

2018

Plan for Equal Opportunities for Women and Men

JUNE 2018



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1. INTRODUCTION

Equality is an internationally recognized value and legal principle, embodied, for example, in the treaty resulting from the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the four United Nations World Conferences on Women held in Mexico in 1975, in Copenhagen in 1980, in Nairobi in 1985, and in Beijing in 1995.

At the European level, in 1997, the Treaty of Amsterdam establishes the equality of women and men as a founding principle of the European Union, while the Charter of Fundamental Rights of the European Union codifies the principle of the equality of men and women in law, prohibits discrimination, and provides for affirmative actions as measures consistent with equal treatment.

At the state level, this principle is codified in articles 1, 14 and 35 of the Spanish Constitution, the magna carta of the Spanish legal system.

However, beyond mere formal equality, the persistence of gender discrimination has highlighted the need to adopt specific measures to eradicate it, as well as the need to develop far-reaching gender policies that will cover all areas of society.

To this end, the enactment of Organic Law 3/2007 on the effective equality of women and men marked a significant step forward in terms of achieving real equality, as it **established specific mechanisms to apply this principle, such as the Plan for Equal Opportunities for Women and Men in the Workplace.**

In the area of research, Catalonia's recently approved law on the equality of men and women is of special interest. In its preamble, it recognizes that the basic right of equality between women and men is a fundamental value of democracy and an essential element in a modern democratic society that seeks to eradicate the androcentric and sexist patriarchal system.

In Article 28 of this law, on universities and research, universities and research centres are urged to pursue the following actions:

- Promote the work of female researchers and their participation in research groups, and make their contributions in scientific and technical fields visible
- Guarantee training for personnel on the subject of gender issues, and for women in all academic disciplines

- Create specific modules and courses in the field of gender studies and for women in all academic disciplines
- Ensure the effective equality of women and men in teaching and research careers, and also among administrative and service staff, and promote balanced representation of women and men in different professional and academic associations and at all levels of decision-making
- Approve an equal access plan for promotion in teaching and research that includes specific measures directed at students, and draft and implement an inclusive recruitment policy that considers the specific training of those who comprise the selection committees to prevent any gender discrimination in hiring processes
- Provide information and advice aimed at preventing all forms of discrimination, sexual harassment, gender-based harassment and other forms of gender violence. In recent years, the European Commission has been working to develop specific tools for research activities such as Responsible Research & Innovation (RRI), which includes gender equality issues as one of its facets, and She Figures, as the main source of pan European comparable statistics on gender balance in science.¹

2. PRESENTATION OF THE ORGANISATION: IPHES

The Catalan Institute of Human Paleoecology and Social Evolution (IPHES) is a transdisciplinary institution that promotes advanced research, education and knowledge transfer, and social engagement with science. Therefore, it crosses and combines different fields of science, humanities and social sciences, but also geosciences and biosciences to apply them to do the study of human and social evolution with the main aim to promote knowledge both about ancient human species of the past and about human beings today.

IPHES was created in December 2004 as a non-profit foundation sponsored by the Government of Catalonia, Rovira i Virgili University (URV) and the City Council of Tarragona.

¹ Responsible Research and Innovation, Europe's ability to respond to societal challenges_
https://ec.europa.eu/research/swafs/pdf/pub_rri/KI0214595ENC.pdf

https://eeas.europa.eu/sites/eeas/files/2017_report_equality_women_men_in_the_eu_en.pdf

The Institute seeks to enrich our understanding of the species and our actions by generating science-based knowledge. The aim is to transform information into learning, and knowledge into thought, emphasizing the interdisciplinary and transformative facets of scientific research.

The foundation was established with the aim of becoming an international leader in research, learning and knowledge transfer in the different branches of the study of human evolution and behavior.

IPHES's general objectives are studying the past to apply analyses in the present in order to expand our knowledge of future society, fostering continuity and financial and organizational support for its foundational goals in areas such as the following:

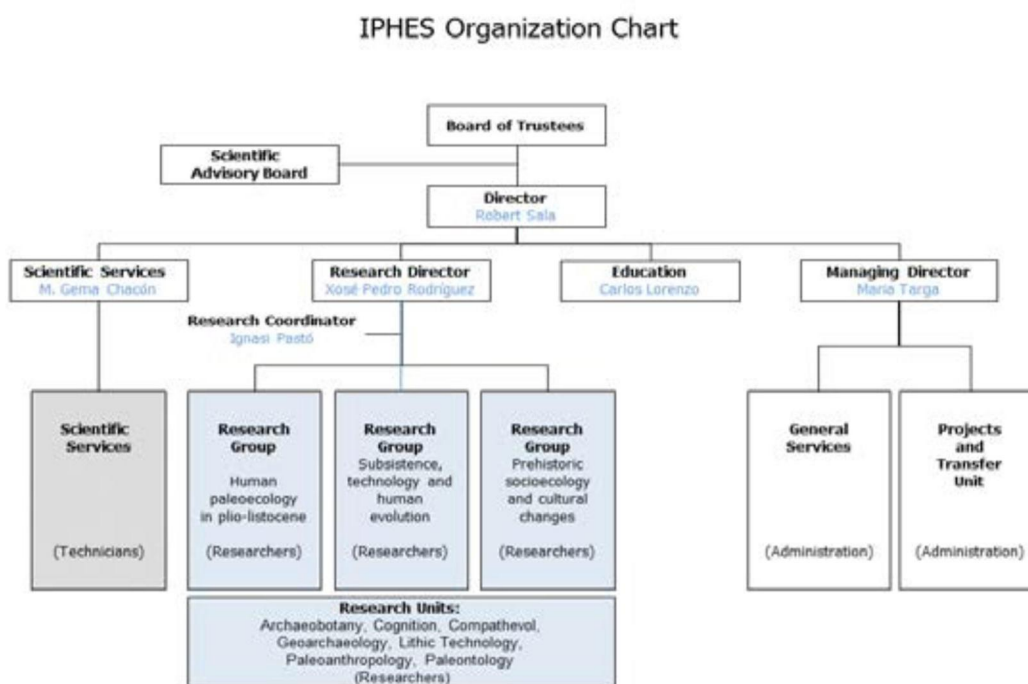
- Research, knowledge dissemination, and advocating for and improving the historical, cultural and natural heritage that forms the basis of human evolution and behavior from an evolutionary and materialist perspective.
- Sponsorship and promotion of excavations linked to archaeological and paleontological work, as well as scientific research into the resulting findings and discoveries, dissemination of knowledge in scientific forums and to the public, and work, publications, conferences, studies, initiatives and activities of any kind, which may be deemed related under the applicable law.

In conjunction with Rovira i Virgili University (URV), IPHES's research staff teaches a Bachelor's Degree in History (URV), anthropology and human evolution (URV/Open University of Catalonia), a Masters in Quaternary Archaeology and Human Evolution (Erasmus Mundus) and a Doctoral Program in Quaternary and Prehistory (Erasmus Mundus). IPHES, as a university research institute attached to the URV, provides facilities for these degree courses.

One of IPHES's priority objectives is disseminating knowledge and engaging the general public in the results of research conducted in the areas of human evolution and prehistory. The institute organizes and/or participates in a range of scientific communication and knowledge dissemination activities (exhibitions, educational workshops, etc.) aimed at different audiences, especially the educational community. For example, *IPHES a les escoles* (IPHES in schools) is a non-formal educational programme that promotes student interest in science and careers in science using specific materials based on research into prehistory. This programme also serves educational communities at risk of social exclusion.

2.1 Organizational Chart

Below is IPHES's organizational chart. As the chart shows, the position of director is held by a man while the four main departments are led by two men and two women (making for a well-balanced composition). A similar analysis of the lower end of the hierarchy is not possible because this is a functional organizational chart and not a nominal one. The gender composition of IPHES's personnel will be interpreted in the corresponding section in the diagnosis.



3. EQUALITY PLAN

Article 46 of the Organic Law 3/2007 of 22 March defines the equality plans of businesses as:

A company equality plan is an organized set of measures, adopted after analysis of the situation, that aim to attain equality of treatment and opportunities for women and men in the company and to eliminate gender-based discrimination. An equality plan establishes concrete equality objectives, as well as strategies and practices to adopt in order to achieve these, and establishes effective systems to monitor and evaluate the goals.

In order to achieve these objectives, equality plans must incorporate information including but not limited to the following:

- Access to positions
- Professional classification
- Promotion and training
- Compensation
- Organization of work time, with the aim of promoting work-life balance
- Prevention of sexual and gender-based harassment

Instruments such as equality plans are necessary to integrate a gender perspective into the management of human resources departments, as many of the work-related issues faced by women go unnoticed. Therefore, placing greater emphasis on the value of the work they do represents an added value for the institution.

In short, it is an instrument that incorporates a series of measures whose main objective is to eliminate gender inequalities identified in the analysis phase. This allows it to effectively address the centre's equality needs.

Having an equal opportunity plan in the organization offers a series of benefits as well:

- It benefits attracting, hiring and retaining qualified personnel.
- It harnesses human capital, increasing the effectiveness and efficiency of personnel.
- It improves the workplace environment, boosts motivation and helps personnel identify with the values of the centre.
- It improves workplace health.
- It promotes principles and values related to fair and equal treatment, making the centre an advocate for ethical, responsible and socially committed values.
- It improves the image and reputation of the organization, which fosters building highly beneficial relationships with other centres and increases competitiveness.

Article 45 of the above-mentioned law regulates the drafting and application of equality plans and establishes the following:

4. Companies must uphold equal treatment and provide equal opportunities in the workplace. To this end, actions must be taken to prevent all discrimination between women and men. These measures will be negotiated where applicable with the employees' legal representatives in accordance with the established legal framework.
5. In the case of entities with more than 250 employees, equality measures must include the creation and application of an equality plan, which is also subject to negotiation.

Other grounds for designing and applying a plan include:

- provisions accorded in collective agreements.
 - requirements by the labor authority for the creation and application of an equality plan as a disciplinary action.
6. Creation and implementation of equal opportunities plans are voluntary for other entities after consulting with the employees' legal representatives.

The equality plan is divided into **five phases**:

- **Commitment.** In this phase, the organization takes on the commitment to implement an equal opportunities policy, to change its organizational culture. This takes the form of a declaration of commitment that is made available to personnel and trade union representatives. At this stage, an Equality Commission should also be created. The commission will be responsible for leading the project at IPHES.

Also in this phase, objectives are established as well as the methodology and the timeline, by means of the creation and implementation of the plan.

The **Equality Commission** must be formed in a manner that is equitable for both the entity and its employees. Representatives of the organization should be in decision-making positions at the institution, ideally from different departments. The primary objectives of the commission will be as follows:

- To provide information to employees and raise awareness
- To support and/or execute the diagnosis and Equality Plan
- To support and/or monitor execution and evaluation

- **Diagnosis.** This consists of an exhaustive analysis of the state of equal opportunity among women and men at the organization, which should provide information on areas in need of improvement to achieve true equality. This phase consists of three stages:
 - **Planning:** Work is planned and the data collection method is established, as well as the document sources to be used.
 - **Data collection:** Quantitative and qualitative data is collected so that quantitative data can be contextualized for interpretation.
 - **Information analysis**

- **Design.** In this phase the measures and actions the organization will take to address gaps and weaknesses found in the diagnostic phase are defined.

