

CIC biomaGUNE's 2nd Gender Equality and Diversity Plan (GEDP) 2025-2028



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1. INTRODUCTION

1.1. About CIC biomaGUNE

The Center for Cooperative Research in Biomaterials (CIC biomaGUNE), a member of the Basque Research and Technology Alliance (BRTA), is a non-profit research organization created to promote scientific research and technological innovation at the highest levels in the Basque Country following the BioBasque policy, CIC biomaGUNE aims to create a new business sector based on biosciences.

CIC biomaGUNE began its work on gender equality in 2018 by creating the Equality Committee. In 2020, CIC biomaGUNE engaged a gender expert consultancy to conduct a thorough diagnosis of gender-related practices and challenges. Based on that diagnosis, CIC biomaGUNE developed the 1st Gender Equality Plan (GEP) aimed at addressing key areas for improvement identified in the assessment.

Implementation of the 1st GEP continued until December 2023. In 2024 CIC biomaGUNE took another step by evaluating the progress made and designing the 2nd Gender Equality and Diversity Plan (GEDP).

This report contains CIC biomaGUNE's 2nd GEDP.

1.2. What is the gender-diagnosis and GEP

A GEP is a systematic and strategic tool that establishes priorities, concrete objectives (based on a comprehensive assessment of the current situation), and specific measures to advance on gender equality within organizations and in the Research & Innovation (R&I) field.

Real equality is reflected in equal treatment, marked by the absence of direct and indirect discrimination based on sex. Direct discrimination occurs when a person receives preferential treatment due to sex or any other sex-related treatment. Indirect discrimination is considered when an event affects a significant proportion of persons of the **same** sex.

This principle incorporates the differentiations as a necessary means to achieve *de facto* equality. Given that this mediation requires opportunities and results, it is necessary to work on equal opportunities, that is, on the right to be treated with dignity.

The objective of equal opportunities is to create a framework for intervention that allows all genders to participate freely in all areas of society under equal conditions, visibility, autonomy, and responsibility. It is a quality term directly related to human rights. It is a tool to achieve a higher quality of life for women and other underrepresented genders through positive actions.

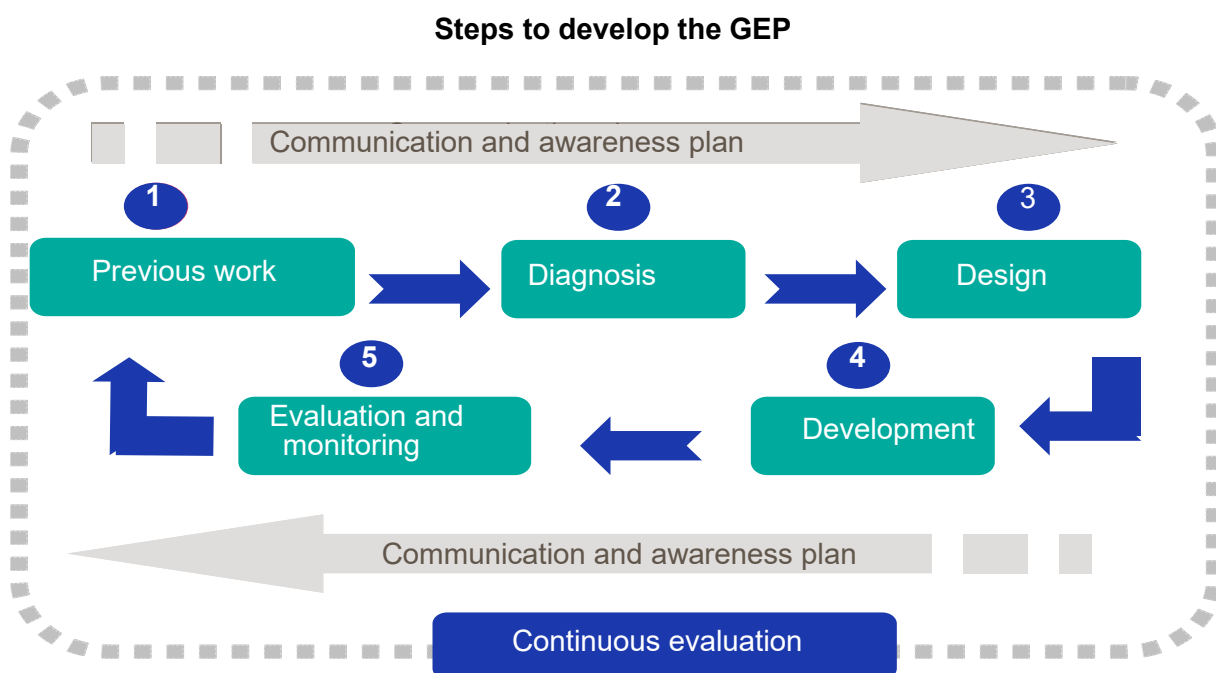
Positive actions are temporary measures, a starting point, and a special treatment to achieve equal opportunities. It is related to other measures, to the positive discrimination towards which it is directed: these are measures that initially guarantee the results. **Positive action is a strategy for people with disadvantages at the starting point, to reach the level of those with the advantage.** In this way, equal opportunities will be achieved at a given time.

These actions are grouped into the so-called positive or equality action plans. These political and administrative instruments structure the objectives and guide concrete actions to achieve equal opportunities.

Gender mainstreaming is the main strategy of the Action Plans. The implementation of the gender perspective implies systematically incorporating in all phases of planning, development, and evaluation the situations, conditions, **needs, and aspirations of women and men, incorporating specific objectives** and measures to eliminate inequalities and promote equality in all policies and actions of the organization. Analyzing reality from a gender perspective means:

- To publicize sexist trends in the analysis of the reality of women and other under-represented genders.
- Identify the structural factors behind the inequality between women and men, detecting all forms of discrimination that generate or reproduce these inequalities, and including an intersectional approach.
- Redefine gender relations, making the situation of women visible, considering the needs and interests of women, and valuing women's contribution to society more.

All these aspects are analyzed when preparing the GEPs. The following are the steps to be taken to prepare the GEP:



When we talk about Gender Equality Plans, we are talking about tools to generate transformation processes, and it is convenient to follow the phases shown in the image. In this process, we have worked on the first three phases, but once these three steps are taken it would be necessary for biomaGUNE to take the initiative to develop the next phases. Continuous evaluation of communication and the steps we take will be crucial in the development of all these phases.

1.3. Legal framework

As stated in the initial declaration of Law 4/2005 on Gender Equality in the Basque Country, the Convention on the Elimination of All Forms of Discrimination against Women, approved by the **UN General Assembly in December 1979 and ratified by the Spanish State in February 1984, proclaimed the principle of equality between women and men.** In the 2nd article of that Convention, UN members committed themselves to “ensuring the effectiveness of this principle through laws or other appropriate means.”

