



CALIPER
Gender Equality in STEM Research

Linking Research & Innovation for
Gender Equality

Gender Equality Plan
Institute for Research in Biomedicine
2021-2024



Version n. 2

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Gender Equality Plan: Approval

The following version of the Gender Equality Plan was approved and signed, on January 2023 by the IRB Barcelona Equality Commission to be valid until December 2024. The first version was approved on September 2021.

The members of the Commission are the following:

- Margarida Corominas – Managing Director
- Maria Isabel Labrid – Head of Human Resources and Academic Affairs (Person in charge of uploading the GEP to REGCOM platform)
- Neus Prats – Core Facility Manager and Head of the Equality and Diversity Committee
- David Villanueva – Member of Work Council
- Laura Villareal – Research Officer
- Guiomar Solanas – Research Associate



Introduction

IRB Barcelona (also referred to herein as the Institute) understands the importance of creating an environment in which diversity, equality and inclusion are valued and promoted. The achievement of an equality and diversity balance among IRB Barcelona personnel contributes to excellence in research and the welfare of all those involved.

IRB Barcelona's Gender Equality Plan serves as an instrument to achieve real equality, by incorporating equal opportunities in all the scopes of the Institute. The following version of the Gender Equality Plan was drawn up following in the framework of the H2020 CALIPER project, which provided tools and guidelines to undertake a thorough analysis of the conditions of the Institute with both an internal and external scope.

The actions of the following plan were designed with the involvement of internal and external stakeholders. Their participation was encouraged to contribute to the following:

1. Promotion of equality and diversity.
2. Creation of a structural framework to overcome identified challenges and specific situations that were identified as a result of the assessment phase of the CALIPER project.
3. Creation of a working group that allowed a multi-dimensional, multi-target and multi-method approach.

As mentioned above, the actions in this document took into consideration the input and feedback of several internal stakeholders of the Institute, selected on the basis of their involvement in each of the areas of analysis: human resources, institutional governance, institutional communication, research, transfer to market, student services, sexual/ gender harassment, and intersectionality.

In addition, 19 external stakeholders that comprise IRB Barcelona's R+I HUB Working Group provided valuable input and a global perspective on how to complement some of the actions presented in this document.

The information gathered from both the internal and external stakeholders was analysed and converted into actions by the Gender Equality Plan Working Group composed of five members, agreed with the Equality Commission and with the support of the Equality and Diversity Committee.

The following document is the second version of the Gender Equality Plan; actions of the current plan went through a series of changes as part of the conclusion of the first iteration phase. The changes in the current plan were based in refinement due to time-frames (2 actions), and the reclassification in area of implementation of actions initially classified under the "collaborative" and "intersectionality" areas (5 actions).



1 Gender Equality Strategy and Key Priority Areas

Through the following Gender Equality Plan, IRB Barcelona intends to implement new actions to support and promote equality and diversity, providing a broader vision to drive structural changes in this area. Actions will be used to create systematic standards for the future with the aim to achieve the integration of gender perspective at all levels of the institute.

The Gender Equality Plan intends to create long-term solutions to challenges identified within the Institute and provide continuity to existing efforts and initiatives already in place. The main strategy of the Institute can be summarised in two general objectives and eleven specific objectives:

General Objectives:

- Make the principle of equality a distinctive feature of IRB Barcelona.
- Integrate the gender perspective at all levels of the organisation and in all its policies.

Specific Objectives:

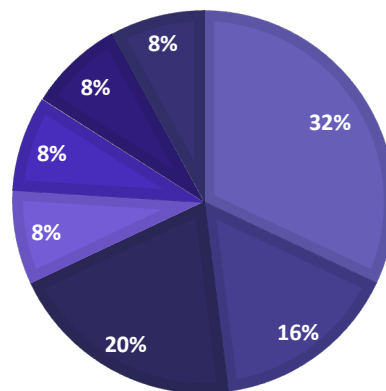
- Design strategies that integrate the principle of equal opportunities into the culture of the organisation.
- Ensure equal, inclusive and non-sexist communication.
- Facilitate access to information and documentation and promote internal communication channels for the entire workforce.
- Guarantee gender-neutral selection and promotion processes, working towards a balanced presence in the different professional categories.
- Ensure the application of a remuneration policy and a neutral professional classification.
- Eliminate any provision, measure or labour practice that involves discriminatory treatment in relation to the type of contract or working day.
- Guarantee equal opportunities to, training and career development for the entire workforce.
- Become a benchmark on equality and diversity in the scientific sector.
- Carry out gender equality awareness actions for IRB Barcelona workforce.
- Work towards an organisation of working time that favours a work-life balance.
- Ensure the application of effective policies to prevent harassment in the organisation.

To achieve these objectives, 25 actions have been prepared, grouped into 7 priority areas:



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Young Scientists	2
Addressing Gender and Sexual Harassment	2
Transfer to Market	2

GENDER EQUALITY PLAN: KEY PRIORITY AREAS



2 Human Resources

The actions targeting human resources come about from the results of an internal assessment and the legal framework. These actions are focused on three key areas: Recruitment, Equal Pay, and Work-Life Balance.

Through the following actions, IRB Barcelona will channel increased efforts into promoting knowledge of existing department policies and guidelines, promoting an establishing gender-sensitive approach to human resources practices. With regard to work-life balance, the focus is to promote work-life balance practices in the Institute and create awareness of the importance of a pro-conciliation leadership management model.

2.1 Human Resources actions

N.	Measures/actions	Objective	Timeframe of implementation
1	Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach.	Broaden knowledge of recruitment measures, policies and protocols on the part of the IRB Barcelona community	September – November 2021
2	Conduct a salary audit regarding equal pay	Ensure equal treatment and non-discrimination among men and women with regard to pay	October 2021- December 2022
3	Introduce measures to avoid bias in selection and evaluation processes.	Promote the under-represented gender among applications of similar merit and skills	October 2021- TBD

2.1.1 Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach.

Name of the Action:

Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach.

Target Audience:

- IRB Barcelona community



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- Stakeholders involved in the recruitment process (Hiring Managers and Panel members involved in the process)

Timeframe:

- September – November 2021

Goals and Objectives

- Short-term: Raise institutional awareness of efforts to be made in matters of equality and diversity.
- Short-term: Ensure the gender perspective is included in all selection processes.
- (Short/medium-term) Broaden knowledge of recruitment measures, policies and protocols among the IRB Barcelona community.
- Long-term: Establish a general conception that all institute recruitment processes are open, transparent and merit-based and are regulated by internal policies

Activities

- Review and update (if necessary) the following policies: 'Recruitment and selection policy', 'R1', 'R2', 'R3', 'R4'.
- Create a recruitment checklist or guidelines every time a position is opened. This checklist or guidelines should be shared with Hiring Managers and stakeholders involved in recruitment. It is important to note that Hiring Managers have the responsibility to be aware of the measures throughout the recruitment process.
- Provide good visibility to new and updated information uploaded on the institutional intranet.