The measures must be in line with the objectives established in the commitment stage and related to the strategic axes analyzed, and have schedules based on the needs and priorities of the organization.

Personnel must be informed of the measures to be taken and who will be responsible for executing them, as well as the timeline and resources allocated and the indicators used to determine whether the measures are being executed properly. The types of assessment and follow-up to be conducted should also be determined in this phase, as well communication channels to be used to keep personnel informed of the results of the implementation of the plan.

- **Execution.** In this phase, the actions established in the equality plan are implemented, monitoring mechanisms are set in motion to evaluate the viability and acceptance of the actions, and periodic reports are drafted to identify results and obstacles to monitoring.

The Equality Commission will play an essential role in this phase, since its competences include monitoring the execution of the plan and follow-up.

It is important to note that this document covers approximately three years, so the implementation of actions should be planned for between three months and three years from the design phase.

Evaluation. In this last phase of the Equality Plan, the degree to which the established objectives have been achieved and the actions implemented are evaluated. Needs and situations that have not yet been resolved are identified.

The evaluation phase allows the viability of the Equality Plan to be ascertained.

An accurate evaluation of the Equality Plan will identify new courses of action that should be pursued in the future in relation to gender issues.

The following is a detailed description of each of the phases mentioned above.

4. COMMITMENT PHASE

The commitment of the organization's leadership is essential for sustaining action for the equal opportunities policy and allocating the necessary human and economic resources. As a formal commitment, those responsible for managing the organization must expressly recognize equality as a core principle of IPHES and must establish objectives to be pursued in this area.

4.1 Defining Objectives

In accordance with the above, the primary objectives established by the Catalan Institute of Human Paleoecology and Social Evolution are the following:

- To work to incorporate the principle of equal opportunity in all IPHES organizational areas
- To promote a culture of gender equality among the personnel who make up IPHES
- To guarantee equal access to positions, training and career development
- To promote a neutral compensation policy that combats the gender paygap
- To work towards an organization of work time that promotes the balance of personal, family and work life
- To prevent and respond to situations of harassment in the workplace (such as sexual harassment, gender-based harassment, and mobbing)
- To work to attain an equal, inclusive and non-sexist communication policy

4.2 Equality Commission and Operational Regulations



Catalan Institute of Human
Paleoecology and Social Evolution

OPERATING REGULATION OF THE EQUAL OPPORTUNITY COMMISSION

The purpose of this regulation is to establish the operating rules for the Equality Commission of the Catalan Institute of Human Paleoecology and Social Evolution.

OBJECTIVES:

The Equality Commission was created to ensure compliance with the principle of equal opportunities and non-discrimination at the Catalan Institute of Human Paleoecology and Social Evolution, and especially to implement the Plan for Equal Opportunities for Women and Men in the Workplace.

PURPOSE:

1. To monitor and provide follow-up for the Equality Plan
2. To propose modifications to the plan, where opportune, in order to adapt to new circumstances at the organization
3. To collect and convey initiatives and suggestions proposed by the personnel related to the equality of men and women

COMPOSITION:

If possible, the Equality Commission will have equal representation of women and men. It will be comprised of four representatives from the organization.

The members of the Catalan Institute of Human Paleoecology and Social Evolution Equality Commission are as follows:

Òscar Moreno Moliner ITC (ICT Administrative Staff)

Laura Pérez Llord (Management - HR)

Gala Gómez Merino (Restoration Technical Staff)

Xosé Pedro Rodríguez Álvarez (Research Staff — Head of Research)



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OPERATION:

- The Equality Commission will convene every **6 months** or when any member of the commission requests with at least 15 days' prior notice.
- Decisions of the Equality Commission are made by majority vote.
- All members of the commission will keep the content of the meetings in strict confidence.
- Minutes will be kept of all commission meetings.

Tarragona, 23 May 2018

Òscar Moreno Moliner



Laura Pérez Llori



Gala Gómez Merino



Xosé Pedro Rodríguez Álvarez



5. DIAGNOSIS PHASE

The objective in this phase is to get an accurate view of the current status of gender equality at IPHES. This is achieved through detailed analysis of the situation and the degree to which the principle of equality has been assimilated at the institution.

The diagnosis should provide complete information on the characteristics and needs of the staff, and aims to achieve the following:

- To determine whether gender-based discrimination exists at the institution
- To identify strengths and weaknesses on which to base analyses and subsequent measures in line with the Equality Plan

The diagnosis will be conducted using both qualitative and quantitative documentation.

Quantitative data

Graphical analysis will be based on a database document that includes a list of personnel that specifies gender, age, department, salary, training, hours, etc.

Qualitative data

- Interviews with key sources
- Organizational chart
- Collective Labor Agreement
- History of the entity, its mission and values, and its area of activity
- Examples of vacancy announcements
- Internal and external publications
- Internal protocols: prevention, training, job safety analysis, corporate social responsibility, work-life balance, social benefits, quality, communications, harassment prevention, etc.

In order to conduct a specific diagnosis of IPHES from a gender perspective, this document will focus on the following strategic strands of action:

- 1. Composition and distribution of staff:** The composition of the people who make up the entity, their characteristics, and how men and women are distributed in the entity's different departments and categories.
- 2. Access to employment:** Equal access to all positions at the organisation.
- 3. Professional promotion and training:** Promotion processes based on criteria that do not discriminate based on gender. Specific training for women to allow them to hold positions of highest responsibility and to access positions in which women are underrepresented. Equal opportunity and anti-discrimination training and awareness-raising actions for the entity's personnel.
- 4. Working conditions:** Professional classification, equal pay, type of contract, prevention of occupational risks (sick leave by gender).
- 5. Prevention and actions to combat workplace harassment:** Analysis to determine if the entity has adequate procedures to handle complaints arising from situations of conflict and if there are trained personnel available. The personnel's awareness of the existence of the procedure should also be analysed.
- 6. Organisation of work time:** Measures to adapt the work schedule to promote a balance of work, personal and family life as well as co-responsibility equally for women and men.
- 7. Use of non-discriminatory language, communications and advertising.** Impact of invisibilisation of the role of women in research.

Information related to each strategic strand of action should be evaluated.

5.1 Composition and Distribution of Workforce

This strand of action involves the analysis of available data to ascertain whether the workforce² is predominantly male or female, if there are phenomena such as *vertical segregation* (differences in the hierarchical distribution of men and women in the organization), or *horizontal segregation* (gender distribution by area or type of work), as well as other factors.

The composition of an organization, in terms of its characteristics and positions, is one of the core points to be analyzed from a gender perspective.

Variables that require special attention for the analysis of this strand of action are as follows:

- Age
- Gender
- Years with the organization
- Professional classification
- Legal representation of employees and perception of staff
- Organizational charts included for contrast and initial evaluation at the structural level
- Education level
- The specific collective labor agreement which personnel is attached

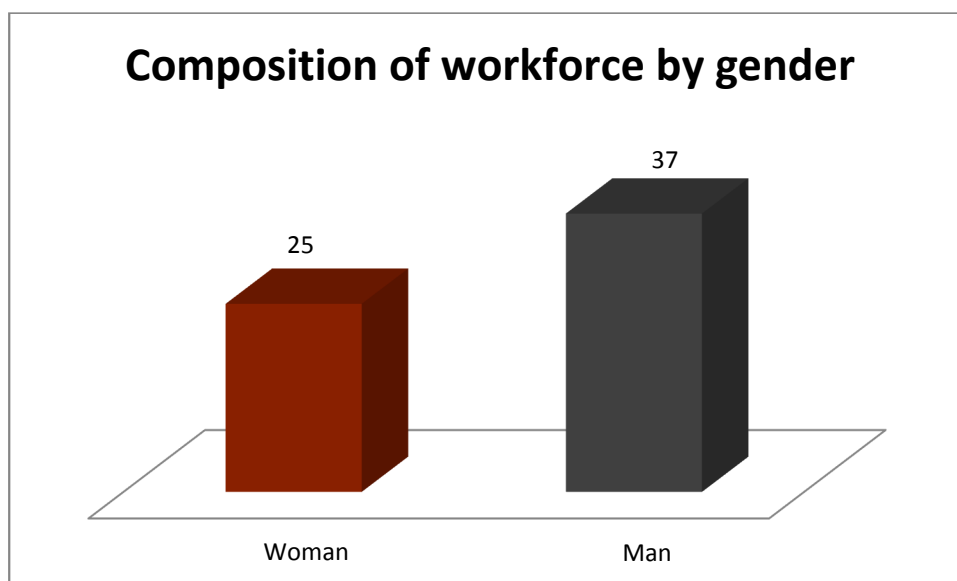


Figure 1: Composition of workforce by gender

²Includes all personnel: IPHES and affiliated personnel (figures from 2017).

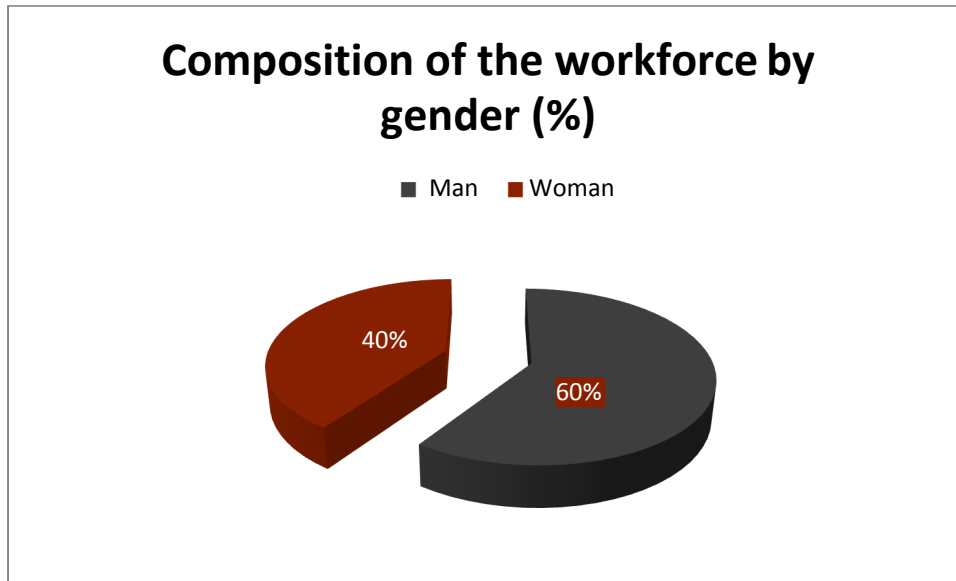


Figure 2: Composition of workforce by gender (%)

As the preceding graphs show, the **composition** of personnel at **IPHES is balanced** in accordance with the terms of the First Additional Provision of Law 3/2007, since women represent 40% of employees and men represent 60%:

One factor that must be taken into consideration for this Plan is that the staff is comprised of IPHES personnel and affiliated personnel (ICREA, Atapuerca Foundation and the URV), and not all of them are parties to the *Collective Labour Agreement of the Catalan Office Collective*. This is especially relevant for the review of the compensation policy, since the salary definitions will be based on the collective agreement applicable to each individual.

