <b>AREA FOR IMPROVEMENT<br/>DETECTED</b>   | Need to support and stimulate careers in science for women at ICN2<br>so that they can break through the "glass ceiling", especially at<br>doctorate level, developing a specific mechanism to achieve this.   |        |            |             |                 |               |                     |
| <b>OBJECTIVES</b>  | To support scientific and/or professional career planning, particularly<br>in the doctoral phase.  |        |            |             |                 |               |                     |
| <b>ACTIONS</b>   | <b>Action 9:</b><br><br>To implement a scientific career development counselling<br>programme.   |        |            |             |                 |               |                     |
| <b>AIMED AT</b>  | All ICN2 scientific staff  |        |            |             |                 |               |                     |
| <b>PERSONS RESPONSIBLE</b>   | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Person</th> <th style="width: 50%;">Department</th> </tr> </thead> <tbody> <tr> <td>Rocío Pérez</td> <td>Human Resources</td> </tr> <tr> <td>Pablo Ordejón</td> <td>Scientific Director</td> </tr> </tbody> </table> | Person | Department | Rocío Pérez | Human Resources | Pablo Ordejón | Scientific Director |
| Person   | Department   |        |            |             |                 |               |                     |
| Rocío Pérez  | Human Resources  |        |            |             |                 |               |                     |
| Pablo Ordejón  | Scientific Director  |        |            |             |                 |               |                     |
| <b>TIMETABLE</b>   | <b>2015-2017</b>   |        |            |             |                 |               |                     |
| <b>INDICATORS</b>  | <ul style="list-style-type: none"> <li>Programme design.</li> <li>Satisfaction survey of participants.</li> <li>Monitoring the career development of staff over the medium<br/>term after they leave the centre.</li> </ul>  |        |            |             |                 |               |                     |

| HR: INTERNAL PROTOCOLS                   |  |        |            |             |                                       |
|--|--|--------|------------|-------------|---------------------------------------|
| CORPORATE POLICY                         |  |        |            |             |                                       |
| IGE AREA I: ORGANISATIONAL CULTURE       | MANAGING DIVERSITY   |        |            |             |                                       |
| IGE AREA III: HUMAN RESOURCES MANAGEMENT |  |        |            |             |                                       |
| <b>AREA FOR IMPROVEMENT DETECTED</b>     | Need to develop mechanisms to identify the social and cultural characteristics of employees of different nationalities.  |        |            |             |                                       |
| <b>OBJECTIVES</b>                        | <p>To avoid potentially conflictive situations due to social and cultural clashes.</p> <p>To encourage a working environment which fosters recognition and promotes the cultural identity of all employees.</p> <p>To facilitate the integration of staff from other countries.</p>  |        |            |             |                                       |
| <b>ACTIONS</b>                           | <p><b>Action 10:</b></p> <ol style="list-style-type: none"> <li>a. To promote measures encouraging cultural exchange.</li> <li>b. To implement a communication system and/or method for collecting suggestions that is available to all employees which enables the management of diversity and employee requests.</li> <li>c. To assist employees from other countries in the induction process, both in performing administrative formalities and in providing information about their new environment so as to make it easier for them to settle in.</li> </ol> |        |            |             |                                       |
| <b>AIMED AT</b>                          | ICN2 staff   |        |            |             |                                       |
| <b>PERSONS RESPONSIBLE</b>               | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #BDD7EE;">Person</th> <th style="background-color: #BDD7EE;">Department</th> </tr> </thead> <tbody> <tr> <td>Rocío Pérez</td> <td>Equality Committee<br/>Human Resources</td> </tr> </tbody> </table>   | Person | Department | Rocío Pérez | Equality Committee<br>Human Resources |
| Person                                   | Department   |        |            |             |                                       |
| Rocío Pérez                              | Equality Committee<br>Human Resources  |        |            |             |                                       |
| <b>TIMETABLE</b>                         | <b>2015-2017</b>   |        |            |             |                                       |
| <b>INDICATORS</b>                        | <ul style="list-style-type: none"> <li>• Number of questions put to the Equality Committee.</li> <li>• Number of measures for managing diversity implemented.</li> <li>• Welcome brochure.</li> </ul>  |        |            |             |                                       |