Resources

- Human Resources Department

Targets and Indicators

- Short-term: Number of new recruitment checklists prepared. The corresponding documentation should be shared each time a new position is opened.
- Short-term: Number of policies and documentation reviewed and approved.
- Long-term: Increased knowledge of recruitment policies by employees (to be measured through internal feedback sessions, which will focus on the work done by the Equality and Diversity Committee, PhD Advisory Committee, and Research Integrity Committee).
-

Facilitating & Hindering Contextual Factors

- **Organisational Context:** IRB Barcelona has an established recruitment policy that complies with the t 3/2007 of 22 March Law on effective equality of men and women, the Workers' Statute passed by Spanish Royal Legislative Decree 2/2015 of 23 October, and with the European Directives provided by the European Commission about non-discrimination. The Institute fully endorses the requirements and principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and it applies an Open, Transparent, Merit-based recruitment following the principles of the European Commission, together with Equal Opportunities policies.

All open scientific positions are posted on prestigious scientific and biomedical websites with open access, such as Euraxess, SOMMA, and Biocat, etc. IRB Barcelona also works with specific



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websites, such as science4refugees, the European Platform of Women Scientists (EPWS) and the Association for Women in Science (AWIS).

2.1.2 Conduct a salary audit regarding equal pay.

Name of the Action:

Conduct a salary audit regarding equal pay.

Target Audience:

- All those on the IRB Barcelona payroll.

Timeframe:

- October 2021- December 2022

Goals and Objectives

- Short/mid-term: Ensure equal treatment and non-discrimination among men and women with regard to pay
- Short/mid-term: Examine the salary conditions of men and women holding posts of equal standing and check against the remuneration and promotion systems in place

Activities

- Analyse the salary conditions taking a gender perspective.
- Draw up an action plan to correct any cases of unequal pay. If a case is detected, design a proper follow-up process to correct the situation.
- Prepare an action plan to prepare training statistics with data disaggregated by gender
- Analyse possible factors that may trigger differences in pay.

Resources

- Human Resources Department

Targets and Indicators

- Document recording annual salaries according to the job classification system and the collective agreement
- Long term: Number of salary audits
- Long term: Number of job evaluations

Facilitating & Hindering Contextual Factors

- Policy Context: Real Decreto 902/2020, de 13 de octubre, de igualdad retributiva entre mujeres y hombres.



2.1.3 Introduce measures to avoid bias in selection and evaluation processes (collaborative action)

Literature

CERCA, I. (Director). (2016). Recruitment Bias in Research Institutes [Motion Picture].

Name of the Action:

Introduce measures to avoid bias in selection and evaluation processes.

Target Audience:

- Selection Committees/ Panels
- Hiring Managers
- Stakeholders involved in the recruitment process

Timeframe:

- TBD

Goals and Objectives

- Short/mid-term: Reduce possible bias in all selection processes
- Short-term: Promote the under-represented gender among applications of similar merit and skills
- Long-term: Achieve parity in fields that have traditionally been difficult for women to access due to structural constraints
- Long-term: Follow an intersectional approach to the bias topic

Activities

- Prepare information on recruitment bias and send it to all the members involved in selection panels before the selection process starts.
- Ensure that members of the selection panel watch the video on recruitment bias <https://www.youtube.com/watch?v=g978T58gELo> before each recruitment process.
- Plan and develop visual material, including an intersectional approach to recruitment bias.
- Increase the visibility of information regarding recruitment bias on the institutional intranet.

Resources

- Human Resources Department
- CALIPER Working Group
- CERCA
- Equality and Diversity Committee

Targets and Indicators



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- Monitor the information updated and published on the intranet
- Share material on recruitment bias with selection panel members
- Composition of panel members in recruitment processes
- Number of hired candidates who belong to the under-represented gender at the time of hiring

Facilitating & Hindering Contextual Factors

- Policy Context: LOIMH 3/2007: Ley Orgánica 3/2007, de 22 de Marzo para la igualdad efectiva de mujeres y hombres
- Organisational Context: IRB Barcelona has an established recruitment policy that complies with Organic Act 3/2007 of 22 March on the effective equality of men and women, the Workers' Statute passed by Spanish Royal Legislative Decree 2/2015 of 23 October, and the European Directives provided by the European Commission about non-discrimination.
- Collaboration: this action will be developed with the collaboration of CERCA

2.2 Working conditions and work-life balance actions

N.	Measures/actions	Objective	Timeframe of implementation
1	Plan and develop training actions to raise awareness of the importance of work-life balance and promote a pro-conciliation leadership management model.	Make work-life balance effective at IRB Barcelona, enhancing an institutional culture in which the promotion and support of conciliation are highly valued.	January 2022- Continuous
2	Develop a Parental Leave Guide.	Provide support to parents-to-be and encourage men to take parental leave.	August 2022- December 2022
3	Develop a Work-Life Balance Guide	Inform about the existing work-life balance measures at IRB Barcelona.	February 2022- TBD
4	Develop awareness campaigns on Intersectionality.	Construct a critical perspective on intersectional topics, providing the grounds to rethink everyday practices.	January 2022- Continuous

2.2.1 Plan and develop training actions to raise awareness of the importance of work-life balance and implement a pro-conciliation leadership management model.

Name of the Action:

Plan and develop training actions to raise awareness of the importance of work-life balance and implement a pro-conciliation leadership management model.



Target Audience:

- Middle and Top Management
- Heads of Scientific and Administrative Departments

Timeframe:

- January 2022- Continuous

Goals and Objectives

- Short-term: Raise institutional awareness of efforts to be made in matters pertaining to work-life balance
- Short/mid-term: Implement training sessions promoting awareness of the importance of work-life balance
- Long-term: Make work-life balance effective, enhancing an institutional culture in which the promotion and support of conciliation are highly valued

Activities

- Analyse training options that better adapt to the Institute's nature, taking into consideration external circumstances such as the Covid-19 pandemic.
- Plan and develop training actions to raise awareness of the importance of work-life balance.
- Through training actions, evaluate new potential work-life balance measures to incorporate.