Gender distribution of IPHES's collective labor agreement which personnel is attached

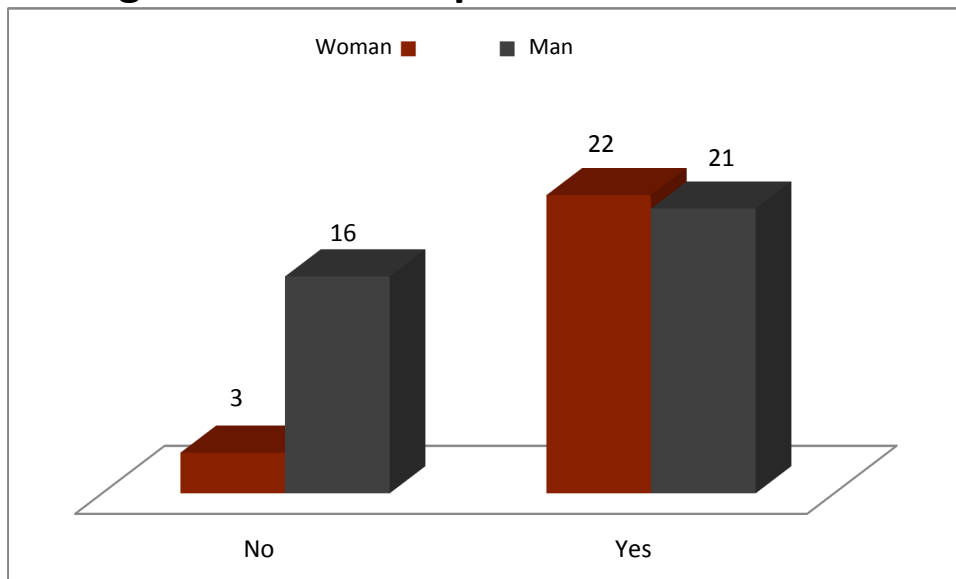


Figure 3: Gender distribution of IPHES's collective labor agreement which personnel is attached

43 people are party to the agreement IPHES has signed (69.3%) while 19 (30.7%) are not. By gender, 88% of the women and 56.7% of the men are party to the agreement.

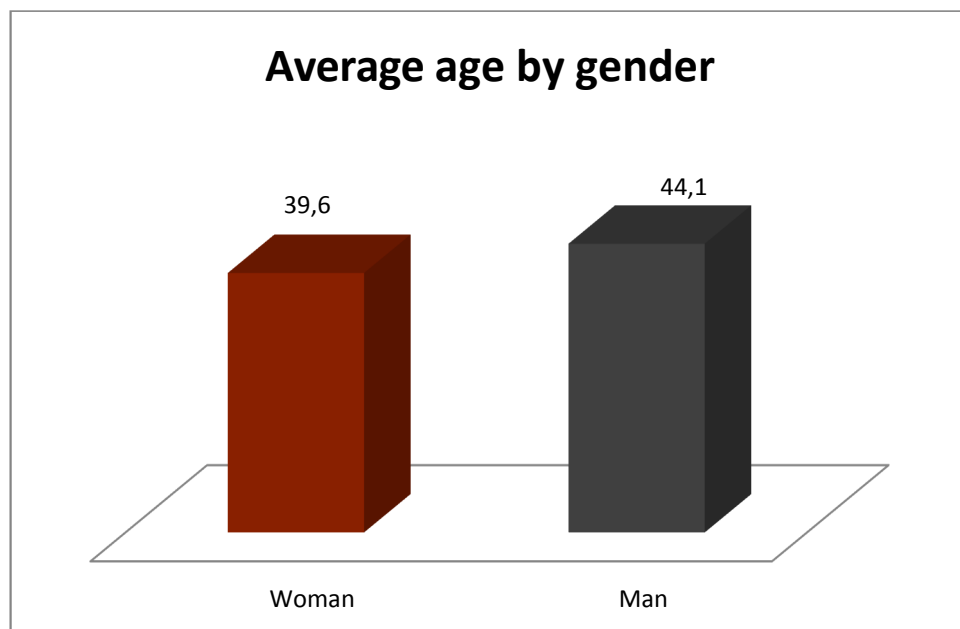


Figure 4: Average age by gender

In terms of age, we have a **mature workforce**. The average age is nearly 40 for women and 44 for men. Although the dynamics of a professional of research career and also that of technician and administrative staffs careers, regarding academic demands of the profession could explain the average age of the staff, in line with the high skill profiles needed to perform the research and academic tasks carried out by IPHES workforce.

Nevertheless, the prospect of recruiting younger talent must not be ignored, as younger people can bring new skills to bear on the tasks they perform, especially in research fields in which a considerable number of younger researchers are pursuing their doctorates.

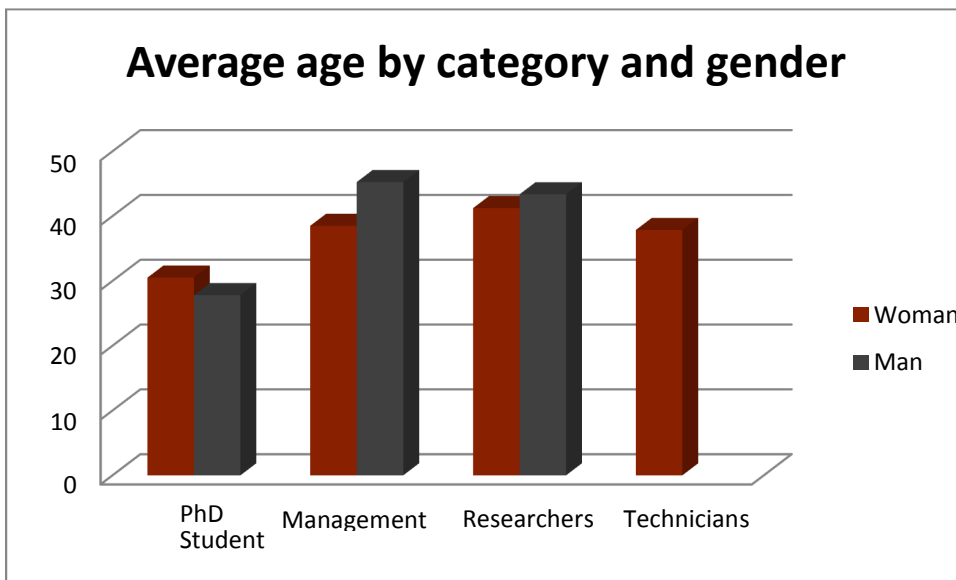


Figure 5: Average age by category and gender

As will be seen later, IPHES staff is divided into **four different categories**. In terms of average age by category, in categories with a mix of men and women the average number of men is higher than women. These are in line with the overall average mentioned above.

The highest average age for men is also found in the management category, where the average age is 47.96.

For women, the highest average age is in the research category and is 42.63.

The lowest average age, in contrast, for men as well as women, is found in the PhD student category, which is 29 for men and 30 for women.

As far as age is concerned, there are no significant differences between the sexes.

Apart from age, it is important to analyze length of employment, as this can provide insight into our staff's well-being and suggest how the stability of our team might be strengthened.

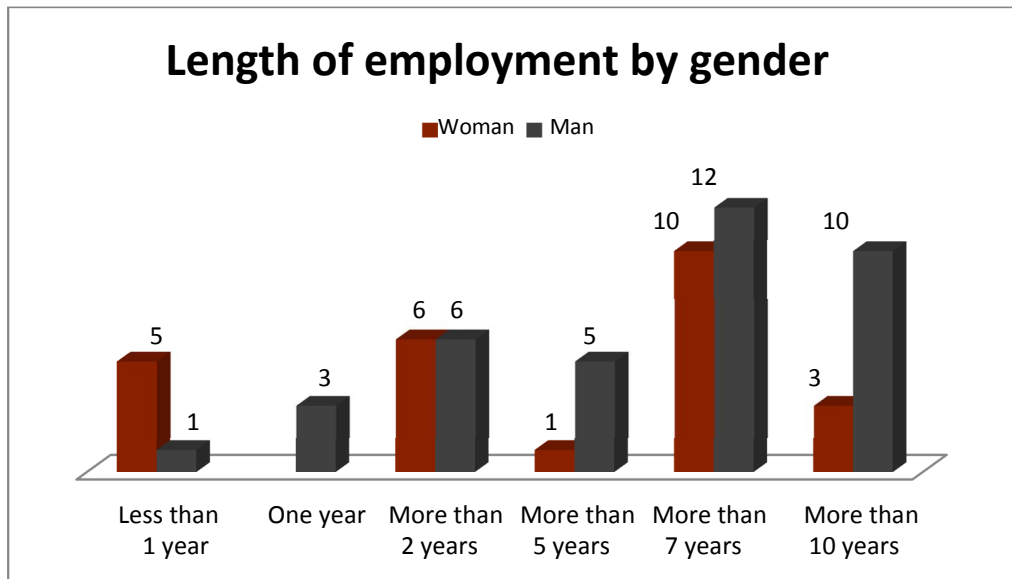


Figure 6: Length of employment by gender

As the graph shows, the largest segments comprise employees who have been with the organization for more than 7 and for more than 10 years. This points to the stability of IPHES's staff, since it was founded in December of 2004, and means that 56.4% of its staff has been with the organization since the very beginning.

One point to take into consideration for the last year is the addition of five women to the workforce, which corrects the tendency from the previous year in which no women joined the organization. What is clear is that the institution initially hired more men than women.

Another point to consider in this matter is the *education level of the staff*. This indicator can be used to evaluate over- and under-qualification of individuals for certain tasks, as well as being a possible factor to consider in terms of compensation.

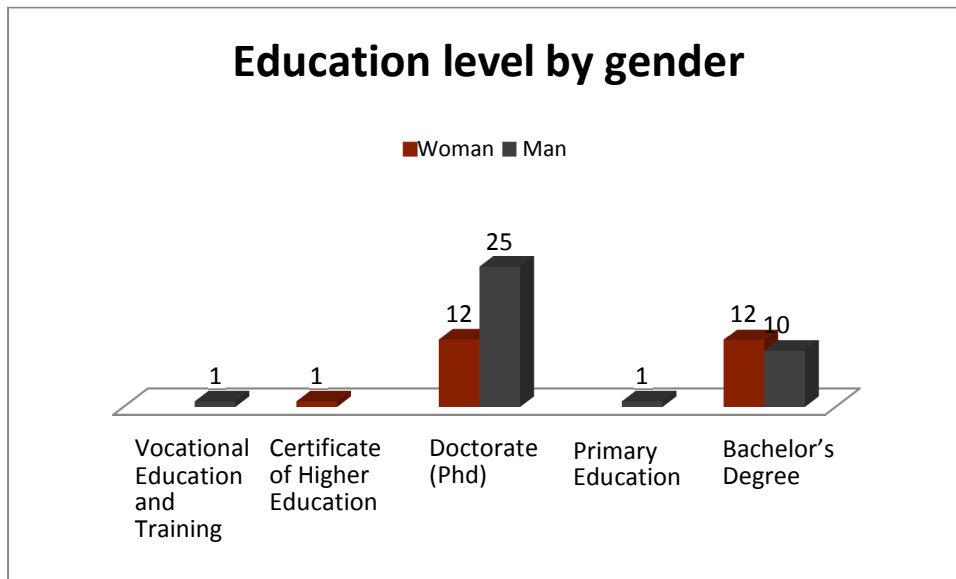


Figure 7: Education level by gender

The graph shows that a minimum of 96.7% of personnel have a university education (100% of the women and 94.60% of the men). There are two men with basic and intermediate educational levels. Therefore, the level of studies of IPHES's personnel is high and in line with the employees' duties.

