



INSTITUTE
ADVANCED
ARCHITECTURE
OF CATALUNYA

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GENDER EQUALITY PLAN 2022-2025

INSTITUTE OF ADVANCED ARCHITECTURE OF CATALONIA

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I. INTRODUCTION I DEFINITIONS

1.- CONTEXT AND BACKGROUND

With the constitution of the Joint Committee for the Gender Equality Plan of the INSTITUTE FOR ADVANCED ARCHITECTURE OF CATALONIA (IAAC), the negotiation of the first edition of the Gender Equality Plan was launched last December 2021, both with the participation of industry representatives as of our staff.

Negotiations began with the authorised parties, which on the one hand were the persons designated by the organisation representatives and duly accredited in the different minutes, as well as the designated persons of the most representative unions that responded to the call.

To know the current situation of these companies, we worked on a series of data on the composition of the workforce by gender, professional groups, working hours, types of contracts, aspects related to training and work-life balance, among others. As a facility, the companies provided these data under the parameters recommended by the Department of Labour. Nevertheless, these data, which are a collection of qualitative and quantitative aspects, are discussed at all meetings of the Equality Committee to complete the **Diagnosis, attached as Annex I**. This Diagnosis, prepared and agreed upon by all parties, is the essential starting point to determine the areas of action the Gender Equality Plan must impact.

2.- DEFINITIONS

To avoid possible misunderstandings, we consider it necessary to define specific terms to be used frequently in developing the Gender Equality Plan. Following the provisions of Organic Law 3/2007, of 22 March, for the effective gender equality, the main objective is to ensure real and effective equality of opportunities for women and men within the organisation, avoiding any type of discrimination in the workplace and Law 17/2015, of 21 July, on the effective equality of women and men, approved by the Parliament of Catalonia.

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In agreement with the primary objective, we also take the definitions of the standard as our own.

- The principle of equal treatment for women and men implies the absence of any direct or indirect discrimination based on sex, especially those derived from maternity, the assumption of family obligations and marital status.

- Equal treatment and equal opportunities as regards access to employment, vocational training, promotion and working conditions: The principle of equal opportunities for women and men, applicable in the field of employment, whether public or private, shall guarantee, under the terms provided for in the applicable regulations, access to employment, including self-employment, vocational training, promotion, working conditions, including pay and dismissal, and membership of and participation in trade unions and employers' organisations or any organisation with members who are members of a given profession.

- Advocating for equality in collective bargaining: Collective bargaining itself may establish positive action measures to promote women's access to employment, effectively applying the principle of equal treatment and non-discrimination in working conditions for women and men.

- Direct and indirect discrimination: Direct discrimination on the grounds of sex shall mean any situation in which a person has been or would be treated less favourably on the grounds of sex than another person in a comparable case. Indirect discrimination on the grounds of sex shall mean a situation in which a neutral provision, criterion or practise would put persons of one sex at a particular disadvantage compared with persons of the other sex, subject to such exceptions as may be provided for by law.

- Sexual harassment on the grounds of sex: Shall mean any behaviour, verbal or physical, of a sexual nature that has the purpose or effect of violating the dignity of a person that creates an intimidating, degrading or offensive environment. Likewise, any behaviour carried out based on a person's sex violates their dignity.

- Pregnancy or maternity discrimination: Any unfavourable treatment of women related to pregnancy or maternity.
- Indemnity against retaliation: Any adverse treatment or adverse effect on a person because they make a complaint, claim, report, demand, or appeal of any kind, aimed at preventing discrimination and demanding effective compliance with the principle of equal treatment for women and men.
- Legal consequences for discriminatory conduct: Acts and clauses of legal transactions that constitute or cause discrimination on the grounds of sex shall be considered null and void, giving rise to liability through a system of reparations that is real, effective, and proportional to the damage suffered, as well as, where appropriate, through an effective and dissuasive system of sanctions that discourage and provide for the carrying out of such conduct.
- Positive actions: To make the constitutional right to equality effective, private natural and legal persons may adopt specific measures favouring women to correct manifest situations of de facto inequality concerning men.
- Right to work-life balance: These rights shall be recognised for male and female workers in a way that encourages the balanced assumption of family responsibilities, avoiding any discrimination based on their exercise.

II. CHARACTERISTICS OF THE GENDER EQUALITY PLAN

1.- CONCEPT AND CONTENTS OF THE GENDER EQUALITY PLAN

The Organic Law 3/2007 defines the Gender Equality Plan as follows:

"(...) an orderly set of measures, adopted after a diagnosis of the situation, aimed at achieving equal treatment and opportunities for women and men in the organisation and eliminating discrimination on the grounds of sex".

This definition is subsequently endorsed by Law 17/2015, of 21 July, on effective equality of women and men, approved by the Parliament of Catalonia and by the regulations of Royal Decree 901/2020, of 13 October which regulates equality plans and their registration.

2.- SCOPE OF APPLICATION

The Gender Equality Plan applies to the entire staff of the IAAC and, therefore, includes the entire staff without exclusions.

3.- EFFECTIVE TERM

As a set of ordered measures aimed at achieving the objectives set out in it, the Gender Equality Plan will contain some measures that may be completed before others. Therefore, a timetable will be determined which, in any case, will cover the years 2022-2025, with the consecutive achievement of the objectives to be reviewed progressively.

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III. DIAGNOSIS

RESULTS OF THE DIAGNOSIS

From the different sessions of the Equality Committee, a diagnosis of the organisation's current situation in this area has finally been made. Specifically, they have worked on the issues of selection and recruitment, professional classification, training, professional promotion, working conditions, the exercise of work-life balance rights, female under-representation, pay and the prevention of sexual and gender-based harassment.

From this initial point, we return to Annex I, which reproduces the final Diagnosis Report, drawn up and agreed jointly by all those who participated in the negotiating committee of this Gender Equality Plan.

In summary, this document allowed determining the results and conclusions to assess the measures taken in the short and long term.