Resources

- Human Resources Department
- Health and Safety Unit
- Equality and Diversity Committee

Targets and Indicators

- Number of participants who attend the training and informative sessions broken down by gender
- Number of participants broken down by category
- Long term: Number of possible new measures to incorporate

2.2.2 Development of a Parental Leave Guide

Name of the Action:

Development of a Parental Leave Guide

Target Audience:

- IRB Barcelona Community/Parents-to-be

Timeframe:

- August 2022- December 2022

Goals and Objectives

- Short-term: Raise institutional awareness of efforts to be made in matters pertaining to work-life balance



- Mid-term: Explain the support, benefits and entitlements that parents have before, during and after parental leave
- Long-term: Support all parents-to-be and encourage men to take parental leave

Activities

- Update and organise existing information on paternity leave on the institutional website and intranet.
- Prepare an institutional Parental Leave Guide.
- Include other work-life balance measures in the Guide that can complement the information.
- Use a calendar alert system to ensure that the Guide is sent and explained to parents before they go on leave.
- Use an email campaign to inform the IRB Barcelona community about the Guide and the new material available on the institutional intranet.
- Constantly update the Guide if required.

Resources

- Human Resources Department

Targets and Indicators

- Short term: Number of dissemination campaigns used for communicating this action
- Long term: Number of parental leaves taken by year broken down by gender

Facilitating & Hindering Contextual Factors

- Policy Context: In a national context there is important legislation to follow with respect to parental leave:
 - ✓ Maternal leave: RDL 2/2015; LOIMH 3/2007, RDL 6/2019, RDL 295/2009.
 - ✓ Paternal leave: LOIMH 3/2007, RDL 6/2019,
 - ✓ Breastfeeding leave: LOIMH/2007

2.2.3 Develop a Work-Life Balance Guide for the IRB Barcelona community

Name of the Action:

Develop a Work-Life Balance Guide for the IRB Barcelona community

Target Audience:

- IRB Barcelona community

Timeframe:

- February 2022- June 2022

Goals and Objectives

- Short-term: Raise institutional awareness of efforts to be made in matters pertaining to work-life balance
- Short-term: Inform the IRB Barcelona community about existing work-life balance measures



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- Short/mid-term: Provide the IRB Barcelona community with recommendations and guidance regarding good practices in the context of work-life balance

Activities

- Organise existing information on work-life balance measures and information.
- Prepare a document explaining all the work-life balance measures in place. The document will also include general recommendations to achieve a better work-life balance.
- Create a section on the institutional intranet including work-life balance measures and recommendations.
- Share the Work-Life Balance Guide through internal communication channels.
- Include the Work-Life Balance Guide on the institutional intranet.

Resources

- Human Resources
- CALIPER Working Group
- Health and Safety Unit
- Equality and Diversity Committee

Targets and Indicators

- Published version of the Guide on the institutional intranet.
- Updated versions of the document if it applies

2.2.4 Develop awareness campaigns on Intersectionality

Literature

- Intersectionality. Taken from USV React: <https://usvreact.eu/wp-content/uploads/2019/04/intersectional-approach-to-training.pdf>
- Council, T. C. (2019, May). Toolkit to incorporate intersectionality into local policies. Taken from Igualtats connect: [https://igualtatsconnect.cat/wp-content/uploads/2019/06/P](https://igualtatsconnect.cat/wp-content/uploads/2019/06/Publicacion-Igualtats-Connect-ENG-2.pdf) ublicacion-Igualtats-Connect-ENG-2.pdf
- College, L. (2018). Intersectionality Toolkit. Taken from Luther College: https://www.luthercollege.edu/public/images/Intersectionality_Toolkit_and_other_resources.pdf

Name of the Action:

Develop awareness campaigns on Intersectionality

Target Audience:

- Equality and Diversity Committee
- IRB Barcelona Community

Timeframe:

- January 2022- Continuous



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Goals and Objectives

- Short/mid-term: Improve employees' knowledge of intersectionality and systems of oppression
- Short/mid-term :Construct a critical perspective on intersectional topics, providing the grounds to rethink everyday practices
- Long term: Project IRB Barcelona as an inclusive and diverse institute

Activities

- Develop workshops and training sessions on intersectionality. Training will be given by experts in the field.
- Using the tools provided in the training session, launch Awareness Campaigns in the IRB Barcelona community.
- Plan future measures to provide tools to construct a critical perspective that helps people to rethink everyday practices.

Resources

- Human Resources Department
- CALIPER Working Group
- Equality and Diversity Committee
- Budget allocated to the Equality and Diversity Committee

Targets and Indicators

- Short/mid-term :Number of people who attend the training sessions
- Short/mid-term :Number of measures and tools implemented in this action

Facilitating & Hindering Contextual Factors

- Organisational context: One of the main objectives of the Equality and Diversity Committee is to create an environment in which diversity, equality and inclusion are ensured.
- Collaboration: Association for Affective-Sexual and Gender Diversity in Science, Technology and Innovation (PRISMA), member of the IRB Barcelona R+I Hub. PRISMA is willing to collaborate in the implementation of these actions



3 Institutional Governance

The actions for Institutional Governance were designed to promote and enhance measures to support equal opportunities for men and women.

Actions were planned following two key areas: Promoting Career Progression and supporting the figure of the Equality and Diversity Committee.

Career Progression actions are focus in offering mentoring programs, providing leadership and decision-making skills. In addition, existing protocols related to Group Leader positions will be consolidated and disseminated in order to promote the participation of women in this role.

3.1 Institutional Governance actions:

N.	Measures/actions	Objective	Timeframe of implementation
1	Develop mentoring Programme: To promote career progression.	Provide a guidance method for career progression reflecting commitment to the career development of women.	September 2021- Continuous
2	Consolidate and disseminate Group Leader selection protocol.	Increase awareness of the protocol, its advantages, and the results of its application.	September 2021- Continuous
3	Prepare an internal regulation to govern the Equality and Diversity Committee.	Provide a document regulating the functioning of the Equality and Diversity Committee and the roles of its members.	January 2022- July 2022
4	Organise an advance training session on gender and diversity topics for members of the Equality Commission.	Provide an advance perspective on the concept of equality and diversity.	January 2022-Continuous
5	Prepare an action plan to prepare training statistics with data disaggregated by gender	Ensure equal treatment and training opportunities to all the IRB personnel	January 2023- August 2023

3.1.1 Develop mentoring programmes to promote career progression.

Name of the Action:

Develop mentoring programmes to promote career progression.



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Target Audience:

- Postdoctoral community
- Junior Group Leaders

Timeframe:

- September 2021- Continuous

Goals and Objectives

- Short-term: Provide a guidance method for career progression reflecting commitment to the career development of women
- Short/mid-term: Develop a method for accountability and goal achievement
- Short/mid-term: Build a mentoring network for female scientists
- Short/mid-term: Develop a pilot Mentoring Programme through BIST (HUB Member)
- Long-term: Encourage the evolution of female scientist into senior positions

Activities

- Compile all existing information and processes related to mentoring at IRB Barcelona.
- Collect feedback from the scientific community regarding desired practices to be implemented in mentoring programmes.
- Organise leadership training sessions.
- Organise and promote peer coaching groups.
- Organise and develop a list of senior role models to participate in mentoring and coaching activities.