| CORPORATE POLICY:<br>CENTRE POLICY  |   |
|---|---|
| IGE AREA: I. ORGANISATIONAL CULTURE<br><br>IGE AREA VII: EQUALITY IN ICN2 ADMINISTRATIVE PROCEDURES | INCLUSION OF EQUALITY AS A CORPORATE VALUE OF ICN2  |
| AREA FOR IMPROVEMENT DETECTED   | <p>Lack of commitment at higher levels in ICN2, such as the Board, to the implementation of equal opportunities as a corporate value due to factors of gender and diversity.</p> <p>Limited presence of women in senior posts and prestigious bodies such as the Scientific Advisory Committee.</p> <p>Limited financial resources allocated to the Equality Committee.</p> <p>Absence of equality indicators in the analysis of each research group and department.</p>  |
| OBJECTIVES  | <p>To put to the Board the centre management’s commitment to the Equality Plan and request its endorsement.</p> <p>To put to the Board the request for a gradual increase in female representation on the Scientific Advisory Committee.</p> <p>To have an annual budgetary allocation for the Equality Committee.</p> <p>To internalise equality criteria in internal analysis processes, and incorporate equality indicators in possible future assessment processes.</p>   |
| ACTIONS   | <p><b>Action 11:</b><br/>Meeting with the Board in order to request its endorsement of the objectives and positive actions contained in the ICN2 Equality Plan. To request an increase in female representation on the Scientific Advisory Committee.</p> <p><b>Action 12:</b><br/>Interaction with Management in order to establish the budget allocated to measures in favour of equality at ICN2.</p> <p><b>Action 13:</b><br/>To include equality indicators in the analysis indicators for each research group and department.</p> |
| AIMED AT  | <b>Action 11:</b> Members of the ICN2 Board and Scientific Advisory Committee.  |

|                     |   |   |
|---------------------|---|---|
|                     | <b>Action 12:</b> Members of Human Resources and Management.<br><br><b>Action 13:</b> Research groups and departments.  |   |
| PERSONS RESPONSIBLE | <b>Person</b>   | <b>Department</b>                           |
|                     | <b>Action 11: Pablo Ordejón</b>   | <b>Scientific Director</b>                  |
|                     | <b>Action 12: Lluís Bellafont</b>   | <b>ICN2 Manager</b>                         |
|                     | <b>Action 13: Boaz Kogon</b>  | <b>Management &amp; Services - Strategy</b> |
| TIMETABLE           | 2015-2017   |   |
| INDICATORS          | <b>Action 11:</b> <ul style="list-style-type: none"> <li>• Meeting with the Board of Trustees.</li> <li>• Affiliation and support document.</li> <li>• Procure new women members of the Scientific Advisory Committee when vacancies arise.</li> </ul> <b>Action 12:</b> <ul style="list-style-type: none"> <li>• Annual budget allocated to the activities and improvement actions carried out by the Equality Committee.</li> </ul> <b>Action 13:</b> <ul style="list-style-type: none"> <li>• Establish equality indicators for each research group.</li> <li>• Establish equality indicators for each department.</li> <li>• Report on the application of said indicators.</li> </ul> |   |



| CORPORATE POLICY:  |  |
|--|--|
| VISIBILITY OF FEMALE ACTIVITY IN SCIENCE AND BUSINESS  |  |
| IGE AREA: I. CORPORATE CULTURE<br><br>IGE AREA X: EXTERNAL CONTRACTING AND PROCUREMENT<br><br>AREA XI. CORPORATE IMAGE AND PUBLICITY/EXTERNAL RELATIONS. | RAISE THE PROFILE OF WOMEN IN THE SCIENTIFIC AND PROFESSIONAL FIELDS OF NANOSCIENCE AND NANOTECHNOLOGY.  |
| <b>AREA FOR IMPROVEMENT DETECTED</b>   | <p>There is a need to raise the profile of women in the fields of nanoscience and nanotechnology, making the work of women more visible at all levels of the scientific career ladder.</p> <p>Draw attention to women with a high international profile in the scientific and professional worlds.</p> <p>Encourage women scientists in ICN2 to raise their external profile.</p> <p>Implement actions to strengthen institutional synergies that raise women's profile and boost their professional development in the scientific world.</p>  |
| <b>OBJECTIVES</b>  | <p>To increase external references (increase the visibility of the international role of women in science in our area of expertise at the centre).</p> <p>To promote the external visibility of women as ICN2 representatives and emphasise the role and contributions of female scientists.</p> <p>To establish synergies with other entities in order to jointly promote gender equality.</p>  |
| <b>ACTIONS</b>   | <p><b>Action 14:</b></p> <p>To implement a seminar programme featuring highly respected women from scientific and professional spheres.</p> <p><b>Action 15:</b></p> <p>To promote the visibility of female research staff at the centre by encouraging their participation at events representing ICN2.</p> <p><b>Action 16:</b></p> <p>To contact and establish partnerships with public authorities, institutions and networks devoted to the study and promotion of a vision with gender perspective and the role of women in science.</p> |
| <b>AIMED AT</b>  | All ICN2 staff, especially women scientists.   |

