





# PLAN DE IGUALDAD FIBICO-IMIBIC

2022-2026

	REALIZADO:	REVISADO:	APROBADO:		
FECHA	16/05/2022	30/05/2022	06/06/2022		
NOMBRE	Marisa Escabias Parejo	Fco. Javier López Ruiz	Consejo Rector		
NUMBRE	Mª del Mar Malagón Poyato	Ana Salinas Gavilán	Patronato		
CARGO	Técnica de Calidad y de RRHH	Responsable de Gestión Económica y de Recursos	Álvaro Granados del Río (Secretario del Consejo Rector		
CANGO	Presidenta de la Comisión Negociadora de Igualdad	Presidenta del Comité de Empresa	Patronato)		
FIRMA	+	July Din	The state of the s		
	Registro	histórico de versiones			
		FECHA DE REALIZACIÓN	FECHA DE APROBACIÓN		
1) Pla	n de Igualdad V1	18/02/2019	04/06/2019		
2) Il Plan de Igualdad V2 16/05/2022		16/05/2022	06/06/2022		

FIBICO
Fundación para la Investigación
Blowé filos de Córdoba

4010







# **Index:**

I.	Presentation	3
2.	Our Commitment	4
3.	Equality Plan's Application	5
4.	Composition and functions of Equality Commission	5
5.	Diagnosis	7
	5.1 IMIBIC's Organizational Chart	7
	5.2 Analysis of FIBICO staff data	9
	5.2.1 Management Structure	10
	5.2.2 Global Distribution of the Staff	10
5.3	3 Training	13
5.4	Laboral Absenteeism	14
5.5	Remunerations	15
6.	The analysis	17
7.	Objectives, measures and indicators	18
	7.I AREA I. PROMOTION OF EQUALITY IN GOVERNING BODIES, COMMITTEES AND COMMISSIONS	19
	7.2 AREA 2. AWARENESS, RECONCILIATION MEASURES AND TRAINING	19
-	7.3 AREA 3. COMMUNICATION	2:
-	7.4 AREA 4. GENDER VIOLENCE	24
-	7.5 AREA 5. ACCESS TO EMPLOYMENT	24
	7.6 AREA 6. CONCILIATION AND WORK TIME MANAGEMENT	26
-	7.7 AREA 7. WORK HEALTH	26
-	7.8 AREA 8. PROMOTION OF EQUALITY IN THE AREA OF RECRUITMENT	27
-	7.9 AREA 9. REMUNERATION AND SALARY AUDITS	28
8.	Monitoring and evaluation system Monitoring and evaluation	28









#### I. Presentation

Gender equality is a universal legal principle recognized in various international, European and state texts.

Article 14 of the Spanish Constitution states that "Spaniards are equal before the law, and no discrimination may prevail on the grounds of birth, race, sex, religion, opinion or any other personal or social condition or circumstance".

Article 46 of Organic Law 3/2007, of March 22, 2007, for the effective equality of women and men sets out the concept and content of the equality plans of the organizations, and defines them as "an ordered set of measures, adopted after a diagnosis of the situation, aimed at achieving equal treatment and opportunities between women and men in the company and in the organizations, and eliminating discrimination on the grounds of sex", guaranteeing the participation of the trade union organizations with legal representation of the male and female workers.

Likewise, Article 45 establishes that companies are obliged to respect equality of treatment and opportunities in the workplace and, to this end, must adopt measures aimed at avoiding any type of labor discrimination between women and men, measures which must be negotiated and, where appropriate, agreed upon with the legal representatives of the legal representation of the workers in the manner determined by labor legislation.

Likewise, our Equality Plan is aligned with the Thirteenth Additional Provision "Implementation of the gender perspective" of Law 14/2011, of June 1, on Science, Technology and Innovation.

In addition, Royal Decree-Law 6/2019, of March I, on urgent measures to guarantee equal treatment and opportunities between women and men in employment and occupation establishes the obligation to create an Equality Plan for companies with more than fifty workers, which must be registered in a public repository and which must include the proposed measures and their follow-up mechanism.

RD 901/2020, of October 13, which regulates equality plans and their registration.

Royal Decree 902/2020, of October 13, on equal pay for men and women. It includes the guidelines to carry out an assessment of the jobs within the company and the corresponding salary audit in order to identify and eliminate possible direct or indirect discrimination between women and men.

The incorporation of equality policies between women and men in organizations allows them to orient their activity towards more participative and inclusive management formulas that are more respectful of diversity and contribute to eradicate situations of discrimination and violence.

The incorporation of equality does not necessarily require the implementation of new procedures, but rather a commitment to promote, from the highest management bodies, policies and practices that ensure equal opportunities between women and men throughout the organization.









Although the health sector in general and the biomedical research sector in particular are largely feminized, it is important to verify whether the real and effective equality of opportunities between women and men in the workforce is guaranteed.

This Plan is constituted as a formative and informing principle for all processes and personnel policies within the Foundation for Biomedical Research of Cordoba (FIBICO) and in those applicable to the Maimonides Institute for Biomedical Research of Cordoba (IMIBIC).

FIBICO-IMIBIC conceive the Equality Plan as an ordered set of improvement measures aimed at guaranteeing equal treatment and opportunities for men and women; and to prevent any discrimination based on sex.

The II Equality Plan of FIBICO-IMIBIC is structured in 9 areas of intervention, with their corresponding actions. Some of them (composition of governing bodies, training, communication and gender violence) may affect all IMIBIC staff, including FIBICO staff, while there are areas (access to employment, conciliation, occupational health, promotion of equality in the field of administrative recruitment and remuneration) that only concern staff hired by FIBICO.