Resources

- Human Resources Department
- CALIPER Working Group
- Equality and Diversity Committee
- Academic Unit

Targets and Indicators

- Short/mid-term: Number of participants in mentoring programmes broken down by gender
- Short/mid-term: Number of training sessions
- Short/mid-term: Number of role models involved
- Short/mid-term: Number of peer coaching groups and type of participants

Facilitating & Hindering Contextual Factors

- A collaboration with an executive coach and organizational consultant is envisaged for this particular action.



3.1.2 Consolidate and disseminate Group Leader Selection Protocol.

Name of the Action:

Consolidate and disseminate Group Leader Selection Protocol.

Target Audience:

- Internal and external stakeholders involved in Group Leader selection processes

Timeframe:

- September 2021- Continuous

Goals and Objectives

- Promote the participation of female scientists in Group Leader recruitment processes
- Increase awareness of the Protocol, its advantages and the results of its application

Activities

- Include the protocol on the institutional intranet.
- Mention the protocol on the institutional website.
- Share the protocol with panel members as a mandatory step before a selection process.

Resources

- CALIPER Working Group
- Human Resources Department

Targets and Indicators

- Composition of selection panels aiming to achieve a target of at least 70%/30% men/women
- Shortlisted candidates aiming for at least 75%/25 % men/women

3.1.3 Prepare an internal regulation to govern the Equality and Diversity Committee.

Name of the Action:

Prepare an internal regulation to govern the Equality and Diversity Committee.

Target Audience:

- IRB Barcelona community
- Equality and Diversity Committee



Timeframe:

- January 2022- July 2022

Goals and Objectives

- Short/mid-term: Define the committee’s purpose, objectives and internal structure
- Short/mid-term: Provide an overview of the roles and responsibilities of the members of the committee
- Long-term: Provide current and new members of the Institute with information about the committee and its goals and objectives
-

Activities

- Gather and organise all existing information about the Equality and Diversity Committee.
- Define the roles of the members of this body.
- Define a period for the validation of the document and the regularity of revisions.
- Prepare, approve and disseminate the new regulation on the institutional Intranet.

Resources

- CALIPER Working Group
- Human Resources Department
- Equality Commission
- Equality and Diversity Committee

Targets and Indicators

- Preparation of document
- Number of dissemination sessions
- Number of approved versions of the document

3.1.4 Organise an advance training session on gender and diversity topics for members of the Equality Commission.

Name of the Action:

Organise an advance training session on gender and diversity topics for members of the Equality Commission.

Target Audience:

- Equality Commission
- CALIPER Working Group
- Equality and Diversity Committee



Timeframe:

- January 2022-July 2023

Goals and Objectives

- Provide an advanced perspective of the concept of equality and diversity
- Understand new concepts of stereotypes, prejudices and discrimination
- Provide tools to promote gender equality and diversity
- Understand the value and benefits of gender equality and diversity

Activities

- Develop workshops and training sessions on gender and diversity. Training will be done by experts in the field.
- Plan future measures to provide tools to construct a critical perspective that helps people to rethink everyday practices.

Resources

- Human Resources Department
- CALIPER Working Group
- Equality and Diversity Committee
- Budget allocated to the Equality and Diversity Committee

Targets and Indicators

- Number of people who attend the training session
- Number of measures and tools implemented in this matter

3.1.5 Prepare an action plan to prepare training statistics with data disaggregated by gender

Name of the Action:

Prepare an action plan to prepare training statistics with data disaggregated by gender

Target Audience:

- Entire IRB Community

Timeframe:

- January 2023-August 2023

Goals and Objectives

- Analysis of possible differences in the participation of women and men in the company training plan



Activities

- Prepare a template to serve as a yearly participation tracker to have detailed information of the training actions done and the participation.
- Create an evaluation form for all the training actions developed in the yearly training plan.

Resources

- Human Resources department
- Academic Unit

Targets and Indicators

- Short/mid-term Number of participants in training sessions disaggregated by gender
- Short/mid-term Number of training sessions



4 Institutional Communication

The topic of gender equality is increasingly present in the Communications department at the IRB Barcelona. Important efforts are being made to ensure that IRB Barcelona's internal and external communications reflect diversity and gender equality.

The idea of the new communication actions implemented in the Gender Equality Plan is to enhance these efforts and provide policies and guidelines to support the implementation of gender sensitive approach in the Institute internal and external communication plan.

4.1 Institutional Communication actions:

N.	Measures/actions	Objective	Timeframe of implementation
1	Give internal and external visibility to the new Gender Equality Plan.	Raise institutional awareness of efforts to be made in matters pertaining to equality and diversity.	September 2021- Continuous
2	Creation and promotion of manual/guidelines on inclusive language (English, Spanish, and Catalan)	Include gender sensitivity in internal/external communications.	July 2022- December 2023
3	Develop a checklist/guidelines for posting and checking material on the Institute's social media channels.	Provide a guide to ensure the gender sensitivity of external communication on social media platforms.	July 2022- Continuous
4	Organise and participate in advanced training on inclusive language.	Integrate an inclusive (gender, diversity, intersectional) approach into oral and written communications and apply the recommendations for diverse and inclusive communication.	January 2022- March 2022
5	Promote institutional engagement in equality and diversity topics (videos, institutional equality day, printed materials, among others).	Give greater visibility to the efforts made by IRB Barcelona with respect to equality and diversity topics.	September 2021- Continuous

4.1.1 Give internal and external visibility to the new Gender Equality Plan

Name of the Action:

- Give internal and external visibility to the new Gender Equality Plan.

Target Audience:

- IRB Barcelona community
- External stakeholders



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Time frame:

- September 2021- Continuous

Goals and Objectives

- Short-term: Ensure all that the IRB Barcelona community is aware of the new Gender Equality Plan
- Short-term: Comply with the requirements of the HR Excellence in Research Logo
- Short-term: Comply with the most recent legislation—Royal Decree Law 901/2020, 13 October
- Long-term: Integrate the gender perspective at all levels of the organisation and in all its policies

Activities

- Present and formally validate the new Gender Equality Plan with the institutional Gender Equality Commission.
- Disseminate the new plan on the institutional website and intranet.
- Register the necessary documentation with the pertinent legal bodies, both at national and regional level.

Resources

- CALIPER Working Group
- Human Resources Department
- Gender Equality Commission
- Equality and Diversity Committee

Targets and Indicators

- Short-term: Comply with national and regional requirements with respect to the development of Gender Equality Plans
- Short-term: Assure that all content related to the assessment phase of the CALIPER project is included.
- Mid-term: Registration of the Gender Equality Plan at national and regional level.