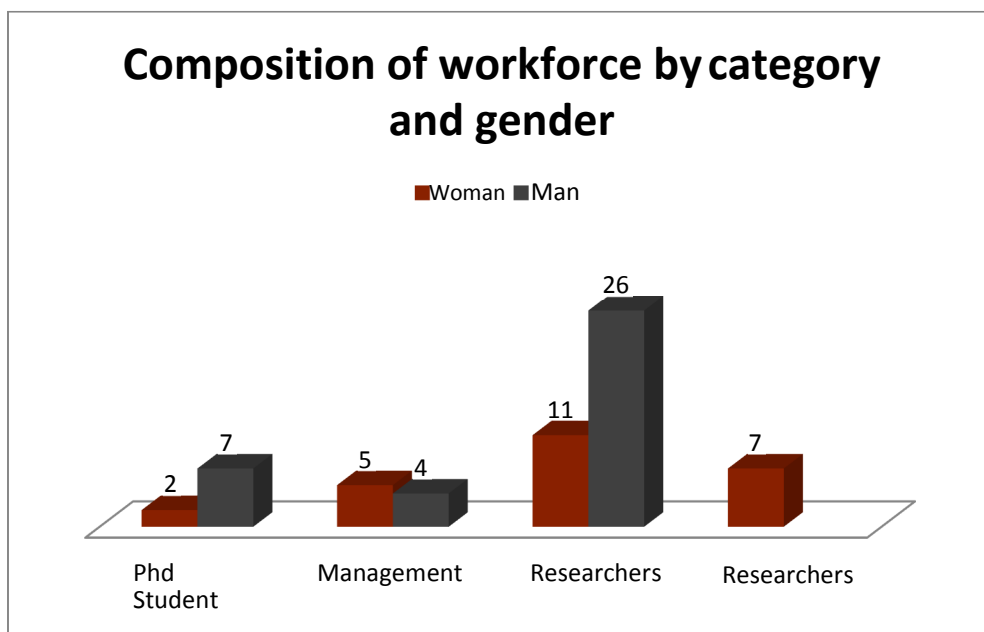


Figure 8: Composition of workforce by category and gender

As mentioned above, IPHES has four employee categories of which three are mixed (men and women). The bulk of the staff are *research staff*, with 37 people in this category (59.67% of total staff).

By gender, 44% of the women 70.27% of the men are classified as research personnel. So, in terms of percentages, there is a significant difference in this category.

The category of *technical personnel* comprises only women, while the category of management personnel has a similar number of women and men in general, but in relative terms we see that five women account for 20% of IPHES's women and four men for 10.81% for the total number of men.

In the doctoral student category, it should be noted that IPHES does not select which candidates receive external competitive scholarships to complete their doctoral theses, so IPHES has no influence on the number of men and women that are hired. IPHES provides institutional support to candidates mentored by the centre's research staff, but the final decision is made by the external funding body, which usually awards scholarships based on the candidates' marks and CV. Due to the intense competition for this type of scholarship, if the applications submitted are not excellent, probably scholarships who applied from other centres will receive the funding.

Nevertheless, the difference in the number of men and women is not significant.

An analysis of upper and intermediate management positions shows that these positions are held by men, with the exceptions the heads of executive management and scientific and technical services. Here, we need to examine how these positions are filled in order to guarantee equity in the organization's leadership and management positions. This will be discussed in the section covering access to employment and promotion.

- Head of technical and scientific services: Woman
- Research coordinator: Man
- Head of teaching staff: Man
- Head of research: Man
- Head of management: Woman
- Director: Man

SUMMARY AND COMPOSITION OF PERSONNEL
The composition of the organisation is balanced.
Average age mature, in line with skill profiles needed to perform specific research tasks.
There is a certain degree of horizontal and vertical segregation
Average length of employment is high, demonstrating stability of workforce.
Personnel are highly academically qualified.
30% of personnel is attached to different Collective Labour Agreement

5.2 Access to Employment

Gender disparities can start to appear from the moment access to employment is sought. Any discussion of neutral selection processes must address objectivity, which assures that there is no discrimination and that all genders have equal opportunities to join the institution's workforce. This will ensure that the evaluation of the procedures used by the organization to select candidates will generate recruitment channels suitable for obtaining a well-balanced mix of applicants, and that selective testing and criteria will be applied that match the competencies required for the position, without differentiation based on gender. It is also critical that the person or persons in charge of the selection process have a good working understanding of gender issues, or, if need be, receive training on the subject.

For some years now, and prior to the creation of the Equality Plan, IPHES has been implementing measures to encourage the incorporation of women in positions of responsibility and in departments where they have the least representation.

The selection process is based on the skill profile of the position to be filled. All vacancies in ADMINISTRATIVE/MANAGEMENT are handled by Infojobs (an employment exchange company). HR makes the initial candidate selection, and management together with HR conducts the interviews and selects the best suited candidate.

Given the centre's situation and economic context, IPHES is currently unable to recruit new staff without competitive funding. This is why, in the RESEARCH department, relevant research staff are hired by obtaining projects or grants related to the different national and international competitive public grants. It is important to bear in mind that, as with doctoral students, IPHES does not select which candidates receive scholarships or projects to pursue their line of research. It is the public body that issues the call for grant applications that determines which research staff will receive competitive funding.

Most research projects allow us to hire support research staff. For research personnel funded by competitive projects, a platform called EURAXESS is used to publish announcements of vacancies. EURAXESS is an employment exchange that publishes offers for research positions throughout Europe.

In this case, the process starts by placing an announcement of an opening on EURAXESS. After a month, the CVs of all candidates are sent to the lead investigator, who convenes a selection committee comprised of three or four researchers who score each candidate according to the different criteria defined previously. Once the evaluation of the candidate's profiles are completed, an interview is conducted with a short-list of candidates in order to select the individual who will join the centre (foreign applicants are interviewed by Skype to ensure transparency).

Due to the difficulty involved in finding specialized technicians in the different disciplines in which IPHES works to fill positions for TECHNICAL RESEARCH SUPPORT STAFF FOR PERIODS EXCEEDING SIX MONTHS, internal announcements are made to existing staff at Rovira i Virgili University (URV) and to the IPHES scientific community. Once the CVs of interested parties are received, the lead investigator selects the best candidate to fill the position based on education, experience, etc.

For TECHNICAL RESEARCH SUPPORT STAFF FOR PERIODS OF LESS THAN SIX MONTHS, the lead investigator makes a request naming the person deemed most appropriate based on the candidate's technical capacities, experience, and previous relationship in different archaeological actions, or because they have studied in the masters or undergraduate degree programmes IPHES research staff are involved in. These tend to be people hired for very specific tasks of a specific duration who have some relationship to a research project.

Although discrimination has not been found in this selection process, a clear procedure for recruiting technical research staff should be defined in which a selection committee that validates the skills and knowledge of the applicant makes the decision.

SUMMARY OF ACCESS TO EMPLOYMENT STRAND

Although there is a no formal procedure as such, there is a selection method.

Measures to promote the equality of candidacies and to encourage the hiring of women have been in place for many years.

In some processes, gender biases may not have been eradicated in the hiring process (RESEARCH).

5.3 Professional Promotion and Training

5.3.1 Promotion

As mentioned earlier, due to a lack of funding there is almost no chance of new staff being hired, so possibilities for promotion are only taking place when new vacancies become available or

when an employee leaves the organisation and another individual takes the position, both of which happen infrequently.

On a more positive note, IPHES holds an *annual self-assessment meeting* with each employee. In RESEARCH this is done with the head of research and the research coordinator. In management, the director conducts the evaluation, while for technical personnel; it is done by the head of scientific and technical services. At the meeting, each individual's objectives for the coming year are set, and attainment of the previous year objectives is assessed (deficiencies identified, objectives attained, tools needed to achieve objectives, training needs, etc.). While these annual performance review meetings are not for promotions per se, they do serve as a mechanism to determine who might be the best candidate to occupy a vacancy when one becomes available.

5.3.2 Training

The primary objectives for the training of IPHES staff is to ensure that each individual reaches their maximum potential, to increase their knowledge and skills, and to positively impact their future development. As such, internal human capital would be the primary benefactor of this, to contribute to the development of our staff, and to promote the advancement of the organization itself, and more generally, the sector as a whole.

IPHES currently has no training plan, and relies primarily on funding provided by the Tripartite Foundation. This funding finances courses in English, gender awareness, in occupational risk prevention, etc. for staff members who are interested. These courses are meant for all personnel – for both those who work directly for IPHES and for affiliates. For very specific and individual training requests, if the Tripartite Foundation funding has already been fully allocated, funding is prioritized through a competitive project.

For ADMINISTRATIVE and TECHNICAL personnel, as with research, training required to attain established objectives is identified in the annual self-assessment interviews.

For RESEARCH personnel, IPHES is working to define an IPHES Career Plan. IPHES currently uses the European framework for scientific careers defined by the EU as a model, which establishes different stages (R1, R2, R3 and R4) that indicate where a researcher is in their scientific career according to requirements defined by the EU and the skills that must be acquired to move on to the next stage.

Other methods of **identifying training needs** include consulting staff. When HR determines that specific training related to a position may be of interest, it assesses the staff's general interest level. If there is sufficient interest and funding is available, the training is offered.

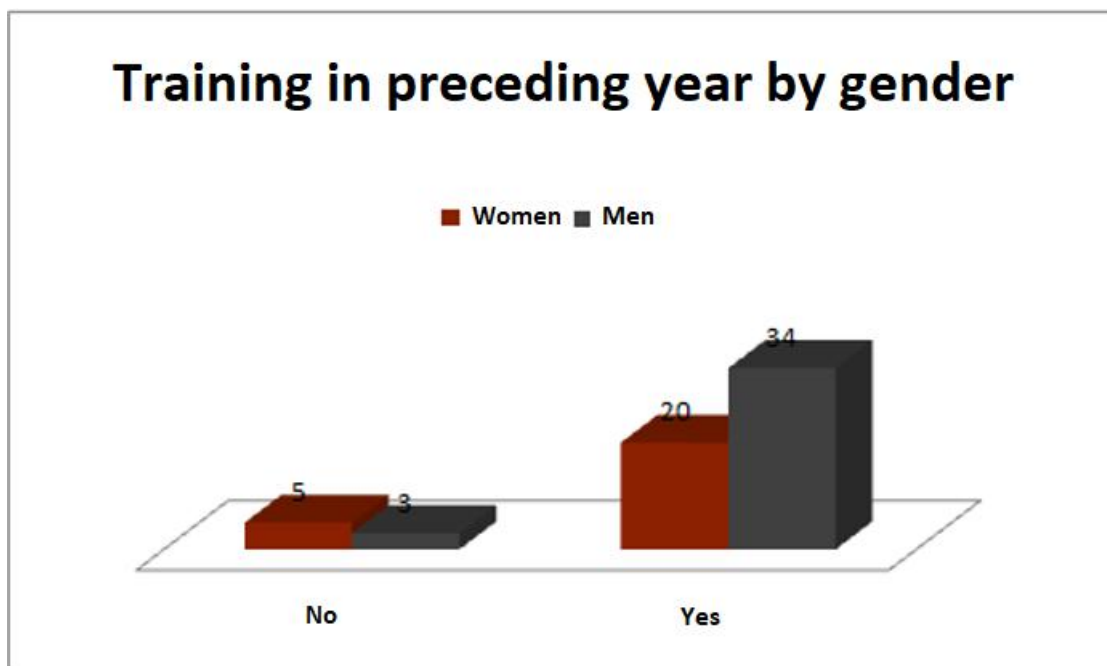


Figure 9: Training in the preceding year by gender

The data in the graph shows that of the 25 women employed at the centre, 20 have received training and 5 have not. In comparison, of the 37 men on the staff, 34 have received training in the last year and 3 have not. So in relative terms, compared to the total staff, 32.3% of the staff who received training are women and 54.8% are men.