For its interpretation, it should be taken into account that IMIBIC integrates personnel hired by different institutions, mainly the Andalusian Health Service, the University of Cordoba and FIBICO itself, so that, for the aspects of Equality in IMIBIC that, as stated in the previous paragraph, are not included in this FIBICO Plan, the Equality Plans of these Institutions should be consulted, through the following links:

- University of Cordoba Equality's Plan: <a href="https://www.uco.es/igualdad/ii-plan-de-igualdad">https://www.uco.es/igualdad/ii-plan-de-igualdad</a>
- Adalusian Health Service Equality's Plan: <a href="https://www.sspa.juntadeandalucia.es/servicioandaluzdesalud/profesionales/igualdad-mujeres-y-hombres">https://www.sspa.juntadeandalucia.es/servicioandaluzdesalud/profesionales/igualdad-mujeres-y-hombres</a>

#### 2. Our Commitment

FIBICO-IMIBIC declare their commitment to the establishment and development of policies that integrate equal treatment and opportunities between women and men, without discriminating on the basis of sex, as well as the promotion and encouragement of measures to achieve real equality within our institution, establishing equal opportunities between women and men as a principle of our Strategic Plan.

For the elaboration of this Plan, an exhaustive study and assessment of the situation and position of women and men within the company will be carried out in order to detect the presence of discrimination and inequalities that require, if necessary, the adoption of a series of measures for their elimination and correction.

Achieving real equality means not only avoiding discrimination based on sex, but also achieving equal opportunities for women and men in access, hiring and working









conditions, training, remuneration, reconciliation of personal, family and work life, occupational health, etc., always without discrimination of any kind regarding gender, age, ethnic, national or social origin, religion, beliefs, sexual orientation, language, disability, political opinion, social or economic status, choosing the candidate who best fits the required profile.

#### 3. Equality Plan's Application

#### Scope of Application:

The FIBICO-IMIBIC Equality Plan will mainly cover workers who maintain an employment relationship with FIBICO, and in addition, and as will be specified for each case below, to:

- Workers linked to companies which FIBICO maintains some kind of legal relationship with and who, for this reason, provide their services in the IMIBIC Building.
- Research and technical personnel assigned to the Maimonides Institute of Biomedical Research of Cordoba.
- Students on internships, training stays, scholarships, etc.
- Other groups that may be affected by this type of measures.

This is a dynamic plan, in continuous evolution and change, so it will be adapted to the continuous evaluation of the measures it establishes. These measures will be analyzed by the members of the Equality Negotiating Committee.

#### Means:

FIBICO/IMIBIC will put at the service of the II Equality Plan all the material and human resources required to guarantee its adequate operation, without prejudice to the possibility of requesting external assistance for this purpose.

#### ➤ <u>Validity:</u>

It will be valid for four years from its approval (06/06/2022-05/06/2026), starting the realization of a new Equality Plan with a new diagnosis.

#### 4. Composition and functions of Equality Commission

The management of the Equality Plan will be the responsibility of the Equality Negotiating Commission, created within the Foundation and reporting to its Management. This Commission is entrusted with the promotion of equal opportunities and equal treatment between women and men in the organization, in accordance with the principles of corporate social responsibility and with the legislation in force.

The Equality Negotiating Committee will meet at least twice a year to plan and program the actions to be carried out, monitor them and evaluate their impact. This Commission,









which is chaired with voice but without vote by Dr. María del Mar Malagón Poyato, as Deputy Scientific Director of IMIBIC, is also formed by:

- David Luna Gómez, Quality Responsible and Secretary of the Equality Negotiating Committee.
- Miriam Cruzado Caballero, Head of Research Management.
- Fco. Javier López Ruiz, Responsible for Economic and Resources Management.
- Florencio Muñoz Encinas, Economic and Resources Management Responsible.
- Silvia Miranda Castellano, Economic and Resources Management Responsible.
- Marisa Escabias Parejo, Quality Specialist and workers' representative.
- Estefanía Azcona Corrales, Management Control Specialist and representative of the workers.
- Julio Manuel Martínez Moreno, Postdoctoral Researcher and representative of the workers.
- Daniel José Campón Montilla, Laboratory Specialist and employee representative.

In addition, for matters that apply to all personnel assigned to IMIBIC, we have external advisors, with voice, but without vote. These people may only advise on activities included in the Equality Plan for all IMIBIC staff, being these:

- Alejandra Pera Rojas, Emerging Researcher of the GC01 Immunology and Allergy Group.
- Antonio Romero Ruiz, Emerging Researcher of Group GE09 Research in peritoneal and retroperitoneal oncological surgery.
- Higinia Romero Crespo, external citizen from civil society, with experience in citizen participation, community health and equality.

The functions of the Equality Negotiating Commission will be the following:

- To promote training in Equality and non-sexist language within the Foundation.
- To ensure compliance with the principle of equal treatment and opportunities between women and men in FIBICO's work environment.
- To elaborate or update the Equality Plan, as well as any other function related to the elaboration, development, application and fulfillment of the same.
- To monitor Equality at IMIBIC. To evaluate the level of compliance with the objectives of the Equality Plan.
- To propose and approve the operating regulations of the Equality Negotiating Committee.
- To propose new measures to implement the Plan, in order to adapt it to new needs as they arise.
- To review the status of the approved Gender Equality policy.
- To propose improvement measures to the Management.
- All those functions related to gender equality.

It should be added that the meetings shall be scheduled in double call, for the attention of exclusive issues of the Foundation that have a reserved nature and require the duty of secrecy in the first call, and in the second call for the other issues that may have the presence of the advisors.









#### 5. Diagnosis

The elaboration of an Equality Plan requires the analysis of the starting situation in order to, from there, take the necessary measures to correct gender inequalities and eliminate the barriers that hinder progress in achieving real and effective equal opportunities for women and men.

To this end, the diagnosis shall refer at least to the following matters:

- a) Selection and hiring process.
- b) Professional classification.
- c) Training.
- d) Professional promotion.
- e) Working conditions, including the salary audit between women and men in accordance with the provisions of Royal Decree 902/2020, of October 13, on equal pay for women and men.
- f) Co-responsible exercise of personal, family and work life rights.
- g) Underrepresentation of women.
- h) Remuneration.
- i) Prevention of sexual harassment and harassment based on sex.