Facilitating & Hindering Contextual Factors

- Policy Context: “Real Decreto 901/2020, de 13 de octubre, por el que se regulan los planes de igualdad y su registro y se modifica el Real Decreto 713/2010, de 28 de mayo, sobre registro y depósito de convenios y acuerdos colectivos de trabajo”.

4.1.2 Creation and promotion of a manual/guidelines on inclusive language (English, Spanish, and Catalan)

Literature

- Caixa, I. d. (2020). Guía para el uso de un lenguaje inclusivo y no estigmatizante. Taken from Plan de Igualdad, Diversidad e Inclusión 2020-2022: https://www.irsicaixa.es/sites/default/files/guia_lenguaje_1.pdf
- Equality, T. E. (2019). Toolkit on Gender-sensitive Communication. Taken from European Institute of Gender Equality: <https://eige.europa.eu/publications/toolkit-gender-sensitive-communication>

Name of the Action:

Creation and promotion of a manual/guidelines on inclusive language (English, Spanish, and Catalan)

Target Audience:

- Fundraising, Communication & Marketing Department
- Human Resources Department
- Equality and Diversity Committee
- IRB Barcelona community

Timeframe:

- July 2022- December 2023

Goals and Objectives

- Short-term: Attract and retain a varied workforce, and therefore a wide range of skills and perspectives
- Short-term: Include gender sensitivity in internal/external communications
- Short-term: Raise institutional awareness of efforts to be made in matters pertaining to equality and diversity
- Short/mid-term: Ensure that an inclusive and safe and welcoming workplace

Activities

- Organise meetings with the Communications Department to understand the main sources of external and internal communication in order to better adapt the manual/guidelines.
- Organise and gather resources to create the manual/guidelines.
- Adapt the manual/guidelines to the 3 languages used at the Institute

Resources

- CALIPER Working Group
- Fundraising, Communication & Marketing Department
- Equality and Diversity Committee
- Budget allocated to the Equality and Diversity Committee

Targets and Indicators

- Number of training sessions given
- Manual/guidelines on inclusive language in English
- Manual/guidelines on inclusive language in Spanish
- Manual/guidelines on inclusive language in Catalan



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 873134.

- Feedback sessions with participants

4.1.3 Develop checklist/guidelines for posting and checking material on institutional social media channels

Literature

- Equality, T. E. (2019). Toolkit on Gender-sensitive Communication. Taken from the European Institute of Gender Equality: <https://eige.europa.eu/publications/toolkit-gender-sensitive-communication>

Name of the Action:

Develop checklist/guidelines for posting and checking material on institutional social media channel

Target Audience:

- Fundraising, Communication & Marketing Department
- Human Resources Department
- Academic Unit
- Equality and Diversity Committee
- IRB Barcelona community

Timeframe:

- July 2022- Continuous

Goals and Objectives

- Short-term: Include gender sensitivity in internal/external communications
- Short-term: Raise institutional awareness of efforts to be made in matters pertaining to equality and diversity
- Short/mid-term: Provide the best user experience for as many people as possible by providing a "diversity and inclusive " perspective when applicable
- Long-term: Provide a guide to assure that external communication through social media platforms is gender-sensitive

Activities

- Organise meetings with the Communications Department to adapt the checklist to the Institute's Communication Plan
- Develop a checklist for posting and checking material on institutional social media channels.
- Create templates and dissemination materials to advertise job openings on social media platforms.
- Create templates and dissemination material to promote equality and diversity.

Resources

- CALIPER Working Group
- Fundraising, Communication & Marketing Department
- Human Resources Department



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 873134.

- Academic Unit

Targets and Indicators

- Number of employees using the guide per year
- Number of social media posts for which the guidelines has been used

4.1.4 Organise and participate in advanced training on inclusive language.

Name of the Action:

Organise and participate in advanced training on inclusive language.

Target Audience:

- Fundraising, Communication & Marketing Department
- Human Resources Department
- Equality and Diversity Committee

Timeframe:

- June 2022- February 2023

Goals and Objectives

- Short-term: Understand the key principles for using gender-sensitive and inclusive language
- Short-term: Create a flexible framework for the use of language that is empowering and respectful
- Short-term: Avoid sexist, gender discriminatory, and gender-biased language
- Short/mid-term: Apply gender-sensitive or gender-neutral language in all communications
- Short/mid-term: Integrate an inclusive (gender, diversity, intersectional) approach into oral and written communications and apply the recommendations for diverse and inclusive communication

Activities

- Plan and prioritise which members of the Communications Department should be involved in the training process, according to the current Communications Plan.
- Choose the best training option, taking into consideration training that takes a scientific perspective.

Resources

- Fundraising, Communication & Marketing Department
- Equality and Diversity Committee
- Human Resources Department

Targets and Indicators

- Number of participants in training sessions

Facilitating & Hindering Contextual Factors



- History Context: In February 2020, members of the IRB Barcelona community were invited to participate in a seminar addressing inclusive language. The seminar was given by a journalist and Professor at the Faculty of Communication Studies, UAB. This action seeks to give continuity to this seminar and provide more details and an advanced course, focusing specifically on the members of the Communications Department, Human Resources Department and the Equality and Diversity Committee.

4.1.5 Promote institutional engagement in equality and diversity topics (videos, institutional equality day, printed materials, among others).

Name of the Action:

Promote institutional engagement in equality and diversity topics (videos, institutional equality day, printed materials, among others).

Target Audience:

- IRB Barcelona community
- External stakeholders

Timeframe:

- September 2021- Continuous

Goals and Objectives

- Short-term: Promote actions addressing gender and diversity
- Short-term: Project IRB Barcelona as a diverse and inclusive institute
- Short-term: Increase the visibility of efforts made in matters pertaining to equality and diversity
- Short/mid-term: Raise institutional awareness on equality and diversity topics
- Long-term: Create an “institutional equality and diversity day” and establish it as a once a year tradition

Activities

- Plan and develop an Equality and Diversity Communication Plan, with the aim to promote news, role models, and events, among others.
- Promote the use of the institutional Blog for gender and equality topics.
- Give visibility to activities related to gender and equality undertaken at IRB Barcelona or that members of the Institute participate in.
- Include updated pictures of Equality and Diversity Committee meetings and members.
- Create visual material and campaigns to promote gender and equality.
- Create an annual Communication Plan with equality and diversity communication actions.
-

Resources

- Fundraising, Communication & Marketing Department
- Human Resources Department

Targets and Indicators

- Number of blog posts, news, articles, activities, etc., posted on the institutional website relating to equality and diversity



5 Research

One of the main goals of the IRB Barcelona through the elaboration of a new Gender Equality Plan is to provide a set of tools to support and enhance the integration of gender dimension into research. New measures are planned to set the bases of internal processes to integrate and understand the importance of gender into research studies.