| PERSONS RESPONSIBLE | Person  | Department   |
|---------------------|---|--------------|
|                     |   | Neus Domingo |
| TIMETABLE           | 2015-2017   |              |
| INDICATORS          | <p><b>Action 14:</b></p> <ul style="list-style-type: none"> <li>• Number of events attended by women scientists from ICN2.</li> <li>• Type of events attended by women scientists.</li> <li>• Number of seminars attended by renowned women scientists.</li> <li>• Names of said scientists.</li> </ul> <p><b>Action 15:</b></p> <ul style="list-style-type: none"> <li>• Number of events attended by representatives of ICN2 and assigned personnel.</li> </ul> <p><b>Action 16:</b></p> <ul style="list-style-type: none"> <li>• Number of entities contacted.</li> <li>• Names of said entities.</li> <li>• Joint actions carried out.</li> </ul> |              |

| DATA COLLECTION AND ANALYSIS  |  |
|---|--|
| IGE AREA VIII: MANAGING OUTPUT<br><br>IGE AREA IX: MANAGING INNOVATION<br>(RESEARCH+DEVELOPMENT+INNOVATION) | BUILDING A PERSPECTIVE ON GENDER AND DISCRIMINATORY FACTORS INTO THE ANALYSIS OF DATA  |
| <b>AREA FOR IMPROVEMENT DETECTED</b>  | <p>There is no database analysing scientific output on the basis of gender or other potentially discriminatory factors, including quantitative and qualitative parameters and staff CVs.</p>   |
| <b>OBJECTIVES</b>   | <p>To have data disaggregated by gender in order to know the rate of participation and attendance of male and female employees at conferences, symposiums, seminars, courses, training, etc.</p> <p>To collect data in order to analyse, from a gender perspective, whether all of the scientific staff have the same opportunities to lead and participate in the different projects.</p> <p>To collect scientific data disaggregated by gender, nationality and other potentially discriminatory factors and extend the scientific database (publications, etc.) so as to be able to more accurately analyse scientific productivity with gender perspective, including parameters such as the quality of the publications (impact indicators, quotations), and data concerning personal circumstances.</p> <p>To improve knowledge about the causes of tendencies which reflect significant gender disparity and to draft specific equal opportunity policies in the initial phase of scientific training at ICN2.</p> <p>To implement policies which promote equal opportunities for men and women in attending conferences and scientific meetings.</p> |

|                                   |  |   |
|-----------------------------------|--|---|
| <p><b>ACTIONS</b></p>             | <p><b>Action 17:</b><br/>           Creation of a single database for scientific staff containing:</p> <ul style="list-style-type: none"> <li>- Scientific productivity (publications, conferences, projects, teaching activities, etc.)</li> <li>- Contractual data (academic qualifications, scientific level, type of contract, duration, selection process, research group, line of research, etc.)</li> <li>- Personal information (sex, nationality, family circumstances and other potentially discriminatory data, etc.)</li> </ul> <p>Annual analysis of scientific productivity with a gender perspective and features of diversity.<br/>           Inclusion of gender perspective and features of diversity in the centre's annual activity report.<br/>           Study to explore gender disparity factors in conference attendance.</p> |   |
| <p><b>AIMED AT</b></p>            | <p>ICN2 staff</p>  |   |
| <p><b>PERSONS RESPONSIBLE</b></p> | <p><b>Person</b></p> <p>Àlex Argemí<br/>           Neus Domingo</p>  | <p><b>Department</b></p> <p>Marketing and Communication<br/>           Equality Committee</p> |
| <p><b>TIMETABLE</b></p>           | <p><b>2015-2017</b></p>  |   |
| <p><b>INDICATORS</b></p>          | <ul style="list-style-type: none"> <li>• Creation of the database.</li> <li>• Analysis of collected data.</li> <li>• Report on the conclusions drawn.</li> <li>• Inclusion of reporting on gender and diversity in the Annual Report.</li> <li>• Number and type of corrective measures implemented.</li> </ul>  |   |

## 4. IMPLEMENTATION, MONITORING AND ASSESSMENT STRATEGY

### EQUALITY PLAN TIMETABLE

The actions contained in this Equal Opportunities and Diversity Management Plan will be implemented over a three-year period ending in December 2017.

The Equality Committee will establish the timetable for the follow-up and assessment carried out throughout the period established in this document, bearing in mind that a final assessment of the impact of the Equality Plan must be made at the end of this period.