The Recast Text of the Law for the Equality of Women and **Men and the Coexistence without Gender Violence, approved by RD 1/2023 of 16 March, refers to the same area.** Specifically, Article 43 refers to plans and policies for the equality of women and men and states that “consortia, foundations, and companies primarily involved in Basque Country’s public entities, in all cases, and private companies of more than 50 workers, following State regulations, will develop plans incorporating concrete and effective measures to promote the equality of women and men in their internal functioning and their monitoring.”

Moreover, since the entry into force of the Treaty of **Amsterdam on 1 May 1999, equality between women and men has become a fundamental principle of the European Union. Following Article 3.2 of the Treaty on the European Union, the objective of eliminating gender inequalities and promoting equality should be** integrated into all policies and actions of the Union and its Member States.

Article **9.1** of the Statute of Autonomy of the Basque Country, referring to the provisions of the Spanish Constitution, proclaims the right to equality and non-discrimination on grounds of sex. Furthermore, Article 9.2.d of the Statute states that public authorities must promote the conditions for equality of people and groups and remove barriers to their achievement, to make such equality effective and effective.

In addition, the Basque Parliament, by adopting Law 2/1988 of **5 February on the creation of Emakunde, the Basque Institute for Women, as stated in its explanatory statement, considered as a** matter of first order the effective elimination of all forms of discrimination against women and the adoption of the necessary measures to promote the intervention of women in all areas of our Community, as well as joint action in this field.

In the development of this Law 2/1988, the Basque Government has approved seven **positive action plans for women in the Autonomous Community of the Basque Country. These plans reflect the basic lines of intervention of the Basque public administrations in relation to the promotion of equality between women and men in all areas of life.**

The successive GEPs approved by the Basque Government have enabled the promotion and development of the measures that Law 4/2005, of **18 February, for the Equality of Women and Men, provides for the promotion of equality in the business environment. This law, among others 40. The article obliges public and private enterprises (depending on the number of workers) to implement plans or measures to promote the equality of women and men** both in internal and external functioning. It also requires the definition of mechanisms for monitoring and evaluating these Plans.

The legal framework on gender equality in higher education, science and research is precise and comprehensive.

The **Organic Law for Effective Equality between Women and Men (3/2007)** introduced gender equality as a basic principle for public action, applicable to universities and research centers. The Law made it compulsory for institutions and companies with more than 50 employees to adopt and implement gender equality plans.

Considering the urgent need to adopt measures to guarantee equal opportunities between women and men, the government approved decree **RD 6/2019 in March 2019. Two subsequent decrees (RD 901/2020 and RD 902/2020) were approved in October 2020. These three decrees together develop and detail aspects of the Organic Law for Effective Equality (3/2007).** RD 6/2019 extends the obligation to approve equality plans to all companies and institutions with more than 50 employees (previously >250 employees). It reinforces the rights of equal salary for equal work and work-life balance; and establishes equal (non-transferable) childbirth leave for both parents.

RD 901/2020, on the regulation and registration of Gender Equality Plans (GEPs), details the minimum content of a GEP, including a detailed gender diagnosis as a baseline. It establishes deadlines for companies and institutions with at least 50 employees to approve and implement their GEPs. It also describes the procedure for negotiation, approval, and public registration of GEPs, including participation of employees' and unions' legal representation.

RD 902/2020, on equal pay for women and men, establishes mechanisms to identify and correct discrimination in remuneration. It obliges all companies to have a salary register for all staff, including management and senior staff. Companies with a GEP must include a salary audit in their gender diagnosis. That audit should analyze whether the company's remuneration system, in a transversal and complete way, complies with the principle of equality between women and men.

The Basic Statute of Public Employees (Law 7/2007) established the necessity for public administrations to adopt equality plans. The Law on Universities (Law 4/2007, known as LOMLU) further clarified these requirements for universities by stating that "universities will include equality units within their organizational structures to promote and implement tasks related to the principle of equality between women and men." Additionally, the Science, Technology, and Innovation Law (Law 14/2011, known as LCTI) extended the requirement to adopt Gender Equality Plans (GEPs) from universities to public research organizations.

The Organic Law for Effective Equality between Women and Men (3/2007) required all ministries to have a gender unit, dependent on their governing bodies. That unit is responsible for developing relevant functions related to the principle of equality between women and men.

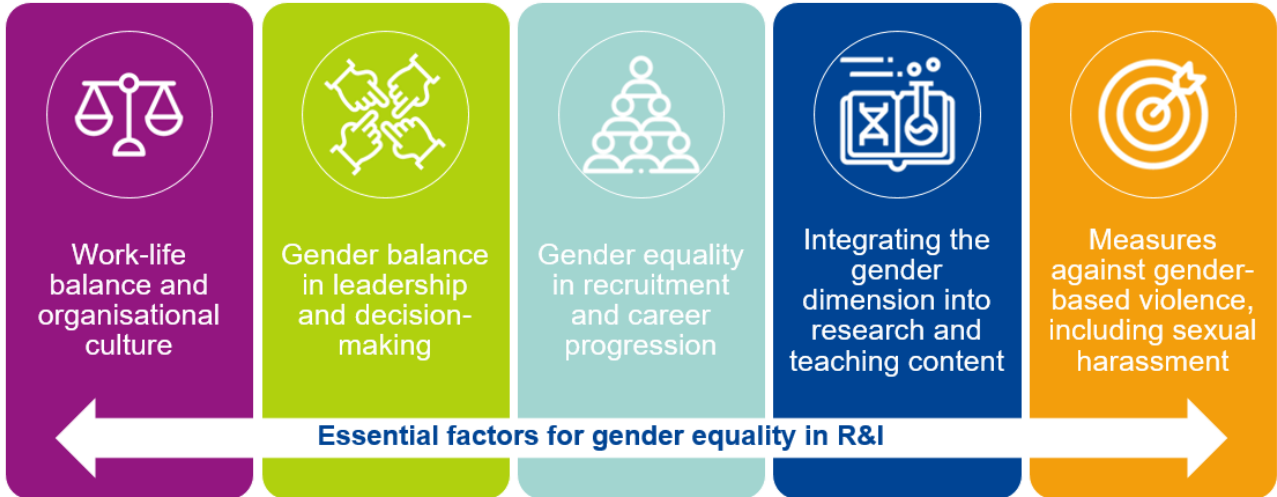
Both LOMLU and LCTI establish gender equality as a fundamental goal of the Spanish System of Science, Technology, and Innovation. They outline several requirements regarding recruitment, promotion, and decision-making processes. Specifically, they aim for gender parity, with a target of 40-60% representation in nominations for panels, advisory boards, and committees.