The necessity of implementing research in the Gender Equality plan not only comes as a result of the findings in the assessment phase of the Caliper project but also as the importance of the institute to comply with new requirements set by funding agencies, research ethical committees, and scientific journals.

The Actions set in the Gender Equality plan are specially focused in providing training actions to the scientific community of the institute and to promote and monitor the participation of women in scientific seminars within the IRB Barcelona.

5.1 Research actions:

N.	Measures/actions	Objective	Timeframe of implementation
1	Offer training sessions on the integration of the gender dimension into research.	Understand the importance of gender dimension in research and innovation.	April 2022-Continuous
2	Create and consolidate a protocol for planning and developing internal seminars, promoting and assuring the participation of female speakers.	Assure that the speakers who give seminars at the Institute are chosen considering the gender perspective.	January 2022-Continuous

5.1.1 Training sessions on the integration of the gender dimension into research.

Literature

- Cara Tannenbaum¹, L. (2016). Why sex and gender matter in implementation research. *BMC Medical Research Methodology*, 9.
- Schiebinger, L. (2014). Scientific research must take gender into account. *Nature*, 2.

Name of the Action:

Training sessions on the integration of the gender dimension into research.



Target Audience:

IRB Barcelona scientific community (researchers)

Timeframe:

- April 2022- Continuous

Goals and Objectives

- Understand the importance of gender dimension in research and innovation
- Understand current requirements related to gender into research, and how to describe them in grant applications
- Integrate gender into the research design process without them necessarily being the main focus of analysis

Activities

- Create tiers of participation for future training actions.
- Promote the implementation of gender from research design, beginning with the research question, through to data collection, data analysis and documentation.
- Comply with the new requirements of the funding agencies related to the integration of gender dimension into research.
- Plan and implement training sessions explaining the importance of the gender dimension in research and innovation.

Resources

- CALIPER Working Group
- External experts/advisors
- Internal additional budget

Targets and Indicators

- Short/mid-term Number of participants in training sessions
- Short/mid-term Number of training sessions
- Long term: Number of projects/research proposals taking gender into account
- Long term: Questionnaires that include a section about the increased awareness of this topic, e.g., to PhD and postdocs, as they will actively promote this topic when they leave the institution.

Facilitating & Hindering Contextual Factors

History: Actions that promote the importance of integrating the gender dimension into research and innovation have not been developed to date at IRB Barcelona.



5.1.2 Create and consolidate a protocol for planning and developing internal seminars, ensuring the participation of female speakers.

Name of the Action:

Create and consolidate a protocol for planning and developing internal seminars, ensuring the participation of female speakers.

Target Audience:

- IRB Barcelona community
- Fundraising, Communication & Marketing Department
- Seminar organisation team
- External stakeholders

Timeframe:

- January 2022- Continuous

Goals and Objectives

- Short/mid-term: Ensure that the speakers who give seminars are chosen considering the gender perspective.
- Short/mid-term: Provide a protocol that provides a structure for the planning and development of internal seminars

Activities

- Gather and organise existing information on seminar organisation and the speaker invitation process.
- Define the minimum percentages to be used in promoting the participation of each gender.
- Prepare the new protocol and disseminate it among the internal stakeholders involved in the organisation of the event.

Resources

- CALIPER Working Group
- Human Resources Department
- Equality and Diversity Committee
- Programme Secretaries

Targets and Indicators

- Short/mid-term: Preparation of protocol
- Long Term: Number of seminars per scientific programme
- Long Term: Number of yearly seminars
- Long Term: Number of female speakers
- Long Term: Number of male speakers
- Long Term: Number of non-binary speakers



- Long Term: Number of IRB Barcelona members who have received and who apply the protocol
- Long Term: Number of approved versions of the document



Young Scientist/Student Services

The IRB Barcelona has adapted the “Student Services” category initially set by the framework to the Caliper Project and modified to fit the structure of the Institute, renaming this category as “Young Scientist”. This change has been made because the IRB Barcelona is not a dedicated teaching center, but a scientific Institute.

Even though, the institute does not have enrolled students it does serve as workplace for young scientist to start their scientific career. To support the evolution of scientific careers with a gender perspective, the actions for “young scientist” pretend to provide tools through training actions, to provide a context of the commitment of the institute with equality and diversity. These training actions will provide information of the existing measures the institute has in regards to equality and diversity such as the existence of an Equality and Diversity Committee, mentoring programs, measures in integrating gender dimensions into research and innovation, among other.

5.2 Student Services

N.	Measures/actions	Objective	Timeframe of implementation
1	Reinforce equality and diversity topics in onboarding sessions.	Give all newcomers a general overview of efforts made at IRB Barcelona e in matters pertaining to quality and diversity.	October 2021- Continuous
2	Integrate gender perspective training in transversal PhD programme.	Include a mandatory course to inform about existing initiatives addressing equality and diversity.	September 2023-June 2024

5.2.1 Reinforce equality and diversity topics in onboarding sessions.

Name of the Action:

Reinforce equality and diversity topics in onboarding sessions.

Target Audience:

- All newcomers

Timeframe:

- October 2021- Continuous

Goals and Objectives



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement no 873134.

- Give all newcomers a general overview of the efforts made by IRB Barcelona in matters pertaining to equality and diversity
- Promote communications channels and existing initiatives that implement equality and diversity
- Project IRB Barcelona as an inclusive institute

Activities

- Develop a checklist of topics covering gender and equality to be included in onboarding sessions.
- Include a mandatory equality and diversity presentation in onboarding sessions.

Resources

- Human Resources Department
- Academic Unit
- CALIPER Working Group
- Equality and Diversity Committee

Targets and Indicators

- Long Term: Number of students who attend the onboarding/training sessions broken down by gender
-

Facilitating & Hindering Contextual Factors

History: Human Resources Department is in charge of giving an induction programme to new employees explaining the rules, regulations, committees and protocols, among others, the Equality and Diversity Committee and the Health & Safety protocol

5.2.2 Integrate gender perspective training in transversal PhD programme

Name of the Action:

Integrate gender perspective training in transversal PhD programme

Target Audience:

- PhD Students

Timeframe:

- September 2023-June 2024

Goals and Objectives

- Include a mandatory course to inform about existing initiatives in equality and diversity
- Reinforce information provided in the initial onboarding session
- Promote communication channels and existing initiatives devoted to equality and diversity at IRB Barcelona
- Project IRB Barcelona as an inclusive institute



Activities

- Develop a checklist of topics to be included in training sessions covering gender and equality at IRB Barcelona.
- Include training sessions in the yearly schedules.
- Prepare a presentation of all the work done at IRB Barcelona in regards to gender equality and diversity.
- Include a mandatory training session for PhD students.