### 4.1. Persons involved: management structure and participation

Bearing in mind the size of ICN2, it was considered appropriate that the Equality Committee should be responsible for implementing positive measures regarding equality and for monitoring and assessing the Equal Opportunities and Diversity Management Plan.

This team is made up of people from different areas of ICN2, including management, ensuring that the coordination and collection of information on the implementation of the Plan is highly efficient and functional.

**The functions to be undertaken by the Equality Committee in this stage of the process are:**

Implementation stage:

- Determining and managing the annual budget for implementing the Plan.
- Developing the system for monitoring the implementation of the Plan.
- Supervising the planned monitoring systems.
- Coordinating the collection of information.
- Analysing the information and making any necessary adjustments.
- Preparing follow-up reports.
- Implementing the improvements that fall within their remit.
- Ensuring staff are appropriately informed at key moments.

Monitoring and assessment stage of the Equal Opportunities and Diversity Management Plan:

- Assessing equality actions once they have been implemented.
- Submitting the assessment report to Management.
- Ensuring the results of the assessment of the Plan are widely communicated.
- Supervising the process of continuous improvement, ensuring measures are systematically incorporated in the Institute's strategic processes so that the principles of equality become embedded in all the centre's management processes.

## 4.2. Monitoring and assessment methodology and indicators

The process of monitoring and assessing the Equal Opportunities and Diversity Management Plan must be an ongoing feedback process that allows any **corrective measures required in the implementation period to be taken and planned actions to be extended at the discretion of the Equality Committee.**

### MONITORING AND ASSESSMENT OF THE MEASURES IMPLEMENTED

To monitor and assess the positive measures implemented via the Equal Opportunities and Diversity Management Plan, the Equality Committee will establish a protocol to determine the extent to which each action has been implemented, the involvement of the staff concerned and the status of the indicators defined for each one. The extent to which the Plan has been implemented and is successful can thus be determined, and compliance with the targets established in the Plan can be assessed.

## 4.3. Implementation Budget

Each year the Equality Committee will submit a cost forecast to Management for the actions planned to implement and develop the Equal Opportunities and Diversity Management Plan.

This budget will basically include the cost of actions that involve the procurement of outside services or material costs. If necessary, an estimate of internal costs can be included, based on the staff hours involved in implementing the tasks contained in the Plan. These costs will be absorbed by the departments involved.

## 4.4. Assessment of the impact of the Equality Plan

At the end of the execution period, the impact of the Equal Opportunities and Diversity Management Plan will be evaluated. The following methodologies and indicators will be used:

### Methodologies

- Meetings with the people involved: Management, Institute personnel, the general public, students, suppliers, partners.
- Questionnaires and surveys of the above groups.
- Analysis of the implementation of the Equality Plan.

### Indicators

- Use of the indicators established for the planned actions.
- Follow-up reports and assessment of each action.

The aim of the evaluation is:

1. To identify problems. Listing the problems detected during the implementation of the Equal Opportunities and Diversity Management Plan.
2. To detect any new needs with regard to equal opportunities which have arisen as a result of the continuous improvement of the organisation.

## 4.4. Improvement Plan

Once the final evaluation of the Equal Opportunities and Diversity Management Plan has been performed, an IMPROVEMENT PLAN will be drawn up, representing the start of a new cycle in the Institute's commitment to establishing Equal Opportunities as one of its fundamental, identifying principles. The Improvement Plan will extend the implementation of any actions considered necessary, improve them and incorporate new actions to correct and improve the results obtained. The Improvement Plan will be structured as follows:

### 1. Definition of objectives

Definition of the objectives (at operational level) set to correct any problems arising or deal with new needs.

### 2. Defining improvement actions

Defining improvement actions or extending existing actions to meet certain targets, specifying:

- Description.
- The human resources needed.
- Material resources.
- Implementation deadline.
- Time.

### 3. Implementation of a new package of actions

Implementing the improvement actions defined.

### 4. Monitoring and assessment of the actions

Monitoring actions and assessing the extent to which targets have been met.

## 5. APPROVAL OF THE ICN2 EQUALITY PLAN

This Equality Plan was approved in Bellaterra by the members of the Equality Committee and the Management of ICN2:

| Name and surname(s)                                      | SIGNATURE |
|--|-----------|
| <b>Pablo Ordejón</b>                                     |           |
| <b>Lluís Bellafont</b>                                   |           |
| <b>Rocío Pérez</b>                                       |           |
| <b>Mónica Lira</b>                                       |           |
| <b>Neus Domingo</b>                                      |           |
| <b>Marta González</b>                                    |           |
| Place and date:<br><br><b>Bellaterra, 7 October 2015</b> |           |