Additionally, they propose a review of selection and evaluation procedures for recruitment, accreditation, and the awarding of financial grants to eliminate gender bias, barriers, and gaps. The provisions also aim to increase the participation of women in research groups and to integrate gender issues into research activities.

CIC biomaGUNE has also wanted to integrate the diversity perspective within its 2nd Plan, and therefore we have also considered the relevant legislation to this topic: **Law 4/2023, of February 28, for the real and effective equality of trans people and the guarantee of the rights of LGTBI people**, which has the aim to develop and guarantee the rights of lesbian, gay, bisexual, trans and intersex people (LGTBI) by eradicating situations of discrimination and guaranteeing their right to live freely; and **Royal Decree 1026/2024, issued on October 8, outlines a series of measures aimed at promoting equality and preventing discrimination against LGTBI individuals in the workplace.** This decree specifies the obligation of businesses to implement a comprehensive framework of measures and resources to ensure real and effective equality for LGTBI people, as mandated in Article 15.1 of Law 4/2023.

Additionally, the eligibility criteria for Horizon Europe include GEPs that consist of both mandatory and recommended building blocks.

1. **Mandatory process-based elements**, which represent standard minimum components of action plans to promote gender equality.
2. **Recommended content-related elements**, which are key gender equality issues that a GEP should seek to address.



Source: [How to prepare a successful proposal in Horizon Europe: Horizontal Aspects](#), presentation by Pepin, A., European Commission, 21 April 2021, Icons - © Flaticon

2. WORKING PROCESS

The design process of the 2nd Gender Equality and Diversity Plan (GEDP) has been carried out from February to November 2024. The process had four main phases:



Launch



Diagnostic



**Design of 2nd
GEDP**



**Evaluate the
result**

The following lines provide a more detailed explanation of the work carried out this year from a methodological perspective.

2.1. Methodology

For the methodological design of the process, we considered the basis of the methodology known as IAP (Investigation, Action, Participation). The goal is to enhance collective reflection and group relationships, thereby modifying interactions and constructing positions, projects, and strategies.

In addition, following the criteria set by Emakunde and EIGE (European Institute for Gender Equality), as well as the obligations contained in the latest legal framework, we have designed and developed the process of preparing the diagnosis and 2nd GEDP of CIC biomaGUNE. In the specific case of EIGE, we have used the so-called GEAR TOOL to design GEPs in academic environments and research institutions.

Data collection involved both qualitative and quantitative information. Quantitative indicators are essential for understanding the initial situation, while qualitative information helps us better interpret and comprehend this context.

The sources of information used for data collection are:

- **Documents and Report:** Internal regulations, human resources policies, organization charts, external communication media, strategic and management plans, and relevant protocols of interest, etc.
- **Excel Data Collection:** Data on CIC biomaGUNE, including the number of men and women in various positions and areas of responsibility, information on new hires, departures, internal promotions, and salary records.
- **Online Questionnaire:** Distributed to the entire staff to gather their perceptions and experiences.

- **In-depth Interviews:** Three interviews were conducted to deepen the understanding of the organization.
 - **Scientific Director:** Discussed the integration of the gender perspective in the research carried out at the center, and the work done in this regard.
 - **First GEP Developers:** Gained insights from those responsible for or involved in the creation, development, and supervision during these years of development of the previous Plan.
 - **Diverse Group:** A diverse group of individuals with different profiles with a focus on their experiences with work-life balance and conciliation.
- **Working Sessions with the Negotiating Committee:** Elhuyar conducted two sessions to present the results of the analysis, complete the draft diagnosis of the current situation, and identify the main strengths and weaknesses.

2.2. Structures

In designing CIC biomaGUNE's 2nd GEDP, we have had two main working structures.

WORKING GROUP

PARTICIPANTS

- CIC biomaGUNE's General Manager: Anna Llanes Pallas
- Human Resources manager: Sheyla Garcia Medel
- CIC biomaGUNE GEDP manager: Alba Birichinaga Felices
- CIC biomaGUNE's GEC representative: Irantzu Llarena Conde
- Elhuyar's Technician: Naiara Arri Garcia

TASKS

- Receive and exchange the necessary information for the implementation of the project.
- Design and channeling of internal communication.
- Coordinate and channel project actions.
- Project monitoring and finding solutions to potential problems.
- Development of the Pay Audit.
- Prepare the meetings of the Negotiating Committee.
- Continuous monitoring of the project.
- Assessment of the process and the outcome.

OPERATION

- This group has **held 5 meetings** throughout the project.

The Negotiating Commission has served as the primary body for discussing and reaching consensus on the process's content. To meet legal requirements while maintaining a comprehensive perspective, the composition of the group is based on this main criterion.

NEGOTIATING COMMITTEE

PARTICIPANTS

Representatives of the Entity:

- Aitziber López Cortajarena
- Anna Llanes Pallàs
- Irantzu Llarena Conde

Workers' representatives:

- Ángel Manuel Martínez Villacorta
- Ane Ruiz de Angulo Dorronsoro
- Daniel Padró Hernández

Other participants:

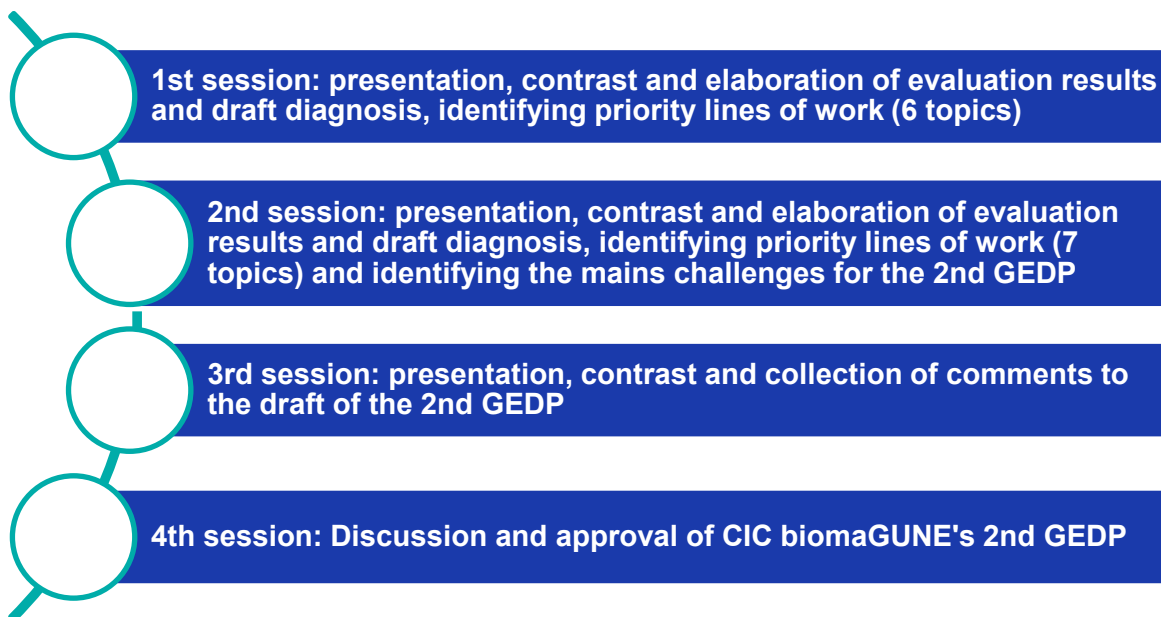
- Sheyla García Medel (Human Resources Manager)
- Alba Birichinaga Felices (GEDP manager in the organization)
- Naiara Arri Garcia (Elhuyar; Equality Advisor)