#### 5.1 IMIBIC's Organizational Chart

The organizational and management structure of IMIBIC is represented in the following organization chart:

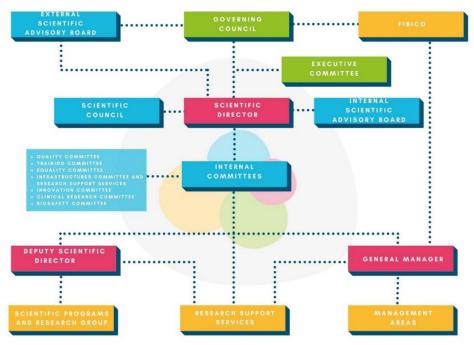


Image 1: General Organizational Chart of IMIBIC.
Source: <a href="https://www.imibic.org/site/page?view=imibic%2Festructura-organizativa">https://www.imibic.org/site/page?view=imibic%2Festructura-organizativa</a>









Below there is a table showing the composition of women and men in the different governing bodies of FIBICO-IMIBIC:

Table 1: Government Bodies Composition. Source: Own Elaboration.

GOVERNMENT	Name of the	Wome	%	Men	%	Total
BODIES	bodie	n				
	Governing Council	3	33,33%	6	66,66%	9
COLLEGIATE	Delegated Commission	2	33,33%	4	66,66%	6
	Scientific Direction and Management	I	33,33%	2	66,66%	4
UNIPERSONAL	Scientific Council	17	22,08%	60	77,92%	77
	External Scientific Comittee	2	40%	3	60%	5
	Internal Scientific Comittee	6	37,50%	10	62,50%	16
PATRONAGE	Patronage of FIBICO	3	23,10%	10	76,90%	13
To	otal	34	26,36%	95	73,64%	129

The Scientific Council is made up of group leaders, so the data analyzed show that the heads of research groups and collegiate bodies are mostly men.

The proportion of women in these bodies is, in general, lower than in the rest of the indicators analyzed.

In addition, we have performed an analysis of the composition of the working committees of FIBICO-IMIBIC (Quality, Equality, Training, Innovation, Clinical Research, and Infrastructure Committees).

Table 2: Composition of the commissions of work. Source: Own Elaboration.

Commission	Women	%	Men	%	Total
Quality	5	50%	5	50%	10
Training	7	35%	13	65%	20
Innovation	3	20%	12	80%	15
Clinical Research	6	33,33%	12	66,67%	18
Infraestructures	7	46,67%	8	53,33%	15
Equality	5	62,50%	3	37,50%	8
Total	33	38,40%	53	61,60%	86

Table 2 shows that although there is still not equity in all the working committees, efforts have been made in recent years to improve these percentages by restructuring them as much as possible.

It should be noted that, regading to the composition of the collegiate governing bodies of FIBICO-IMIBIC, most of their members are appointed by the institutions that make up IMIBIC, so there is little we can do to equalize these bodies. In relation to the rest









of the Committees and Commissions, we will be able to carry out concrete measures to achieve parity.

Notably, the composition of the coordinating staff of the scientific programs is equal, as shown in the following table.

Table 3: Composition of the scientific programmes. Source: Own Elaboration.

Scientific Programme's	Women	%	Men	%	Total
Name					
Active Aging and Fragility	0	-	2	100%	2
Nutrition, endocrine and	I	50%	I	50%	2
metabolic diseases					
Infectious diseases, immunologic	I	50%	I	50%	2
diseases and organ transplants					
Cáncer	0	-	2	100%	2
Chronic and inflammatory	2	100%	0	-	2
diseases					
Total	4	40%	6	60%	10

A very important component from the strategic point of view of IMIBIC are the emerging researchers.

IMIBIC currently has 11 people who have been classified as emerging researchers, of which 5 are women (45.45%). This percentage has increased by 4% with respect to the first Equality Plan.

This fact indicates that there is parity in the emerging personnel, although it will be necessary to monitor the evolution of this indicator in future years in order to corroborate the existence of gender balance in the recruitment of emerging talent at IMIBIC.

#### 5.2 Analysis of FIBICO staff data

In order to perform the quantitative analysis, it has been studied FIBICO's management structure and, on the other hand, the research staff, both groups disaggregated by sex and age segment.

Regarding the selection procedure and incorporation of personnel to FIBICO, it should be noted that all positions are filled through public calls for applications in free competition, and are published on the Institute's website. These calls identify the characteristics and requirements to be met by the candidates who apply, as well as the characteristics of the position offered (functions, remuneration, etc.).

In the last five years, an average of 104 calls for applications have been published per year: (109 in 2017, 93 in 2018, 109 in 2019, 115 in 2020 and 96 in 2021).

It should be noted that, in 2021, 64% of the calls for employment correspond to women incorporated and 36% correspond to men. It should be added that 71% of applicants are









women compared to 29% men, which is in line with the percentage distribution of recruits of each gender.

In addition, the Selection Committees of these selection processes are made up of people of both sexes, always favoring parity; in 2021, 83% of the calls for employment complied with this principle.

Given the high rotation volume of IMIBIC personnel, mostly linked to research projects, for the purposes of this analysis, data as of December 31, 2021 are presented.

#### 5.2.1 Management Structure

Table 4: Composition of the management structure. Source: Own Elaboration.

Name	Women	%	Men	%	Total
Management	0	-	I	100%	ı
Economic and Resource	8	57%	6	43%	14
Management					
I+D+i Management	4	50%	4	50%	8
Unit of Corporate	3	100%	0	-	3
Development					
Total	15	58%	П	42%	26

From the previous table it can be deduced that, in the management area, there is a significant prevalence of women, 58% of the workforce is female.

If the information is analyzed by age range, it can be seen that there is a young management staff (Table 5).

Table 5: Composition of the management structure by age range. Source: Own Elaboration.

Age	Women	%	Men	%	Total	%
Range						Total
Less than 30	3	42,9%	4	57,1%	7	26,9%
years						
30-50 years	П	61,1%	7	38,9%	18	69,2%
51-60 years	I	100%	0	-	ı	3,9%
More than	0	-	0	-	-	
60 years						
Total	15	57,7%	11	42,3%	26	

#### 5.2.2 Global Distribution of the Staff.

Here we will have the objective and quantitative analysis of staff data as of December 31, 2021.

The global personnel data allow a more detailed knowledge from a gender perspective. Hence, we can verify that there is a feminization rate (understood as the percentage of women over the total staff) of 78% of the total number of people working in the Foundation.









Table 6: Composition of FIBICO by age range and sex. Source: Own Elaboration.