We would like to emphasise that from the beginning, the conclusion of the entire working team that made up the Gender Equality Plan negotiation committee was that the entity was in 'good health' in terms of equality between women and men so that there was no situation at first sight that would be a determining concern. However, going into a more in-depth analysis, certain aspects need to be improved, forming part of the objectives set out in the Gender Equality Plan.

Basically, and in broad terms, the main issues to improve were:

- Review of the language and communications issued by the IAAC to avoid any sexist or discriminatory expressions.
- Review the selection and promotion processes for future and current employees regarding gender equality criteria in the organisation and promote a selection policy that encourages greater professional diversification.

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- Design of training programmes to raise awareness on equal opportunities.
- The organisation's commitment to providing information on the work-life balance.
- Prevention of sexual and gender-based harassment. There is a need to create an action protocol.

IV. GENERAL OBJECTIVES OF THE GENDER EQUALITY PLAN

The objectives of the Gender Equality Plan can be divided into three types: long, medium, and short term objectives. The difference between one type and the other is that the first ones are objectives that will set a benchmark throughout establishing the Gender Equality Plan. At the same time, the medium and short term objectives will be specific and determined actions that will be in line with the general objectives.

The areas of action worked on in the Diagnosis and reproduced above have served as a framework for the steps set out in this Gender Equality Plan. These include:

1. Strategy and internal organisation.
2. Balance.
3. Working conditions.
4. Access, selection, promotion, and development.
5. Risk prevention and sexual and gender-based harassment.
6. Communication, image, and language.
7. Training and awareness.

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V. ACTIONS TO IMPLEMENT THE GENDER EQUITY PLAN

The main objectives of the IAAC's Gender Equality Plan are as follows:

- Arrive at a more inclusive use of language.
- Review selection and promotion processes to ensure gender equality.
- Promote training to raise awareness on equal opportunities.
- Inform and raise awareness about the possibilities of work-life balance.
- Ensure the necessary internal conditions to fight against cases of sexual harassment, sexist attitudes and discriminatory treatment.
- Ensure occupational health and safety

**AREA 1. Strategy and internal organisation.
INFORM AND RAISE AWARENESS ON EQUAL OPPORTUNITIES**

Code	1.1
Action	<i>Publicise the approved Gender Equality Plan with the information and results obtained.</i>
Description	Publish and disseminate all the material used to achieve this Gender Equality Plan to everyone in the organisation, considering the importance of making a presentation of the Plan
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Short term
Monitoring indicators	EP broadcast date and attendees
Comments	

Code	1.2
Action	<i>Deliver the Gender Equality Plan to recruits</i>
Description	Inform new recruits, both professional and potential new members of the Board of Trustees, of the commitment to equal opportunities.
Overseer	Head of Human Resources / Management
Cost	Operational
Implementation period	Short to long term
Monitoring indicators	Welcome manual
Comments	

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Code	1.3
Action	<i>Maintain the commitment to equal opportunities in the organisation's culture</i>
Description	Maintain equal opportunities among the organisation's values. As one of its commitments to its staff, consolidate a culture based on knowledge with information and a positive attitude towards equal opportunities. Expressly include this commitment in projects, as well as in public documents.
Overseer	Management
Cost	Operational
Implementation period	Medium term
Monitoring indicators	% Documents with the built-in equality commitment
Comments	

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**AREA 2. Balance.
DISSEMINATE WORK-LIFE BALANCE MEASURES**

Code	2.1.
Action	<i>Create a document that contains the measures, leave and improvements in terms of work-life balance.</i>
Description	Provide a document/manual containing relevant work-life balance data, such as working hours, leave, social improvements, etc.
Overseer	Human Resources
Cost	Operational
Implementation period	Medium term
Monitoring indicators	Document on work-life balance measures
Comments	The HR Manager shall submit it to the Equality Committee, before disseminating the document to the staff.

Code	2.2.
Action	<i>Disseminate the document on work-life balance measures</i>
Description	Remind all staff of the work-life balance measures available to them.
Overseer	Human Resources
Cost	Operational
Implementation period	Medium term
Monitoring indicators	Date of dissemination of work-life balance document
Comments	

Code	2.3
Action	<i>Deliver the work-life balance document to new recruits</i>
Description	Inform new recruits of the work-life balance measures available to them.
Overseer	Human Resources
Cost	Operational
Implementation period	Short to long term
Monitoring indicators	Welcome manual
Comments	

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**AREA 3. Working conditions.
ENSURE OCCUPATIONAL HEALTH AND SAFETY**

Code	3
Action	<i>Display commitment to Occupational Health and Safety</i>
Description	Ensure that no worker suffers any harm to their health for reasons related to gender discrimination by promoting appropriate behaviours and ensuring their safety.
Overseer	Human Resources
Cost	Operational
Implementation period	Short term
Monitoring indicators	Accident investigation reports.
Comments	

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**AREA 4. Access, selection, promotion, and development.
BOOST A POLICY OF SELECTION AND PROMOTION THAT ENCOURAGES
GREATER PROFESSIONAL DIVERSIFICATION.**

Code	4.1.
Action	<i>Display the commitment on the part of Human Resources to equal opportunities in selection and promotion processes</i>
Description	Ensure non-discrimination on the grounds of gender, employing a commitment document in the organisation's selection and promotion processes. Implies a neutral assessment of competencies in the methods of promotion and selection of personnel based on objective and observable criteria.
Overseer	Human Resources
Cost	Operational
Implementation period	Short term
Monitoring indicators	Information on the number of candidates by sex.
Comments	

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**AREA 5. Risk prevention and sexual and gender-based harassment.
PREVENTION OF SEXUAL AND GENDER-BASED HARASSMENT**

Code	5.1.
Action	<i>Create an action protocol for cases of sexual harassment</i>
Description	Have a protocol on sexual and gender-based harassment that is up to date and in force in the organisation.
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Short to medium term
Monitoring indicators	Review and approval date of the sexual harassment protocol
Comments	