TASKS

- Contrast and discussion of the evaluation and diagnostic.
- Contrast and discussion of the 2nd GEDP.
- Approval of the final documents.
- Assessment of the process.

OPERATION

- The Negotiating **Committee has held** four working sessions of around 3 hours each on:



3. MAIN CONCLUSIONS OF THE DIAGNOSIS

CIC biomaGUNE's gender diagnostic report for 2024 is available separately. However, the main conclusions from that report are included here for reference:

- A need to improve in communicating the new policy developed and raise awareness in the community.
- Vertical segregation especially in the research area, with a highly feminized technical staff, and a greater representation of men in positions of responsibility (PIs).
- There is a high temporality (sector) and few opportunities for promotion within the center.
- It could be interesting to check the data about the use of conciliation measures at the center, as well as on the worries and needs biomaGUNE employees have especially linked to the teleworking system.
- Analyze the possibility of re-organizing Professional Groups to reflect better the actual reality at the center.
- CIC biomaGUNE gathers many different institutional cultures in the same center, therefore, an effort should be made to define the type of culture that CIC biomaGUNE wants to promote.
- The gender perspective should be considered in the prevention plan and detailed job risk assessment. The psycho-social risk analysis should also be renewed along the same lines.
- Improve the training plan and extend it to all the different areas in the center.
- It is important to evaluate whether the actual sexual and gender-based anti-harassment protocol works or improvements need to be realized.
- A need to think of strategies to include the gender perspective within the research, to fix science.

3.1. Key challenges for CIC biomaGUNE

After working, analyzing, and reflecting with the Negotiating Committee of the GEP, we have identified five main challenges to work on as a priority in the forthcoming years:

1. Focus on co-responsible conciliation by analyzing needs and implementing measures, particularly to enhance teleworking options.
2. To enhance the gender perspective within CIC biomaGUNE's organizational structures, by defining a leadership model that aligns with the Code of Conduct.
3. Ensure all members at the center are aware of the Gender Policy that has been developed by a focus on communication campaigns.
4. To take steps to incorporate a gender perspective in research.
5. To improve mechanisms to combat sexual harassment and sex-based harassment.

4. GENDER-SENSITIVE PAY AUDIT

The pay audit developed within the process of the gender diagnostic (2024) wanted to obtain the necessary information to verify whether CIC biomaGUNE's pay system complies with the effective application of the principle of equal pay for women and men.

4.1. Validity of the Pay Audit

The Pay Audit will be valid until 2028.

4.2. Pay Audit findings

These are the main conclusions from the pay audit (2024):

- CIC biomaGUNE has a structured payroll system. However, there are some gender pay gaps, caused primarily due to the following factors:
 - Vertical segregation, with men predominantly occupying Responsible positions, especially in the Research area.
 - Differences based on the number of years spent in the Center.
 - A mix of staff from different professional groups, with different experience profiles categorized under the same group in the actual scheme.
 - Salary components linked to job performance in positions that are circumstantially mostly occupied by men.

4.3. Action plan arising from the conclusions of the Pay Audit

These are the actions that CIC biomaGUNE will put in place through their 2nd Gender Equality and Diversity Plan (GEDP):

- Develop a yearly Pay Register, monitoring results and analyzing the evolution of the pay gaps that have been identified with the GEDP Monitoring Group.
- Develop strategies to attract more women to responsible category positions, especially at the research area.
- Keep developing innovative co-responsible policy, to make sure that care-related decisions do not have an impact on pay gaps in the future.

5. CIC biomaGUNE's 2nd Gender Equality and Diversity Plan (GEDP)

5.1. The main structure of the 2nd GEDP

CIC biomaGUNE's second Gender Equality and Diversity Plan (GEDP) will be implemented for four years, starting in 2025 and concluding in 2028, with a total of 44 actions planned.



CIC biomagune's 2nd Gender Equality and Diversity Plan (GEDP) 2025-2028			
Guarantees	G.1. Publication and official endorsement of the GEP	G.2. Dedicated budget	G.3. Data collection and monitoring
	9 actions	5 actions	4 actions
Thematic blocks	T.1. Work-life balance and organizational culture		T.2. Gender balance in leadership and decision-making
	3 actions		2 actions
	T.3. Gender equality in recruitment and career progression		T.4. Integration of the gender dimension into research and teaching content
	5 actions		2 actions
	T.5. Measures against gender-based violence including sexual harassment		
6 actions			
N° of years	4		
N° objectives	15		
N° actions	44		

The plan is organized in line with the framework suggested by Horizon Europe. We have distinguished between the necessary guarantees for the smooth implementation of the GEDP, which includes the process-based mandatory components proposed by Horizon Europe, and the specific thematic areas where structural changes are planned. The Plan foresaw the following 4 guarantees:

Guarantee	Description	Specifications
1.1. Publication and official endorsement of the GEDP	In addition to the official approval and dissemination of the Plan, the degree of knowledge of the GEDP and the involvement of the whole community of the organization will be necessary for the appropriate implementation of the GEDP.	2 objectives 9 actions
1.2. Dedicated budget	To ensure the proper development of the GEDP, we must ensure that the necessary economic budget is allocated, as well as that the partners who will develop the Plan have the necessary time and recognition for the work carried out.	2 objectives 5 actions

Guarantee	Description	Specifications
1.3. Data collection and monitoring	Identifying and monitoring the evolution of gender inequalities will be another essential element. To develop the appropriate conditions for this, the first step will be to reach an agreement and concrete the indicators that will be gathered.	1 objective 4 actions
1.4. Training	Efforts will be made to ensure that all CIC biomaGUNE partners possess a fundamental understanding of gender equality and diversity. Additionally, training will serve as a crucial tool for the development of the Gender Equality and Diversity Plan (GEDP). Members of the Gender Equality Committee (GEC) and the GEDP manager will receive the necessary training to facilitate the effective implementation of the GEDP.	3 objectives 8 actions

As previously mentioned, the 2nd GEDP is organized into five distinct thematic blocks or lines of work, which are derived from the main challenges identified in the gender equality diagnosis.