By gender, 80% of the women received training, compared to 91.9% of the men.

Therefore, although proportionately the men have received more training than the women (91.9% compared to 80%), no discrimination was found in access to education by gender. The overall elevated education level of the workforce is another noteworthy positive point.

SUMMARY OF TRAINING STRAND
A training plan has not been defined.
Offering training to employees has considerable value, especially when it comes to English language training, which could increase the centre's competitiveness and chances of obtaining European projects in the future.
The workforce is also quite interested in attending courses offered by the centre.
Subsidised funding is available for training.
Level of course attendance for men and women.
Training is offered at the centre during working hours.
Training needs are identified in annual performance review meetings and by consulting staff.
Gender awareness training courses are held.

5.4 Working Conditions

This strand of action examines different factors that directly affect working conditions and, therefore, influence the well-being of IPHES personnel. Specifically, the analysis aims to identify differences by contract type, work schedule, compensation policy, and the number of leave days by gender.

Working conditions shape people's life and health. However, conditions are distributed very

unequally: by social class, occupation, gender, and to a lesser degree by education and ethnicity. All of these determine the relationship of the duality of working conditions and health.

A set of factors were analyzed at IPHES to determine whether working conditions contribute to or detract from the staff's well-being:

- Contract types, stability of employment and work schedule
- Wage policy
- Possibility of work-life balance (this last point was analyzed in a separate strand)

5.4.1 Contracts and working hours

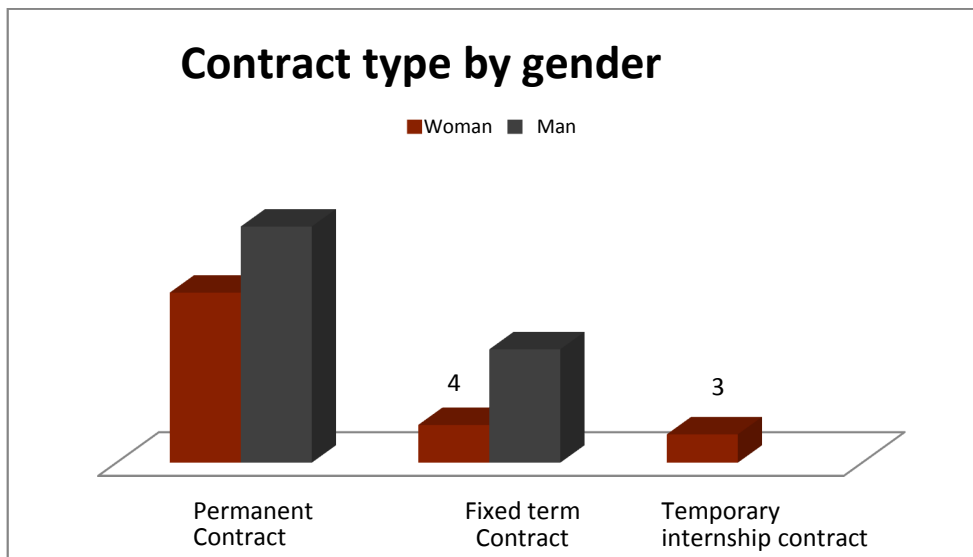


Figure 10: Contract type by gender

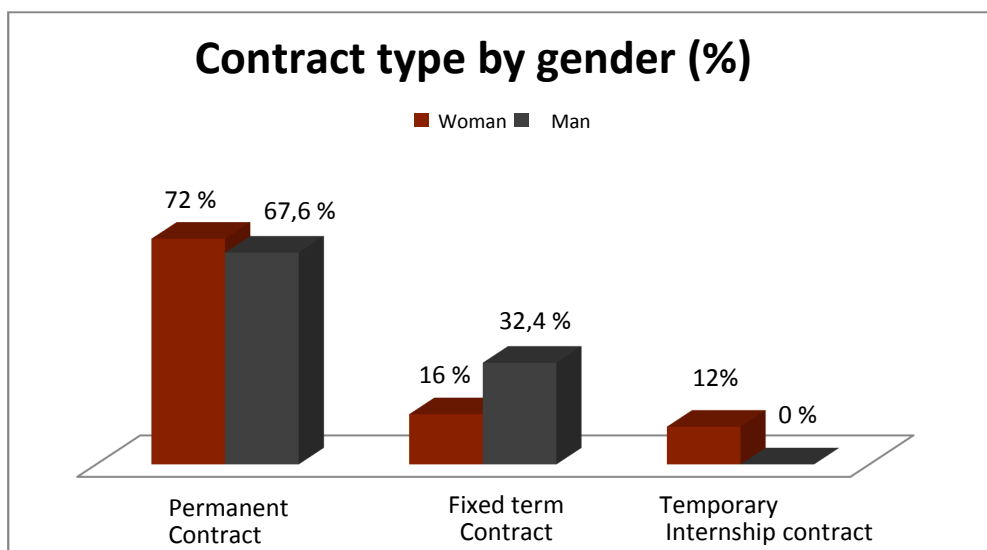


Figure 11: Contract type by gender (%)

As the preceding graphs illustrate, the majority of personnel at have a **permanent employment relationship with the institution.**

Women		Men	Total
Permanent	18	25	43
Management personnel	5	4	9
Research personnel	9	21	25
Technical personnel	4		4
Temporary works and services	4	12	16
Doctoral students	2	7	9
Research personnel	2	5	7
Temporary internships	3		3
Technical personnel	3		3
Total	25	37	62

All **management personnel** have permanent contracts. Of **research personnel**, 81.08% have permanent contracts, with 81.81% of the women having permanent contracts, and 80.76% of the men. So in absolute terms there are more men with this type of contract, while in terms of percentage, women have more permanent contracts.

It is important to note that job stability is one of the most important factors in the well-being of employees and that a lack of stability is a substantial risk factor, mostly in terms of psychosocial well-being, but also for other types of risks. This is why **IPHES should strive to increase the stability of our workforce** wherever possible, especially in light of the special nature of research careers (higher turnover when working on projects).

Another important consideration here is the working hours of men and women.

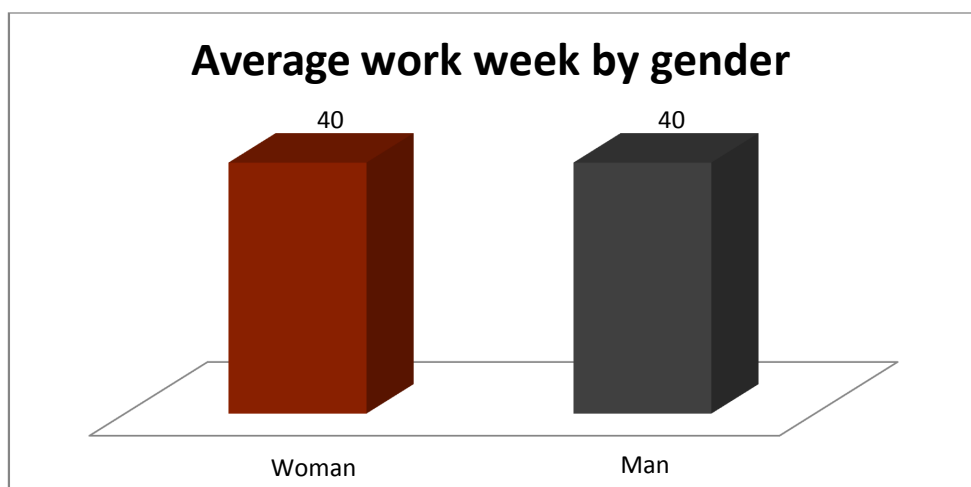


Figure 12: Average work week by gender

The average number of hours worked per week is the same for men and women: 40 hours. Nevertheless, some points of the scheduling merit further clarification.

For one, ADMINISTRATIVE and TECHNICAL personnel have the flexibility to start their work days at any time from 8:00 to 9.30 am, which then ends 8 hours later. The team's schedule is from Monday to Friday, and **as a social benefit** starting in 2017, IPHES improved the conditions of the collective agreement and added a half hour for lunch in the 8-hour work day.

In contrast, RESEARCH personnel have total flexibility to come and go as they please, with every employee working 40 hours a week in accordance with their position and daily duties. Objectives are established in terms of the number of high-impact publications published and competitive projects secured.

As for requesting holidays, the centre has no specific established period. Requests can be made at any time of the year, as long as the scheduling of the section in question is not affected.

5.4.2 Compensation policy

At present, inequalities in wages persist in the labor market despite efforts to eradicate them. Although they have been declining, on average, women tend to be paid less than men are. The wage gap in Europe is currently approximately 16% according to Eurostat's data for 2015.³

Determining the value of a position as well as the skills and qualifications required for it using common criteria and objectives helps to create more transparent and efficient systems for equal pay and improves the management of human resources.

An examination of wage discrimination can help us to better understand the circumstances of inequality and put this phenomenon in context.

Research conducted at the societal level has examined the reasons underlying these differences and distinguished two sets of factors, the first of these being the characteristics of the people and the companies where they work. Among the most important of these are:

- Education level and field of study
- Professional experience and years employed at centre or in a position
- Number of work hours

³ http://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics

- Size of the company and area of activity

The pay gap could be greatly reduced through the implementation of policies that directly impact these factors. However, some unexplained differences remain in the average wages of women and men even after these factors have been taken into consideration. So the wage gap to be corrected does not correlate to the totality of the observed differences in wages.

These are part of a second set of factors directly related to gender discrimination:

- Stereotypes and prejudices related to the work of women
- Traditional methods of evaluating positions based on the requirements of male occupations
- Lesser bargaining power of female employees, who tend to be less unionized and are disproportionately represented in precarious jobs

The foremost advantage of achieving equal pay is recognizing the work of employees so that they can see that their skill sets and the tasks they perform are appreciated, not just symbolically but also materially through compensation.

Having introduced the different points related to equal pay to provide some context, we will now examine how the IPHES compensation policy is structured.