Resources

- Human Resources
- Academic Unit
- Equality and Diversity Committee
-

Targets and Indicators

- Numbers of students who attend the training sessions broken down by gender
- Number of training sessions given in a year



6 Sexual and Gender Harassment

The IRB Barcelona has a strong commitment in creating an inclusive and safe workplace. To support this, the IRB Barcelona created in 2012 the protocol for dealing with, preventing and eradicating workplace harassment.

Through the internal assessment analysis, the results indicated that not all the IRB Barcelona community is aware of such protocol and the existence mechanism of how to address harassment situations.

Actions to offset these situations have been included in the Gender Equality Plan. The actions are focused on two main areas: training, and reviewing and disseminating existing protocols and documentation to provide and support a safe environment in the IRB Barcelona.

6.1 Sexual and Gender Harassment actions:

N.	Measures/actions	Objective	Timeframe of implementation
1	Develop internal training on Sexual & Gender Harassment.	Increase awareness and capacity to prevent and recognise sexual harassment.	March 2022-Continuous
2	Review and update protocol on Sexual Harassment.	Prevent and eradicate behaviours related to sexual and gender harassment.	September 2021- January 2022

6.1.1 Develop internal training on Sexual & Gender Harassment.

Literature

- Economy, G. a. (2019). Anti-sexual harassment training: does it work? Taken from Gender and Economy: <https://www.gendereconomy.org/anti-sexual-harassment-training-does-it-work/>

Name of the Action:

Develop internal training on Sexual & Gender Harassment.

Target Audience:

- Health and Safety Unit
- Equality and Diversity Committee
- Human Resources Department

Timeframe:

- March 2022-Continuous

Goals and Objectives

- Short/mid-term: Understanding Sexual and Gender Harassment and how to handle it



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 873134.

- Short/mid-term: Increase awareness and capacity to recognise sexual harassment, as well as inform employees about how complaints are handled in the organisation
- Short/mid-term: Build an environment in which employees feel safe
- Long-term: Prevent and eradicate behaviour related to sexual and gender harassment

Activities

- Develop a tier system for participation in training sessions.
- Define the regularity of training sessions.
- Develop training sessions aiming to increase awareness and capacity to recognise sexual and gender harassment.

Resources

- CALIPER Working Group
- Human Resources Department
- Equality and Diversity Committee

Targets and Indicators

- Short/mid-term: Number of participants in the training sessions
- Short/mid-term :Number of training sessions
-

Facilitating & Hindering Contextual Factors

- Policy Context: Existing Health & Safety Harassment Protocol

6.1.2 Review and update protocol on Sexual Harassment.

Name of the Action:

Review and update protocol on Sexual Harassment.

Target Audience:

- IRB Barcelona community

Timeframe:

- September 2021- January 2022

Goals and Objectives

- Give visibility to established processes regarding sexual harassment and inform the IRB Barcelona community about them
- Provide a safe and confidential procedure to manage cases of harassment
- Prevent and eradicate behaviour related to sexual and gender harassment

Activities

- Review current protocol, updating content with the latest information and legal requirements.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 873134.

- Give better visibility to the protocol on the institutional intranet.
- Plan and implement a mailing campaign with a defined regularity as a reminder of the protocol and support channels available.
- Mandatory introduction and explanation of the protocol to all newcomers.

Resources

- Human Resources Department
- Health and Safety Unit
- Equality and Diversity Committee

Targets and Indicators

- Number of students who attend the introductory session broken down by gender and work category.

Facilitating & Hindering Contextual Factors

Policy Context: Existing Health & Safety Harassment Protocol



7 Transfer to Market

7.1 Transfer to market actions:

n.	Collaborative action	Objective	Timeframe
1	Develop a system to monitor the evolution of women in transfer to market	Promote the integration of a gender perspective into the transfer to market process.	TBD
2	Engage with the innovation ecosystems: CALIPER FemTech Events.	Highlight and value women-led innovation, presenting startups and spin-offs and examples of gender-sensitive product development/ design	December 2022

7.1.1 Develop a system to monitor the evolution of women in transfer to market

Name of the Action:

Develop a system to monitor the evolution of women in transfer to market

Target Audience:

- IRB Barcelona community
- Innovation Department

Timeframe:

- TBD

Goals and Objectives

- Promote the integration of a gender perspective into the transfer to market process.
- Analyse real data to detect possible inequalities in the evolution of transfer to market
- Promote the participation of women in innovation

Activities

- Define key indicators with a gender perspective to take into account.
- Define the data collection process.
- Create a template and process to monitor evolution of transfer to market at IRB Barcelona.
- Define a platform where the data will be stored and analysed.

Resources

- Innovation Department
- Human Resources Department
- CALIPER Working Group

Targets and Indicators

- KPIS on these actions will depend on the key indicators that are included in the new method/tool



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 873134.

Facilitating & Hindering Contextual Factors

- This action will be developed with the collaboration of the Universidad de Santiago and Innovatia 8.3

7.1.2 Engaging with the innovation ecosystems: CALIPER WIN Event

Name of the Action:

Engaging with the innovation ecosystems: CALIPER FemTech Events

Target Audience:

- STEM Students and Researchers
- Local and national R+I ecosystem
- Members of the IRB Barcelona R+I HUB
- IRB Barcelona community

Timeframe:

- December 2021

Goals and Objectives

- Highlight and value women-led innovation, presenting startups and spin-offs and examples of gender-sensitive product development/ design
- Raise awareness and attract more girls into STEM research
- Promote external interest in IRB Barcelona

Activities

- Organisation of FemTech event (with the involvement of R+I HUB Stakeholders). Concrete topic and participants pending.