- ★ **T.1. Work-life balance and organizational culture.**
- ★ **T.2. Gender balance in leadership and decision-making**
- ★ **T.3. Gender perspective in leadership and decision-making.**
- ★ **T.3. Gender equality in recruitment and career progression**
- ★ **T.4. Integration of the gender dimension into research and teaching content**
- ★ **T.5. Measures against gender-based violence including sexual harassment**

These are the objectives and number of actions in each thematic block in the 2nd GEDP:

T.1. Work-life balance and organizational culture	T.1.1. Working towards a co-responsible center at which all workers, no matter their gender identity or social background, feel satisfied with their options to balance their career development and conciliation needs.	3
T.2. Gender balance in leadership and decision-making	T.2.1. Ensuring a discrimination-safe working environment under an inclusive leadership	2
T.3. Gender equality in recruitment and career progression	T.3.1. Working towards an inclusive and egalitarian wage-policy	5
T.4. Integration of the gender dimension into research and teaching content	T.4.1. Working towards a better understanding of how the gender perspective should/could be applied at the different Working Groups in CIC biomaGUNE	2
T.5. Measures against gender-based violence including sexual harassment	T.5.1. Working on the prevention of gender-based violence at CIC biomaGUNE	4
	T.5.2. Adapt and improve the actual Harassment Protocol considering the new legal requirements from EU, and Spain.	2
		6

5.2. The Action Plan

In the following pages, we will present the key actions and measures outlined in CIC biomaGUNE's second Gender Equality and Diversity Plan (GEDP), along with the timetable and the individuals responsible for its implementation. Additionally, the center will compile all this information into an Excel tool, which will be explained later. This tool will be used to monitor the implementation of the GEDP and to prepare the annual management plans.

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
G.1. Publication and official endorsement of the GEDP	G.1.1. Officially approving the GEDP, by officially endorsing it and publishing it.	G.1.1.1. Officially approve the GEDP, sign it, and publish it on CIC biomaGUNE's public website.	Direction	X			
		G.1.1.2. Yearly reports with descriptions and monitoring of the level of implementation of the GEDP written and published on the website.	GEDP manager	X	X	X	X
		G.1.2.1. Include the GEDP in the intranet and send an e-mail to the entire community informing them about it.	GEDP manager	X			
	G.1.2. Making sure CIC biomaGUNE's community is actively informed about the GEDP and its development.	G.1.2.2. The Gender Equality Committee (GEC) will organize a session to present the GEDP to all members.	GEC	X			
		G.1.2.3. A public seminar Scientific Director and/or General Manager presenting the yearly Equality Report, including the main highlights from implementing the GEDP every year (in the context of the 8th of March, for example).	Direction		X	X	X
		G.1.2.4. Define a yearly GEDP implementation-related communication plan with the main communication activities for each year. Communication Plan activities will be identified in turquoise in this document.	GEDP manager	X	X	X	X
		G.1.2.5. Design a satisfaction survey to gather the community's view implementation of the GEDP and new proposals every two years. Analyze the results from an intersectional perspective bearing in mind the set of indicators defined at action G.3.1.1.	GEC		X		X

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
		G.1.2.6. Include all the relevant GED policies in the welcoming process of the center, within a compulsory training session for all newly arrived staff.	Direction	X	X	X	X
		G.1.2.7. Create and manage a GED postbox to receive ideas and suggestions linked to gender equality and diversity.	GEC			X	X
G.2. Dedicated resources	G.2.1. Guarantee that CIC biomaGUNE establishes a dedicated gender equality function to promote Gender Equality and Diversity in the Center.	G.2.1.1. Identify the GEDP coordinator and put in place the GEDP management team that will lead the implementation of the GEDP.	Direction	X			
		G.2.1.2. 1 or 2 annual meetings with the GEDP Monitoring Group to keep track of GEDP and monitor the implementation.	GEDP Monitoring Group	X	X	X	X
		G.2.1.3. Make a call to renew the GEC composition, keeping in mind to include participants from all the different areas and having a gender-balanced group.	GEC	X	X	X	X
	G.2.2. Guaranteeing that CIC biomaGUNE dedicates the necessary economic resources to develop this GEDP.	G.2.2.1. Monitor the evolution of the budget dedicated to Gender Equality and Diversity yearly.	GEDP manager	X	X	X	X
G.2.2.2. Include the evolution of the yearly budget in the yearly Equality Report.		GEDP Monitoring Group	X	X	X	X	
G.3. Data collection and monitoring	G.3.1. Identifying the data that needs to be collected and monitored at CIC biomaGUNE and analyzing it.	G.3.1.1. Review the set of indicators that are collected in the Gender Report and identify if further indicators would be needed to enable intersectional analysis. Collect and analyze those data regularly.	GEC	X	X	X	X
		G.3.1.2. Collect data about the set of indicators yearly	GEC	X	X	X	X
		G.3.1.3. Analyze this data with the GEC every year and identify correcting measures if needed.	GEC	X	X	X	X
		G.3.1.4. Report the most relevant indicators to the CIC biomaGUNE community by including them in the Yearly Report, to monitor the development.	GEDP manager	X	X	X	X

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
G.4. Training	G.4.1. Gender equality and diversity awareness-raising.	G.4.1.1. Think, design, and implement awareness-raising actions: regular monthly awareness-raising visual awareness-raising campaign with a topic per month and the previous topics available in a smaller font... Topics could be based on the actions that are being implemented, socializing the policy that is already in place (such as ethics code, communication guidelines, harassment protocol, etc. or the results from the satisfaction survey from action G.1.2.5. A specific calendar will be agreed to take into account the most relevant GED related International Days around the year (such as 11th February, 8th March, 22nd April, 17th May, 28th June, 18th September, 11th and 25th November...)	GEDP manager	x	x	x	x
		G.4.1.2. Providing basic unconscious bias training to all staff and leaders.	HR management	x			
		G.4.1.3. Keep proactively participating in outreach activities such as Emakumeak Zientzian and encourage men to get involved in those activities.	GEC	x	x	x	x
	G.4.2. Offering tools for an inclusive use of language and images at CIC biomaGUNE.	G.4.2.1. Revise, update (if needed), and communicate the inclusive communication guide of the center to all the staff.	Communication manager	x			
		G.4.2.2. Check EIGE's Inclusive Communication Toolkit and use the proposed materials to raise awareness among CIC biomaGUNE staff.	Communication manager	x			
	G.4.3. Considering the gender perspective in the contents of the training plan.	G.4.3.1. Specific gender equality and diversity training needs to be yearly identified and organized during the year including all the staff at CIC biomaGUNE (people from services, platforms, and research). Include yearly training for the GEC members, based on the topics that will be developed each year.	HR management	x	x	x	x
		G.4.3.2. Organize specific gender equality and diversity training for the GEDP manager based on the actions that will be implemented within the year.	HR management	x			