Staff groups by	Women	%	Men	%	Total
age					
Less or equal to	33	17,55%	21	11,17%	54
30 years					
31-40 years	42		29	15,42%	71
·		22,34%			
41-50 years	37	19,68%	16	8,51%	53
51-60 years	4	2,13%	6	3,19%	10
Older than 60	-	-	-	-	-
years					
Total	116	100%	72	100%	188

An analysis of the average age of the personnel hired at FIBICO shows that it is a young workforce.

# 5.2.2.1 <u>Distribution of personnel by professional group associated with the FIBICO salary scales</u>

Table 7: Distribution of personnel by professional group associated with the foundation salary scales .Fuente: Elaboración propia

	Women	%	Men	%	Total	%
Manager	0	0%	I	0,53%	ı	0,53%
Unit Responisble	I	25%	3	75%	4	2,13%
Assistant	5	71,43%	2	28,57%	7	3,72%
Assistant Staff	21	65,63%	П	34,37%	32	17,02%
Specialist	51	63,75%	29	36,25%	80	42,55%
Main Researcher(Grou p Leader)	I	100%	0	0%		0,53%
Senior Researcher	I	0,53%	3	1,60%	4	2,13%
Pdh Researcher	15	53,57%	13	46,43%	28	14,89%
Predoctoral Researcher	21	67,74	10	32,26%	31	16,49%
TOTAL	116	61,7%	72	38,3%	188	100%

The majority of the professional group belongs to the position of specialist, with 64% of women compared to 36% of men.

It should be noted that 53.57% of the postdoctoral researchers hired by FIBICO are women. This data allows us to think that in the future the number of Women Heads of Research Groups could be increased.









#### 5.2.2.2 <u>Distribution of staff by Central Research Support Units (UCAIB)</u>

Table 8: Distribution of staff by Central Research Support Units (UCAIB). Source: Own Elaboration.

UCAIB	Women	%	Men	%
Preclinical Image	0	0%	I	100%
Microscopy and	2	100%	0	0%
Cytometry				
Proteomics	I	50%	I	50%
Animalarium	2	66,67%	I	33,33%
Technological Innovation	0	0%	3	100%
Genomics	I	50%	I	50%
Biobank	I	50%	I	50%
Clinical Research	2	50%	2	50%
General procedures of the Institute	ı	100%	0	0%
Bioinformatics	0	0%	2	100%
TOTAL	10	45,45%	12	54,55%

Women make up 45.45% of the staff of the Central Research Support Units, compared to 55.55% of men.

#### 5.2.2.3 Distribution of personnel by workday

Table 9: Distribution of personnel by workday . Source: Own Elaboration.

	Women	%	Men	%	Total	%
Full time	96	60%	64	40%	160	85%
Part time	20	71%	8	29%	28	15%
Total Staff	116	61,7%	72	38,3%	188	100%

The percentage of part-time contracts for women is higher (71%) than for men (29%). This suggests that women mostly take care of children and/or dependents, so they are more likely to accept and settle for a part-time contract.

It should also be noted that 40.5% of women in the FIBICO workforce have children compared to 26.37% of men. This circumstance suggests that this may be one of the reasons why part-time contracts fall more heavily on women.

Below is a summary table of the main data from the diagnosis carried out at the end of 2018 with respect to the data extracted from 2021:

Table 10: Main indicators of the 2018 and 2021 diagnostic analysis. Source: Own Elaboration.









	YEARº 2	2018	YEAR 2021		
	% WOMEN	% MEN	% WOMEN	% MEN	IMPROVEMENT
GOVERNMENT BODIES	24,10%	75,90%	26,36%	73,64%	2,26%
COMMISSIONS	31%	69%	38,40%	61,60%	7,40%
GESTION STAFF	57%	43%	58%	42%	Equity is kept
UCAIB STAFF	54,20%	45,80%	45,45%	54,55%	Equity is kept
TOTAL STAFF	64%	36%	61,70%	38,3%	There is a improvement to be closer to equity
DISTRIBUTION OF PART-TIME PERSONNEL	74%	26%	71,00%	29,00%	There is a improvement to be closer to equity
DISTRIBUTION OF FULLTIME PERSONNEL	62%	38%	60,00%	40,00%	Equity is reached

From the results shown in Table 10, we can corroborate that the correct actions are being developed for the continuous improvement of the indicators analyzed.

#### 5.3 Training

With regard to the Institute's training, each year the Training Unit generates and disseminates a generic training needs detection survey among IMIBIC staff, which covers the different professional profiles of IMIBIC and allows the preparation of a training schedule adapted to the needs of the people targeted by the Institute's Training Plan and to the objectives established therein. Subsequently, the report on the results of the survey is sent to the Training Commission. In addition, the Training Plan is evaluated by the IMIBIC governing bodies in an ordinary meeting during the last quarter of the year to analyze the progress up to October and in May of the following year its closure is evaluated. The courses are published on the web page www.imibic.org/.

The last training needs detection survey, elaborated in the last quarter of the year 2021, was carried out by 149 people, 66% of them women. These people are currently accessing the training offer, carrying out activities that meet their training needs.

All the training activities organized by IMIBIC include external training, such as external seminars, language courses and subsidized training.

The proportion of women and men attending the training organized by IMIBIC has been analyzed, with 64.32% of women and 35.68% of men.









All training organized by IMIBIC is subsequently evaluated by means of satisfaction questionnaires. The overall results for the year 2021 show that satisfaction with the different aspects of training exceeds 80%.

On the other hand, IMIBIC research personnel who are starting their research career have been analyzed. For this purpose, the number of theses read during 2019, 2020 and 2021 segregated by sex in the PhD Program in Biomedicine has been taken as a measurement indicator.

Tabla I I: n.º lecturas de tesis de personal IMIBIC. Fuente: Elaboración propia.

	Women	Men
2021	70,83%	29,17%
2020	57,14%	42,86%
2019	50%	50,00%
Average	59,33%	40,67%

It should be noted that 59.33% are female and 40.67% are male.

Regarding the direction of these theses, 80.56% are directed by men and the remaining 19.44% by women.

In addition, the percentage of doctoral students in the 2019/2020 and 2020/2021 academic years has been analyzed:

Table 12: percentage of IMIBIC Pdh students. Source: Own Elaboration.