In the area of RESEARCH, the compensation policy is complex in that it is not defined by a single agreement or salary scale, but by a variety of factors that can influence the final compensation of research staff.

The salaries of IPHES staff vary depending on the funding body (regional, national, international), personnel type (IPHES or affiliated) and professional categories (research, administrative, technical or doctoral student).

There is a general perception that compensation is higher in other European countries, but this is not considered a matter of gender discrimination, but of public policy and budgets.

In the structural segment of the institution (technical and administrative personnel), salaries are the same for identical education levels and positions because these jobs are based on established job definitions with defined compensation levels and no other intervening factors can result in irregularities in this regard.

Here is an analysis of the organization's compensation structure:

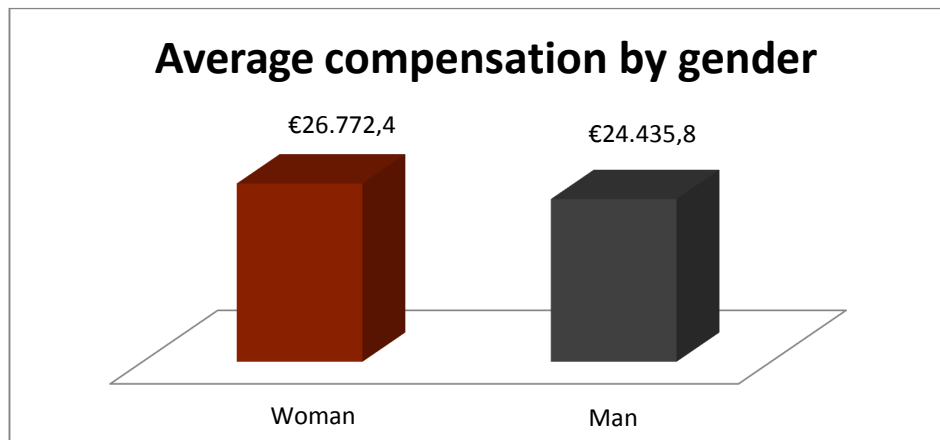


Figure 13: Average compensation by gender

The graph above shows that women are paid €26,772.41 and men are paid €24,435.87. In terms of groups, this means that female employees earn €2,336.54 more than male employees. So, in general terms, no wage gap was identified as the difference is in favour of the organization's female employees. But the average cited in the above table may not apply to each category, so further and more detailed analysis is needed to identify possible significant differences.

What is clear is that the distribution of the work day does not influence the compensation policy since all IPHES staff have a 40-hour work week.

Now we will examine average salary for each category:

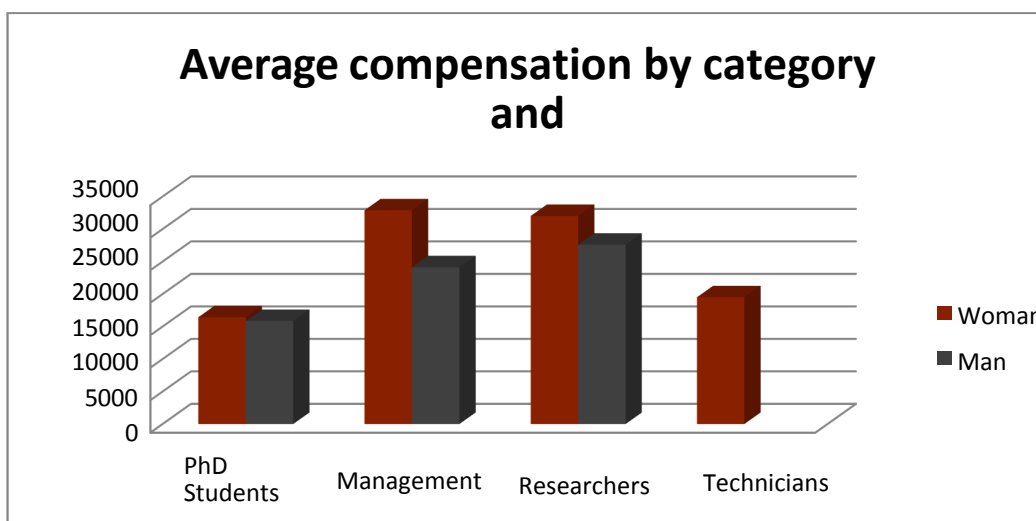


Figure 14: Average compensation by category and gender

If salary data is broken down by category and gender, as shown in Figure 14, the first wage gaps become apparent. For this type of analysis, the comparison is primarily done within the categories with an equal number of women and men. This highlights differences in similar jobs or in jobs with equal value in accordance with the principle of equal remuneration, which states that compensation for similar or equal jobs should always be the same. This analysis cannot be done for categories that are not mixed.

At the same time, the complexities of the RESEARCH sector mentioned earlier should be revisited, since it may provide some of the missing data needed to perform this analysis, i.e. people who have no contract with IPHES whose salaries are therefore unknown to us. Their relationship with IPHES is through IPHES's affiliation agreements with the research entities that employ them.

Taking these points into account and moving on with the analysis, we find there are four different categories at the centre. Of these, only three are mixed, i.e. comprised of both women and men. These are doctoral students, management and research staff. In these three categories, women have a higher average salary than men. We will now examine the possible causes for this difference.

In the *doctoral student* category, two of the seven students have no direct agreement with IPHES, since they receive scholarships from the Atapuerca Foundation. This skews the average. If only students with a contract with IPHES are analyzed, some data differs from the average for the male category. However, it is important to note that the number of male students is greater than the number of female students, which makes the appearance of this type of variation more likely.

In terms of *management personnel*, again there is the problem of one woman with a contractual relationship with an entity other than IPHES, so her compensation cannot be included when calculating the average. We do not have a list of the duties performed in the management category in order to conduct a more accurate analysis. Focusing exclusively on people hired by the centre, the women were found to have similar compensation, with the exception of one relatively high salary, the employee who has worked the least time with the organization.

Research staff is another category containing employees without a contract with IPHES. The data analysis shows that about 29.72% of the total number of men and 8% of the total number of

women fall into this category. With these percentages broken down by gender, the gap between men and women becomes much clearer. Continuing with the analysis of the research category personnel paid by the organization, four men receive the lowest compensation in this category. An equal number of men and women earn the highest salaries in this category. However, it should be noted that among the higher salaries in this category, 8.10% of the total correspond to men and 12% to women. Also, most of these contracts are temporary and are determined by the published regulations governing competitive grants.

We would like to **draw attention to vertical segregation**, since only 4% of women in the total female workforce and 10.8% of men in the total male workforce hold positions of responsibility. Significantly, we see fewer and fewer women ascending the hierarchy, an effect known as a scissor graph, which frequently occurs in research.

There is insufficient data to analyse whether there are any types of segregation or other phenomena that might explain why there would be only men or women in these categories.

According to information from interviews with stakeholders, it can be inferred that the workforce does not believe there is gender-based discrimination in the remuneration policy.

The last category, *technical personnel*, is comprised completely of women. The need to know the specific positions this category refers to should be stressed here, since everything seems to point to the presence of horizontal segregation. It is also clear that compensation for this type of work is not very high, as only students receive less.

In order to examine the wage gap in greater detail, it would be interesting to compare wages for specific jobs and their levels and responsibilities.

5.4.3 Social benefits

Social benefits are understood to be non-monetary benefits that cannot be accumulated or replaced by cash. Their legal status is not remunerative, but rather serve the purpose of social security. As such, no deductions or contributions are made for them, nor are they considered to be benefits like annual supplementary salary or seniority bonuses.

The objective of social benefits is to contribute to improving the quality of life of employees and their families.

IPHES has added a half hour lunch break to its agreement as a social benefit and has also improved the collective agreement on the matter of personal days. Whereas the agreement provides for no personal days, IPHES has established that employees will have the right to two personal days.

SUMMARY OF WORKING CONDITIONS

It is important to bear in mind that there is significant wage gap in average wage by gender.

Three of the four categories have mixed sexes.

The technical category is comprised only of women.

With the available information, it is impossible to ensure that no wage gap exists since the different salaries in each category for each specific position are not known.

There are more men with temporary works and services contracts (more than twice the number for women) and 12% of women have temporary internship contracts compared to 0% of men.

The majority of personnel have fixed employment contracts with the institution.

ALL personnel work a 40-hour week.

5.5 Prevention and Actions to Combat Workplace Harassment

On 24 January 2017, IPHES signed the protocol **Procedure for addressing workplace harassment and violence**. This document lays down a legal framework in accordance with:

Article 7 of ORGANIC LAW 3/2007, which establishes the definition for sexual harassment and gender-based harassment, and, at the same time, defines it as discriminatory.

Without prejudice to the provisions of the Penal Code, for the purposes of the law, sexual harassment is deemed to be any form of verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

Gender-based harassment is deemed to be any conduct based on the gender of a person with the purpose or effect of violating the dignity of that person and of creating an intimidating, degrading or offensive environment.

Article 1 of Royal Decree 39/1997 of 17 January, which approves the regulations governing prevention services, states that the prevention of occupational risks, as an action executed within a company, must be integrated in all activities and decisions, in technical processes, in the organisation of work and the conditions in which work is done, and in throughout the company's hierarchy at all levels.

Article 4 of the Revised Text of the Employee Statutory Law, approved by Royal Legislative Decree 1/1995 of 24 March, establishes the right of workers to not be discriminated against, to physical integrity, to an equitable health and safety policy, and to respect for their privacy and consideration of their dignity, including protection against verbal or physical abuse of a sexual nature.

Law 5/2008 of 24 April on the right of women to eradicate gender-based violence covers but is not limited to the concepts of violence in the workplace, sexual harassment and harassment based on gender, which are also included in this protocol. Articles 27, 28 and 29 define actions to be taken by the administration in the workplace.

Articles 115, 116 and 117 of Royal Legislative Decree 1/1994 of 20 June, which approves the consolidated text of the General Law on Social Security, establish the concepts of occupational accident and occupational disease, as well as non-occupational accident and common disease.

Royal Decree 171/2004 of 30 January, enacted through Article 24 of Law 31/1995 of 8 November, on the prevention of occupational risks, refers to coordinating business activities.

Catalan Law 17/2015 of 21 July on effective equality between women and men is intended to provide a framework to combat discrimination against women in all areas of everyday life and, as the text of the regulation demonstrates, is based on the need to eradicate the patriarchal and sexist system.

The victims of harassment are largely women, but men can also be subjected to sexual and gender-based harassment, and this can also occur between members of the same sex.

The Spanish Labour Inspectorate conducted a study that found that between 2008 and 2015 a total of 2,484 women were subject to occupational harassment offences, nearly one per day, resulting in the imposition of fines in a total amount of 238,000 euros. The Fourth European Working Conditions Survey (2007) says that sexual harassment affects female employees three times as often as male employees. A study carried out by the Women's Institute (2007) showed that 14.9% of working women in Spain were subjected to some form of sexual harassment in the previous year. The groups most affected were women younger than 34, single women, women from non-EU countries and highly-educated women.

Sexual harassment violates the dignity and privacy of individuals and is a form of gender-based violence that poses a serious risk to the health and safety of the individuals affected. It also negatively impacts the work environment, leads to absenteeism, and affects the performance of all personnel.