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
		G.4.3.3. Informing about the ongoing public training available to all members of the GEDP Monitoring Group and the GEC, or specific public from the center. Such as training organized by Emakunde, or EU projects organizing specific webinars. All received e-mails could be centralized on the GEDP manager, to then forward them to all GEC and GEDP Monitoring Group members.	GEDP manager		x	x	x

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
T.1. Work-life balance and organizational culture	T.1.1. Working towards a co-responsible center at which all workers, no matter their gender identity or social background, feel satisfied with their options to balance their career development and conciliation needs.	T.1.1.1. Take steps to flexibilize the telework system in place towards the possibility to Telework a whole day per week. (This action will imply an entire working process: firstly, meeting and agreeing on a formula that will increase the actual flexibility with all the agents implied. Checking the feasibility of the agreed formula, any previous needs, and then communicating the agreed action, to finally define the implementation)	Direction and General Management	x	x		
		T.1.1.2. In parallel with the previous action, take an opportunity to also discuss and decide on other possible work-life balance measures such as a longer working timetable during the winter months to accumulate hours and be able to work fewer hours during the summer period; and informing on the related policy that is already in place such as the weekend work policy or the digital disconnection policy.	Direction and General Management	x	x		
		T.1.1.3. Evaluate the Telework system in place by doing a specific satisfaction survey, and identify if any changes/improvements are needed, and what is best valued.	GEC			x	x

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
T.2. Gender balance in leadership and decision-making	T.2.1. Ensuring a discrimination-safe working environment under an inclusive leadership.	T.2.1.1. Definition of CIC biomaGUNE's wanted leadership model and create a decalogue with the main issues biomaGUNE expects from all people in charge of others in the center.	General Management and GEDP manager			x	
		T.2.1.2. Think and implement specific actions to increment the networking/ relations between different groups and working areas (especially the informal ones, such as lunch or coffee. It could be, for example, a community breakfast once a month for every member of the center or thinking on ideas to make the existing places cozier ...)	GEC			x	
T.3. Gender equality in recruitment and career progression	T.3.1. Working towards an inclusive and egalitarian wage-policy.	T.3.1.1. Develop a yearly Pay Register, including more information and with further disaggregation of the data.	HR management	x	x	x	x
		T.3.1.2. Monitor the evolution of the yearly Pay Register, with special attention to checking whether the gap is diminishing.	GEDP Monitoring Group	x	x	x	x
		T.3.1.3. Develop strategies to attract more women to responsible category positions, especially at the research area (PI)	Direction		x	x	x
		T.3.1.4. Keep developing innovative co-responsible policies, to make sure that care-related decisions do not have an impact on pay-gap in the future.	GEDP manager		x	x	x
		T.3.1.5. Keep track of the evolution with the next Gender Pay Gap analysis (in 2028).	GEDP Monitoring Group				x
T.4. Integration of the gender dimension	T.4.1. Working towards a better understanding of	T.4.1.1. Organizing an introductory workshop with the Training Committee on how to include the gender perspective in research, and trying to start defining	Project Management Unit		x		

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2025	2026	2027	2028
into research and teaching content	how the gender perspective should/could be applied at the different Working Groups in CIC biomaGUNE.	specific criteria for each thematic group in CIC biomaGUNE					
		T.4.1.2. Ask every researcher visiting to give a scientific seminar to include a slide on how they include the gender perspective within their research, as a way to learn from others.	Project Manager	x	x	x	x
T.5. Measures against gender-based violence including sexual harassment	T.5.1 Working on the prevention of gender-based violence at CIC biomaGUNE.	T.5.1.1. Organizing a specific workshop on the prevention of sexual and sex-based harassment focused on the whole biomaGUNE community.	GEDP manager			x	
		T.5.1.2. Develop a psycho-social risk analysis to check the evolution from the one done in 2015	Biosafety & radioprotection manager	x			
		T.5.1.3. Public seminar given by CIC biomaGUNE staff (it could be GEC members) to present, and raise awareness on the harassment protocol	Biosafety & radioprotection manager	x			
		T.5.1.4. Renew the occupational risk plan with the inclusion of the gender perspective	Biosafety & radioprotection manager		x		
	T.5.2. Adapt and improve the actual Harassment Protocol considering the new legal requirements from EU, and Spain.	T.5.2.1. Evaluate and revise the composition of the Confidential Counsellors.	GEC	x			
		T.5.2.2. Adapt the protocol of prevention and action against workplace, sexual, or gender-based harassment to the new legal-requirements	Biosafety & radioprotection manager	x			x

6. STRUCTURES AND RESOURCES FOR GEDP IMPLEMENTATION

6.1. Structures

CIC biomaGUNE, committed to advancing gender equality, has established various working structures to address the responsibilities and tasks of implementing the 2nd GEDP within the organization.

The GEDP manager will be primarily responsible for overseeing the proper development of the Plan. This individual will manage and monitor the implementation of the GEDP daily. Additionally, the manager will prepare the annual action plan and coordinate with other colleagues to ensure the effective implementation of the Plan.

In the following lines, we describe the three main structures that will be participating in the implementation process: the GEDP manager, the GEDP Monitoring Groups and the Gender Equality Committee (GEC).

GEDP MANAGER: Alba Birichinaga

PROFILE

- CIC biomaGUNE worker with gender awareness and training on gender issues.
- With an overview of CIC biomaGUNE and approachable for coordination with staff in all areas.

TASKS

- Actively participate, at the GEDP Monitoring Group and the Gender Equality Commission (GEC)
- Monitoring the development of the GEDP.
- Continuously receiving training in equality and feminism for proper function.
- Coordination with other areas in charge of actions of the GEDP, and reporting about it to the GEDP Monitoring Group.

FUNCTIONING

- She will implement and monitor the plan closely, integrating it into her daily operations. The intensity of monitoring will vary depending on the actions being developed.

GEDP MONITORING GROUP

PROFILE

- **Representing the center:** Alba Birichinaga Felices and Irantzu Llarena Conde
- **Representing the Worker's Committee:** Ane Ruiz de Angulo Dorronsoro and Ángel Manuel Martínez Villacorta

TASKS

- Design the yearly GEDP action Plans and approve contributions made by other colleagues (such as GEC members).
- Be informed of the development of the Plan and make contributions.
- Monitor the level of implementation of the GEDP every year and propose corrective measures if needed.