	Women	Men
2019/2020	58,11%	41,89%
2020/2021	69,33%	30,67%
Average	63,72%	36,28%

On the other hand, we have analyzed that by the year 2021, 58.82% of the speakers in the training activities are men compared to 41.18% women.

#### 5.4 Laboral Absenteeism

Below, we analyze the reason for absenteeism where women and men have different behavior. We have taken the data from the list of staff incapacities in 2021.

Table 13: % laboral absenteeism of FIBICO. Source: Own Elaboration.

MOTIVE	Women	%	Men	%	Total/annua I
Common Sicl	kness 25	10,24%	4	1,64%	244
Leave due to CO	OVID 16	6,56%	8	3,28%	244
Laboral acc	ident 3	1,23%	I	0,4%	244









MOTIVE	Women	%	Men	%	Total/annua I
Laboral accident without leave	3	1,23%	0	-	244
Risk during the pregnancy	_	0,4%	0	-	244
Maternity and paternity	6	2,45%	3	1,23%	244
Total	54	22,13%	16	6,56%	244

The percentage of women who have been on incapacity due to common illness of the total annual workforce (10.24%) is higher than the percentage of men for this incapacity (1.64%). Most of these temporary incapacities due to common illness are prior to maternity.

The talent of the people working in biomedical research is the cornerstone of the Science and Technology System. Aware of this, IMIBIC is committed to the generation of highly qualified and competitive human capital that allows the optimal development of the research career through the IMIBIC Talent Attraction and Professional Development Plan 2021-2025 and the implementation of the Human Resources Strategy for Research - HRS4R.

In order to monitor professional talent it is necessary to establish an itinerary for IMIBIC professional staff dedicated to research within the scope of the Andalusian Public Health System Service and the University of Cordoba.

The following stages are established in the research career path:

- R1: Researcher in training "First stage researcher"
- R2: Post-doctoral Researcher "Recognised researcher"
  - Postdoctoral Researcher I
  - Postdoctoral Researcher II
- R3: Established Researcher
  - Senior Researcher
  - Associated Group's Responsible
  - Emerging Researcher
  - o Emerging Group's Responsible
- R4: Leading Researcher or Co-leading Researcher

#### 5.5 Remunerations

A remuneration analysis has been made of the average annual gross remuneration at December 31, 2021 (in euros) of FIBICO personnel.









Tabla 14: Average gross annual remuneration of FIBICO's workforce segregated by gender.

Source: Own Elaboration

I50 Women I02 Men	Women's Average	Men's Average	Mean Diference %	
GESTION STAFF				
PROFESSIONAL	17.537,34€	16.957,87€	3%	
ESTRUCTURAL ASSISTANT	18.114,48€	19.203,94€	-6%	
ESTRUCTURE ASSISTANT	27.497,79€	27.400,51€	0%	
ESTRCUTURE UNIT RESPONSIBLE	47.085,27€	40.622,29€	16%	
SCIENTIFIC STAFF				
RESEARCHING ASSISTANT STAFF	16.310,76€	16.094,59€	1%	
FIRST STAGE RESEARCHER RESEARCHING	19.445,87€	19.089,25€	2%	
RESEARCHING PROFESSIONAL	20.391,14€	20.412,49€	0%	
SPECIALIST RESEARCHING	29.748,0€	27.830,83€	7%	
POSDOCTORAL RESEARCHER RESEARCHING	32.343,55€	32.953,4€	-2%	
SENIOR RESEARCHER	48.620,51€	47.014,28€	3%	

- Analyzing the results in Table 14, we can affirm that there is a balance between salaries segregated by sex and job positions, with women's salaries being slightly higher in general. Therefore, in none of the cases are the figures close to the 25% threshold that defines the existence of a wage gap.
- In absolute terms, as Table 7 also shows, the greatest number of women, as well as the characteristics of the profiles occupied by both sexes, implies that in overall terms there is a non-representative difference of 10% in favor of the male sex on average, given that in the individual breakdown by category, as indicated above, no significant differences are observed between the two sexes. And all this, taking into account the overall imbalance in the number of contracts, which evidently affects the average calculation, given that, by categories, as indicated in the previous point, the differences are not appreciable.

MEDIA GLOBAL	21.941.47€	24.460,23€	-10%
I ILDIA GLODAL	21.711,170	2 1. 100,25 0	1070

- The number of female employees is 68% higher than that of male employees in 2021. However, there is a higher proportion of men in profiles such as research specialists, postdoctoral staff positions and personnel responsible for structural units.
- When salaries are broken down by category, the 10% salary difference in favor of men is invested in the case of the positions of Structural Assistant Specialist and Head of Structure Unit, 3% and 16% in favor of women, respectively.









Likewise, in research personnel positions, women earn more than men, except in the postdoctoral researcher position, where there is a difference of 609.85€ in favor of the male sex.

#### 6. The analysis

The analysis was based on the principle of balanced presence or composition. According to the First Additional Provision of LOIEMH 3/2007, balanced composition is understood as the presence of women and men in such a way that, in the group to which it refers, the persons of each sex do not exceed 60% and are not less than 40%.

The following are the points that we have detected in the analysis carried out:

- 1. The diagnosis of the Foundation's situation has allowed us to detect, as points for improvement, the continuous progress in terms of the representation of women in certain governing bodies and the Patronage itself. However, among IMIBIC's governing and advisory bodies, it should be noted that most of the members are named by the institutions that make up the IMIBIC.
- 2. Access to the staff is public, and the Foundation is obliged to guarantee equal opportunities and non-discrimination. It should be noted that in the selection processes that are carried out ensuring an open, transparent and merit-based recruitment, in which mobility, equal opportunities for all candidates and gender equality are promoted. The result of this transparency is the achievement of the Human Resources Excellence logo (HRS4R) that IMIBIC obtained in September 2017, together with a positive internal assessment carried out in 2020 by the European Commission.
- 3. Regarding remuneration and professional classification systems, salary tables are in place to endorse equal opportunities.
- 4. During the validity of the I Equality Plan, different training courses have been offered in the field of effective equality of women and men addressed to the Foundation's staff and others to IMIBIC's personnel.
- 5. 61.70% of FIBICO's staff is female.
- 6. The majority of the workforce is between 23 and 40 years of age, 61.70% of the total.
- 7. Another factor to consider is the age of the workforce. There are 94.68% of male and female workers of childbearing age and/or with small children, which implies the exercise of the right to conciliate work, personal and family life.
- 8. Special consideration is given to the group of women who may be pregnant. Work will continue on the need to identify jobs that are adapted to and exempt from risk due to pregnancy and breastfeeding. In light of art. 26 of the Occupational Risk Prevention Law, the risk assessment must include the









nature, degree and duration of exposure of pregnant workers or workers who have recently given birth to agents, procedures or working conditions that may negatively influence the health of the workers or the fetus, in any activity susceptible to present a specific risk.