The difficulties involved in protecting against harassing acts and conduct are so great that studies of the matter and legislatures concur that the **most effective instrument is prevention and intervention in the earliest stages at the place of work itself.**

International and European recommendations coincide in affirming that defining and

implementing a policy to combat sexual and gender-based harassment **by means of a protocol of action accorded with employee representatives is an essential tool for addressing and tackling the problem.**

The protocol for the prevention of sexual and gender-based harassment is a tool to regulate forms of intervention if harassment is identified in the workplace. The protocol also clearly defines and delimits behaviors that may be classified as sexual harassment, gender-based harassment and other behaviors that are unacceptable under any circumstances.

The general objective of the protocol for addressing harassment is to establish a framework for actions to be taken in the event of psychological, sexual, gender-based or sexual orientation harassment and other types of discrimination, with the explicit aim of eradicating this type of conduct in the context of IPHES in the event that it occurs.

As such, this protocol primarily aims to act as a guide for preventing, identifying and resolving issues of this type.

Specific objectives of IPHES procedure for addressing harassment:

- To develop strategies to raise awareness
- To collect information required to conduct diagnoses in this area in the organization
- To improve channels of coordination between bodies working on the subject and to encourage comprehensive action
- To allocate a diversity of resources to resolve all types of harassment as quickly as possible
- To create agile response networks
- To define the roles and responsibilities of personnel in each centre

The document calls for all workers to treat their colleagues fairly and with dignity and to respect their individual rights.

Two courses of action have been established to address possible cases of sexual harassment:

- **PREVENTION.** In order to prevent these types of situations from taking place it is imperative

that organizations put all required resources at the disposal of their personnel. For this reason, raising gender awareness and informing employees of the existence of these kinds of tools at the organization could be an initial step towards preventing harassment from arising.

Other tools that could be used are psychosocial risk surveys and mediation staff to address problems once they have been identified and before they might lead to harassment.

- **INTERVENTION:** At this point, prevention measures have failed and a complaint has reached the Commission of Inquiry.

The response network is alerted by means of a written complaint from the person concerned address to HR. HR passes the information on to management and the Commission of Inquiry, which sets the protocol in motion and together with the prevention, service drafts a report with the conclusions of the investigation.

If the result of the report indicates that harassment has occurred with damage to the health of an employee, this is reported to the mutual insurance provider for treatment as an occupational accident.

5.5.1 Considerations related to the procedure for addressing workplace harassment and violence

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Existence of a procedure to address situations of harassment ➤ Clear definition of the different types of situations (sexual and gender-based harassment, and bullying) ➤ Definition of the scope of application ➤ Detailed description of rights and duties of management and staff ➤ Annexes that clarify course of action ➤ Existence of a complaint form to help the alleged victim formulate a complaint 	<ul style="list-style-type: none"> ➤ Definition of the Commission of Inquiry not very specific (not clear how a person would be disqualified if they were involved in a case) ➤ Recommendation that a man be on the Commission of Inquiry ➤ Unclear if commission members have training in harassment prevention and dealing with situations of this type ➤ Prevention measures after the process has started are not specified ➤ The maximum period for resolution is not specified ➤ Formalities required for the resolution of the inquiry are not specified

With respect to areas for improvement, precautionary measures must be put in place to prevent the problem from worsening in the event that the complainant and the respondent share a working space or have a hierarchical working relationship.

The procedure, however, stipulates the following:

Furthermore, in order to guarantee the protection of all parties, when an investigative process shows that a complaint is unsubstantiated, that the information or testimonies provided are false, or that this protocol has been applied in bad faith, the management of the centre in question may initiate disciplinary proceedings against the persons who initiated or took part in the procedure.

Considerable care must be taken here because the Commission of Inquiry cannot guarantee that simply because no evidence of harassment has been found, no harassment has taken place. To do that, it would have to confirm conclusively that the evidence provided was false. So the report submitted should say that no evidence or indications of harassment were found, but not that it

does not exist, since the only way to determine decisively if harassment has taken place in the organization is through criminal proceedings. Regardless of what proceedings are conducted internally, criminal proceedings will always be an option.

SUMMARY OF PREVENTION AND ACTIONS TO COMBAT WORKPLACE HARASSMENT STRAND

Good theoretical foundation for addressing harassment.

Framework for addressing harassment sexual, psychological, gender-based and sexual orientation harassment is defined (prevention procedure).

There is a section on workplace behaviour that states that everyone should be free from all forms of harassment and discrimination.

No specific training in harassment prevention has been identified for those responsible for the inquiry.

Interviews with key sources have shown that IPHES guarantees an environment free of harassment.

5.6 Organization of Working Time

Women began to join the world of employment during and after the Second World War. However, prior to that, women were not considered wage earners and so the law opposed their entry into the workforce. Women were relegated to the private sphere and to domestic tasks mainly related to caring for the family and home.

The turning point came in World War II, when the men had to leave to fight and women took on two roles: being the caretaker of the family, and earning an income from work outside the home, which until then had been forbidden to them.

After the end of the war, having proved their worth, women continued to be part of the workforce, although conditions for them were different from those of their peers.

This was to be a revolutionary change, as it meant that families would now have two incomes.

Since then, the incorporation of women into the (remunerated) workforce has been gradual but steady, but not the incorporation of men into the work of caring for family and home.

Reconciling professional and personal life refers not to a specific gender but also to framing institutional policy.

Reconciling work, family and personal life is a strategy that helps to attain equality between women and men. It moves towards a reordering of the social and economic system, one where women and men can balance the different tasks in their lives. As such, a society centred on quality of life must guarantee equal opportunity for women and men so they can succeed in all areas of life, advance professionally, take care of their family commitments, and make the most of their time.

This necessitates social change that introduces new organizational models and requires the participation of all social actors from a perspective of shared responsibility.

This is necessary because even today we are faced with a situation in which women work a “second shift”. According to the World Health Organization, 80% of household chores are done by women.

According to Eurostat data, more women work part-time than men. In 2011, 32% of women in EU countries had a part-time job compared to only 9% of men.

It is important to bear in mind that work-life balance does not limit business competitiveness. Quite the contrary, the countries with the most measures to balance home and work life experience higher productivity.

At IPHES, work-life balance is sought for each employee according to their possibilities. Arguably, this offers a great deal of flexibility, especially for RESEARCH staff, who can tailor their work schedules according to their weekly goals.

Other **work-life balance measures** adopted include the following:

- Two personal days added to agreement
- On the eves of public holidays and on school breaks (from 23 June to 11 September, and on the Easter and Christmas school holidays) the management and technical staff hours are from 8:00 a.m. to 3:00 p.m., a 35-hours work week instead of a 40-hour one, with no requirement to make up the missed hours

SUMMARY OF ORGANISATION OF WORKING TIMES STRAND

Flexibility of working hours allows all personnel to balance work and home life.

Greater flexibility for RESEARCH personnel in general.

Management and technical personnel work 35-hour weeks instead of 40-hour during school breaks and on the eves of public holidays.

5.7 Use of Non-Discriminatory Language, Communications and Advertising

This section examines whether corporate communication is inclusive, not androcentric or sexist, and if it contributes to the visibility of the women in the workforce. It also assesses whether the organization's communication tools provide equal access to information for all employees, and seeks both upstream and downstream communication channels that guarantee a two-way flow of information.

In order to prevent discrimination, the organization should have a communication plan that serves as a protocol for defining both upstream and downstream communication channels as well as what information should be issued by each department.

Generally speaking, this subject can encounter significant resistance because changing language can be seen as convoluted or devious. Moreover, not many people see the causal relationship between language and discrimination. The cause for this is directly related to the traditional use of masculine language over the years. What is more, in our language, generic masculine usage has become the equivalent of gender-neutral.

5.7.1 Non-sexist communication

Non-sexist use of language in the workplace means using language in a way that does not discriminate against women. Speaking of men, their activities, and their professions as if they were representing the whole of humanity is an androcentric use of language. This way of communicating uses men as a reference point that also covers the activities of women, and so equates the masculine with the universal.

Inclusive language makes the roles of the women visible as well as their presence at the institution and their different roles there.

IPHES communication platforms were used to analyze this strand.

5.7.2 Communication channels

Internal communication

This refers to channels of communication whose purpose is to inform the people who are part of the institution, such as an announcement board, email, etc.

External communication

This refers to the channels of communication that the institution uses to be more visible to the general public, including social networks. External communication includes resources the entity creates for itself such as websites or blogs. Third-party external resources are resources that already exist that the centre uses to reach others, such as Facebook and LinkedIn.

IPHES website

IPHES's website is in English and uses the second and third person plural. That alone means it is inclusive language.

Another section of the website shows the board of trustees which has only one female trustee. Here it is the employers that decide whether to appoint a woman or a man to represent their institution on the board, so IPHES has no influence on this.

IPHES board, 1 October 2017

Hon. Mr. Santiago Vila i Vicente

Minister of Enterprise and Knowledge
Government of Catalonia Department of Enterprise and Knowledge

Hon. Mr. Josep Anton Ferré Vidal

Rector of Rovira i Virgili University

Mr. Francesc Subirada i Curcó

General Director of Research
Government of Catalonia Department of Enterprise and Knowledge

Hon. Mr. Josep Fèlix Ballesteros i Casanova

Mayor of Tarragona

Ms. Begoña Floria Eseberri

Fifth deputy mayor. Councillor for Festivals, Culture and Historical Heritage

Mr. Arcadi Navarro i Cuartiellas

Secretary of Universities and Research

Government of Catalonia Department of Enterprise and Knowledge

Hon. Mr. Josep Manel Ricart Pla

Vice-Rector of Academic Policy and Research of Rovira i Virgili University

In addition to the board of trustees, IPHES has an **external scientific advisory board** that is selected to conduct external evaluations of the entity. This board is made up exclusively of men. Here we can work to incorporate more women from the research field.

The images on the website show women and men equally without depicting stereotypes of their function.



IPHES staff



Social networks

➤ *Facebook*

Our Facebook profile is comprised mainly of images, information, content shared by third parties and posts on IPHES events. Images on the profile show both men and women performing tasks of equal value.



A **new blog entry** also deserves a moment of attention.

In it we see that although it is about a woman who is a restoration expert, the title of the presentation she herself gives us is "El papel **del restaurador** en una excavación arqueològica" (The word "restaurador" is the masculine for "restorer", someone who does restorations). So, again reverting to the generic masculine. Terminology that expresses the role of both men and

women should be used, e.g. “The role of **restoration personnel** in archaeological excavations” or use a slash to include the masculine and feminine endings in Catalan (**restaurador/a**).