FUNCTIONING

- The GEDP Monitoring Group will meet at least once and up to 2 times per year to monitor the development of the GEDP.

GEC

PROFILE

- The GEC will be renewed for the implementation of the 2nd GEDP
- Attention will be paid to having a gender-balanced composition that includes, members of all the groups in CIC biomaGUNE, the GEDP manager, at least a representative of the Worker's Committee, etc.

TASKS

- Make and approve contributions to the annual management plan.
- Know the development of the Plan and make contributions.
- Proactively participate in the implementation of specific actions.

FUNCTIONING

- It will meet periodically, around 4/5 meetings per year depending on the actions that are being implemented.

6.2. Resources for the Implementation of the Plan

CIC biomaGUNE will provide annually with the necessary resources for the implementation of the 2nd GEDP:

- Working hours will be **allocated** for those actively involved in the implementation of the GEDP, in particular the GEDP manager.
- **Training will be provided for those responsible for the GEDP's implementation with the option of support from a consultancy service.**
- Each year, a dedicated budget should be allocated for the actions outlined in the Plan, with progress monitored by the GEDP Monitoring Group.

7. MONITORING AND EVALUATION OF THE GEDP

7.1. Monitoring

It is crucial to establish a system for continuous monitoring and evaluation of the GEDP. The GEDP manager, along with the support of colleagues involved in its implementation, should regularly track the measures outlined in the created Excel tool. This ongoing monitoring will provide insight into the level of implementation of the planned actions each year.

The implementation of actions will be assessed annually in a straightforward manner, documenting whether each action has been fully implemented, is currently under development, has not been initiated, or has required adjustments. Additionally, we will record the level of compliance for each year and detail of the progress made regarding each action. To facilitate this process, each action has been assigned specific monitoring indicators, which will help the biomaGUNE team gather relevant information effectively.

GEDP Guarantees- mandatory blocks	Main objectives	Specific actions/measures	Timeline				Level of implementation				
			2025	2026	2027	2028	2025	2026	2027	2028	
G.1. Publication and official endorsement of the GEDP	G.1.1. Officially approving the GEDP, by officially endorsing it and publishing it.	G.1.1.1. Officially approve the GEDP, sign it and publish it on CIC biomaGUNE's public website.	x				Completed				
		G.1.1.2. Yearly reports with description and monitoring of the level of implementation of the GEDP written and published on the website.	x	x	x	x	On track				
		G.1.2.1. Include the GEDP in the intranet and send an e-mail to the entire community informing them about it.	x								
		G.1.2.2. The Gender Equality Committee (GEC) will organize a session to present the GEDP to all members.	x				Not started				
		G.1.2.3. A public seminar Scientific Director and/or General Manager presenting the yearly Equality Report, including the main highlights from implementing the GEDP every year (in the context of the 8th of March, for example).		x	x	x					
G.1.2. Making sure CIC biomaGUNE's community is actively informed about the GEDP and its development		G.1.2.4. Define a yearly GEDP implementation-related communication plan with the main communication activities for each year. Communication Plan activities will be identified in turquoise in this document.	x	x	x	x					
		G.1.2.5. Design a satisfaction survey to gather the community's view implementation of the GEDP and new proposals every two years. Analyze the results from an intersectional perspective bearing in mind the set of indicators defined at action G.3.1.1		x		x					

At the end of each year, we will complete assessments that evaluate the progress and impact of the GEDP. The results will be shared and analyzed during meetings of the GEDP Monitoring Group and the GEC for their review. This analysis will inform the management plan for the upcoming year. All this information will be compiled into the Yearly Gender Reports.

7.2. Evaluation

The GEDP will be **continuously** monitored and analyzing the degree of development of the measures, feeding the Excel tool and working on the topic in the management plan follow-up meetings.

A mid-term review of the Plan will take place at the end of 2026 to analyze its development further.

The general evaluation criteria shall be as follows:

- **Impact:** Changes, both internal and external, driven by the GEDP.
- **Efficiency:** The degree to which objectives and actions have been achieved.
- **Scope:** Assessment of the number of beneficiaries of the Plan, their participation, and the quality of its implementation.

- **Implementation:** Ensuring compliance with the schedule and evaluating whether the allocated budget is adequate.
- **Quality:** The data and information collected for monitoring and evaluating the plan must be of high quality.

After the Plan expires in 2028, a comprehensive evaluation of compliance with the Plan, its measures, and its impact should be conducted.

7.3. Modification procedure

The procedure for resolving discrepancies in the implementation, monitoring, review, or evaluation of the GEDP has been clearly defined. The Negotiation Committee, which is responsible for negotiations, will serve as the central body for dispute resolution.

If an agreement is not reached on modifications or proposals, both parties may seek the assistance of external experts to resolve any discrepancies.

Annex: Action Plan 2025

These are the actions outlined in the GEDP that will be implemented in 2025:

KEY AREAS	OBJECTIVES	ACTIONS
<p>G.1. Publication and official endorsement of the GEDP</p>	<p>G.1.1. Officially approving the GEDP, by officially endorsing it and publishing it.</p>	<p>G.1.1.1. Officially approve the GEDP, sign it, and publish it on CIC biomaGUNE's public website. G.1.1.2. Yearly reports with descriptions and monitoring of the level of implementation of the GEDP written and published on the website.</p>
	<p>G.1.2. Making sure CIC biomaGUNE's community is actively informed about the GEDP and its development</p>	<p>G.1.2.1. Include the GEDP in the intranet and send an e-mail to the entire community informing them about it. G.1.2.2. The Gender Equality Committee (GEC) will organize a session to present the GEDP to all members. G.1.2.3. A public seminar Scientific Director and/or General Manager presenting the yearly Equality Report, including the main highlights from implementing the GEDP every year (in the context of the 8th of March, for example). G.1.2.4. Define a yearly GEDP implementation-related communication plan with the main communication activities for each year. Communication Plan activities will be identified in turquoise in this document. G.1.2.5. Design a satisfaction survey to gather the community's view implementation of the GEDP and new proposals every two years. Analyze the results from an intersectional perspective bearing in mind the set of indicators defined at action G.3.1.1. G.1.2.6. Include all the relevant GED policies in the welcoming process of the center, within a compulsory training session for all newly arrived staff.</p>
<p>G.2. Dedicated resources</p>	<p>G.2.1. Guarantee that CIC biomaGUNE establishes a dedicated gender equality function to promote Gender Equality and Diversity in the Center.</p>	<p>G.2.1.1. Identify the GEDP coordinator and put in place the GEDP management team that will lead the implementation of the GEDP. G.2.1.2. 1 or 2 annual meetings with the GEDP Monitoring Group to keep track of GEDP and monitor the implementation. G.2.1.3. Make a call to renew the GEC composition, keeping in mind to include participants from all the different areas and having a gender-balanced group.</p>