- There is an internal labor regulation, which sets the basis for the working day, as well as the different family reconciliation measures provided in it, teleworking, vacation days, free disposal and leave for all FIBICO workers in general.
- 10. We positively highlight the recognition that the Women's Foundation has given in 2020, 2021 and 2022 to FIBICO's good practices in terms of work-life balance.
- II. There is a protocol for the prevention of harassment of FIBICO-IMIBIC that aims at the prevention and rapid resolution of complaints regarding all forms of harassment and psychological violence in the workplace.
- 12. The Foundation has resources to guide the use and non-sexist treatment of language and images (information and communication).
- 13. The Foundation requires compliance with the LOIEMH to contractors and subcontractors or incorporation, as a mandatory criteria for the award of contracts, that companies have an Equality Plan.

#### 7. Objectives, measures and indicators

Once the qualitative and quantitative diagnosis has been concluded through the different areas of incidence, the conditions are in place for the establishment of the Action Plan through which progress will be made on the road to equality within the Institute. The actions included in the Plan are the result of the diagnosis carried out, as well as of the participation of the staff through the Equality Negotiating Commission, which has reviewed and approved at all times the actions to be implemented.

It should be pointed out that IMIBIC brings together personnel who may be hired by FIBICO, by the University of Cordoba, by the Reina Sofia University Hospital of Cordoba or by any public hospital, as well as by any of the government institutions that make up the Institute. In short, we cannot lose sight of the equality plans that the aforementioned institutions have implemented; therefore, ours has been drawn up in line with them.

The II FIBICO-IMIBIC Equality Plan is structured in 9 areas of intervention, with their corresponding actions. Some of them may affect all the personnel linked to IMIBIC, while there are areas that only concern personnel hired by the foundation. For those measures that affect IMIBIC personnel, it will be necessary to make sure that there is coherence with the Equality Plans of other institutions.

Firstly, the areas that affect all the personnel assigned to IMIBIC are analyzed. These areas are the following:









# 7.1 <u>AREA 1. PROMOTION OF EQUALITY IN GOVERNING BODIES, COMMITTEES AND COMMISSIONS.</u>

NAME OF THE ACTON	I.I To recommend the competent
	bodies, which will have previously
	approved this Equality Plan, that in the
	appointment of members of the
	governing bodies, committees and
	commissions, parity criteria are complied
	with in the best possible way.
BEGINNING AND ENDING DATE	Validity of the Plan (hereinafter referred
	to as Permanent).
OBJETIVES	Balance the representation of the
	aforementioned bodies.
DESCRIPTION	Remind the persons responsible for the
	appointments of the need to comply
	with parity in the composition of the
	governing bodies, committees and
	commissions. In addition, postdoctoral
	researchers with extensive experience
	in the institution will be invited to join
	the Scientific Council.
PEOPLE IN CHARGE	Management and Scientific Direction
MONITORING AND EVALUATION	Composition of governance bodies,
INDICATORS	committees and commissions broken
	down by gender.

#### 7.2 AREA 2. AWARENESS, RECONCILIATION MEASURES AND TRAINING

NAME OF THE ACTION	2.1 Design and distribute a survey that	
	assesses the needs and possible conciliation	
	measures emanating from the Foundation's	
	employees.	
BEGINNING AND ENDING DATE	During the first two years of the Plan.	
OBJETIVES	To know the internal environment of IMIBIC	
	personnel.	
DESCRIPTION	Aimed at IMIBIC staff members.	
PEOPLE IN CHARGE	Equality Negotiating Commission.	
MONITORING AND EVALUATION	Needs assessment survey and possible	
INDICATORS	reconciliation measures.	

NAME OF THE ACTION	2.2 To train and educate the personnel of the
	HR Unit and the management structure on gender equality, which must take specific
	courses on equal opportunities and the
	application of the gender perspective.









BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Gender and equal opportunity training.
DESCRIPTION	Aimed at people working in the HR Unit and other personnel in the management
	structure.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number and name of the training action.
INDICATORS	Number of training hours disaggregated by
	sex.
	Number of participants disaggregated by sex.

NAME OF THE ACTION	2.3 Conducting training activities to
	incorporate the gender perspective in
	scientific research on health.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Gender and equal opportunity training.
DESCRIPTION	Aimed at all IMIBIC staff and personnel.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number and name of the training action.
INDICATORS	Number of training hours disaggregated by
	sex.
	Number of participants disaggregated by sex.

NAME OF THE ACTION	2.4 To carry out training actions on equality
	aimed at principal investigators and/or
	stabilized personnel.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Gender and equal opportunity training.
DESCRIPTION	Aimed at principal investigators and/or
	stabilized personnel.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number and name of the training action.
INDICATORS	Number of training hours disaggregated by
	sex.
	Number of participants disaggregated by sex.

NAME OF THE ACTION	2.5 To carry out training actions on female
	leadership adapted to the scientific and
	research sector.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Training in female leadership in the research
	sector.
DESCRIPTION	Aimed at postdoctoral research personnel.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.









MONITORING AND EVALUATION INDICATORS	Number and name of the training action.  Number of training hours disaggregated by
	sex.  Number of participants disaggregated by sex.

NAME OF THE ACTION	2.6 The majority of the courses offered shall
	be held at times that are suitable for the
	reconciliation of personal and family life.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	That everyone has the same training
	opportunities.
DESCRIPTION	The realization of the training courses within
	an appropriate schedule for the reconciliation
	of personal and work life.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number and name of the training action with
INDICATORS	the timetable disaggregated by training
	modality (online/in person/semi face-to-face).
	Number of hours of training (online/in
	person/semi face-to-face) disaggregated by
	gender.
	Number of participants disaggregated by
	gender.