Code	5.2
Action	<i>Disseminate the action protocol in the event of sexual and gender-based harassment</i>
Description	Inform all staff of the protocol on sexual and gender-based harassment.
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Short to medium term
Monitoring indicators	Harassment protocol release date
Comments	

Code	5.3.
Action	<i>Deliver the protocol on sexual and gender-based harassment to new recruits</i>
Description	Inform new recruits about the sexual and gender-based harassment protocol available in the organisation.
Overseer	Human Resources
Cost	Operational
Implementation period	Short to long term
Monitoring indicators	Welcome manual
Comments	

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**AREA 6. Communication, image, and language.
REVIEW LANGUAGE, INTERNAL AND
EXTERNAL COMMUNICATIONS TO AVOID SEXIST
OR DISCRIMINATORY EXPRESSIONS**

Code	6.1
Action	<i>Review the use of current language and communications in the entity</i>
Description	Carry out an assessment of the language and communications currently in use to assess whether they are used correctly, by the guidelines drawn up in the field, to unify criteria to use and promote equality in communication.
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Short to medium term
Monitoring indicators	Assessment of language and communication
Comments	

Code	6.2.
Action	<i>Create a manual on the proper use of language and communication</i>
Description	Create a manual that sets out clear criteria for non-sexist and non-discriminatory communication, both for internal and external messages issued by the organisation. The manual must be helpful for oral and written communication and the internal and external image of the organisation. It implies a review of all corporate documents (forms, letters, press releases, guidelines, etc.), and the titles of job posts.
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Short to medium term
Monitoring indicators	Language and communication manual
Comments	

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Code	6.3
Action	<i>Disseminate the manual on the proper use of language and communication</i>
Description	Provide both staff and management with a manual on the proper use of language and communication to unify criteria and promote equality in all communications.
Overseer	EP (Gender Equality Plan) Monitoring Committee
Cost	Operational
Implementation period	Medium to long term
Monitoring indicators	Date of release of the handout on language and communication
Comments	

Code	6.4
Action	<i>Deliver the manual on the proper use of language and communication to new recruits</i>
Description	Inform new recruits of the manual on the proper use of language and communication to unify criteria and promote equality in all communications.
Overseer	Human Resources
Cost	Operational
Implementation period	Short to long term
Monitoring indicators	Welcome manual
Comments	

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VI. TIMETABLE OF THE GENDER EQUALITY PLAN

The timetable for the implementation of the actions mentioned above of the IAAC's Gender Equality Plan is as follows:

[illegible]

[illegible][illegible]

VII. EVALUATION AND MONITORING SYSTEM

Both Organic Law 3/2007 and Law 17/2015, of 21 July, and the subsequent Royal Decree 901/2020, establish that the Gender Equality Plans will set the specific objectives to be achieved in terms of effective equality for women and men, the strategies, the practices to be adopted and, likewise, the establishment of effective systems for monitoring and evaluating these objectives.

The purpose of carrying out a monitoring and evaluation phase is to allow the development of the Gender Equality Plan in the organisation to be known, seeing the results obtained in the different areas of action during and after its development and implementation.

1.- ESTABLISHMENT

The signatory parties agree to set up a GENDER EQUALITY PLAN MONITORING COMMITTEE to develop the objectives of the Plan set out in this document and to evaluate the degree to which they have been achieved, both in terms of the goals set and the actions planned. This Committee will be responsible for carrying out the implementation of the objectives signed in this agreement.

2.- COMPOSITION

The Monitoring Committee shall be composed on a parity basis of representatives of the company and representatives of the workforce. Appointments of members shall be made within fifteen calendar days of signing this agreement. One of the spokespersons will act as the person in charge and coordinator before the parties.

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3.- DUTIES

The duties of the Monitoring Committee shall be as follows:

- a) Monitoring of the implementation of the measures planned.
- b) Evaluation of the measures taken. Participation and advice on how to adopt the measures.
- c) Drafting of a report 6 months after the signing of this agreement to check the implementation of the proposed objectives and measures.
- d) Proposals for corrective measures to improve the achievement of objectives.
- e) And, finally, the **development and drafting of the Gender Equality Plan**, where the functions of this Monitoring Committee will be reviewed.

As part of the monitoring phase, feedback on the results achieved in the implementation of this agreement, the degree of implementation of the actions, the conclusions are drawn, reflection after the monitoring analysis, and identification of possible future actions, will be required.

4.- OPERATION

Once the Gender Equality Plan has been signed, the Monitoring Committee will meet at least twice a year on average, on an ordinary meeting. However, extraordinary meetings may be held as deemed appropriate at the initiative of one of the parties, with prior written notification indicating the items on the agenda.

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ANNEX I.- DIAGNOSIS.

GENDER EQUALITY PLAN.- DIAGNOSTIC REPORT

1.- TECHNICAL DATASHEET:

<i>Name or Company Name:</i>	INSTITUTE OF ADVANCED ARCHITECTURE OF CATALONIA
<i>Legal form:</i>	Private Foundation
<i>Activity:</i>	Research, education, production and dissemination centre
<i>Province:</i>	Barcelona
<i>Municipality:</i>	Barcelona, Cerdanyola del Vallés
<i>Phone:</i>	93 320 95 20
<i>Email:</i>	administration@iaac.net
<i>Web site:</i>	https://iaac.net/
<i>Diagnostic collection:</i>	4th Quarter of 2021
<i>Report completion date:</i>	22 December 2021

2.- CONTEXT AND GENERAL CHARACTERISTICS OF THE COMPANY:

THE INSTITUTE OF ADVANCED ARCHITECTURE OF CATALONIA (IAAC) is a non-profit foundation, with 20 years of activity, operating as a centre for research, education, production, and dissemination, to drive architecture forward, forecasting the future needs of our society and trying to make them a reality.