Resources

- Innovation Department
- CALIPER Working Group
- IRB Barcelona R+I HUB stakeholders
- CALIPER project budget
- Equality and Diversity Committee

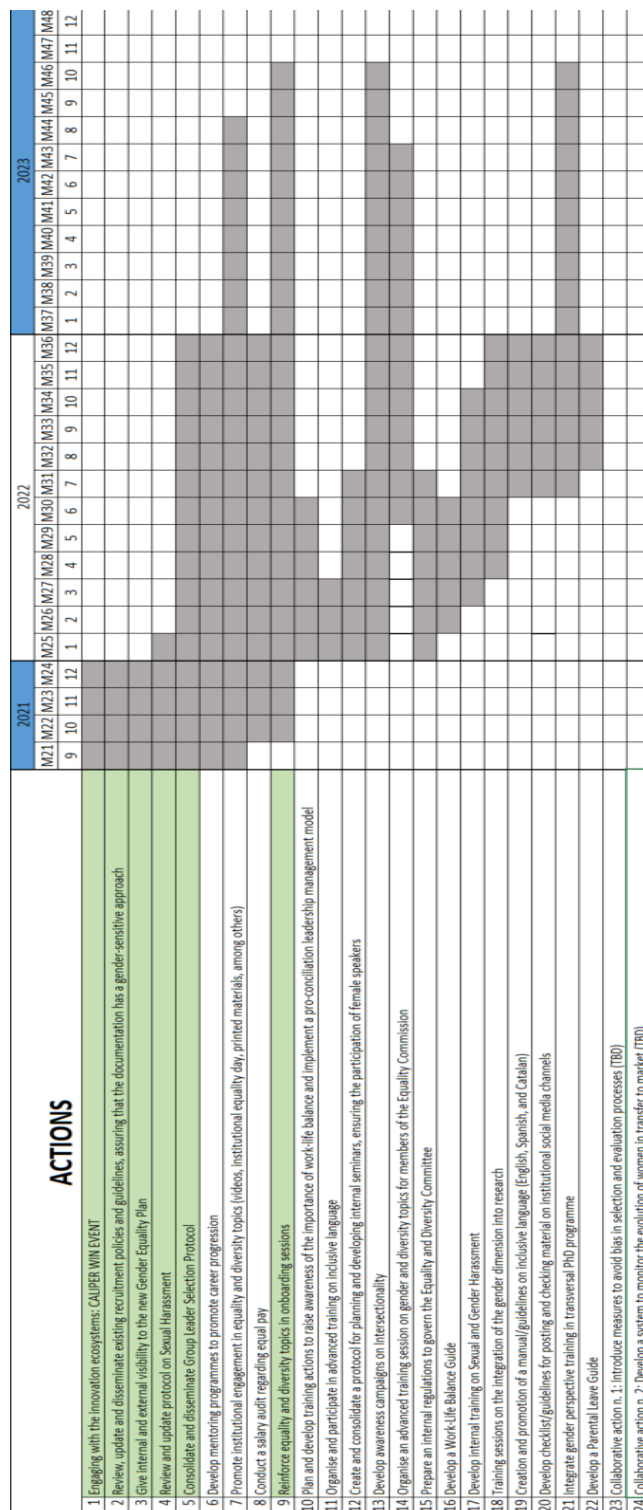


Targets and Indicators

- Number of participants and stakeholders involved in the event. Broken down by gender, institute, job position, age group, knowledge of topic, and others
- Satisfaction feedback sessions after the event



Annex I: Gantt Chart



Annex II: List of actions per area

Area of intervention	Title
1	Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender sensitive approach.
2	Conduct a salary audit regarding equal pay
3	Plan and develop training actions to raise awareness of the importance of work-life balance and implement a pro-reconciliation leadership management model.
Human Resources	
4	Develop a Parental Leave Guide.
5	Develop a Work-Life Balance Guide
6	Introduce measures to avoid bias in selection and evaluation processes.
7	Develop awareness campaigns on Intersectionality.
8	Develop mentoring programmes to promote career progression
9	Consolidate and disseminate Group Leader selection protocol.
Institutional Governance	
10	Prepare an internal regulation to govern the Equality and Diversity Committee
11	Organise an advance training session on gender and diversity topics for members of the Equality Commission.
12	Give internal and external visibility to the new Gender Equality Plan.
13	Creation and promotion of manual/guidelines on inclusive language (English, Spanish, and Catalan
Institutional Communication	
14	Develop a checklist/guidelines for posting and checking material on the Institute's social media channels.
15	Organise and participate in advanced training on inclusive language.
16	Promote institutional engagement in equality and diversity topics (videos, institutional equality day, printed materials, among others).
17	Training sessions on the integration of the gender dimension into research.
18	Create and consolidate a protocol for planning and developing internal seminars, ensuring the participation of female speakers.
19	Reinforce equality and diversity topics in onboarding sessions.
Young Scientist (student services)	
20	Integrate gender perspective training in transversal PhD programme.
21	Develop internal training on Sexual & Gender Harassment
Sexual and Gender Harassment	
22	Review and update protocol on Sexual Harassment.
23	Develop a system to monitor the evolution of women in transfer to market
Transfer to Market	
24	WIN Event



Annex III: Action development 2023-2024

AREA OF IMPLEMENTATION	ACTION	STATUS
1 Human Resources	Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach	Finalized
2 Institutional Communication	Give internal and external visibility to the new Gender Equality Plan	Finalized
3 Sexual and Gender Harassment	Review and update protocol on Sexual Harassment	Finalized
4 Institutional Governance	Develop mentoring programmes to promote career progression	Finalized
5 Institutional Governance	Consolidate and disseminate Group Leader Selection Protocol	Finalized
6 Institutional Communication	Promote institutional engagement in equality and diversity topics (videos, institutional equality day, printed materials, among others)	Finalized
7 Human Resources	Conduct a salary audit regarding equal pay	Finalized
8 Young Scientist (student services)	Reinforce equality and diversity topics in onboarding sessions	Finalized
9 Transfer to Market	Collaborative action n. 3: WIN event	Finalized
10 Institutional Communication	Organise and participate in advanced training on inclusive language	Finalized
11 Institutional Governance	Prepare an internal regulations to govern the Equality and Diversity Committee	Finalized
12 Sexual and Gender Harassment	Develop internal training on Sexual and Gender Harassment	Finalized
13 Institutional Communication	Creation and promotion of a manual/guidelines on inclusive language (English, Spanish, and Catalan)	Finalized
14 Institutional Governance	Prepare an action plan to prepare training statistics with data disaggregated by gender	Finalized
15 Human Resources	Develop a Parental Leave Guide	In progress
16 Research	Create and consolidate a protocol for planning and developing internal seminars, ensuring the participation of female speakers	In progress
17 Human Resources	Develop a Work-Life Balance Guide	In progress
18 Human Resources	Plan and develop training actions to raise awareness of the importance of work-life balance and implement a pro-conciliation leadership management model	2023-2024
19 Human Resources	Develop awareness campaigns on Intersectionality	2023-2024
20 Institutional Governance	Organise an advanced training session on gender and diversity topics for members of the Equality Commission	2023-2024
21 Research	Training sessions on the integration of the gender dimension into research	2023-2024
22 Institutional Communication	Develop checklist/guidelines for posting and checking material on institutional social media channels	2023-2024
23 Young Scientist (student services)	Integrate gender perspective training in transversal PhD programme	2023-2024
24 Human Resources	Collaborative action n. 1: Introduce measures to avoid bias in selection and evaluation processes (TBD)	2023-2024
25 Transfer to Market	Collaborative action n. 2: Develop a system to monitor the evolution of women in transfer to market (TBD)	2023-2024