IPHES - Institut Català de Paleoeologia Humana i Evolució Social www.iphes.cat

Classic Flipcard Magazine Mosaic Sidebar Snapshot Timeslide

JAN 23

Xerrada sobre restauració i excavacions arqueològiques

A càrrec de **Lucia López-Polín**, tècnica de restauració i conservació a l'IPHES i membre de l'Equipo de Investigación de Atapuerca

Serà el dimarts 24 de gener a les 20.15 h al Museu de l'Evolució Humana, a Burgos

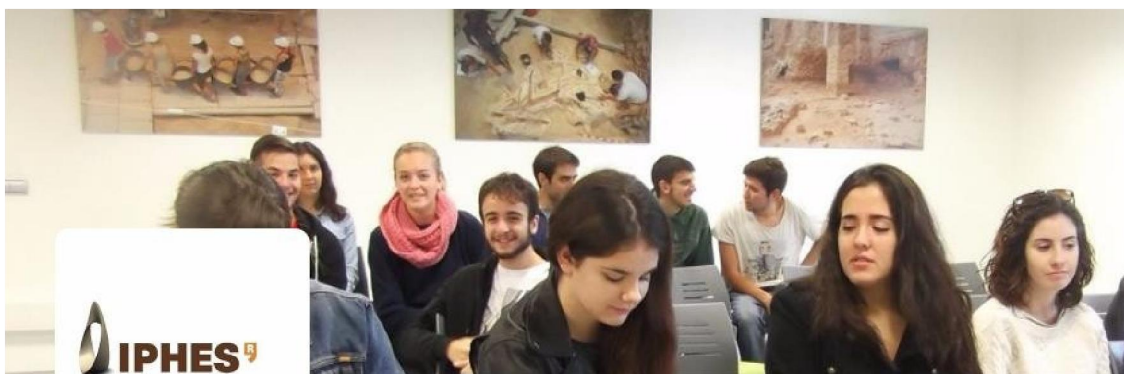
[español](#)

“El papel del restaurador en una excavación arqueológica” és el títol de la xerrada que impartirà **Lucia López-Polín**, tècnica de restauració i conservació a l'IPHES (Institut Català de Paleoeologia Humana i Evolució Social), membre de l'Equipo de Investigación de Atapuerca (EIA) i professora associada de la Universitat Rovira i Virgili (Tarragona), dimarts 24 de gener a les 20.15 h, al Museo de la Evolución Humana (MEH), a Burgos.



➤ **Twitter**

The representation of genders on Twitter is also balanced.



5.7.3 Best practices/recommendations

As mentioned above, inclusive language is language that gives equal visibility to women and men. The use of the generic masculine often has more to do with tradition and inertia than with the will to hide and undervalue women. This is why change requires a conscious decision to change how we communicate, and for that, we need to know what instruments and alternatives are available to us.

We therefore propose the following:

PROPOSALS
Avoid using the generic masculine.
Use plural instead of singular. (A doctor see his patient. → Doctors see their patients.)
Use he/she or his/her.
Use generic terms for occupational titles, role descriptions, modes of address. (chairman → chairperson, Mrs → Ms, wife → partner, fireman → fire fighter, etc.)

Images

A company's corporate image plays a key role in the workplace. Organizations communicate constantly and transmit messages and specific values through images, colours, website design and presence on social media. The combination of both written communications and images must be coherent, with the ultimate objective of providing messages that support the equality of women and men.

RECOMMENDATIONS
Avoid using the masculine as a universal model. Make women visible. Avoid using only male representations or icons, symbols and logos that are androcentric or sexist.
Avoid gender stereotypes. It is important to show men and women doing activities that are far removed from traditional roles.
Reflect diversity. People of all ages, ethnicities, functional abilities, etc. should be represented.

Virtual platforms

Technological advancement and globalization have made it crucial for organizations to develop an internet and social network presence, which allows for types of communication not possible through traditional means. So symbolic and written language is critical in establishing an organization's image, in ensuring the image the entity aims to transmit is the image that is actually transmitted.

RECOMMENDATIONS
Include clearly visible links to content on equality to demonstrate the organization's interest in promoting equal opportunities.
Take advantage of the use of the platforms to disseminate content on equal opportunities for women and men.

To sum up everything analysed here:

1. Avoid use of the generic masculine.
2. Personalize messages when you know who they are addressed to.
3. Use the name of the position or profession instead of the person.
4. Use plural instead of singular he/she.
5. Change the order of appearance of gender, i.e. "women and men" or "men and women".
6. Change the sentence when the subject or object is a generic masculine. (For example, "you" or "they" instead of "he".)
7. Refer to "women" and not "the woman". It is important to bear in mind there is not just one type or model of woman.
8. Represent women and men in images in a balanced way.
9. Include images that help to break down gender stereotypes.
10. Be aware of the value and transformative capacity of language.

SUMMARY OF NON-DISCRIMINATORY LANGUAGE, COMMUNICATIONS AND ADVERTISING STRAND
Generic masculine is found in all types of texts and titles.
Images show men and women in a balanced way.
The entity promotes interest in equal opportunity by way of links that promote gender equality.
Training in gender awareness has been conducted by personnel responsible for internal and external communication which will help promote the use of inclusive language.

6. PLANNING PHASE

This phase defines measures to correct aspects that were found to be deficient in the diagnosis phase or that need to be improved or expanded upon. Actions are also defined which, although not aimed at correcting weaknesses, reinforce equal opportunity strengths at IPHES.

To accomplish this, a series of actions are defined for each objective established in the commitment phase (point 4.1), scheduled in accordance with their urgency and feasibility, and assigned to a person or team. At this point indicators for monitoring and follow-up are also defined.

STRAND OF ACTION: COMPOSITION AND DISTRIBUTION OF STAFF

ACTION 1
Compare experiences with other entities on policy for equal opportunities for women and men.
OBJECTIVES
<ul style="list-style-type: none"> ▪ To work to incorporate the principle of equal opportunity in all IPHES organizational areas ▪ To promote a culture of gender equality among the people who comprise IPHES
INDICATORS
<ul style="list-style-type: none"> - Examining awareness-raising actions planned at these organizations (objectives, dates, cost, etc.). - Creating a schedule with planned actions - Attending scheduled workshops

- Incorporating other entities' experiences on equal opportunity policies for women and men into the database
TIMING
In 2020
DEPARTMENT OR PERSON RESPONSIBLE
EQUALITY COMMISSION

STRAND OF ACTION: ACCESS TO EMPLOYMENT

ACTION 2
Implement quotas in the selection process to promote under-represented genders in the event of equal merits and skills.
OBJECTIVES
<ul style="list-style-type: none"> ▪ To guarantee equal access to positions, training and career development ▪ To work to incorporate the principle of equal opportunity in all IPHES organizational areas
INDICATORS
<ul style="list-style-type: none"> - Giving preference to women and men applicants for positions in which they are less represented - Has a systematic analysis of applicants and the genders of those hired been conducted? - Calculating the number of attendees by gender
TIMING
From 2018 forward in all new vacancies
DEPARTMENT OR PERSON RESPONSIBLE
MANAGEMENT AND HR

STRAND OF ACTION: PROFESSIONAL PROMOTION AND TRAINING

ACTION 3	
Provide specific training in equal opportunities to all personnel.	
OBJECTIVES	
<ul style="list-style-type: none"> ▪ To promote a culture of gender equality among people who are part of IPHES 	
INDICATORS	
<ul style="list-style-type: none"> - Number of women registered in the course - Content of the course 	
TIMING	
Throughout 2020	
DEPARTMENT OR PERSON RESPONSIBLE	
HR	

ACTION 4	
Encourage women to be part of and play active roles in the centre's deliberative bodies.	
OBJECTIVES	
<ul style="list-style-type: none"> - To increase the representation and participation of women in the centre's deliberative bodies 	
INDICATORS	
<ul style="list-style-type: none"> - Percentage of women who attend meetings of centre's deliberative bodies - Percentage of approved agreements proposed by women in meeting minutes 	
TIMING	
2019	
DEPARTMENT OR PERSON RESPONSIBLE	
MANAGEMENT SECRETARY / EQUALITY COMMISSION	

STRAND OF ACTION: PREVENTION AND ACTIONS TO COMBAT WORKPLACE HARASSMENT

ACTION 5	
Train members of the Commission of Inquiry on the prevention of harassment.	
OBJECTIVES	
<ul style="list-style-type: none"> ▪ To prevent and respond to situations of harassment in the workplace (such as sexual harassment, gender-based harassment and bullying) 	
INDICATORS	
<ul style="list-style-type: none"> - Have personnel involved in the research process received training? - What subjects covered in course? - How was it rated? 	
TIMING	
2019	
DEPARTMENT OR PERSON RESPONSIBLE	
HR	

ACTION 6	
Dissemination of document <i>Procedure for Addressing Workplace Harassment and Violence.</i>	
OBJECTIVES	
<ul style="list-style-type: none"> ▪ To prevent harassment in the workplace and act when they occur (i.e. sexual harassment, bullying and gender-based harassment) 	
INDICATORS	

<ul style="list-style-type: none"> - Are all personnel aware of the existence of the protocol? - If they know of its existence, do they know where to find it and use it in the event of violence or harassment? - Have measures been taken to ensure personnel have the protocol? - When all personnel have the protocol, are all sections clearly understood (review of understanding and a short control)?
TIMING
June 2018
DEPARTMENT OR PERSON RESPONSIBLE
HR

STRAND OF ACTION: USE OF NON-DISCRIMINATORY LANGUAGE, COMMUNICATIONS AND ADVERTISING

ACTION 7
Create a guide of best practices for inclusive language.
OBJECTIVES
<ul style="list-style-type: none"> ▪ To work to attain an equal, inclusive and non-sexist communication policy
INDICATORS
<ul style="list-style-type: none"> - Has a guide been created? - Have personnel been notified of its existence? - Using what communication channels?
TIMING
Second semester 2019
DEPARTMENT OR PERSON RESPONSIBLE
EQUALITY COMMISSION

ACTION 8	
Inclusion of a section on the website with information on equality.	
OBJECTIVES	
<ul style="list-style-type: none"> ▪ To work to attain an equal, inclusive and non-sexist communication policy 	
INDICATORS	
<ul style="list-style-type: none"> - Has the content of this section been determined (statistics, work models, opinions and interviews on the entity's systems to promote equality)? - Has the organization's image improved? 	
TIMING	
Second semester 2018	
DEPARTMENT OR PERSON RESPONSIBLE	
INFORMATION TECHNOLOGY TECHNICAL PERSONNEL	

ACTION 9	
Encourage women to be part of and take part in the centre's awareness raising activities.	
OBJECTIVES	
To increase the presence of women scientists at IPHES	
INDICATORS	
Number of visits and presentations at the centre.	
Number of women who lead visits.	
TIMING	
2019	
DEPARTMENT OR PERSON RESPONSIBLE	
OUTREACH TECHNICAL PERSONNEL	

7. EVALUATION AND FOLLOW-UP PHASE

The final phase of the plan is the evaluation. Having conducted the **initial evaluation or diagnosis** of the situation of equality, the **follow-up evaluation** then must be conducted to indicate the degree of application of the plan based on indicators defined in each action.

Lastly, a **final evaluation** will be carried out based on analysis of the degree of attainment of the established objectives. This evaluation will serve as the basis for a new diagnosis of the situation, after which the period of application of the current plan (3 years) ends.

It is important to bear in mind that **continual assessment is inevitable** because **the plan is a living instrument meant to transform real situations** and not merely a protocol to comply with the law. As such, **the Equality Commission must meet periodically** and issue follow-up reports, which will be made available to the organization's staff. At these meetings the measures implemented will be evaluated in accordance with the schedule.