For this reason, it seeks to push the boundaries of architecture and design and to innovate, to try to resolve the different challenges facing humanity using the digital revolution at all levels. Moreover, it is inspired by the values of Barcelona, the capital of architecture and design.

Its activity includes different branches.

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On the one hand, it focuses on education, offering a wide range of pioneering master's degree programmes that seek to provide the next architects and space transformers with new tools that allow them to imagine, try out and offer innovative solutions to go beyond the traditional idea of architecture and move forward by combining it with technology. Also on offer is the Fab Academy - an educational model that aims to introduce anyone to digital manufacturing - and short workshops and programmes.

On the other hand, it is also dedicated to innovation, through the Fab Lab Barcelona - the first and most advanced digital production laboratory in the European Union - and the Green Fab Lab - the first self-sufficiency-oriented digital manufacturing laboratory.

The IAAC also focuses on research, thanks to a series of projects funded by the European Union and developed in collaboration with European public and private partners, exploring the role of technology in our society and in our cities. To achieve this, it also maintains ongoing contact and cooperation with professors, researchers, institutions, and companies that aim to solve the significant challenges humanity faces.

Finally, the IAAC is also dedicated to disseminating through conferences, publications, exhibitions, and contests.

To carry out all the above, there is a self-sufficient research centre, known as Valldaura Labs, located in the Collserola metropolitan area, 20 minutes from Barcelona city centre and surrounded by 140 hectares of forest, where a series of laboratories are set up for the production and testing of energy, food, and other items.

The IAAC's activities are based on culture and heritage of values recognised and shared by all its employees, shaping its behavioural etiquette.

- **INNOVATION:** The ongoing desire to innovate in architecture, take a further step, and solve the current issues are the principles underpinning the IAAC.
- **QUALITY:** The IAAC maintains a relentless commitment to the pursuit of the highest quality and continuous improvement in all its areas.
- **COMMITMENT:** The IAAC is fully committed to achieving its objectives and to the future, promoting connected systems of self-sufficiency, following the rules of biological ecosystems, to help build a more ecologically and socially sustainable world and foster a more egalitarian future, where all citizens, irrespective of gender, origin, status, or religion, contribute their talents to improving our societies.
- **SOCIAL:** The IAAC considers the interaction with people, companies, and organisations from all over the world, promoting innovation in constructing the human habitat through collaboration.
- **GLOBALISATION:** In thought and action, learning from the world's diversity, promoting the construction of local contexts with a very specific identity, and working together as a community to implement the disruptive ideas developed at the Institute within the real world.
- **ROBUSTNESS:** The IAAC is a flexible, agile, streamlined organisation capable of anticipating the new challenges of our time.
- **TECHNOLOGY:** Recognition of digital systems as a technological base that transforms our current world. It integrates technologies and associated processes in all areas of its activity.

The Board of Trustees is responsible for the Foundation's representation, management, and administration regarding its internal organisation. The Board is made up of two women and nine men.

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In 2021, it had a total staff of 73 people, of which 48% were women, and 52% were men.

A very brief breakdown of the different departments, operational areas and genders would be as follows:

<i>Departments and operational areas</i>	<i>Women</i>	<i>Men</i>
AAG	10	9
EST	6	8
FAB	14	14
MKT	2	3
UL	1	0
VL	2	4

(*) AAG (Advanced Architecture Group), EST (Structure), FAB (Fab Lab Barcelona), MKT (Marketing), UL (Urban Lab) and VL (Valldaura Labs).

The company's funding comes mainly from students' tuition fees before the course and the financial advances received because of having been awarded EU Projects (European Union Projects). Also, a bank mortgage loan was granted for purchasing a property, currently with Triodos Banc.

We have an equal opportunities protocol concerning staff recruitment. Our organisation has carried out numerous activities related to equal opportunities, quality, the environment, social responsibility, and others of a similar nature. Below is a list of some of them:

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- We are participating in different EU Projects in which both environmental care and social responsibility are essential.
- We participate in different projects in Barcelona, such as the Llum project or the design of sustainable urban platforms (the wooden terraces placed on the street).
- At our centre located in Collserola, we apply the "Km. 0" philosophy to both the food we provide to students and the materials used for teaching and research (e.g., wood), and the end-of-course projects for the master's degree are based on sustainable and environmentally friendly construction.

3.- ANALYSIS:

3.1.- ANALYSIS OF THE COMPANY'S DATA

The representatives on the Joint Committee for the draft of the Gender Equality Plan acting on behalf of the company and, given the documents provided, believe that first it should be stressed that the meetings held within the committee have been in a spirit of negotiation, discussing the most controversial items, which have required greater involvement. However, the company understands that whatever the case, the negotiation process will eventually translate into a favourable influence that will positively affect the workforce.

Collective bargaining processes, specifically about equal opportunities between women and men, are currently in progress. Therefore, it should be emphasised that negotiations are underway to implement the Gender Equality Plan because of the new applicable legal regulations. We are now drawing up this document, i.e., the Diagnosis.

A total of 4 meetings were held, the first of which was aimed at setting up the negotiating committee, specifically on 3 December 2021. Later the

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Subsequently, the committee met on 3 December, 10 December, 22 December, and 28 January 2021.

Although the initial perception is that nothing can be described as deficient in terms of equal opportunities for women and men, there is a need to improve the dissemination of specific equality processes already in place.

1. **Organisational culture and management.** In the constitution of the negotiating table of the equality plan, an attempt has been made to preserve the need for it to be as equal as possible; however, in the end, its composition is 4 men and 1 woman external consultant, taking into account that the representation on behalf of the company has been chosen in this way because these are the people who have processed the data and have a more profound knowledge of the company. Likewise, it has been ensured that the people taking part have specific expertise and training on equality and the implementation of equality plans in companies.