KEY AREAS	OBJECTIVES	ACTIONS
	G.2.2. Guaranteeing that CIC biomaGUNE dedicates the necessary economic resources to develop this GEDP.	<p>G.2.2.1. Monitor the evolution of the budget dedicated to Gender Equality and Diversity yearly.</p> <p>G.2.2.2. Include the evolution of the yearly budget in the yearly Equality Report.</p>
G.3. Data collection and monitoring	G.3.1. Identifying the data that needs to be collected and monitored at CIC biomaGUNE and analyzing it	<p>G.3.1.1. Review the set of indicators that are collected in the Gender Report and identify if further indicators would be needed to enable intersectional analysis. Collect and analyze those data regularly.</p> <p>G.3.1.2. Collect data about the set of indicators yearly</p> <p>G.3.1.3. Analyze this data with the GEC every year and identify correcting measures if needed.</p> <p>G.3.1.4. Report the most relevant indicators to the CIC biomaGUNE community by including them in the Yearly Report, to monitor the development.</p>
G.4. Training	G.4.1. Gender equality and diversity awareness-raising	<p>G.4.1.1. Think, design, and implement awareness-raising actions: regular monthly awareness-raising visual awareness-raising campaign with a topic per month and the previous topics available in a smaller font... Topics could be based on the actions that are being implemented, socializing the policy that is already in place (such as ethics code, communication guidelines, harassment protocol, etc. or the results from the satisfaction survey from action G.1.2.5. A specific calendar will be agreed to take into account the most relevant GED related International Days around the year (such as 11th February, 8th March, 22nd April, 17th May, 28th June, 18th September, 11th and 25th November...)</p> <p>G.4.1.2. Providing basic unconscious bias training to all staff and leaders.</p> <p>G.4.1.3. Keep proactively participating in outreach activities such as Emakumeak Zientzian and encourage men to get involved in those activities.</p>

KEY AREAS	OBJECTIVES	ACTIONS
	<p>G.4.2. Offering tools for an inclusive use of language and images at CIC biomaGUNE</p>	<p>G.4.2.1. Revise, update (if needed), and communicate the inclusive communication guide of the center to all the staff.</p> <p>G.4.2.2. Check EIGE's Inclusive Communication Toolkit and use the proposed materials to raise awareness among CIC biomaGUNE staff.</p>
	<p>G.4.3. Considering the gender perspective in the contents of the training plan</p>	<p>G.4.3.1. Specific gender equality and diversity training needs to be yearly identified and organized during the year including all the staff at CIC biomaGUNE (people from services, platforms, and research). Include yearly training for the GEC members, based on the topics that will be developed each year.</p> <p>G.4.3.2. Organize specific gender equality and diversity training for the GEDP manager based on the actions that will be implemented within the year.</p> <p>G.4.3.3. Informing about the ongoing public training available to all members of the GEDP Monitoring Group and the GEC, or specific public from the center. Such as training organized by Emakunde, or EU projects organizing specific webinars. All received e-mails could be centralized on the GEDP manager, to then forward them to all GEC and GEDP Monitoring Group members.</p>
	<p>T.1. Work-life balance and organizational culture</p>	<p>T.1.1. Working towards a co-responsible center at which all workers, no matter their gender identity or social background, feel satisfied with their options to balance their career development and conciliation needs</p>

KEY AREAS	OBJECTIVES	ACTIONS
		<p>T.1.1.3. Evaluate the Telework system in place by doing a specific satisfaction survey, and identify if any changes/improvements are needed, and what is best valued.</p>
<p>T.2. Gender balance in leadership and decision-making</p>	<p>T.2.1. Ensuring a discrimination-safe working environment under an inclusive leadership.</p>	<p>T.2.1.1. Definition of CIC biomaGUNE's wanted leadership model and create a decalogue with the main issues biomaGUNE expects from all people in charge of others in the center.</p>
		<p>T.2.1.2. Think and implement specific actions to increment the networking/ relations between different groups and working areas (especially the informal ones, such as lunch or coffee. It could be, for example, a community breakfast once a month for every member of the center or thinking on ideas to make the existing places cozyer ...)</p>
<p>T.3. Gender equality in recruitment and career progression</p>	<p>T.3.1. Working towards an inclusive and egalitarian wage-policy</p>	<p>T.3.1.1. Develop a yearly Pay Register, including more information and further disaggregation of the data.</p>
		<p>T.3.1.2. Monitor the evolution of the yearly Pay Register, with special attention to checking whether the gap is diminishing.</p>
		<p>T.3.1.3. Develop strategies to attract more women to responsible category positions, especially at the research area (PI)</p>
		<p>T.3.1.4. Keep developing innovative co-responsible policies, to make sure that care-related decisions do not have an impact on pay-gap in the future.</p>
		<p>T.3.1.5. Keep track of the evolution with the next Gender Pay Gap analysis (in 2028).</p>

KEY AREAS	OBJECTIVES	ACTIONS
<p>T.4. Integration of the gender dimension into research and teaching content</p>	<p>T.4.1. Working towards a better understanding of how the gender perspective should/could be applied at the different Working Groups in CIC biomaGUNE</p>	<p>T.4.1.1. Organizing an introductory workshop with the Training Committee on how to include the gender perspective in research, and trying to start defining specific criteria for each thematic group in CIC biomaGUNE.</p>
		<p>T.4.1.2. Ask every researcher visiting to give a scientific seminar to include a slide on how they include the gender perspective within their research, as a way to learn from others.</p>
<p>T.5. Measures against gender-based violence including sexual harassment</p>	<p>T.5.1 Working on the prevention of gender-based violence at CIC biomaGUNE</p>	<p>T.5.1.1. Organizing a specific workshop on the prevention of sexual and sex-based harassment focused on the whole biomaGUNE community.</p>
		<p>T.5.1.2. Develop a psycho-social risk analysis to check the evolution from the one done in 2015</p>
	<p>T.5.1.3. Public seminar given by CIC biomaGUNE staff (it could be GEC members) to present and raise awareness on the harassment protocol.</p>	
	<p>T.5.1.4. Renew the occupational risk plan with the inclusion of the gender perspective</p>	
<p>T.5.2. Adapt and improve the actual Harassment Protocol considering the new legal requirements from EU, and Spain.</p>	<p>T.5.2.1. Evaluate and revise the composition of the Confidential Counsellors.</p>	
	<p>T.5.2.2. Adapt the protocol of prevention and action against workplace, sexual, or gender-based harassment to the new legal requirements</p>	