NAME OF THE ACTION	2.7 An annual seminar on gender equality in
	research will be held with invited guests.
BEGINNING AND ENDING DATE	Once a year.
OBJETIVES	Increase awareness of gender equality in
	research.
DESCRIPTION	Organize one seminar per year on gender
	equality in research with invited guest
	speakers.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number of seminars per year
INDICATORS	

## 7.3 AREA 3. COMMUNICATION

NAME OF THE ACTION	3.1 Establish a space on the website, accessible
	to all staff, where they can access all the
	information related to the Equality Plan,
	equality matters, news, etc.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	To publish the content of the II Equality Plan.
DESCRIPTION	A space will be enabled on the IMIBIC
	website, where the Equality Plan and any









	other documentation on gender equality will
	be published.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	List and number of documents in the web
INDICATORS	space.

NAME OF THE ACTION	3.2 To encourage the participation of personnel by setting up a suggestion box on
	the website so that they can express their opinions and suggestions on the Plan.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Taking into account the opinions of the staff
DESCRIPTION	We want the staff to express their opinions and/or suggestions on the Equality Plan. Its use will be disseminated among the staff.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating Commission.
MONITORING AND EVALUATION INDICATORS	Communication made to the staff. Register with the suggestions received.

NAME OF THE ACTION	3.3 Review and update of the communication
	manual on non-sexist language.
BEGINNING AND ENDING DATE	During the first half of 2023.
OBJETIVES	Having a reference manual that facilitates the
	drafting of documents that incorporate the
	gender perspective.
DESCRIPTION	The manual on the non-sexist use of language
	and images will be updated.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Updated contents in the manual.
INDICATORS	New contents included in the current manual.

NAME OF THE ACTION	3.4 Adaptation of language and images.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Training activities will be organized on the
	egalitarian use of language and images.
DESCRIPTION	Training actions will be organized on the
	egalitarian use of language and images.
	Aimed at people who write documents, both
	internally and externally.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	No. and name of the training action.
INDICATORS	No. of participants disaggregated by sex.
	No. of hours of training disaggregated by sex.









NAME OF THE ACTION	3.5 Commemoration of key equality days,
	through specific communication campaigns.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	To raise awareness both among the Institute's personnel and society as a whole, as well as to make the figure of women in the research sector more visible.
DESCRIPTION	Significant dates in terms of equality, diversity and inclusion will be commemorated: - February 11, International Day of Women and Girls in Science March 8, International Women's Day October 19, International Breast Cancer Day.
	The commemoration of other days (November 25) will be included in the calendar of celebrations in response to initiatives that may arise from the staff.  Interaction with other institutions, including IMIRIC's patrons and other local institutions.
	IMIBIC's patrons and other local institutions, will be encouraged in order to coordinate equality actions.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating Commission.
MONITORING AND EVALUATION INDICATORS	Communications issued and activities organized.

NAME OF THE ACTION	24.6
NAME OF THE ACTION	3.6 Communication campaign aimed at the
	visibility of women in science and research.
BEGINNING AND ENDING DATE	The campaign will run through 2023.
OBJETIVES	To raise awareness both among the Institute's
	personnel and society as a whole, as well as
	to make the figure of women in the research
	a more visible sector.
DESCRIPTION	A communication campaign will be developed
	in social networks. It will be valued that this
	campaign coincides with the commemoration
	of one of the days detailed in the previous
	action.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating
	Commission.
MONITORING AND EVALUATION	Number of impacts of publications on social
INDICATORS	networks.

	3.7 Informative campaign to inform staff about the II Equality Plan.
BEGINNING AND ENDING DATE	The campaign will run during the second half of 2022.









OBJETIVES	To raise awareness both among the Institute's personnel and society as a whole, as well as to make the figure of women in the research sector more visible.
DESCRIPTION	A communication campaign will be developed in social networks. It will be valued that this campaign coincides with the commemoration of one of the days detailed in the previous action.
PEOPLE IN CHARGE	Training Unit. Equality Negotiating Commission.
MONITORING AND EVALUATION INDICATORS	Number of impacts of publications on social networks.

#### 7.4 AREA 4. GENDER VIOLENCE

NAME OF THE ACTION	4.1 The existing resources for attention to
	gender violence in the Andalusian Community
	will be disseminated.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Inform staff about resources and measures
	for protection and care in the area of gender
	violence.
DESCRIPTION	On the website, in the space provided for the
	Equality Plan, the resources and measures for
	protection and care in the area of gender
	violence existing in the Andalusian
	Community will be published.
PEOPLE IN CHARGE	Equality Negotiating Commission
MONITORING AND EVALUATION	No. and name of the resources disclosed
INDICATORS	

# Secondly, we will analyze the areas that affect only FIBICO personnel, which are as follows:

## 7.5 AREA 5. ACCESS TO EMPLOYMENT

NAME OF THE ACTION	5.1 Using neutral language in job
	advertisements
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Guarantee that applications are evaluated
	based on compliance with the minimum
	requirements and the merits provided,
	ensuring that the positions offered are filled
	by the most suitable people regardless of
	their gender.









DESCRIPTION	Revision of job announcements, ensuring the
	use of non-sexist language.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality
	Negotiating Committee.
MONITORING AND EVALUATION	Calls for employment published annually.
INDICATORS	

NAME OF THE ACTION	5.2 Job announcements shall tend to ensure that no position, degree, etc. indicates exclusivity for men and exclusion of women in its designation.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Ensure that there is no male or female-only position in your denomination.
DESCRIPTION	Review of employment announcements.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality Negotiating Committee.
MONITORING AND EVALUATION INDICATORS	Report of the Human Resources Unit on the job listing.

NAME OF THE ACTION	5.3 Disaggregate selection process data by
	gender (applications submitted, candidates
	selected).
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Guarantee equal access for both sexes in the
	selection processes.
DESCRIPTION	A registry will be created to monitor the calls
	for employment carried out during each year.
	The purpose of this register is to analyze the
	presence of women and men in each job
	offer, both in terms of applications received
	and hires made.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality
	Negotiating Committee.
MONITORING AND EVALUATION	No. of job offers published annually.
INDICATORS	No. of applications received, broken down by
	gender and by vacancy announcement.
	No. of recruitments made, broken down by
	gender and by job offer.