2. **Working conditions:**

- a. The percentage of men (52%) and women (48%) in the workforce is balanced.
- b. It is noteworthy that, if we look at the **date of the start** of their employment relationship, the most common group - both in the case of women and men - is the one with the shortest seniority (0 to 5 years).
- c. It should also be noted. However, that age is not a discrepancy factor, with the average age between women and men being approximately 37 years old.
- d. **Education** does not seem to be a differentiating factor either, as most women and men have university education.

- e. Regarding **the distribution by work centres**, there are no significant differences either, with the percentage of women and men in both centres being similar.
- f. Regarding **the distribution by departments and operational areas**, there are no significant differences either, as both genders are distributed in a similar fashion. Thus, the department most occupied by both genders is FAB (19% in both cases).
- g. Regarding **the distribution by professional groups**, there are no significant differences either, as both genders are concentrated to a greater extent in the technical staff. Likewise, we can see that on the Managerial side, it is staffed by three men and one woman.
- h. It is worth noting that most workers are hired temporarily. Similarly, as far as the type of working day is concerned, most (in both genders) are full-time.
- i. It is quite balanced in terms of working hours, with most staff working split shifts (83% of women and 82% of men).
- j. Looking at the total number of dismissals in the last 4 years, these have mainly been men (60%), with the main reason for the termination of the relationship - in both genders - being voluntary redundancy.

3. Access to the organisation.

- a. In the last 4 years, almost **the same number of women and men** have been hired (52% of men and 48% of women) and in both cases, mainly in the LAB and AAG areas.
- b. It is worth noting that the contracts made in management (two vacancies) and junior management (three vacancies) have been for men.
- c. The selection processes are typically carried out through publications on Infojobs, LinkedIn and, depending on the post, through a temporary employment agency (ETT). Candidates are first assessed based on their CVs and then through interviews with the departments' heads.

- d. The heads of each department define vacancies and required skills, and it is they, with the support of the HR department, who decide who is to be recruited.

4. Training.

- a. Training has been carried out according to the needs of the workers, in an individualised basis.

5. Promotion and personal development.

- a. There have been no promotions in the last four years.
- b. Each department also defines the methodology and criteria for promotion according to the needs and characteristics of the available staff.

6. Salaries.

- a. The result is a **wage gap of 7.1% in** favour of men to the detriment of women. If we look at the hourly rate, the gap is 10.7%.
- b. Looking at the above scale by category, this difference is concentrated mainly in the project manager and director departments. There is a salary gap of 58.5% and 43.2%, respectively, favouring women.
- c. Similarly, by professional groups, there are almost no differences in the technical staff group (where there is a gap of 0.9% in favour of men), with the most significant differences in the management group, with a gap of 21.3% in favour of women.
- d. The average basic salary is similar in all categories. The most notable differences are in general services employees (14.71% in favour of women) and instructors (16.14% in favour of men).

- e. There are some differences in the average pay of voluntary allowances, sometimes in favour of men and sometimes in favour of women.
- f. Concerning social benefits. Now we do not have any social benefits plan for employees.

7. Working time and balance.

- a. The use of **child-related leave** has been carried out by both women and men, with neither sex having requested any other balance measures.

8. Occupational Health.

- a. Men have suffered more accidents at work (65%) than women, although women have been off work for more days (156 days instead of 141 days).
- b. There are no substantial differences concerning the type of accidents.
- c. An analysis of the data on temporary incapacity derived from common contingencies shows that women have requested more leave than men. However, both sexes have spent practically the same number of days on temporary incapacity.

9. Preventing and addressing sexual harassment.

- a. There is no protocol for sexual or gender-based harassment.

Finally, the **communication processes** of the staff are usually carried out via email and the notice board. No discriminatory language patterns are detected.

Notwithstanding the above and an overall assessment of all the information analysed, the company's representatives think it is not an entity with deficiencies concerning equality between women and men. However, some of the processes can be improved. To this end, the most appropriate measures will be sought to achieve equality between both groups to comply with the Gender Equality Plan requirements.

3.2.- PAY AUDIT

3.2.1. Evaluation of the job posts

The following job posts are available at the IAAC:

- Permanent professor: Staff who provide training and develop the programmes established at the centre in the different training modalities.
- 1st Class Administrative Officer: Personnel who carry out administrative functions within the administrative area of the company.
- Non-teaching staff: Staff who carry out different technical functions and have a university degree.
- General Services Worker:
 - o Maintenance workers: Staff who carry out the maintenance of the facilities.
 - o Cleaning staff: Staff who clean the facilities.
 - o Kitchen staff: Cooking staff.
- Instructor:
 - o Laboratory Assistant
 - o Expert in certain technical subjects and who manages and transmits them to students.

3.2.2. Conditions as per job posts

Firstly, analysing the job of a **qualified professor**, we can see that the average pay for this job and the median pay for both genders implies a difference of 9.66% in favour of men. A breakdown by item shows that the difference in the basic salary is only 0.63%; therefore, the pay gap is to be found in the other salary items. The staff in this job receives only two allowances, the dedication allowance - which is similar for both genders - and the voluntary improvement allowance. In the voluntary improvement, these minor differences arise, bearing in mind that men are paid 16.78% more than

women for this item.

The reason for this gap is the greater degree of responsibility of those who are paid more, regardless of gender.

On the other hand, there have been no promotions in the last four years, and no other inequalities or discriminatory deficiencies have been observed.

Secondly, analysing the position of 1st Class **Administrative Officer**, we can see that **the average pay is 16.8% higher for women, to the detriment of men.** In this case, the basic salary is again quite similar, varying by only 0.10% on average and 0.03% on the median. Furthermore, the differences arise from what is perceived as a "voluntary improvement", as women receive 39.98% more in median pay for this item.

The reason for this gap is the greater degree of responsibility of those who are paid more, regardless of gender.

On the other hand, there have been no promotions in the last four years, and no other inequalities or discriminatory deficiencies have been observed.

Next, analysing the job post of **non-teaching** graduates, we can see that the average and median total remuneration of both genders is quite similar (3.63% in favour of women and 1.56% in favour of men, respectively). Similarly, the median basic salary is the same, and the average is 1.86% different in favour of women. Regarding complementary pays, differences are detected, in women - for example- having a higher variable (60.74% miss), but this does not translate

into significant differences. Again, there have been no promotions in the last four years and no other inequalities or discriminatory deficiencies have been observed.

The **cleaning staff** is made up solely of women, so no discrimination on grounds of gender can be detected, beyond assessing why there are no men in that post. In this sense, cleaning is a female-dominated sector where most workers are women.

The same happens with the **kitchen staff**, where only one woman is doing this job. As this is a stand-alone job, it is not considered that conclusive statements can be drawn in this respect.

Analysing the job of **maintenance staff**, we can see that it is made up exclusively of men, so no discrimination based on gender can be detected. In this respect, this is also a male-dominated sector. It is not considered that any discrimination can be seen because no women are carrying out these functions, especially bearing in mind that the overall average for the company is equal.

Analysing the instructors' job, we can see that it is only made up of men, therefore it is not possible to detect any discrimination based on gender, beyond assessing why there are no women in this job. In this respect, there is no particular reason why there are only men, and the possibility that there may also be women in the future is entirely accepted. In this sense, it is not considered that any discrimination can be appreciated because no women are carrying out these functions, especially bearing in mind that the company's overall average is equal.

Regarding the job of Laboratory Assistant, it is made up solely of a woman, so no discrimination on grounds of sex can be

detected, beyond assessing why there are no men in this job. As this is a stand-alone job, it is not considered that conclusive statements can be drawn in this respect.

3.2.3. Conclusions and measures

Considering overall data and job posts data, it can be concluded that the organisation does not have a gender pay gap, bearing in mind that the differences detected are in any case well below 25% and are considered justified. Therefore, it is assessed that the company's remuneration system complies with the practical application of the principle of equality.

In this sense, and as discussed, the main differences are concentrated in wage supplements. However, there are no items that in practice pay men or women in most cases, depending on their specific impact in each job. Thus, in the case of "Voluntary improvement" it is higher in men in the jobs of Professor or General Service Employees, but higher in women in the job of 1st Administrative Officer. Similarly, the variable complement is higher in male general service employees than in non-teaching graduates. Therefore, we do not consider discrimination to exist.

Consequently, it is considered that no specific measures need to be taken in this regard, without prejudice to continuing to analyse this aspect to ensure that it continues to be paid along these lines.

3.3.- ASSESSMENT OF DATA FOR STAFF REPRESENTATION

Regarding the questionnaires carried out by the legal representatives of the employees, it should be noted that the company does not currently have legal representation of the workforce,

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and it is therefore recommended that this be chosen to have interlocutors between the management and the people who provide services.

On the other hand, it is highlighted that the company has carried out all the procedures to work on equal opportunities and the development of the equality plan is positively valued, encouraging it to continue in this same line of work, as the whole process is being carried out correctly and with good willingness.

When asked about possible shortcomings concerning equal opportunities, it was stated that, as a new company, no significant difficulties were observed. It encourages a review of this relationship between staff and company. It comments that to maintain this balance, it would be interesting to have a Workers Committee or Staff Representatives.

Similarly, it should also be noted that no significant differences have been detected between women and men.

In terms of training, it is analysed that there has been no internal training on equal opportunities and that there has been no specific training in collective bargaining with a gender perspective.

In terms of communication, it is said that the company has direct contact with the management and that the usual channels are through oral communication.

Finally, it is remarked that equal opportunities between women and men are a common concern, increasing, and the work carried out is highlighted.

3.4.- ASSESSMENT OF STAFF DATA

Regarding the assessment of staff data, information was gathered employing a staff survey to obtain an objective and accurate

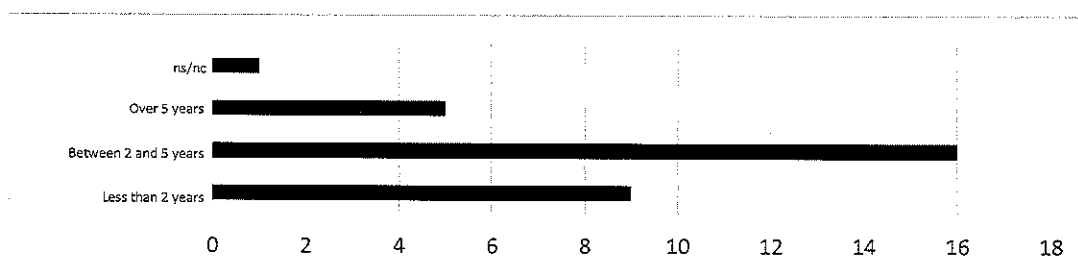
view, collecting opinions from all the company's professional categories. So that the result obtained faithfully reflects the idea of the entire staff.

Thus, from the data obtained, it should first be noted that the participation rate was 42.47%, as 31 of the 73 workers decided to take part. It should also be noted that most of the respondents answered all the questions asked.

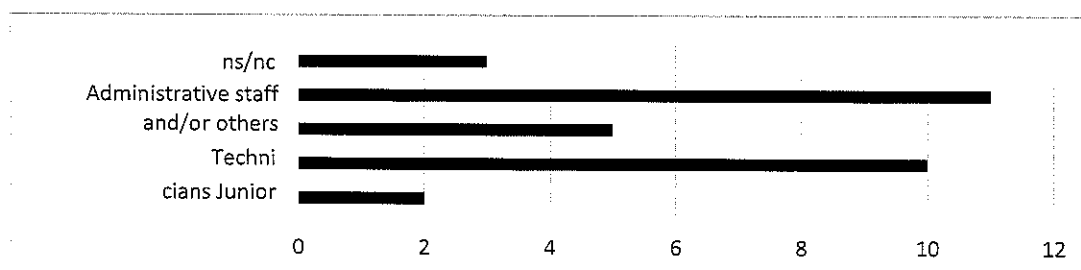
It should also be noted that the group of workers who took part in the survey was quite heterogeneous. Thus, for example, the percentage of women who have used it as a percentage of the total workforce of this gender is 48.57%, while the ratio of men is 36.84%.

On the other hand, of those who chose to declare personal data, 83.87% said they were 30 years old or over, which is in line with the average age of the company, 87.1% had no children and 9.7% had dependents. On the other hand, 64.52% have no staff under their supervision.

Concerning seniority, the percentage is as follows:



The percentage of jobs is as follows:



Getting to the heart of the matter, staff perceptions of the company are generally positive.

Thus, when asked whether they consider that there is equal treatment and equal opportunities between women and men in the company, the vast majority of those who answered the question - 88.46% - said that it is average to high (3 out of 4) or high (4 out of 4). Specifically, 46.15% were in favour of the first option and 42.31% were in favour of the second; while none of them considered that there was a low level of equality (1 out of 4) and only 11.54% thought it to be average to low (2 out of 4).

The results are very similar between genders, with the most popular options for women being 3 out of 4 (60%) and 4 out of 4 (26.67%). On the other hand, men are even more definite, with 63.64% choosing 4 out of 4 and 27.27% choosing 3 out of 4.

When asked whether equal opportunities are compatible with the company's philosophy and culture at present; the results are not quite as convincing, since although the majority of the staff (52.17%) say yes to a medium or large extent, when segregating by gender, we see that the options most chosen by women are 2 out of 4 (35.71%) and 3 out of 4 (with the same percentage), with 21.43% choosing 1 out of 4. In contrast, 66.67% of men chose one of the two highest scores.

About the opinion on whether the company's management is aware of and committed to making equal treatment and opportunities a reality, again 85.19% consider this to be the case at a medium to high (48.15%) or high (37.03%) level.

All men choose one of these two options, while women are more critical, with 28.57% giving it a score of 2 out of 4.

In the area of selection and promotion, the respondents rate more highly that selection and promotion are carried out objectively, with equal opportunities for both genders. Specifically, about selection, 59.1% of respondents considered this statement entirely accurate (4 out of 4) and 40.9% thought it to be fairly accurate (3 out of 4).

Similarly, the results are again quite positive about promotion and career advancement, with 73.91% of respondents rating career advancement and progress with equal opportunities irrespective of gender as high (39.13%) or medium to high (34.78%). Similarly, 84.62% feel that when it comes to promotion to managerial positions, women and men are offered equal options, to a high (30.8%) or medium to high degree (53.85%).

Segregating by gender, the option most voted in both cases by women is 3 out of 4, and in the case of men, 4 out of 4. However, of the female respondents, only 27.27% agree that they have fully equal opportunities for promotion and only 11.11% say this about getting a managerial post. In comparison, this percentage reaches 50% and 75% - respectively - in the case of men. It should be noted that in the case of women, 22.22% do not agree at all that they should be able to access managerial posts with the same possibilities as men.

In training, 100% of men - who answered the question - replied that the degree of objectivity and equality in this area is indeed high, as do 69.23% of women.

When asked whether pay is established based on equality criteria, 51.61% said they did not know or did not answer. Of those who do, the vast majority consider the answer positive, with 46.67% being totally satisfied with this statement (4 out of 4) and 33.33% being somewhat satisfied (3 out of 4).

However, if we assess the results by gender, we can see that men are more confident about this fact than women, as 71.42% of male respondents choose the highest score, while only 25% of women do so. Most women (50%) select 3 out of 4.

On the other hand, the aspects related to work-life balance measures are somewhat less optimistic, although they are still highly rated.

Firstly, the majority consider that the company is fairly or very supportive of the work-life balance implementation rights (72% of respondents) and believe that they support to these degrees the use of the measures by women and men (85.71% of respondents).

However, it is essential to highlight that 66.67% consider not being informed (52.38%) or not very much (14.29%) about the measures available to promote work-life balance. This percentage increases to 80% in the case of women.

It is also surprising that 28.57% of respondents believe that people who take advantage of temporary work-life balance measures (e.g., reduced working hours) do not have the same promotion and professional development opportunities. However, it is worth noting that most staff do feel that they have the same options to a significant (23.81%) or somewhat (47.62%) extent. Segregating the results by gender, we find that the option most voted by women is 3 out of 4, with 60%, followed by 1 out of 4 with 30%, which means that an essential part of this group considers that they may suffer harm - even if only slightly - if they request them. Regarding men, only 1% chose 1 out of 4, with the two most popular options (both 36.36%) being 3 out of 4 and 4 out of 4.

There is also some disagreement about whether the company's work-life balance measures go beyond the law, with most staff (61.29%) saying they do not know. Of those who answered, 8.33% said yes, 25% said quite a lot and 33.33% said not very much and the remaining 33.33% said no.

On the other hand, it is worth noting that 64% said that the company had not informed them of the route to follow in the event of sexual or gender-based harassment.

Finally, it also appears that 64.29% had not been informed about the implementation process of the equality plan. However, it is very positive that practically all the respondents indicated that they agreed with the implementation of the plan (96.3%), with one woman being the only person who answered "no", arguing that *"I do not have enough information to answer this question"*.

Other workers also made remarks. Thus, one of them indicated that they considered it essential to ensure that IAAC employees are not discriminated based on gender, that everyone can have equal access to opportunities regardless of sex, gender, disability, religion, or political opinion, that staff are legally protected against such actions and that the IAAC has an official position on this issue that is reflected in its working culture.

Another considered that equality was indispensable in working life. One pointed out that if there was no specific plan in this respect, the inertia of social and cultural patterns favoured men in the workplace and professionally. Similarly, another said that our society has many gender inequalities and that it is necessary to begin to generate change from the institutions.

Also, one wrote that we should be an example of the values we preach in educating people. Another noted that equality is always positive and more productive for work and personal development. Another pointed out that we should not talk about equality

but about equity and commented that it was a very slight issue that was not well reflected in a questionnaire.

It is worth bearing in mind that one of them also said that he did not believe that these gender issues existed at the IAAC. On the other hand, another indicated that he felt that there were some problems to be resolved now, as there had not been many pregnancies so far. Most of the workers were very young and childless, but that now was a time for growth and that staff were becoming more mature, so it was an excellent time to open a reflection on this to help address future challenges. Likewise, one believed that the equality plan was a necessary unfinished business.

Also, a question was asked about the three fundamental aspects on which they considered that work needed to be done, and the answers given by the workers are listed below:

Regarding the needs and gaps to be filled to promote equality:

- Equal pay
- Lack of human resources or departments in charge of looking into these issues
- Lack of clear information channels or spaces where these issues can be addressed
- Boards of trustees and Boards of Directors where there is an apparent disparity in terms of equality
- Women's participation in technical tasks
- Open policy on protection and criminalisation in matters of discrimination.
- Performance assessments
- A need to retain workers who successfully implement these policies and to train them in these aspects
- Women don't need more than men, they need equality
- Professional maturity

- Professional experience
- Transparency (two persons)
- Protection
- Diversity
- Information
- Training
- Establish a salary policy in which remuneration is equal for professionals performing similar tasks
- Develop strategies and practices to break down vertical segregation
- Inform human resources processes staff
- Highlight and support dissident women and genders in all areas of the company
- Incorporate equity as a component in actions, not as a separate thing
- Better working schedules
- Better pay
- Less male-dominated departments or spaces
- Absence of an ombudsman on work climate and well-being issues.
- Equal opportunities shielded by the structure that does not depend on the will of whoever is in charge.
- No sensitivity to diverse cultural realities
- Clear and accessible information
- Respect for opinions, irrespective of position
- More managerial posts for women

Concerning measures that might be taken to enhance equality:

- Information on measures to encourage the work-life balance
- Provide information on the procedure to follow in situations of harassment (two people)
- Analysis and dissemination of statistics on parity (for example, how many women are in managerial posts or average salaries)

- Carry out a training /awareness-raising day on gender equality issues
- Inform about rights and risks.
- Hire or promote people who are gender-sensitive and who can act with empathy and compassion
- Participate and promote initiatives such as the International Day of Women and Girls in Science, for example, by publishing interviews with women in the IAAC newsletter or on social media
- Promote managers with a track record of incorporating and promoting diverse talent
- Offer generous flexible working policies and ensure that written policies and communications make it clear that these flexible working policies are for everyone and not just for women
- Educate managers on gender policies
- Anonymised CVs
- Create opportunities to work with people who are different from each other
- Increase access to mentors and sponsors
- Establish clear policies, with transparent parameters, for wage offers and pay increases.
- Workshops to help dilute established stereotypes
- Make information public to allow for verification
- Encourage most women in managerial posts
- Strict transparency in all processes
- Personal care and follow-up
- Balance in personal involvement at work
- Improve working conditions
- Publish gender pay rates and protocols to guarantee pay parity
- Promote gender diversity within teams and sub-teams
- Cocreate, communicate and disseminate the specific actions to be carried out among all employees

- Share care
- Buy responsibly
- Obligation to integrate an equity component into projects and actions and dedicated training on how this is done
- Full-time human resources professional
- Better working schedules
- Better pay
- Talk about the issue openly
- Skilled person in charge of human resources
- Transparent salary scheme
- Human Resources Department operated by specialists
- Awareness-raising workshops
- Regular reporting to all
- Have an active and unbiased human resources system
- Provide information
- Offer flexible working hours

It should also be noted that - as remarks - it was commented that the IAAC seems to offer "*equal treatment opportunities at the technical level*" although "*there is a lack of information to bring expectations together and align them*". For now, I think one's personal ethics guides it".

He also believed that "*inequality of treatment and opportunity*" existed, but not because for gender reasons.

One person also commented on the possibility of focusing on a manual of good practices, staff training activities or concrete action protocols.

One person pointed out the difficulties for women with children because there are a number of activities that take place outside working hours,

which would make it difficult for people with reduced working hours to attend. It is also pointed out that research projects involve a great deal of travel, which is also challenging to balance. For this reason, they believe that it would be essential to consider mechanisms to carry out these tasks independently without neglecting personal life, as well as to consider means to minimise the impact of parental leave or compensate for the extra effort that colleagues are required to make.

Finally, it was also pointed out that the consideration of non-binary gender identity was lacking. An equality plan should consider all the diversity of identities that exist.

In conclusion, the results are positive. However, this plan is an excellent opportunity to improve and correct the small inequalities that can be seen and achieve a scenario where everyone feels that there is effective gender equality.

4.- PROPOSALS FOR IMPROVEMENT:

- Review the language and communications issued by the IAAC to avoid any sexist or discriminatory expressions.
- Review the selection and promotion processes for future workers and those already in service regarding gender equality criteria in the company and promote a selection policy that encourages greater professional diversification.
- Design of training programmes to raise awareness on equal opportunities.
- The company's commitment to providing information on work-life balance.
- Prevention of sexual and gender-based harassment. There is a real need to create an Action Protocol.

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Don Juan Amor Fernández, Traductor-Intérprete Jurado de Catalán e Inglés, nombrado por el Ministerio de Asuntos Exteriores, Unión Europea y Cooperación, certifica que la que antecede es traducción fiel y completa al inglés de un documento redactado en catalán/castellano.

I the undersigned Juan Amor Fernández, sworn translator for the Catalan and English Languages, duly appointed by the Ministry for Foreign Affairs, European Union and Cooperation, do hereby certify that the foregoing is a true and faithful translation of the original Catalan/Spanish document hereunto attached.

Águilas (Murcia) Spain, 17th February 2022

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