NAME OF THE ACTION	5.4 Introduce information related to the
NAME OF THE ACTION	
	Equality Plan in the host documentation.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	New recruits are aware of the existence of
	an Equality Plan in the Foundation.
DESCRIPTION	The documentation provided to new recruits
	will include information on the II Equality Plan.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality
	Negotiating Committee.









MONITORING AND EVALUATION	Welcome documentation with information
INDICATORS	regarding the Equality Plan.

## 7.6 AREA 6. CONCILIATION AND WORK TIME MANAGEMENT

NAME OF THE ACTION	6.1 To carry out information campaigns for the
	entire workforce in relation to leaves of
	absence, permissions, etc., and in relation to
	personal, family and work conciliation.
BEGINNING AND ENDING DATE	Second semester of 2023.
OBJETIVES	To inform the entire workforce of the work-
	life balance measures they can take advantage
	of.
DESCRIPTION	All work-life balance measures available in the
	Foundation will be disseminated among the
	staff.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality
	Negotiating Committee.
MONITORING AND EVALUATION	Number of communications made to the
INDICATORS	workforce.
	Number of employees who access
	teleworking mode at least 11 days/year.

#### 7.7 AREA 7. WORK HEALTH

NAME OF THE ACTION	7.1 Facilitate job mobility due to maternity
	protection, breastfeeding and situations of
	special sensitivity.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Ensure the health of the Foundation's
	sensitive personnel.
DESCRIPTION	Ensure the health of the workforce by
	adapting working conditions, and if this is not
	possible, activate the necessary mechanisms
	to facilitate the change of the job to one that
	is free of risk.
PEOPLE IN CHARGE	Head of PRL. HR Unit. Equality Negotiating
	Committee.
MONITORING AND EVALUATION	Number of applications received
INDICATORS	disaggregated by gender.

NAME OF THE ACTION	7.2 Investigate which illnesses have been determining factors in sick leave, analyzing the etiology of work-related illnesses from a gender perspective.
BEGINNING AND ENDING DATE	Permanent.









OBJETIVES	Including the gender perspective in temporary disabilities.
DESCRIPTION	It will be analyzed whether medical leaves contemplate prototypical male and female diseases.
PEOPLE IN CHARGE	HR Unit. Quality Manager. Equality Negotiating Committee.
MONITORING AND EVALUATION INDICATORS	Number of sick leaves disaggregated by sex.

	Tab
NAME OF THE ACTION	7.3 Disseminate the Protocol for action in
	cases of harassment in the Foundation's
	workplace.
BEGINNING AND ENDING DATE	During 2023.
OBJETIVES	Prevent sexual or gender-based harassment.
	Ensure a work environment free of
	harassment.
DESCRIPTION	Specific informative material will be designed
	to raise awareness of the different types of
	harassment. The material will be disseminated
	among the staff.
PEOPLE IN CHARGE	Equality Negotiating Committee.
MONITORING AND EVALUATION	Number of communications made.
INDICATORS	Number of documents produced.

## 7.8 AREA 8. PROMOTION OF EQUALITY IN THE AREA OF RECRUITMENT

NAME OF THE ACTION	8. In the event of a tie in the score obtained, preference in the awarding of administrative contracts shall be given to companies that present an equality plan previously approved by any public administration or competent body.
BEGINNING AND ENDING DATE	Permanent.
OBJETIVES	Promoting the Equality Law.
DESCRIPTION	In the bidding documents for public tenders, we will establish a clause stating that, in the event of a tie in the score obtained, preference in the awarding of administrative contracts will be given to companies that present an equality plan previously approved by any public administration or competent body.
PEOPLE IN CHARGE	Economic and Financial Responsible. Equality Negotiating Committee.
MONITORING AND EVALUATION INDICATORS	Documents stating that it has an equality plan.









#### 7.9 AREA 9. REMUNERATION AND SALARY AUDITS

NAME OF THE ACTION	Conducting annual salary audits in order to
	detect and, if necessary, correct possible
	salary gaps.
BEGINNING AND ENDING DATE	Once a year
OBJETIVES	With the aim of going deeper into the reasons
	for the salary gap detected, knowing its exact
	amount and implementing the necessary
	measures for its reduction and elimination, a
	detailed audit of all the salary payments
	contained in the payroll of each employee will
	be carried out.
	A report resulting from the audit will be
	drafted and submitted to the analysis of the
	Equality Negotiating Committee and the
	Management, and the results will be
	communicated to the staff through the usual
	communication channels.
DESCRIPTION	The action will be developed during the first
	quarter of each year of implementation of the
	Plan, submitting for analysis all payrolls issued
	in the immediately preceding year.
PEOPLE IN CHARGE	Economic and Financial Responsible. Equality
	Negotiating Committee.
MONITORING AND EVALUATION	The indicators will be based on the results of
INDICATORS	the wage differentials reported in the audit
	report.

#### 8. Monitoring and evaluation system Monitoring and evaluation

During the whole process of implementation of the II Equality Plan, whose validity has been established in four years, the Equality Commission will be in charge of carrying out the evaluation and follow-up of the Plan.

Through this follow-up, we will know the obstacles that arise during the implementation of the specific action and the results obtained, allowing us to improve them and to implement the necessary adjustments and corrections to achieve a satisfactory implementation of the actions.

The periodic follow-up will be carried out by the Equality Negotiating Committee.

The follow-up sheets will be sent by the Equality Negotiating Commission to develop the periodic follow-up reports (annual) as well as for the intermediate evaluation (two years) and the final evaluation of the Equality Plan after four years.

The Equality Plan will extend its validity until the approval of the next one.









# I. Follow-up sheet

# **IMPLEMENTATION AND FOLLOW-UP SHEET**

ACTION NUMBER:
OBJECTIVES:
MEASURES/ ACTIONS/ACTIONS:
INDICATORS:
ACTIONS CARRIED OUT:
PERSONS RESPONSIBLE:
STATUS:
In execution Completed Not done
REMARKS:
Date Evaluation:
Signed:

