Gender Equality Plan

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LeTSGEPs Leading Towards Sustainable Gender Equality Plans in research performing organisations

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1. Gender Equality at the RPO

This document presents the diagnosis of gender equality at ICM, performed from May 2020 to May 2021, using base data from 2019, and the measures devised for the Gender Equality Plan. The diagnosis was done with four main objectives in mind: to establish the specific reality among women and men in the ICM concerning equal treatment and opportunities, to identify possible inequalities and discrimination, to determine the factors or conditions that favour them, and to assess the suitability of internal regulations and processes to comply with the provisions of the legal framework on gender equality.

The areas studied in the diagnosis cover the legal framework and other aspects considered essential to the achievement of gender equality in the ICM:

- ❑ Institutional Culture
- ❑ Gender Balance in the organisation
- ❑ Human Resources management: selection and recruitment, training, promotion and career progression and development
- ❑ Remuneration policy
- ❑ Work-life Balance
- ❑ Sexual and Gender-based harassment, sexist attitudes, and perception of discrimination
- ❑ Inclusive and non-sexist communication
- ❑ Gender dimension in research

The diagnosis has been carried out based on the formulation of qualitative and quantitative gender-sensitive indicators, according to the characteristics of the organisation and taking in consideration the above aspects. The choice of suitable indicators was done with due regard to the availability of verification sources - understood as objective instruments enabling the qualitative and quantitative assessment of the indicators in a specific and concise way, as well as the possibility for reassessment over time thus enabling to measure their evolution and detecting changes or improvements resulting from the implementation of the Equality Plan.

The Diagnosis has considered the last four years (2016-2019) as the main reference period and, annually, the 31st of December as the cut-off date. In some areas, and depending on the information available, shorter periods have been taken into account.

Concerning the results of the quantitative data analysis, a system of gradation by percentage bands is established regarding the presence of women in each group:

Minimal presence of women < 20%

Low presence of women: 20%-30%

Quasi-parity presence among women and men > 30% - <40%

Equal presence of women and men: between 40% and 60%

High presence of women > 60%-70%

Over-representation of women 70% - 80%	
Hegemonic presence of women 80%	
No data available	

To underscore the relative differences among women and men staff the maximum and minimum values for each are highlighted in green and red, respectively.

The results of the diagnosis constitute the Baseline, providing input values to the selected indicators, and establishing the status of gender equality at ICM before the implementation of the Gender Equality Plan (GEP).

Below a summary of the <u>main findings:</u>

❑ *INSTITUTIONAL CULTURE*

An **institutional culture** refers to the set of shared values of an organisation guiding the interactions and behaviours of employers and employees. Institutional culture is transversal to the organisation and influences their members, the work environment, the leadership methods, and management processes. The Institutional culture, however, is permeable to evolution and, with time, it changes (or can be changed) just as organisations change and transform.

The diagnosis aims to analyse to what degree equal treatment and opportunities between women and men, and non-discrimination on the grounds of gender, are part of the institutional culture of the ICM. This approach is done with a twofold perspective: what steps have been taken by the ICM to generate this culture; and to what extent the staff of the centre is part of and embraces it.

The formal commitment of the ICM to gender equality is not explicitly stated in any institutional document; however, the ICM, as an institution that is part of the CSIC, assumes the CSIC Gender Plan as its own. Nevertheless, the ICM is committed to design - under the framework of the CSIC Gender Equality plan - a GEP at centre level, which is one of the main objectives of the H2020 SwafS "LeTSGEPs" project.

The ICM Equality Committee was formally established in 2018 with a view to promoting equal opportunities for all staff of the Institute. In 2020 the Equality Committee became the Equality Task Force (ETF). The ETF is responsible for the promotion of numerous measures aimed at raising awareness of gender equality, both internally and externally, as well as establishing a network of external contacts and alliances at the local and national levels. Its work is entirely voluntary, with their members performing their duties in addition to their scientific, technical or administrative work, and it operates on a continuous basis. It is difficult to assess to which extent the initiatives thus far taken by the ETF are fully known by the staff. It is believed that, to move forward, fully develop its functions and achieve objectives, the ETF needs resources assigned in a more permanent basis.

To promote structural change that results in the incorporation of gender equality in ICM's institutional culture and practices, it will be necessary to coordinate strategies at different levels and implement measures that cut across the organisation.

❑ *GENDER BALANCE IN THE ORGANISATION*

Between 2016 and 2019, the number of staff at the ICM has remained steady in global and relative terms, with a slightly greater presence of women, which has increased over time. At the end of 2019, the total number of staff was 197[1]. Women, 107, accounted for 54.3% of the total workforce compared to 90 men, 45.7%. This distribution shows an apparently balanced representation of women and men in the total workforce (*Table* 1).

Table 1. Evolution of the workforce (2016-2019)

YEAR	Women	% Year	Men	% Year	TOTAL
2016	100	51.8%	93	48.2%	193
2017	101	52.3%	92	47.7%	193
2018	107	53.8%	92	46.2%	199
2019	107	54.3%	90	45.7%	197

Source: RRHH CSIC

However, further analysis shows a different reality. Considering that parity represents a balanced representation between women and men so that neither gender has a presence of more than 60% or less than 40% (see LOIEMH), parity is blurred or non-existent when looking more deeply at groups of staff.

Table 2. Distribution of staff (FTE)2 (2019)

	Women	% T	% W	Men	% T	% M	TOTAL
Research staff	61	46.6%	57.0%	70	53.4%	77.8%	131
Scientific-technical staff	46	69.7%	43.0%	20	30.3%	22.2%	66
Total	**107**	**54.3%**	**100.0%**	**90**	**45.7%**	**100.0%**	**197**

Note: "% T" is the percentage relative to total in the group; "% W" is the percentage relative to total women in the staff; "% M" is the percentage relative to total men in the staff

Table 2 shows the breakdown of the workforce into two large groups of staff, "research staff" and "scientific-technical staff". It can be seen that, while the former group is in parity (as a whole), the latter is feminised, with 69.7% of it being women.

It should be noted that administrative staff are not affiliated to the ICM because they work for more than one institution under the organizational structure that includes the ICM; thus, they have not been considered in this diagnosis.

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[1] In terms of contractual relationship with the organisation. There are a number of staff with other types of agreements (ad honorem, ICREA, scholarship holders, etc.) that will be considered where appropriate.

[2] This classification refers to the one used in the European Commission's She figures, (available at: https://op.europa.eu/en/publication-detail/-/publication/9540ffa1-4478-11e9-a8ed-01aa75ed71a1/language-en). Adequacy of grades in Spain:

Grade A corresponds to the scale of research professors of OPIs. Grade B, scale of scientific research staff in OPIs; scale of tenured scientific staff in OPIs; distinguished research staff; with a contract from the "Ramón y Cajal" Programme. Grade C (first post-doctoral stage) personnel with a contract from the "Juan de la Cierva" Programme; work and service in charge of research projects. Grade D (pre-doctoral stage). equivalent to research personnel in training (FPI, FPU and other pre-doctoral contracts from competitive calls).

Table 3. Degree groups 2019

Degree	Women	% T	% W	Men	% T	% M	TOTAL
Doctorado	35	**42.2%**	**32.7%**	48	57.8%	53.3%	83
Licenciatura	44	**62.9%**	**41.1%**	26	37.1%	28.9%	70
Grado	16	55.2%	15.0%	13	44.8%	14.4%	29
Diplomatura	0	0.0%	0.0%	1	100.0%	1.1%	1
Equivalente diplomatura	3	**100.0%**	2.8%	0	0.0%	0.0%	3
Técnico/a superior o equivalente	3	**75.0%**	2.8%	1	25.0%	1.1%	4
Bachiller o equivalente	2	**100.0%**	1.9%	0	0.0%	0.0%	2
No data	4	80.0%	3.7%	1	20.0%	1.1%	5
TOTAL	**107**	**54.3%**	**100.0%**	**90**	**45.7%**	**100.0%**	**197**

Source: RRHH CSIC

The distribution by academic degree also reveals some significant differences (*Table* 3). Considering the groups by extent and degree, women account for 42.2% of those with a doctorate and 62.9% of those with a bachelor's degree, nearly inverting the percentages for men, which are 57.8% and 37.1% respectively. Even more remarkable are the data when looked at in relative terms. Whilst 32.7% of the female staff have a doctorate, among the male staff this percentage is 53.3%, i.e., the majority of men in the work force have a doctorate compared to only one third of women at the same level. The figures are reversed for men, of whom 53.3% have a doctorate and 28.9% a bachelor's degree, showing that the lower degree groups concentrate a higher number of women, given that the technical staff is feminized.

The organisational structure of the ICM is complex (Figure 1). The governing bodies are made up of single-person bodies and teams. The unipersonal governing bodies of the ICM (Director and Administration Manager) are occupied by men. The Directorate Team is made up of one vice-director, occupied by a woman, and three deputy directors, of which one is occupied by a woman and two by men. Gender parity in the Directorate Team has been a constant in the Institute.

The Governing Board includes, in addition to the Directorate Team, the two unipersonal bodies (Administration Manager and Director, both of which are occupied by men), the heads of the research departments, led by four men, and the legal representation of workers, which is also male-dominated, with three men and one woman.

As a result, the Governing Board is masculinised, with women occupying only 21.4% of the positions.

Figure 1. Organisational chart of the ICM structure
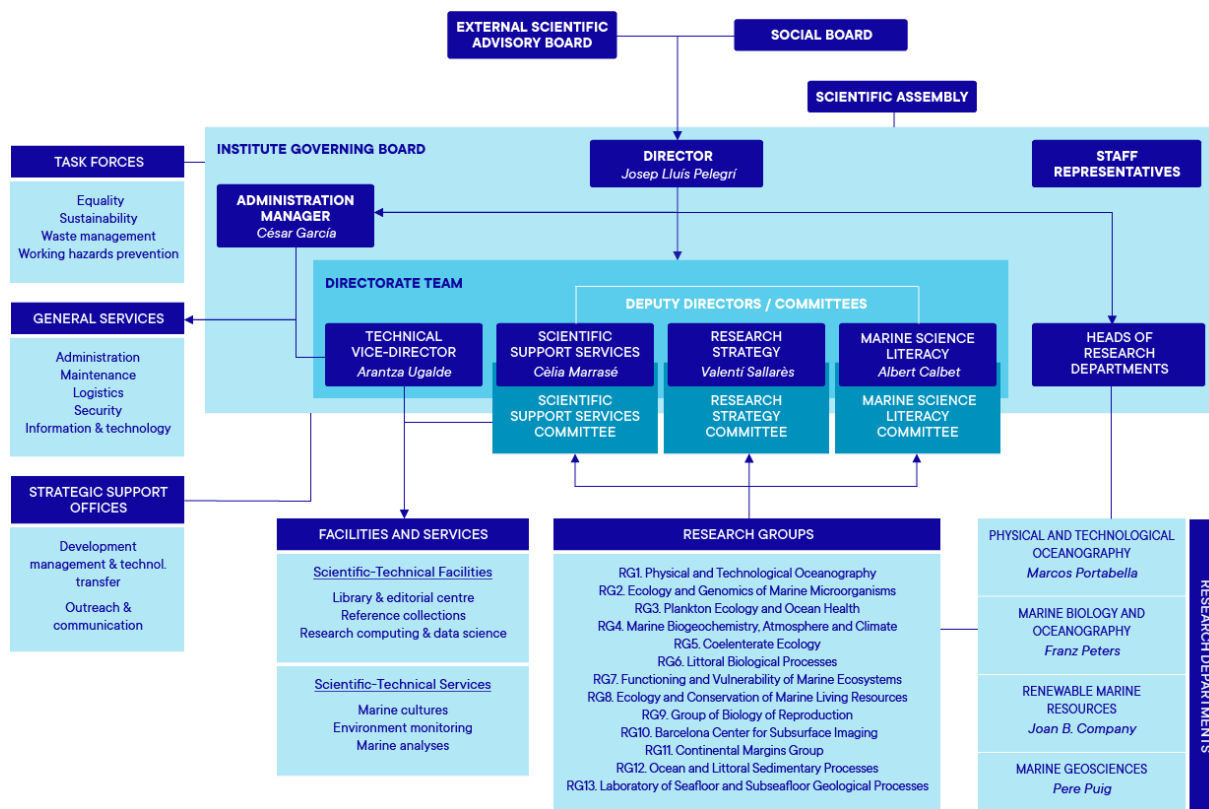
The ICM has four Task Forces and three Committees (*Table* 4) for specific actions or goals. All the committees and working groups are feminised both in absolute and relative terms (except for the Scientific Strategy group, which incidentally is also one of the most important committee). This feminisation is more than remarkable given the voluntary nature of the work carried out. In this sense, a greater presence of women implies their greater commitment to working for the "community".

This reality, which is easily shown to be extensive to other areas such as participation in journal editorial committees, participation in CSIC publications (White Book 2021), project/grant evaluation committees, etc., is in stark contrast with the smaller academic and strategic representation of women researchers at ICM as shown in Figure 1.

Table 4. Committees and Tasks Forces at ICM (2019)

|		Women	% group	Men	% Men	TOTAL
Committees	Communication and Outreach	5	83.3%	1	16.7%	6
	Scientific Supportl Services	6	75.0%	2	25.0%	8
	Research strategy	4	50.0%	4	50.0%	8
Tasks Force	Waste management	9	90.0%	1	10.0%	10
	Working hazards	6	60.0%	4	40.0%	10
	Sustainability	16	72.7%	6	27.3%	22
	Equality	13	65.0%	7	35.0%	20

Source: ICM

The ICM has four research departments corresponding to four disciplines of Marine Sciences; almost 93% of the total staff is linked to a department (*Table* 5). Some employees are assigned to staff carrying out Scientific and Technical Services.

Table 5. Distribution of staff by department (2019)

	Women	% Dept.	% T Women	Men	% Dept.	% T Men	Total
Marine Biology and Oceanography	44	58.7%	41.1%	31	41.3%	34.4%	75
Marine Geosciences,	15	53.6%	14.0%	13	46.4%	14.4%	28
Physical and Technological Oceanography	12	34.3%	11.2%	23	65.7%	25.6%	35
Renewable Marine Resources	27	56.3%	25.2%	21	43.8%	23.3%	48
Subtotal	96	52.5%	89.7%	87	47.5%	96.7%	183
Scientific-technical services	11	78.6%	10.3%	3	21.4%	3.3%	14
Total	107	54.3%	100.0%	90	45.7%	100.0%	197

Source: ICM

Graph 1. Distribution by department (2019)
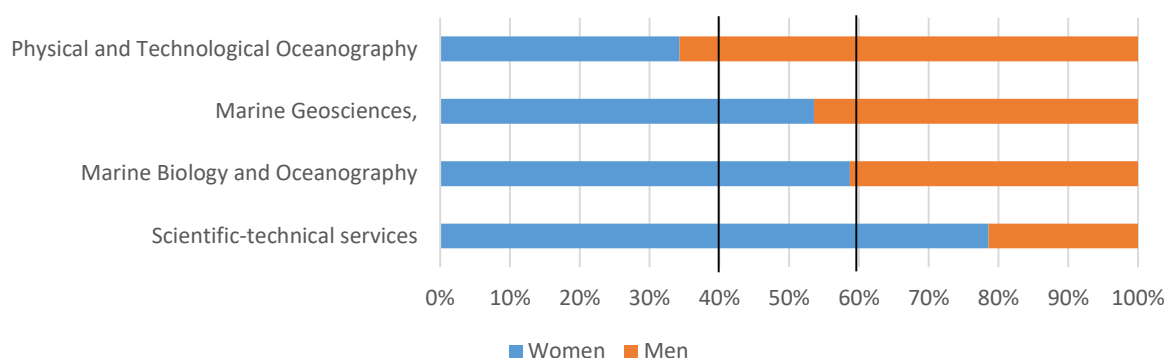
Among the four departments, only "Physical Oceanography and Technology" is male-dominated. The department with the highest number of members, Marine Biology and Oceanography (75), has the highest percentage of women, 58.7%. The employees linked to the Scientific and Technical Services is very feminised, with 78.6% of the total being women.

The research and technical staff are made up of 14 research groups. The size of the research groups and the presence of female and male researchers are very irregular (*Table* 6).

Table 6. Distribution of the staff by research groups (2019)

	Women	% RG	% T Women	Men	% RG	% T Men	Total
Barcelona Center for Subsurface Imaging	4	50.0%	3.7%	4	50.0%	4.4%	8
Marine Biogeochemistry, Atmosphere and Climate	6	66.7%	5.6%	3	33.3%	3.3%	9
Coelenterate Ecology	8	61.5%	7.5%	5	38.5%	5.6%	13
Ecology and Conservation of Marine Living Resources	13	65.0%	12.1%	7	35.0%	7.8%	20
Ecology and Genomics of Marine Microorganisms	16	59.3%	15.0%	11	40.7%	12.2%	27
Functioning and Vulnerability of Marine Ecosystems	9	50.0%	8.4%	9	50.0%	10.0%	18
Biology of Reproduction	4	66.7%	3.7%	2	33.3%	2.2%	6
Continental Margins Group	3	60.0%	2.8%	2	40.0%	2.2%	5
Laboratory of Seafloor and Subseafloor Geological Processes	1	20.0%	0.9%	4	80.0%	4.4%	5
Bioeconomy modeling of fisheries	1	33.3%	0.9%	2	66.7%	2.2%	3
Plankton Ecology and Ocean Health	9	50.0%	8.4%	9	50.0%	10.0%	18
Physical and Technological Oceanography	13	37.1%	12.1%	22	62.9%	24.4%	35
Ocean and Littoral Sedimentary Processes	5	71.4%	4.7%	2	28.6%	2.2%	7
Litoral Biological Processes	3	37.5%	2.8%	5	62.5%	5.6%	8
Subtotal	95	52.2%	88.8%	87	47.8%	96.7%	182
Technical-scientific staff	12	75.0%	11.2%	3	25.0%	3.3%	15
Total	**107**	**54.3%**	100.0%	**90**	**45.7%**	100.0%	**197**

Source: ICM – Note: Some of the research groups show above have been merged in 2020

In what concerns scientific-technical staff there are several points to note. Some of this staff do not belong to a department but are integrated into a research group, and others have been assigned to a department but are not part of a specific research group.

❑ *WORKING CONDITIONS*

Regarding the working conditions, two inter-connected dimensions were analysed: employment status (civil servant vs. labour staff) and type of contract. In absolute terms, there is parity among civil servants, 47.5% are women and 52.5% are men (*Table* 7). However, among the labour staff, there is a more uneven distribution. Women make up 68% of those hired under the Collective Agreement (*Convenio único del personal laboral de la Administración General del Estado*) and 52.2% of those hired outside. Moreover, although the collective agreement may have better employment conditions (e.g., work-life balance measures), is also associated with lower salary conditions.

In relative terms, the differences are more significant. For instance, 35.5% of women are civil servants compared to 46.7% of men; and while 31.8% of women are employed under collective agreements, only 17.8% of men are.

Table 7. Staff by employment status (2019)

Employement status		Women	% T Reg.	% T W	Men	% T Reg.	% T M	Total
Civil servant staff		38	47.5%	35.5%	42	52.5%	46.7%	80
Labor staff	Staff hired under Collective Agreement	34	68.0%	31.8%	16	32.0%	17.8%	50
	Staff hired outside Collective Agreement	35	52.2%	32.7%	32	47.8%	35.6%	67
	Subtotal	69	52.5%	64.5%	48	47.5%	53.3%	117
	TOTAL	107	54.3%	100.0%	90	45.7%	100.0%	197

Source: RRHH CSIC

Regarding the type of contract, it is important to highlight the gap between women and men in temporary contracts (*Table* 8). Women account for 59% of the total of these contracts compared to 41% of men, which in relative terms means that 57.9% of women in the workforce have this type of contract compared to 47.8% of men. The rest of the groups do not present any notable differences.

Table 8. Staff by type of contract (2019)

		Women	% T	% T Women	Men	% T	% T Men	Total
Civil servant staff Permanent		38	47.5%	35.5%	42	52.5%	46.7%	80
Labor staff	Fijo	2	100.0%	1.9%	0	0.0%	0.0%	2
	Indefinido	5	50.0%	7.2%	5	50.0%	10.4%	10
	Temporal	62	59.0%	57.9%	43	41.0%	47.8%	105
	Subtotal	69	52.5%	64.5%	48	47.5%	53.3%	117
Total		107	54.3%	100.0%	90	45.7%	100.0%	197

Source: RRHH CSIC

❑ *HUMAN RESOURCES MANAGEMENT*

Gender equality must be considered as an objective and a crucial element of any organisation. This commitment must be translated into both the elimination of any discrimination that may occur in staff management practices and a gender mainstreaming approach in those policies, with special attention to the selection/recruitment, training, promotion and termination processes. This area assesses how the human potential of the organisation is managed and maximised, analysing whether there is any direct or indirect discrimination based on gender in the processes referred to above.

Selection and recruitment

The recruitment of civil servant staff is characterized by great variability from year to year, as there are multiple variables involved. The calls for applications depend on the public offer announced by the *Ministerio de Economía, Industria y Competitividad* (Ministry of Economy, Industry and Competitiveness) - whose decision does not always take into account the centers' demands for positions - and on the profiles of the center's staff who can apply to them.

The number of people who have joined the ICM via public employment offers during the period 2016-2019 is very limited, amounting to 14 people (*Table* 9). While the overall intake is even (57.1% are women and 42.9% are men), the number of female recruitments has decreased steadily from 100% of appointments in 2016 to zero appointments in 2019. In terms of professional groups and scales, of the 11 appointments in group A1, 54.5% were women.

Table 9. Evolution of the number of new civil servants by groups and levels (2016-2019)

GROUP	SCALE	Gender	2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T	TOTAL Num.	TOTAL % T
A1	Personal investigador científico	Women					1	100.0%			1	100.0%
		Men					0	0.0%			0	0.0%
		Subtotal					1	100.0%			1	7.1%
	Personal científico titular	Women	2	100.0%	1	50.0%	0	0.0%	0	0.0%	3	37.5%
		Men	0	0.0%	1	50.0%	3	100.0%	1	100.0%	5	62.5%
		Subtotal	2	66.7%	2	66.7%	3	50.0%	1	50.0%	8	57.1%
	Personal técnico superior	Women					2	100.0%			2	100.0%
		Men					0	0.0%			0	0.0%
		Subtotal					2	33.3%			2	14.3%
C1	Ayudantes investigación	Women			1	100.0%			0	0.0%	1	50.0%
		Men			0	0.0%			1	100.0%	1	50.0%
		Subtotal			1	33.3%			1	50.0%	2	14.3%
C2	Personal auxiliar	Women	1	100.0%							1	100.0%
		Men	0	0.0%							0	0.0%
		Subtotal	1	33.3%							1	7.1%
TOTAL			3	100.0%	3	100.0%	6	100.0%	2	100.0%	14	100.0%
		Women	3	100.0%	2	66.7%	3	50.0%	0	0.0%	8	57.1%
		Men	0	0.0%	1	33.3%	3	50.0%	2	100.0%	6	42.9%

Source: RRHH CSIC

In the reference period (2016-2019), there were a total of 272 labour staff recruitments, of which 57.4% were women. However, these contracts have very different dynamics and can be looked at from different perspectives.

The first major difference is that there are contracts inside and outside the Collective Agreement. In the period in question, there were 144 contracts within the Collective Agreement, of which 62.5% were women; of the 128 contracts outside the agreement, 51.6% were women.

Considering recruitment by groups and scales, there are significant differences between recruitment within and outside the Collective Agreement.

For this analysis, two issues should be highlighted: firstly, the recruitment within the Collective Agreement (*Table* 10A) is almost entirely centred on two categories, G1-Senior graduate and G2-Middle graduate and, in both cases, women account for 63.3% of total recruitment. Secondly, the feminization of these contracts is connected, among other things, to technical careers.

Table 10. Evolution of the number of recruitments by professional groups and levels (2016-2019)

(A) Personal laboral: Convenio único

GROUP	LEVEL		2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T	TOTAL num	TOTAL % T
G1	Titulado/a superior actividades técnicas/prof.	Women	22	71.0%	11	61.1%	23	60.5%	13	59.1%	69	63.3%
		Men	9	29.0%	7	38.9%	15	39.5%	9	40.9%	40	36.7%
		Subtotal	31	68.9%	18	72.0%	38	88.4%	22	71.0%	109	75.7%
G2	Titulado/a medio actividades técnicas/prof.	Women	6	54.5%	5	71.4%	3	75.0%	5	62.5%	19	63.3%
		Men	5	45.5%	2	28.6%	1	25.0%	3	37.5%	11	36.7%
		Subtotal	11	24.4%	7	28.0%	4	9.3%	8	25.8%	30	20.8%
	Titulado/a medio gestión/ servicios comunes	Women					1	100.0%			1	100.0%
		Men					0	0.0%			0	0.0%
		Subtotal					1	2.3%			1	0.7%
G3	Técnico/a superior actividades técnicas/prof.	Women	1	100.0%						0.0%	1	50.0%
		Men							1	100.0%	1	50.0%
		Subtotal	1	2.2%					1	3.2%	2	1.4%
	Técnico/a superior gestión/ servicios comunes	Women									0	0.0%
		Men	1	100.0%							1	100.0%
		Subtotal	1	2.2%							1	0.7%
G4	Oficial actividades técnicas/prof.	Women	0	0.0%							0	0.0%
		Men	1	100.0%							1	100.0%
		Subtotal	1	2.2%							1	0.7%
	TOTAL		45	100.0%	25	100.0%	43	100.0%	31	100.0%	144	100.0%
		Women	29	64.4%	16	64.0%	27	62.8%	18	58.1%	90	62.5%
		Men	16	35.6%	9	36.0%	16	37.2%	13	41.9%	54	37.5%

On the other hand, the employment contracts of doctoral staff are carried out outside the Collective Agreement (*Table* 10B). However, the distribution of these contracts by professional group shows significant variations between women and men. For instance, 75% of the total number of female doctoral contracts are in the lowest group FC3 (the one with the lowest salaries), while this percentage among men is 47.6%. This pattern has tended to consolidate over the years except for 2018.

The remaining groups or categories present lower figures but, in general, the same inverse trend is maintained. This practice undoubtedly has implications in the gender pay gap.

(B) Personal laboral: Fuera Convenio

GROUP	LEVEL		2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T	TOTAL num	TOTAL % T
FC	Doctor/a	Women			1	100.0%	3	37.5%		0.0%	4	40.0%
		Men				0.0%	5	62.5%	1	100.0%	6	60.0%
		Subtotal			1	6.3%	8	42.1%	1	7.7%	10	17.5%
	Personal investigador contratado	Women	2	66.7%	1	50.0%	2	66.7%	1	100.0%	6	66.7%
		Men	1	33.3%	1	50.0%	1	33.3%		0.0%	3	33.3%
		Subtotal	3	33.3%	2	12.5%	3	15.8%	1	7.7%	9	15.8%
	Personal investigador en prácticas	Women	1	100.0%	2	50.0%	1	100.0%	3	100.0%	7	77.8%
		Men		0.0%	2	50.0%		0.0%	0	0.0%	2	22.2%
		Subtotal	1	11.1%	4	25.0%	1	5.3%	3	23.1%	9	15.8%
	Titulado/a superior con grado de doctor/a	Women	2	40.0%	5	55.6%	6	85.7%	2	25.0%	15	51.7%
		Men	3	60.0%	4	44.4%	1	14.3%	6	75.0%	14	48.3%
		Subtotal	5	55.6%	9	56.3%	7	36.8%	8	61.5%	29	50.9%
	TOTAL FC		9	100.0%	16	100.0%	19	100.0%	13	100.0%	57	44.5%
FC1	Doctor/a	Women		0.0%							0	0.0%
		Men	2	100.0%							2	100.0%
		Subtotal	2	13.3%	0	0.0%	0	0.0%	0	0.0%	2	25.0%
	Titulado/a superior con grado de doctor/a	Women		0.0%		0.0%	1	50.0%	0	0.0%	1	16.7%
		Men	2	100.0%	1	100.0%	1	50.0%	1	100.0%	5	83.3%
		Subtotal	2	13.3%	1	4.5%	2	7.4%	1	6.3%	6	75.0%
	TOTAL FC1		15	100.0%	22	100.0%	27	100.0%	16	100.0%	8	6.3%
FC2	Doctor/a	Women		0.0%				0.0%		0.0%	0	0.0%
		Men	1	100.0%			1	100.0%	1	100.0%	3	100.0%
		Subtotal	1	5.9%			1	10.0%	1	12.5%	3	7.3%
	Titulado/a superior con grado de doctor/a	Women	8	50.0%	4	66.7%	5	55.6%	4	57.1%	21	55.3%
		Men	8	50.0%	2	33.3%	4	44.4%	3	42.9%	17	44.7%
		Subtotal	16	94.1%	6	100.0%	9	90.0%	7	87.5%	38	92.7%
	TOTAL FC2		17	100.0%	6	100.0%	10	100.0%	8	100.0%	41	32.0%
FC3	Doctor/a	Women	3	42.9%	1	50.0%	1	33.3%	7	70.0%	12	54.5%
		Men	4	57.1%	1	50.0%	2	66.7%	3	30.0%	10	45.5%
	TOTAL FC3		7	43.8%	2	200.0%	3	300.0%	10	125.0%	22	17.2%
	TOTAL		48	100%	3	100%	3	100%	12	100%	128	100.0%
	Women		16	33.3%	1	33.3%	1	33.3%	8	66.7%	66	51.6%
	Men		21	43.8%	2	66.7%	2	66.7%	4	33.3%	62	48.4%

	2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T	TOTAL num	TOTAL % T
Women	45	54.9%	30	60.0%	46	59.7%	35	55.6%	156	57.4%
Men	37	45.1%	20	40.0%	31	40.3%	28	44.4%	116	42.6%
TOTAL PERSONAL LABORAL	82	100.0%	50	100.0%	77	100.0%	63	100.0%	272	100.0%

Source: RRHH CSIC

Analyzing all the aggregate data on employment contracts (*Table* 11), while access to public employment is marked by irregularity, employment contracts, even though the percentages are evenly balanced, show consistently higher percentages of women being hired.

Table 11. Recruitment of large groups of staff (civil servants and employees) (2016-2019)

Year	Civil servants							Labor staff							TOTAL Plantilla
	Women	% Tipo contrato	% contrataciones Women	Men	% Tipo contrato	% contrataciones Men	Total PF	Women	% Tipo contrato	% contrataciones Women	Men	% Tipo contrato	% contrataciones Men	Total PL	
2016	3	100.0%	6.3%	0	0.0%	0.0%	3	45	54.9%	93.8%	37	45.1%	100.0%	82	85
2017	2	66.7%	6.3%	1	33.3%	4.8%	3	30	60.0%	93.8%	20	40.0%	95.2%	50	53
2018	3	50.0%	6.1%	3	50.0%	8.8%	6	46	59.7%	93.9%	31	40.3%	91.2%	77	83
2019	0	0.0%	0.0%	2	100.0%	6.7%	2	35	55.6%	100.0%	28	44.4%	93.3%	63	65
TOTAL	8	57.1%	4.9%	6	42.9%	4.9%	14	156	57.4%	95.1%	116	42.6%	95.1%	272	286

Source: RRHH CSIC

Regarding the recruitment by employment regime (*Table* 12), almost all of these contracts are temporary (99.3%) and a large part of them are for specific work or service (83.4%). Moreover, these contracts are linked to research project contracts, and 58.1% correspond to women. Although at a significant distance, the second group with the highest number of contracts is temporary research staff (12.1% of the total) and of these, 57.6% are women.

Table 12. Evolution of hiring by employment regime (2016-2019)

Employment regim			2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T	TOTAL Num	TOTAL % T
Permanent	Personal laboral indefinido no fijo	Women	1	100.0%			1	100.0%			2	100.0%
		Men									0	0.0%
		Subtotal	1	1.2%			1	1.3%			2	0.7%
Temporary	Contrato en prácticas	Women	3	33.3%							3	33.3%
		Men	6	66.7%							6	66.7%
		Subtotal	9	11.0%							9	3.3%
	Por obra o servicio determinado	Women	40	57.1%	23	62.2%	39	56.5%	30	58.8%	132	58.1%
		Men	30	42.9%	14	37.8%	30	43.5%	21	41.2%	95	41.9%
		Subtotal	70	85.4%	37	74.0%	69	89.6%	51	81.0%	227	83.5%
	Por circunstancias de producción	Women									0	0.0%
		Men	1	100.0%							1	100.0%
		Subtotal	1	1.2%							1	0.4%
	Personal investigador temporal	Women	1	100.0%	7	53.8%	6	85.7%	5	41.7%	19	57.6%
		Men			6	46.2%	1	14.3%	7	58.3%	14	42.4%
		Subtotal	1	1.2%	13	26.0%	7	9.1%	12	19.0%	33	12.1%
		Women	45	54.9%	30	60.0%	46	59.7%	35	55.6%	156	57.4%
		Men	37	45.1%	20	40.0%	31	40.3%	28	44.4%	116	42.6%
			82	100.0%	50	100.0%	77	100.0%	63	100.0%	272	100.0%

Source: RRHH CSIC

In terms of the duration of contracts, there is a minimal difference between women's and men's contracts with average durations of 2.0 and 2.2 years respectively, for the whole period covered by the diagnosis (*Table* 13).

Table 13. Changes in the duration of contracts (2016-2019)

	2016		2017		2018		2019		Total periode	Total Average duration
	Num.	Average duration	Num.	Average duration	Num.	Average duration	Num.	Average duration		
Women	45	1.5	30	2.3	46	2.2	35	2.2	156	2.0
Men	37	1.7	20	2.2	31	2.5	28	2.6	116	2.2
TOTAL	82	1.6	50	2.3	77	2.3	63	2.3	272	2.1

Due to their particular interest, it is important to analyze in more detail the postdoctoral and predoctoral contracts. The number of postdoctoral contracts has remained steady in recent years, but the percentage of contracts between women and men has alternated between years. While women accounted for 42.9% and 43.8% in 2016 and 2018, they accounted for 66.7% and 68.8% in 2016 and 2019. The distribution of women and men by type of contract is very variable, but it should be noted that, overall, women are in majority in all types of contracts except for research project contracts (*Table* 14).

Table 14. Evolution of postdoctoral recruitments (2016-2019)

Tye of contrat	Gender	2016		2017		2018		2019		TOTAL	
		num	% T	num	% T	num	% T	num	% T	NUM	%
Contrato con cargo a proyecto investigación (fuera convenio)	Women					2	33.3%	6	66.7%	8	53.3%
	Men					4	66.7%	3	33.3%	7	46.7%
	Subtotal					6	37.5%	9	56.3%	15	27.3%
Contrato proyecto de investigación	Women	3	30.0%			1	33.3%			4	30.8%
	Men	7	70.0%			2	66.7%			9	69.2%
	Subtotal	10	71.4%	0	0.0%	3	18.8%	0		13	23.6%
Contratos convocatoria Ramon y Cajal	Women			1	100.0%					1	100.0%
	Men									0	0.0%
	Subtotal			1	11.1%					1	1.8%
Contratos en prácticas doctor/a con cargo a convocatoria	Women	1	100.0%							1	50.0%
	Men							1	100.0%	1	50.0%
	Subtotal	1	7.1%					1	6.3%	2	3.6%
Contratos obra o servicio determinado de convocatorias	Women			1	100.0%	1	100.0%	1	50.0%	3	75.0%
	Men							1	50.0%	1	25.0%
	Subtotal			1	11.1%	1	6.3%	2	12.5%	4	7.3%
Contratos para formación posdoctoral	Women			2	50.0%	1	100.0%	3	100.0%	6	75.0%
	Men			2	50.0%	0	0.0%	0	0.0%	2	25.0%
	Subtotal			4	44.4%	1	6.3%	3	18.8%	8	14.5%
Personal investigador (Unión Europea)	Women	2	66.7%	2	66.7%	2	40.0%	1	100.0%	7	58.3%
	Men	1	33.3%	1	33.3%	3	60.0%		0.0%	5	41.7%
	Subtotal	3	21.4%	3	33.3%	5	31.3%	1	6.3%	12	21.8%
	Women	6	42.9%	6	66.7%	7	43.8%	11	68.8%	30	54.5%
	Men	8	57.1%	3	33.3%	9	56.3%	5	31.3%	25	45.5%
	TOTAL	14	100%	9	100%	16	100%	16	100%	55	100%

Source: RRHH CSIC

Some recruitments are feminized but it must be considered that, in many cases, they are unique recruitments within this type of contract. Analyzing the data from the perspective of recent years, no gender gaps can be perceived.

Pre-doctoral contracts (*Table* 15) have also maintained similar figures in recent years, but with significant fluctuations in their distribution between women and men by year. The reversal of percentages in the last two years is undoubtedly noteworthy, with women's contracts going from 83.3% of the total number of contracts in 2018 to 25% in 2019. The available data, however, do not suggest the existence of factors that could cause direct gender gaps in pre-doctoral contracts.

Table 15. Evolution of pre-doctoral recruitments (2016-2019)

Type of contrat	Gender	2016		2017		2018		2019		TOTAL	
		num	% T	num	% T	num	% T	num	% T	NUM	%
Contrato proyectos de investigación (bolsa predoctoral)	Women							1	100.0%	1	100.0%
	Men									0	0.0%
	Subtotal							1	12.5%	1	3.6%
Contratos predoctorales	Women	2	40.0%	5	55.6%	5	83.3%	1	14.3%	13	48.1%
	Men	3	60.0%	4	44.4%	1	16.7%	6	85.7%	14	51.9%
	Subtotal	5	100.0%	9	100.0%	6	100.0%	7	87.5%	27	96.4%
	Women	2	40.0%	5	55.6%	5	83.3%	2	25.0%	14	50.0%
	Men	3	60.0%	4	44.4%	1	16.7%	6	75.0%	14	50.0%
	TOTAL	5	100%	9	100%	6	100%	8	100%	28	100%

Source: RRHH CSIC

Training

Access to continuous training and updating of staff's professional knowledge and skills is a fundamental right, as well as necessary to professional development. Therefore, it is essential to ensure that everyone has equal access opportunities to training. The provision of continuous training is managed by the CSIC central organization.

Training can be analysed from a twofold perspective: a) general training (although this can have different objectives such as access to positions of responsibility or consolidation in the post); and b) specific training in equality-related issues.

On the other hand, it should be noted that in the calls for access to the different CSIC training actions, preference measures are applied[3]. For instance, preference in the selection process for update courses in skills of public employees will be given to those who have returned to active service within one year (from maternity or paternity leave), or who have returned from a leave of absence for reasons of legal guardianship and care for dependent elderly people or people with disabilities.

Regarding the training modality, there are classroom-based courses, online courses and mixed courses. The courses are mainly held during working hours and are considered working time for all purposes. In addition, employees have the right to adapt their ordinary working day to

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[3] Article 60 of the *Ley Orgánica 3/2007*

attend professional training courses. Under no circumstances may courses finish later than 18:00.

The data on participation in general training courses within the framework of the CSIC Training Plan points to a progressive increase in female participation, reaching 79.2% of the total of 53 participants in training courses in 2019.

Two training actions addressing gender and equality issues were included in the "2019 Plan de formación", the first one specifically on "Gender Equality" in the area of professional skills and general training, and the second one the inclusion of a module on "Equality and Gender-based Violence" in all training actions lasting more than 20 teaching hours (7 in total), in compliance with the measures of the II Equality Plan of CSIC.

The participation of ICM staff in courses on gender equality in the "*Plan de Formación del CSIC*" shows two key elements: low participation and gender bias. In 2019, only one person attended the specific course "*Gender Equality*" (30 hours and online) and only three persons attended courses that incorporated the module of *"*Equality and Gender-based Violence", *Gestión eficaz del tiempo* (30 hours, online) and *Habilidades directivas* (30 hours, online). All participants were women.

Note, however, that there is no systematic collection of data on the people that requested, but were not selected, to participate in these courses and in others with gender content. Positioning gender training as a necessity not only for the staff but also for the institution as a whole is a real challenge.

❑ *REMUNERATION POLICY*

This area aims to assess the transparency of remuneration policy and whether there is a pay gap between women and men. A key indicator for analysing pay policy from a gender perspective is the gender pay gap, which refers to the difference between the average pay of women and men, in similar positions, expressed as a percentage.

The analysis of the adjusted pay gap is highly complex[4] as it requires the inclusion of all the available relevant variables that determine the gap (seniority, type of working day, type of contract, activity, position, variable bonuses, among others.). At the time of writing this report, the analysis was still in progress.

Therefore, the gender pay gap analysis will be integrated as a measure in the GEP and, in case it reveals pay inequalities, adequate actions will be defined with a view to eliminate the gap.

❑ *WORK-LIFE BALANCE*

The implementation of work-life balance strategies is included in Article 44 of the Spanish Organic Law for the effective equality among women and men *(Ley Orgànica para la igualdad*

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[4] In order to analyse the wage gap, the methodology established in *Real Decreto 902/2020, de 13 de ocrubre, de igualdad retributiva entre mujeres y hombres* will be used.

efectiva de Women y Men). In addition, the Guide to Work-Life Balance in the General State Administration *(Guía de conciliación de la vida personal, familiar y laboral en la Administración General del Estado[5])* responds to the provisions established in the Spanish legal framework.

Considering this frame of reference, a gender analysis of the use of work-life balance measures implemented by ICM was carried out.

Even though the right to avail of work-life balance measures is common to all staff, the actual fruition of these measures is gender biased. In fact, conciliation of personal, family and work-life are feminised. Thus, the need to reconcile work and family life hinders the possibilities for training and professional development of women and has a direct impact on the wages they receive.

The results from the context analysis underscore this reality. The data gathered in 2019 concerning the use of the available work-life balance measures indicates that, although maternity and paternity leaves were equally requested by men and women, of the 14 leaves demanded (all of which included leave or reduced working hours to care for family members), 10 were requested by women, representing 71.4% of the total. Thus, these data confirm that even though work-life balance measures are available to all staff, their use is gender-biased. Therefore, work-life balance in ICM is still feminised.

In spite of these data, there is a partial and not very precise record of the totality of the circumstances in which the different conciliation measures are used, which limits a perspective on the real dimension of gender bias. For example, no data has been collected on flexible working time.

It is therefore crucial to improve the capture of information regarding the use of conciliation measures disaggregated by their different circumstances and by sex, for a future better evaluation of this area.

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[5] *- Texto Refundido de la Ley del Estatuto de los Trabajadores, aprobado mediante Real Decreto Legislativo 1/1995, de 24 de marzo*

- Real Decreto Ley 2/2015, de 23 de octubre por el que se aprueba el Texto Refundido del Estatuto de los Trabajadores.

- III Convenio Único del Personal Laboral de la Administración General del Estado.

- Resolución de 28 de diciembre de 2012, de la Secretaría de Estado de Administraciones Públicas, por la que se dictan instrucciones sobre jornada y horarios de trabajo del personal al servicio de la Administración General del Estado y sus organismos públicos.

❑ *SEXUAL AND GENDER-BASED HARASSMENT, SEXIST ATTITUDES, AND PERCEPTION OF DISCRIMINATION*

In compliance with the national legal framework on sexual and gender-based harassment[6], the CSIC approved in 2013 their first protocol against sexual harassment, recently updated (*Protocolo contra el acoso sexual del CSIC, July 2020).* This Protocol provides the institution with structural channels and tools to combat harassment; however, to be effective at the centre level, it must be deployed in the ICM. The deployment of the Protocol must be accompanied not only by a dissemination strategy but also by an intense effort to raise awareness and training about this issue among the entire workforce. In addition, it is necessary to provide specialised guidance for those that are directly responsible for the application of this document.

During the period under diagnosis (year 2019), there was one single report of sexual harassment reported to the ICM that was handled by strictly following the CSIC's Sexual Harassment Protocol.

This does not imply the non-existence of other harassment cases. Women who suffer harassment, in any form or expression, often do not report it for two fundamental reasons: firstly, the fact that the victims themselves have often not identified sexual harassment as such (technical harassment); secondly, for reasons such as shame of having suffered harassment, fear of possible reprisals, lack of support, or even ignorance of the existence of protocols.

❑ *INCLUSIVE AND NON-SEXIST COMMUNICATION*

Although the central organisation (CSIC) has a specific instrument for non-sexist communication, in the form of a Guide, the ICM has not yet adopted this document internally because this guide not only presents limitations in terms of the use of inclusive language, but also for it being published in Spanish only (the local language is Catalan).

In addition, ICM does not have its own guidelines and monitoring processes to enforce non-sexist communication, such as adequate means to ensure proper utilization of inclusive

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[6] La *Ley Orgánica 3/2007, de 22 de marzo, para la Igualdad efectiva de mujeres y hombres*, no deja lugar a la ambivalencia a la hora de abordar la violencia hacia las mujeres en el lugar de trabajo y considera el acoso sexual y el acoso por razón de sexo actos discriminatorios y contrarios al principio de igualdad de trato entre hombres y mujeres. La *Ley* establece específicamente en su artículo 62 y Disposición final sexta, el compromiso de las Administraciones Públicas de negociar con la representación legal de las trabajadoras y los trabajadores, un protocolo de actuación para la prevención del acoso sexual y del acoso por razón de sexo.

El artículo 95.2 de la *Ley 7/2007, de 12 de abril, del Estatuto Básico del Empleado Público*, aplicable a las empleadas y empleados públicos que trabajen en la Administración General del Estado (AGE) tipifica como falta muy grave toda actuación que suponga discriminación por razón de origen racial o étnico, religión o convicciones, discapacidad, edad u orientación sexual, lengua, opinión, lugar de nacimiento o vecindad, sexo o cualquier otra condición o circunstancia personal o social, así como el acoso por razón de origen racial o étnico, religión o convicciones, discapacidad, edad u orientación sexual y el acoso moral.

La *Resolución de 28 de julio de 2011, de la Secretaría de Estado para la Función Pública, por la que se aprueba y publica el Acuerdo de 27 de julio de 2011 de la Mesa General de Negociación de la Administración General del Estado sobre el Protocolo de actuación frente al acoso sexual y al acoso por razón de sexo en el ámbito de la Administración General del Estado y de los Organismos Públicos vinculados a ella,* establece un modelo de protocolo que debe ser utilizado por los diferentes departamentos y organismos públicos de la Administración General del Estado para la prevención y acción de casos de acoso sexual y acoso por razón de sexo.

language and the balanced use of images. Nonetheless, an informal "control" is done by the ICM's Communication Office and the Equality Task Force to assess the contents of some documents and, in particular, of publications in the website. The Communication's Office staff is sensitive on gender issues but does not have enough training on inclusive communication. As a result, ICM does not produce consistent external nor internal communication, in this regard.

In fact, at organisational level, and based on the review performed on diverse documentation in various formats (collective agreements, guides, protocols, etc.), it may be concluded that inclusive and non-sexist language is used irregularly. However, in recent years, the Equality Task Force has given high priority to actions aimed at improving this issue.

The above-mentioned review has also highlighted that inclusive language is mostly used in the ICM's website (https://www.icm.csic.es/en). However, it is important to note that most of the external communication done via the website is in English, which is a rather neutral language.

ICM is also present in social media *(facebook, twiter, instagram, youtube)*[7]; inclusive and non-sexist language is also used irregularly in these channels.

In what concerns the use of images at an institutional level, the website and the other channels do not contain enough images of people sufficient to assess whether the use of images is unbalanced or sexist.

❑ *GENDER DIMENSION IN RESEARCH*

Career and leadership

The analysis of the 2019 data by category (*Table 16*) shows that women are in the majority among pre-doctoral research staff in grade D (51.4% of the total are women compared to 48.6% men). In grade C, the first postdoctoral stage, the proportion is 55.6% women and 44.4% men. However, going further up the career ladder, women become less and less present. Although it can be claimed that there is still parity in grade B, the percentage of women in this group (43.5%) is close to the lower threshold, compared to 56.5% of men. Finally, in grade A, which corresponds to the scale of research professors, the gap widens enormously and only 14.3% are women compared to 85.7% men.

Table 16. Distribution of the workforce (FTE)[8](2019)

Grade	Women	% group	% total W	Men	% group	% total M	TOTAL
Grade A	1	14.3%	0.9%	6	85.7%	6.7%	7
Grade B	27	43.5%	25.2%	35	56.5%	38.9%	62
Grade C	15	55.6%	14.0%	12	44.4%	13.3%	27
Grade D	18	51.4%	16.8%	17	48.6%	18.9%	35
Scientific-technical services	46	69.7%	43.0%	20	30.3%	22.2%	66
Total	**107**	**54.3%**	**100.0%**	**90**	**45.7%**	**100.0%**	**197**

Source: RRHH CSIC

Graphic 2 illustrates the distribution of women and men in the ICM research staff, according to the research category, in which a "scissors effect" is observed in the proportion of women and men in the different categories of the research career: the higher the category, the lower the participation of women.

Graph 2. ICM Researchers and Technical support (2019)
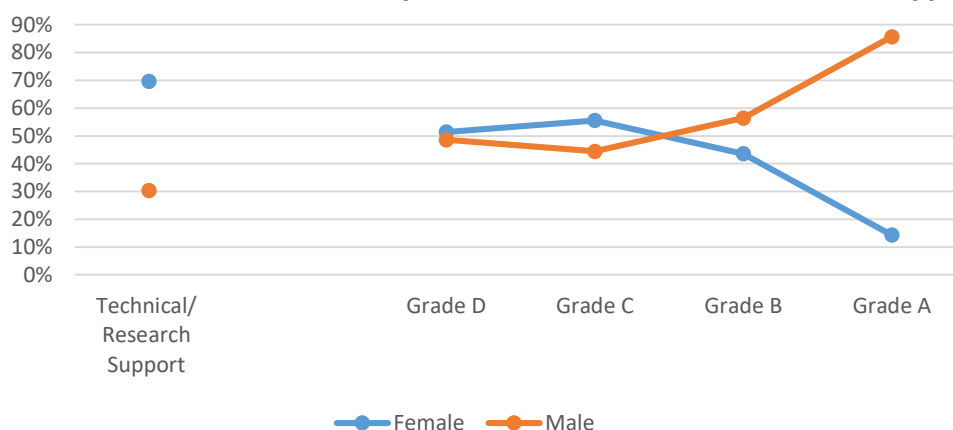
Table 17. Distribution of research staff (FTE)[9] 2019

Grade	Woman	% Group	% total W	Men	% Group	% total M	TOTAL
Grade A	1	14.3%	**2.3%**	6	85.7%	**11.3%**	7
Grade B	27	43.5%	62.8%	35	56.5%	66.0%	62
Grade C	15	55.6%	34.9%	12	44.4%	22.6%	27
Total	**43**	**44.8%**	**100.00%**	**53**	**55.2%**	**100.00%**	**96**

Source: CSIC e ICM

Men represent a higher proportion of the total research staff (55.2%) than women (*Table* 17). Moreover, the only woman in group A accounts for 2.3% of the female scientists (groups A+B+C; group D is not considering because it is composed of staff in training), compared to

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Grade A corresponds to the scale of research professors of OPIs. Grade B, scale of scientific research staff in OPIs; scale of tenured scientific staff in OPIs; distinguished research staff; with a contract from the "Ramón y Cajal" Programme. Grade C (first post-doctoral stage) personnel with a contract from the "Juan de la Cierva" Programme; work and service in charge of research projects. Grade D (pre-doctoral stage). equivalent to research personnel in training (FPI, FPU and other pre-doctoral contracts from competitive calls).

11.3% of men in grade A regarding the male research staff. This represents a very significant difference of 9 percentage points.

With these data, the Glass Ceiling Index (GCI) in the ICM is significantly high: 3.14. The general GCI of the CSIC[9] stands at 1.35 (2019), with large differences among scientific areas, with the GCI of the Natural Resources area (to which the ICM belongs) being 2.28. This figure shows the difficulties felt by women in progressing their scientific career (a value of 1 would indicate that there is no difference in the promotion between men and women).

Glass Ceiling Index (GCI)[10]: **3,14**

Table 18. Evolution of the distribution of research personnel by grades (2016-2019)

(A) Personal investigador funcionario

Scale	Gender	2016		2017		2018		2019	
		num	% T	num	% T	num	% /T	num	% T
Profesorado de investigación	Women	1	14.3%	1	14.3%	1	14.3%	1	14.3%
	Men	6	85.7%	6	85.7%	6	85.7%	6	85.7%
	Subtotal	**7**	**14.0%**	**7**	**13.5%**	**7**	**13.0%**	**7**	**12.5%**
Personal investigador científico	Woman	8	44.4%	8	44.4%	10	50.0%	10	47.6%
	Men	10	55.6%	10	55.6%	10	50.0%	11	52.4%
	Subtotal	**18**	**36.0%**	**18**	**34.6%**	**20**	**37.0%**	**21**	**37.5%**
Personal científico titular	Women	10	40.0%	11	40.7%	10	37.0%	10	35.7%
	Men	15	60.0%	16	59.3%	17	63.0%	18	64.3%
	Subtotal	**25**	**50.0%**	**27**	**51.9%**	**27**	**50.0%**	**28**	**50.0%**
	TOTAL	**50**	**100.0%**	**52**	**100.0%**	**54**	**100.0%**	**56**	**100.0%**
	Women	19	38.0%	20	38.5%	21	38.9%	21	37.5%
	Men	31	62.0%	32	61.5%	33	61.1%	35	62.5%

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[9] *Informe Mujeres Investigadoras, Comisión de Mujeres y Ciencia* (CSIC, 2020).

[10] The Glass Ceiling Index (GCI) is a relative index of the European series *She Figures* (EIGE, European Union) which compares, in the reference year, the proportion of women in grades A, B, and C with the proportion of women in the highest research position (Grade A). The index can vary from 0 to infinity. An index of 1 indicates that there is no inequality in the promotion probabilities of men and women. A score of less than 1 implies that women are more represented in Grade A than in all research categories (Grades A, B and C), which would indicate that women are more easily promoted than men. Whereas a score of more than 1 means that women are less represented in Grade A positions than in all research categories considered (Grades A, B, and C), which indicates that there is a glass ceiling for women. In other words, the higher the value of the Glass Ceiling Index, the higher the glass ceiling effect is considered to be and is therefore interpreted as more difficulties for women than for men to reach the highest position in the research career.

(B) Personal investigador laboral

Scale	Gender	2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T
Doctor/a	Women	2	25.0%	5	45.5%	6	37.5%	7	36.8%
	Men	6	75.0%	6	54.5%	10	62.5%	12	63.2%
	Subtotal	**8**	**34.8%**	**11**	**42.3%**	**16**	**53.3%**	**19**	**57.6%**
Personal investigador contratado	Women	4	50.0%	3	50.0%	5	62.5%	6	75.0%
	Men	4	50.0%	3	50.0%	3	37.5%	2	25.0%
	Subtotal	**8**	**34.8%**	**6**	**23.1%**	**8**	**26.7%**	**8**	**24.2%**
Personal investigador en prácticas	Women	3	100.0%	3	60.0%	2	50.0%	4	100.0%
	Men	0	0.0%	2	40.0%	2	50.0%	0	0.0%
	Subtotal	**3**	**13.0%**	**5**	**19.2%**	**4**	**13.3%**	**4**	**12.1%**
Titulado/a superior con grado de doctor/a	Women	1	25.0%	1	25.0%	0	0.0%	0	0.0%
	Men	3	75.0%	3	75.0%	2	100.0%	2	100.0%
	Subtotal	**4**	**17.4%**	**4**	**15.4%**	**2**	**6.7%**	**2**	**6.1%**
	TOTAL	**23**	**100.0%**	**26**	**100.0%**	**30**	**100.0%**	**33**	**100.0%**
	Women	10	43.5%	12	46.2%	13	43.3%	17	51.5%
	Men	13	56.5%	14	53.8%	17	56.7%	16	48.5%

		2016 num	2016 % T	2017 num	2017 % T	2018 num	2018 % T	2019 num	2019 % T
TOTAL personal investigador	**Women**	29	39.7%	32	41.0%	34	40.5%	38	42.7%
	Men	44	60.3%	46	59.0%	50	59.5%	51	57.3%
TOTAL		**73**	**100%**	**78**	**100%**	**84**	**100%**	**89**	**100%**

Source: RRHH CSIC

Evaluation of research activity

Civil servant staff in the scientific scales of the RPOs of the general state administration may apply for a productivity bonus (each six-year period), dependent on the evaluation of their research activity. This system guarantees the continuity of the evaluation process on remunerations. The National Commission for the Evaluation of Research Activity (CNEAI) is responsible for this task, intended to recognize the merits of the research activity of the staff and to encourage their performance and quality.

Table 19. Distribution of sexenios - productivity bonus - (2019)

Grade	Scale	Women Sexenios 2	3	4	5	6	Women Total	% W Group	% W T Women	Men Sexenios 2	3	4	5	6	Men Total	% M Group	% T Men	Total
A	Profesor/a de investigación					1	**1**	14.3%	4.8%		1	1		4	**6**	85.7%	17.1%	**7**
B	Personal científico titular		5	3	2		**10**	35.7%	47.6%	4	5	5	4		**18**	64.3%	51.4%	**28**
	Personal investigador científico			3	7		**10**	47.6%	47.6%		2	5	4		**11**	52.4%	31.4%	**21**
	Total	**0**	**5**	**6**	**9**	**1**	**21**	**37.5%**	**100%**	**4**	**8**	**11**	**8**	**4**	**35**	**62.5%**	**100%**	**56**

Source: RRHH CSIC

Gender balance in research groups.

As mentioned in previous sections, the research staff of the ICM is organised in research groups. These groups are very heterogeneous in their size and composition and, beyond the previous approach from the point of view of gender representation, further analysis is needed.

Table 20. Composition of research groups

IP Gender	Research Groups	Women	% Group	% Women	Men	% Group	TOTAL	% TOTAL
W	Plankton Ecology and Ocean Health	9	47.4%	9.5%	10	52.6%	11.5%	19
W	Litoral Biological Processes	5	71.4%	5.3%	2	28.6%	2.3%	7
W	Continental Margins Group	3	75.0%	3.2%	1	25.0%	1.1%	4
3	*Subtotal grups IP Women*	*17*	*56.7%*	*17.9%*	*13*	*43.3%*	*14.9%*	*30*
M	Physical and Technological Oceanography	13	35.1%	13.7%	23	62.2%	26.4%	37
M	Ecology and Genomics of Marine Microorganisms	16	64.0%	16.8%	11	44.0%	12.6%	25
M	Marine Biogeochemistry, Atmosphere and Climate	6	60.0%	6.3%	3	30.0%	3.4%	10
M	Coelenterate Ecology	8	61.5%	8.4%	4	30.8%	4.6%	13
M	Functioning and Vulnerability of Marine Ecosystems	9	50.0%	9.5%	9	50.0%	10.3%	18
M	Ecology and Conservation of Marine Living Resources	13	65.0%	13.7%	7	35.0%	8.0%	20
M	Biology of Reproduction	4	57.1%	4.2%	3	42.9%	3.4%	7
M	Barcelona Center for Subsurface Imaging	4	57.1%	4.2%	3	42.9%	3.4%	7
M	Ocean and Littoral Sedimentary Processes	3	30.0%	3.2%	5	50.0%	5.7%	10
M	Laboratory of Seafloor and Subseafloor Geological Processes	1	20.0%	1.1%	4	80.0%	4.6%	5
M	Bioeconomy modeling of fisheries	1	33.3%	1.1%	2	66.7%	2.3%	3
11	*Subtotal groups IP Men*	*78*	*50.3%*	*82.1%*	*74*	*47.7%*	*85.1%*	*155*
14	*TOTAL*	*95*	*51.4%*	*100.0%*	*87*	*47.0%*	*100.0%*	*185*

Research groups considering gender of PI researchers			
	Women	3	21.4%
	Men	11	78.6%
TOTAL		14	100%

Source: ICM

Of the 14 existing research groups, only three have women as principal investigators, i.e.. 21.4% of the total, which already implies a significant gap in terms of gender (*Table* 20).

The groups also have different levels of gender segregation by area of research. Only 4 of the 14 groups are gender-balanced; of the remaining groups, 6 are feminized and 4 are masculinized.

Considering now in the analysis the research staff in grades A, B, and C only (*Table* 21), several dynamics become evident. In general, the percentage of women drops significantly in almost all groups. Although the number of groups with an equal presence of women and men

increases from 4 to 5, now 6 of the groups have less than 40% of women, and two are below 20% (one of them with 0%).

Otherwise, only 3 of the 14 groups are feminized (with a percentage of women above 60%) and only 2 of them have increased the percentage of women regarding their inclusion in the groups, considering all the staff (*Table* 20): *Ecology and conservation of marine living resources* and *Marine biochemistry, atmosphere and climate*.

Table 21. Distribution of research staff by research group (2019)

Research Groups	Women					Men					Total
	A	B	C	Total	% group	A	B	C	Total	% group	
Plankton Ecology and Ocean Health		2	1	3	37.5%		4	1	5	62.5%	8
Litoral Biological Processes		1		1	50.0%			1	1	50.0%	2
Continental Margins Group	1	1	1	3	75.0%		1		1	25.0%	4
Physical and Technological Oceanography		3	4	7	33.3%	1	11	2	14	66.7%	21
Ecology and Genomics of Marine Microorganisms		4	3	7	53.8%	1	2	3	6	46.2%	13
Marine Biogeochemistry, Atmosphere and Climate		3	1	4	66.7%	1	1		2	33.3%	6
Coelenterate Ecology			1	1	33.3%	1	1		2	66.7%	3
Functioning and Vulnerability of Marine Ecosystems		4		4	50.0%		3	1	4	50.0%	8
Ecology and Conservation of Marine Living Resources		7	1	8	66.7%		4		4	33.3%	12
Biology of Reproduction		1		1	50.0%	1			1	50.0%	2
Barcelona Center for Subsurface Imaging		1	1	2	40.0%		1	2	3	60.0%	5
Ocean and Littoral Sedimentary Processes			1	1	16.7%	1	4		5	83.3%	6
Laboratory of Seafloor and Subseafloor Geological Processes				0	0.0%		2	1	3	100.0%	3
Bioeconomy modeling of fisheries			1	1	33.3%		1	1	2	66.7%	3
Subtotal	1	27	15	43	44.8%	6	35	12	53	55.2%	96

Source: ICM

The fact that the PIs are women does not seem to affect the distribution of research staff, as each of the 3 groups has followed different dynamics.

Research funding

The analysis of the management of research funds with a gender perspective can be done using different approaches. some of them with clear limitations. A first approach would be to identify who obtains the funds in the research groups, and how. In the ICM there are two main sources of research funds: a) funds obtained through research projects (number of projects and amount of these); b) funds obtained through external contracts.

Another approach. much more complex. would be an attempt to apportion the funds between the different members of the team and see how they are distributed between women and men.

Considering first the funding through ICM research projects. there are two main paths: national funds and European Union funds. The application for project-based funding is led by a principal investigator (PI) with a team whose members may or may not be from the same research group. Thus. within the same research group. there may be different projects. whose applications may be led by different members of the research group.

Regarding the total funds obtained by each of the research groups (*Table* 27), there is a significant gender bias. The funds obtained by female researchers account for 19.8% of the total. A percentage below the proportionality in terms of the weight of female PI researchers, which is 21.4% (see *Table 22*).

Table 22. Distribution of funds raised according to Source of funding (2019)

Source	Women	% T Group	Men	TOTAL
EU Funds	599.446.46	13.1%	3.989.033.76	4.588.480.22
Nacional Funds	1.304.858.74	28.0%	3.348.219.12	4.653.077.86
Contracts	233.417	15.0%	1.320.459	1.553.876
TOTAL	**2.137.723**	**19.8%**	**8.657.711**	**10.795.434.19**

Source: ICM

Considering now the funds obtained according to the gender of the PI of the research group, the results are more than shocking: the funds obtained by three research groups headed by women represent together, less than 2% of the total; and even more remarkable is the fact that only 8.4% of the funds obtained by these groups have been obtained by female researchers. However, funding obtained by female researchers in groups headed by male PIs amounts to 20%.

Furthermore, it is relevant to note that the distribution of funds has an important cyclical dimension. Many variables affect the leveraging of funds, among which the size of the groups, the profile of the people who make up the groups or the project cycles (some groups cannot apply for funds on an annual basis). To have a better perspective, it would be necessary to analyse funding over a longer period (during the reference year of 2019 almost all groups were managing funds raised in previous years); however, these data were not available at the time of working on this diagnosis, so the results are limited to the funding obtained in 2019.

Research publications

In 2019, ICM research staff participated in 246 scientific publications. Of this total, 78 had the ICM as their correspondence address, and these are the ones we will analyse in greater depth.

Table 23. Authorship distribution (2019)

	Women	% T	Men	% T	TOTAL
First authorship	46	59.0%	32	41.0%	78

Table 24. Distribution of first authorship by impact publication (2019)

Q[11] factor	Women	% T	Men	% T	TOTAL	% T
D1	19	57.6%	14	42.4%	33	42.3%
Q1	16	59.3%	11	40.7%	27	34.6%
Q2	8	66.7%	4	33.3%	12	15.4%
Q3	1	50.0%	1	50.0%	2	2.6%
Q4		0.0%	1	100.0%	1	1.3%
No data	2	66.7%	1	33.3%	3	3.8%
TOTAL	46	59.0%	32	41.0%	78	100.0%

The first authorship has been taken as a reference. The first author usually corresponds to the person leading the research work. Subsequent authors do not have a single criterion for the ordering, so they are not considered for the present diagnosis, their analysis will be deepened as part of the GEP analysis . Women account for 59% of the first authorship, men for 41%.

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[11] Quality Factor (Q) of an academic journal is a measure of quality of that journal. It is commonly used as a representation for the significance of a journal within its field.

2. Focus of the gender Equality Plan

ICM follows the definition of gender equality that was developed by the *European Institute for Gender Equality* (EIGE).

"Gender Equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development."

To achieve true gender equality in ICM, structural, sustainable, and permanent change must be firm and visible in all institutional regulations, processes, and practices. We do not wish to merely appear to be. We really want to be.

In this context. the **overall objective** of the GEP is: *To promote a structural transformation leading to the adoption and embedment of gender equality as a cross-cutting principle of the ICM.*

The definition of the ***fields of action*** and of the corresponding ***specific objectives*** address the gender gaps and inequalities that have been highlighted in the diagnosis and that must be handled with greater urgency, at the same time abiding by the framework of impact areas defined by LeTSGEPs (in coherence with the Horizon 2020 priorities) and under the auspices of the 3rd CSIC Equality Plan, which in turn responds to the mandates of the Spanish regulatory framework. On the other hand, it should be emphasized that the measures designed respond solely to the scope of the ICM's management.

Field of action

FIELD OF ACTION
1. **Career progression and development**
2. **Institutional governance: Gender balance in decision-making bodies**
3. **Gender dimension in research**
4. **Work-life balance and organisational culture**
5. **Prevention of gender-based violence/sexual harassment**
6. **Gender inclusive institutional culture**
7. **Remuneration policy**
8. **Inclusive Communication**

3. Goals and Measures

The GEP connects each of the specific objectives to one or more results to be achieved through the implementation of the different measures proposed. The results explicitly state the changes to be produced in each of the areas of intervention and are linked to the main gender gaps and inequalities identified during the analysis process:

- **Women's careers are still characterized by vertical and horizontal segregation**. While women are well represented at the lower academic grades, they gradually become less significant in higher grades. This results in vertical segregation in research careers, as depicted by a Glass Ceiling Index of 3.14 in ICM, emphasizing the "scissors diagram" effect on the proportion of women and men in the different categories of the research career.

- There is a significant imbalance between the different research groups, of which only 21.4% have female PIs, and a marked difference in who leads projects and applies for funding - this is influenced by the internal dynamics of the research groups and the barriers and misconceptions about women's scientific careers - and, consequently, there is also a big gap in relation to the success of women in calls for funding (the funds obtained by ICM women researchers in 2019 represented 19.8% of total funds).

- Vertical segregation also contributes to the invisibility of female researchers. The participation of research staff in many scientific areas is marked by the leadership of the research groups which is highly masculinized.

- The **Governing Board is male-dominated**, with women occupying only 21.4% of the positions.

- To date, the ICM has not integrated the **gender dimension into the content of its research**.

- Cultural barriers, such as gender stereotypes, lack of women's empowerment, or 'homo-sociality', operates silently in ICM. The deep-rooted culture of how work is done in scientific research teams affects gender equality in research.

- Gender and equality issues training is not perceived as key knowledge and a necessary competence by research staff

- The **conciliation** of personal, family and work-life penalizes women. The need to reconcile work and family **hinders the possibilities for the development of their professional careers and has a direct impact on the wages** women receive, since they are the ones who most often work part-time, with temporary contracts (fixed-term, discontinuous, temporary) or interim contracts, and who usually take childcare leaves.

- ICM **budget is not gender sensitive**.

- Existing data and current analytical tools at ICM are not sufficient to fully understand and monitor gender inequalities and bias.

The intervention logic in which the measures are articulated is set out in the following Logical Framework:

FIELDS OF ACTION	OBJECTIVES	RESULTS	MEASURES
1. **Women participation in research. career progression and development**	O1. To foster a gender-balanced research culture that promotes gender equality in scientific careers and allows capitalization on the talent of the ICM staff, both female and male.	R1.1. Improved the professional skills, expertise and leadership of women researchers by providing them with tools for their development based on their needs. R1.2. Provided mentoring advice training and practical support for young women talents who want to develop their careers as researchers. R1.3. Implemented measures and criteria to guarantee that the granting of funds by internal calls are gender sensitive and promote a balanced progression careers of women and men. R1.4. Improved technicians' expertise by providing them with tools for their development based on their needs.	1.1. Overcoming the glass ceiling: Advancing women's researcher careers 1.2. Professional career development plans for female young researchers 1.3. Integration of gender aspects in internal funding
2. **Institutional governance: Gender balance in decision making**	O2. To achieve gender balance in institutional governance by eliminating any barriers that prevent women from reaching leadership positions and enabling them to participate in all decision-making spheres.	R2.1. Consolidated the focal role and increased capabilities of ETF on gender equality in the ICM. R2.2. Established an institutional framework to ensure the effective implementation, co-ordination and sustainability of the GEP.	2.1. Engendering institutional governance: Improvement of gender balance in decision-making bodies 2.2. ICM gender equality mechanism and instrument: institutionalizing ETF and GEP 2.3. Gender monitoring
3. **Gender dimension in research**	O3. To promote the inclusion of gender/sex dimension in research as a quality improvement factor.	R3. Improved researchers' capacities to incorporate the gender dimension in research.	3.1. Integrating gender dimension in ICM research
4. **Work-life balance and**	O4. To improve the work-life balance policy to ensure not only an equal	R4. New measures have been established that allow the harmonization of personal, family	4.1. Improving work-life balance

FIELDS OF ACTION	OBJECTIVES	RESULTS	MEASURES
organisational culture	fruition by women and men, but also that this conciliation does not penalize women careers.	and work-life, counteracting the negative effects of work-life balance on the professional expectations of women.	
5. Prevention of gender-based violence/sexual harassment	O5. To guarantee a work environment free of any manifestation of sexual harassment or by reason of sex through generation of a culture of respect for equality and the implementation of the necessary instruments.	R5. Implemented an instrument oriented to the prevention, detection and sanction of any manifestation of sexual harassment or by reason of sex.	5.1. Developing sexual harassment and gender-based violence prevention and action
6. Gender-inclusive institutional culture	O6. To embed gender equality as a basic and transversal principle of the organization and consolidate an institutional culture that is sensitive to gender equality and intolerant to discrimination based on gender.	R6. Developed and improved staff's knowledge and skills to deal with gender equality issues	6.1. Training on the inclusion of gender dimension within ICM
			6.2. Increasing gender awareness: Making women researchers visible
7. Remuneration policy	O7. To guarantee equal pay between women and men, improving the control of factors that can lead to direct or indirect discrimination between women and men regarding remuneration.	R7.1. The factors that favour the remuneration differences between women and men have been identified. R7.2. Designed corrective measures to reduce the gender pay gap.	7.1. Gender budgeting
			7.2. Gender pay gap: analysis and action
8. Inclusive and non-sexist communication	O8. To implement across the organization the use of an inclusive and non-sexist communication that contributes to the visibility of women and to gender equality.	R8.1. Implemented guidelines for the use of inclusive communication. R8.2. Built-in capacity in the use of inclusive communication in all areas.	8.1. Promote the use of inclusive and non-sexist communication

Measures description

The GEP has 14 measures, organized in 8 fields of action.

The key elements of the measures are:

- ❑ **To address the so-called "glass ceiling" phenomenon** within ICM, the invisible barriers that keep women from reaching leadership positions must be removed, enabling women to access to the same resources as their male colleagues and to participate in decision-making. ICM needs to capitalize on the talents of both female and male researchers.

  Therefore, ICM has the triple objective of enhancing the scientific performance of female researchers at the ICM, promoting their careers and leadership, as well as advancing towards the equal participation of women and men in leadership positions.

  We will tackle this issue with a double approach: a) To strengthen the professional skills, expertise, and leadership of women researchers, by providing them with tools for their development based on their needs (gender-sensitive career support); and b) To integrate the gender perspective in institutional changes, as to guarantee equal and fair career advancement, professional development, and gender balance in project teams.

- ❑ **Improving women's participation in research** requires including female researchers in teams at all levels while offering gender sensitive working conditions and an inclusive culture.

  Despite as many women as men begin their marine science careers in ICM, many more men than women go on to senior research positions. The reasons for this are complex and multifaceted, but from an institutional viewpoint it is important to ensure that the best scientists have opportunities to pursue a career, and that gender is not a factor determining the chances of success.

  In order to increase employment opportunities for female scientists in their next career phase (and to retain talent), and also to further develop a gender-balanced research culture, ICM will implement professional career development plans for female young researchers.

- ❑ The issues of (potential) gender bias and associated gender inequalities in grant allocation processes have been proved empirically. Even the formal selection standards towards gender equality might be properly implemented, there are multiple ways in which the notion of gender inequality may occur.

  Considering that gender biases in grant decisions may lead to gender differences in the subsequent careers of women and men, this measure aims **to guarantee that the granting of funds by internal calls will be gender sensitive**.

- ❑ An effective cultural and organizational change towards gender equality requires well thought policies and the structural integration of gender equality in the organization, including the composition of decision-making bodies. This refers not only to gender

balanced membership, but also to the integration of gender-aware members in such bodies.

This measure seeks the double objective of **ensuring an equal representation of women and men in boards and committees and promoting awareness by members of governance boards** about the importance of gender equality in institutional governance and the need to gradually transform the organization to allow overcoming structural inequalities.

❑ It is a priority to guarantee sustainable conditions that will permanently establish gender equality as a value, leading to a systemic institutional change. Furthermore, it is important to promote, as a regular practice, the deployment of gender equality actions and to address gender biases.

To promote the institutionalization and resilience of gender equality, this measure proposes an intervention with a double and joint approach: a) promote the Equality Task Force (ETF) as a **reference mechanism** concerning gender issues, and b) promoted the GEP as the institutional tool that incorporates transformative actions into the organization, aligned with the full commitment and compliance of gender equality principles.

❑ Collection of relevant gender information concerning the organization constitutes the starting point of any GEP aimed at promoting processes of structural change aligned with compliance of the principle of equality. Data is crucial to make any kind of gender inequality visible and thus increase collective awareness. Data is also key for taking proper decisions about necessary measures to promote institutional change. **Improve of the acquisition and provision of gender-related data by the ICM** is then crucial.

❑ Gender can be an important factor in research excellence. The **inclusion of the gender dimension in marine science research** has been shown to improve the quality of research and to promote a wider application of its findings to the population. This measure aims to incorporate the gender dimension into ICM research, which is a significant challenge given the limited steps that have been taken so far in this regard. Whilst not all research studies are suited for full inclusion of the gender dimension, many others may have distinct effects and results if a gender perspective or sex differences are considered in their design.

❑ Work-life balance is not simply essential to people's health and well-being, it is also cost-effective and improves stability for both the work environment and the institution. Ineffective work-life balance policies may interfere with smooth career progression, a situation that primarily affects women. The recognition of the problems related to gender inequalities in the conciliation of work and personal life are key to act accordingly.

ICM will take action to **ensure availability of structured supports for work and personal life integration**, favouring the maximum possibilities of conciliation for all staff. Work-life balance measures cannot be conceived under the premise that they are only tailor-made for women. It is necessary to overcome the "women-conciliation" binomial and promote joint responsibility among women and men. However, there will be considered the specific conciliation needs for ICM women. This implies developing support actions for

women working in science, who need to reconcile their maternity responsibilities with their work responsibilities in order to achieve recognition and progression in their careers.

❑ Gender harassment is a real threat to the quality of research and the well-being of researchers, but at the same time it remains an unrecognized issue. It has destructive consequences for individuals and institutions as well as for the quality of research. **ICM takes responsibility for providing safe work environments, free from sexual harassmen**t.

❑ Training allows the acquisition of new skills and knowledge, and adaptation and retraining in a changed environment. A general understanding about gender issues must be created and shared in order to achieve institutional change aligned with gender equality. All staff should go through an induction process, which would make them feel familiar with gender related policies and services.

❑ The development of gender competence aims at **improving the staff's knowledge and skills to deal with gender equality issues.** To do that, it will be necessary to tailor training and courses for different target audiences, taking into account their requirements. The objective is to acquire necessary and useful practical skills to guarantee the application of the principle of equality and non-discrimination, as well as to foster gender mainstreaming in the different areas of work.

❑ **Increasing the visibility and recognition of women working in science at the ICM and contributing to eliminate stereotyped images of wome**n and science is a primary goal. It is crucial to break the male-science binomial and to position women, on an equal basis, as referents of scientific research in the public sphere and the collective culture.

The above goal is emphasized by the fact that the inclusion of the gender dimension in research increases the social relevance of the resulting knowledge, technologies and innovations.

The role and contributions of ICM's women researchers and technicians also need to be fully visible and to give them a voice.

❑ Gender sensitive budgets can contribute to gender equality. The main objectives of "**gender budgeting**" will be: a) to promote equity, efficiency and effectiveness in the planning and implementation of ICM policies; b) to favor transparency in the allocation and redistribution of resources; c) to increase awareness through information and stakeholders' involvement; and d) to increase the development of human capabilities from an equality perspective.

Efforts will be addressed to introduce gender equality into the budgetary process. This means a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality.

❑ The Gender Pay Gap (GPG) is a key indicator to assess pay policy from a gender perspective. GPG highlights the extent to which various factors combine to undermine effective equality between women and men in the workplace. Some of these factors are horizontal segregation, differences between women and men in promotion and access to

positions of responsibility (vertical segregation/glass ceiling) or the greater weight of work-life balance efforts among women.

Transparency of retributive policy will be assessed to identify if there exists GPG in the ICM and tackle the factors that contribute to it.

❑ The use of sexist language in the work environment not only contributes to the perpetuation of gender roles, traditional gender stereotypes and avoids making visible the presence of women but favours the discrimination and inequalities among women and men. Sexist language is revealed in many people management processes, jobs titles and descriptions, or in the day-to-day interaction in the workplace. Gender sensitive language and images, as well as gender sensitive content, is an important precondition to achieving a more accurate, more respectful, and more consistent communication aligned with equality values. ICM needs to have **built-in capacity in the use of inclusive communication** in all areas.

4. Work-plan

MEASURES	2021							2022											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1.1 Overcoming the glass ceiling: Advancing women's researcher careers																			
To conduct a study/survey of all female researchers who have the potential and possibilities to be PIs of research projects, but are not					■														
Coaching/training in leadership skills to female senior researchers					■	■	■												
To encourage female candidates for promotion and/or leadership positions, including leadership as PIs of research projects.					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
To improve the profile of potential candidates by strengthening their CV in all aspects that count as merits.											■	■							
To conduct two case studies on the functioning of research groups, to identify factors affecting women's limited leadership, distribution of tasks, funding, etc.								■											
To define guidelines by the management team to comply with gender parity in research project teams according to the Horizon Europe framework.								■											
1.2 Professional career development plans for young female researchers																			
To conceptualize mentoring in ICM (accompanying practices of mentoring and actors involved)	■																		
To design the gender-sensitive mentoring program (MP)	■	■																	
To collect feedbacks, approval and release of MP		■																	
To implement specific training on integrating gender dimension in research content				■	■	■	■	■	■	■	■	■	■	■	■				
To support the research work of young researchers in research groups				■	■	■	■	■	■	■	■	■	■	■					
To monitor and evaluate the MP				■	■	■	■	■	■	■	■	■	■	■	■				■
1.3 Integrating gender dimension in research: Engendering the internal funds																			
To carry out further analysis about the factors that cause gender imbalances in funding application behavior in ICM and selection criteria that introduce gender bias.	■	■																	
To design ICM's internal calls in line with the criteria established in the gender-sensitive framework	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
To coordinate the proper implementation of the equality criteria set out in the internal calls	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
To provide training on gender awareness to members of selection panels and recruitment	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
To include the gender dimension in analysis reports for each of the internal calls	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1 Engendering institutional governance: Improvement of gender balance in decision-making bodies																			

MEASURES	2021							2022											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
To develop a comprehensive presentation session of the GEP with the Governing Board				■															
To analyse the possibilities of regulating the equal representation of women and men in governing boards and take action.		■	■																
To carry out a training action on gender equality to the Governing Board								■											
To promote the candidacies of women to positions in governing boards (e.g. department management positions).				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2 ICM gender equality mechanism and instrument: institutionalizing ETF and GEP																			
To make explicit the commitment of ICM towards gender equality, with the institutional establishment of the GEP.	■																		
To strengthen and consolidate the ETF as a mechanism in charge of fostering and monitoring effective equality measures	■																		
To negotiate a yearly financial institutional budget for the development of GEP commitments.	■																		
Institutional annual budget for Equality Task Force	■																		
To establish joint and coordinated GEP mechanisms for the ETF and the different institutional units involved in the implementation of the GEP.				■															
To establish and initial training session for all the units, staff, responsible personnel directly involved in the GEP implementation					■	■	■	■	■	■	■	■	■	■	■	■			
To design and implement internal and external communication and dissemination strategies regarding the GEP					■	■	■	■	■	■	■	■	■	■	■	■			■
To create a space on equality on the institutional website					■	■													
2.3 Gender monitoring																			
To facilitate guidelines from ICM Direction, leading to the systematic inclusion of gender in all data collection, statistics and reports produced by ICM				■															
To identify and implement new indicators and analytical tools to monitor gender equality.				■	■														
To establish sustainable data collection procedures and tools to monitor evolution, and regularly assess the GEP.	■																		
To incorporate the information requested by ICM Task Force in databases fields in order to allow better and simpler monitoring and evaluation		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
(If necessary) To develop computer applications for personnel management that will allow the collection of information disaggregated by sex.								■											
To establish sustainable procedures and cooperation with all the personnel that produce or manage data to ensure regular data collection.	■																		
To monitor and evaluate the scope of the measures implemented within the framework of the GEP													■	■	■	■	■	■	■
To present GEP reports to the concerned stakeholders							■							■					■

MEASURES	2021							2022											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
3.1 Gender in research																			
To identify best practices in other marine research centers concerning gender mainstreaming.						X	X												
To establish or join networks of marine research centers that are addressing this issue.						X	X	X	X	X									
To organize a national (or international) event to exchange best practices on gender mainstreaming in marine science (LeTSGEPS framework).							X												
To analyze the ICM's research areas that could incorporate the gender/sex dimension.											X	X							
To develop (2-4) training introductory sessions for staff of research groups with projects that could incorporate the gender dimension in research												X	X						
To promote the design of research projects that incorporate the gender dimension in their contents.																X	X		
4.1 Improving work-life balance																			
To create a lactation room in the center				X															
To schedule work-meetings only within core hours				X															
To conduct further analysis of the impact of conciliation on the career of ICM women researchers								X	X										
To explore whether it is feasible to implement alternative measures that allow a better way of conciliation						X	X												
To implement measures to improve the management of research grants concerning maternity leaves so that it does not affect the full enjoyment of the grants and the progression of women's careers.								X	X	X	X	X	X	X	X	X	X	X	X
To improve ICM databases for an accurate capture of the use of work-life balance measures (according to the type and circumstances) disaggregated by sex	X	X																	
To develop activities aimed at understanding that care activities should be a shared responsibility among all genders.									X										
5.1 Developing sexual harassment and gender-based violence prevention and action																			
To make explicit in the ICM's code of conduct the commitment to maintain a work environment free of sexual and gender-based harassment.				X															
To promote a better knowledge of the Protocol of sexual harassment at ICM: creation of prevention and support structures and channels, readily available and accessible (intranet and other channels), formal adoption of the protocol, and effective communication to all staff.				X	X														
To nominate individuals responsible for this issue in ICM and provide them with specific training on sexual and gender-based harassment				X															
To organize awareness-raising sessions on sexual and gender-based harassment for all staff						X	X												
To conduct a staff survey on sexual harassment, to establish a perception baseline on this issue				X													X		
6.1 Training on the inclusion of gender dimension within ICM																			

MEASURES	2021							2022											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
To develop a diagnosis of the training requirements of ICM staff in gender issues.	▓	▓																	
To prepare a training proposal that responds to the training requirements of specific groups.	▓	▓																	
To identify available courses (CSIC or other institutions) that fulfill the training requirements of the IC				▓	▓														
Generation of own gender-related training courses and content at ICM				▓	▓														
To participate in the training actions prioritized for the period covered by this GEP.					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To evaluate the training provided and monitor the use of the new skills acquired (when feasible).					▓	▓	▓												▓
6.2 Increasing gender awareness																			
To impulse an initiative to reassess the concept of excellence of the ICM from a gender perspective (discussion sessions with key stakeholders)								▓											
To establish institutional equality criteria in the areas of scientific participation avoiding all-male panels whenever possible (internal)		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To increase the presence of ICM's women researchers and technicians in the different activities or external events		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To make visible the contribution of women researchers and technicians at ICM using different media and communication tools		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To develop and disseminate contents related to gender and research and achievements made by ICM's women researchers		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To permanently update the Equality Task Force and GEP area on the institutional website.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To organize dissemination sessions through Friday Talks (weekly event in ICM). (2)	▓												▓						
To publish short articles on the research being carried out by the ICM's women researchers. (6)					1				2	2								1	
To promote the inclusion of women researchers and technicians of the ICM, or of its equality mechanisms (ETF), in networks of women researchers				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
To organize an event on the inclusion of the gender perspective in marine research.					▓	▓											▓	▓	
To carry out visibility and recognition actions for women researchers at the ICM in the framework of significant dates (2)									1	1									
To visualize the ICM role models in high education schools (action articulated with ResBios, RESponsible research and innovation grounding practices in BIOsciences, Grant Agreement Nº872146)	▓		▓	▓	▓	▓	▓						▓	▓	▓	▓	▓	▓	▓
To implement the Young Researcher Award at the ICM (action articulated with SO)											▓	▓	▓						
7.1 Gender budgeting																			
To establish the methodology for gender budgeting analysis/audit (including the development of a set of specific qualitative and quantitative indicators)				▓	▓	▓													
To improve the budget management control tools (gender disaggregated data and expense items)				▓	▓	▓													
To collect all data regarding ICM budget (gender disaggregated data)				▓	▓	▓													

MEASURES	2021							2022											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
To analyze budget accounting items (with reference to the individual generators of income and of expenditure) which will better allow to identify its gender impact				▪	▪														
To elaborate a proposal for budget reclassification (Gender-Responsive Budget) for the next budgeting phase																			▪
To propose the Director/ Management board a reclassification of those budget items (under ICM management)							▪												
To implement the agreed reclassification of budget items								▪											▪
To monitor changes in the organization with respect to gender equity issues resulting from reclassification of budget items								▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
To monitor, more specifically, the funds assigned to the GEP measures	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
7.2 Gender pay gap: analysis and action																			
To carry out a cross-cutting analysis of the salaries of the entire workforce				▪	▪														
To propose the Director and Management board a set of actions to reduce the incidence of factors contributing to the GPG (falling under the scope of the ICM), conducive to the GPG eradication.							▪												
To implement the agreed actions according to planning								▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪
To assess the impact of actions carried out																			▪
8.1 Promote the use of inclusive and non-sexist communication																			
To approve an internal regulation on the use of inclusive and non-sexist communication for the use of all ICM staff				▪															
To incorporate the gender inclusive communication approach into the Communication Plan				▪	▪														
To develop a guide on the inclusive and non-sexist use of language, both written and visual, adapted to research (Catalan and Spanish).			▪	▪															
To disseminate the guide among ICM staff and make it accessible through the intranet				▪	▪														
To organise targeted training sessions on the inclusive and non-sexist use of language (verbal, written and visual) to different stakeholders of the institution																			
To review and adapt institutional documents, communication materials and website from a gender perspective				▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪			▪
To examine gender bias in internal communication						▪						▪							▪

Annex 1. Detailed description of planned GEP activities

Action 1.1	**Action name:** **OVERCOMING THE GLASS CEILING: ADVANCING WOMEN'S RESEARCH CAREERS**
Short description of the action	To address the so-called "glass ceiling" phenomenon within ICM, the invisible barriers that keep women from reaching leadership positions must be removed, enabling women to access to the same resources as their male colleagues and to participate in decision-making. ICM needs to capitalize on the talents of both female and male researchers. Therefore, this measure has the triple objective of enhancing the scientific performance of female researchers at the ICM, promoting their careers and leadership, as well as advancing towards the equal participation of women and men in leadership positions. This measure will tackle this issue with a double approach: ❑ To strengthen the professional skills, expertise, and leadership of women researchers, by providing them with tools for their development based on their needs (gender-sensitive career support). ❑ To integrate the gender perspective in institutional changes, as to guarantee equal and fair career advancement, professional development, and gender balance in project teams (Horizon Europe). To achieve this, several actions, adequately coordinated to promote sustainable changes, are proposed: ▪ To conduct a study/survey of all female researchers who have the potential and possibilities to be PIs of research projects, but are not ▪ Coaching/training in leadership skills to female senior researchers ▪ To encourage female candidates for promotion and/or leadership positions, including leadership as PIs of research projects. ▪ To improve the profile of potential candidates by strengthening their CV in all aspects that count as merits. ▪ To conduct two case studies on the functioning of research groups, to identify factors affecting women's limited leadership, distribution of tasks, funding, etc. ▪ To define guidelines by the management team to comply with gender parity in research project teams according to the Horizon Europe framework. *This action is connected with other measures to mitigate other factors that limit and condition women's research careers and leadership (work-life balance, sexual harassment, etc.).*
Impact area(s)	1**. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects)** ☒ 2**.** Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6**.** Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization ☐ Data collection ☐ Other: ☐ Raising awareness ☐ Gender (& Diversity) training ☐ Other: ☒ **Career progression and development** ☐ Recruitment ☐ Promotion ☐ Retention ☐ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance ☐ Gender equality policies ☐ Gender monitoring ☐ Gender balanced decision bodies	☐ Integration of gender aspects in ☐ Research ☐ Teaching ☐ Internal funding applications ☐ Work-life-balance aspects ☐ Flexible working conditions ☐ Dual Career ☐ Care & family work ☐ Other, please specify ☐ Gender Budgeting, please specify: ☐ Other fields, please specify: ☐ Gender-inclusive communication
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The results of the diagnosis reveal that women's careers are still characterised by vertical and horizontal segregation: ▪ While women are well represented at the lower grades of the academic career (51.4% in grade D and 55.6% in grade C), they gradually lose presence in higher grades, currently only accounting for 43.5% in grade B and 14.3% in grade A. As a result, vertical segregation in research careers as depicted by the Glass Ceiling Index is 3.14 in ICM, emphasizing the "scissors diagram" effect on the proportion of women and men in the different categories of the research career. ▪ There is a significant imbalance between the different research groups, of which **only 21.4% have female PIs** (3 out of 14), but in which women make up 44.8% of the members (grades A, B and C) ▪ There is also a big **gap in relation to the success of women in calls for funding,** or the amount of projects led by women. Even though the information gathered in the diagnosis is representative of only one year, in contrast with the multi-year dynamics of projects, and the person who normally signs the request for funds is the PI of the research group (mostly male), the funds obtained by ICM women researchers in 2019 represented 19.8% of total funds (only 13.1% in the case of European funds). Acting in a vicious cycle, grants may play a key role in career progress and, at the same time, career differences may affect grant success. This impact in career can have, at least, two dimensions: impact in production and impact on promotion. ▪ There is also a marked **difference in who lead projects and apply for funding**, this is influenced by the internal dynamics of the research groups and the barriers and misconceptions about women's scientific careers. While many men seem more interested in their individual professional projection, most women seem more interested in collaboration and in the research itself. Furthermore, it would be interesting to know the internal dynamics of research groups in the decision-making process of who, and for what types of funds, can become a PI. ▪ There are still structural barriers that constrain and hinder women's career progression, from the feminisation of work-life balance to the masculinisation of science itself, with numerous gender biases in selection processes, funding, etc.	

Target group(s) to be addressed by this action	☒ **Research staff** Please specify who:	☐ Technician staff/ Support staff Please specify who:	☐ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ Director		
Action's importance for your institution	☒ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide

Planned implementation period	Start month/year October 2021		End month/year N/A
Resources needed for implementation (personnel, equipment)	▪ Management, technical and administrative resources ▪ Coaching/training resources		
Expected (measurable) output of this action (short-term effects)	▪ Coaching training for career progression of female researchers. ▪ Support of women's applications for promotion or leadership positions. ▪ Existence of awareness initiatives on gender diversity in research teams ▪ Management guidelines for gender-balanced research teams.		
Expected outcome of this action (mid-term effects)	▪ Average number of women participants in research teams who received European or non-European funding increases over time (tend towards gender balance). ▪ Increase of the number of female researchers holding PI positions in research groups or projects. ▪ Increase of the funds obtained by projects led by women IP. ▪ Improvement in the success rate: applications versus shortlists and appointments for jobs on grades A and B (comparing the percentage share of female and male applicants with the percentage of women and men on the short list, as well as appointed women and male for jobs). ▪ Improvement of the Glass Ceiling Index. ▪ Reduction of the scissor effect: greater balance in the proportion of women and men in the different categories of the research career. ▪ Positive changes in perception of gender equality in career advancement (survey).		
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. Almost all indicators have specific input values, which will allow us to assess the changes originating from the implementation of the actions of this measure. Obtaining the new OVI values implies the systematic collection of data disaggregated by sex for all the actions related to this measure. For the collection, systematisation and analysis of this data, the same methodology used during the diagnosis will be used (information from the human resources database). The different units involved in the implementation of the actions are responsible for obtaining this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives and the group will act accordingly if changes are required. The results will be presented in an annual report.		

	From the Monitoring and Evaluation System (M&E) of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection

Any additional comments you would like to make:

The direct reduction of the glass ceiling index can only result from the incorporation of female researchers in grade A (research professors). The calls for promotion to this professional group are decided by the CSIC, targeting not the individual centres but cross-cutting areas; in the case of the ICM, the area is *Life Sciences* (which englobes the former *Natural Resources* area). This procedure considerably constrains direct action by the ICM on this field. On the other hand, by CSIC regulations only permanent scientific staff can be PIs of research groups and research projects. Since many of the female researchers who could be PIs are integrated into large groups, competition by male colleagues and the internal dynamics of the groups limit their possibility of leadership (28 women/41 men).

Action 1.2	Action name: PROFESSIONAL CAREER DEVELOPMENT PLANS FOR YOUNG FEMALE RESEARCHERS

Short description of the action	Improving women's participation in research requires including female researchers in teams at all levels while offering gender sensitive working conditions and an inclusive culture.
	
	Despite as many women as men begin their marine science careers in ICM, many more men than women go on to senior research positions. The reasons for this are complex and multifaceted, but from an institutional viewpoint it is important to ensure that the best scientists have opportunities to pursue a career, and that gender is not a factor determining the chances of success.
	
	In order to increase employment opportunities for female scientists in their next career phase (and to retain talent), and also to further develop a gender-balanced research culture, ICM will implement professional career development plans for female young researchers.
	
	The career support scheme will address the 'leaky pipeline' phenomena. Mentoring and empowerment trainings for career progression by women researchers are useful tools for their career development and can have a powerful positive effect on researchers (grades C and D).
	
	The aim of this measure is to provide practical support and advice to young female talents, who want to develop their careers as researchers.
	
	To achieve this purpose, the following actions are proposed, aimed at promoting gender-balanced research teams and the full participation and promotion of the careers of young female researchers in research groups:
	
	▪ To conceptualise mentoring in ICM (accompanying practices of mentoring and actors involved).
	▪ To design the gender-sensitive mentoring program, which includes:
	    o Identification of the potential participants (mentees and mentors) and mapping of the needs,
	    o Creation of an ICM self-tailored Mentoring Program (MP)
	    o To recruit and train mentees and mentors, and to promote matching pairs and groups of mentees and mentors.
	▪ To collect feedbacks, approval and release of MP
	▪ To implement specific training on integrating gender dimension in research content.
	▪ To support the research work of young researchers in research groups.
	▪ To monitor and evaluate the MP.

Impact area(s)	1. **Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects)** ☒ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization ☐ Integration of gender aspects in
	    ☐ Data collection ☐ Research
	    ☐ Other: ☐ Teaching
	☐ Raising awareness

	☐ Gender (& Diversity) training ☐ Other: ☒ **Career progression and development** 　　☐ Recruitment 　　☐ Promotion 　　☐ Retention ☐ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance 　　☐ Gender equality policies 　　☐ Gender monitoring 　　☐ Gender balanced decision bodies	☐ Internal funding applications ☐ Work-life-balance aspects 　　☐ Flexible working conditions 　　☐ Dual Career 　　☐ Care & family work 　　☐ Other, please specify ☐ Gender Budgeting, please specify: ☐ Other fields, please specify: ☐ Gender-inclusive communication

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The results of the diagnosis reveal that women's careers are still characterised by vertical and horizontal segregation. While women are relatively well represented at the lower grades of the academic career (51.4% in grade D and 55.6% in grade C), they gradually lose presence in higher grades, accounting for 43.5% in grade B and 14.3% in grade A, emphasizing the "scissors diagram" effect on the proportion of women and men in the different categories of the research career.		
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who: **Young women researchers**	☐ Technician staff/ Support staff Please specify who:	☒ Administration Please specify who: .
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☐ Gender Equality Officer ☒ Other:	Please specify who: **Senior researchers**
Responsible for the implementation	▪ Severo Ochoa and ResBios program (*RESponsible research and innovation grounding practices in BIOsciences, Grant Agreement Nº872146)*		
Action's importance for your institution	☒ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021	End month/year December 2022	
Resources needed for implementation (personnel, equipment)	▪ Management, technical and administrative resources ▪ Mentoring/training resources (most provided by experienced partners of the ResBios project)		
Expected (measurable) output of this action (short-term effects)	▪ Self-tailored mentoring program operative. ▪ Career support schemes established at ICM for young women researchers. ▪ Empowerment training of career progression for women researchers implemented ▪ Improved resources for women researchers willing to pursue a scientific career. ▪ Implemented specific training on integrating gender dimension in research content.		

Expected outcome of this action (mid-term effects)	▪ Number of participants. ▪ Number of mentors recruited. ▪ Number of training sessions by contents and participants. ▪ At least 15 mentees participated of the mentoring program. ▪ All the mentees are trained on the integrating gender dimension in research content. ▪ Positive changes in perception of gender equality in career advancement (survey).
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have no specific input values because it is an action for which there is no previous baseline. Some indicators have no measurement value but it will be determined once the Mentoring Program is in place. To assess whether the measure is producing the expected results, tools to capture and systematise data will be developed. Obtaining the new OVI values implies the systematic collection of data disaggregated by sex for all the actions related to this measure. The different units involved in the implementation of the actions are responsible for obtaining this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation System (M&E) of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection
Any additional comments you would like to make: *Being difficult to establish an exact age to refer to "young research staff", we consider in this area a reference of up to 40 years, together with those people who are currently doing their doctoral thesis, or who already have a doctorate and are in positions of research, but who are not yet fully independent.*	

Action 1.3	**Action name:** **INTEGRATING GENDER DIMENSION IN RESEARCH:** **ENGENDERING THE INTERNAL FUNDS**

Short description of the action	The issues of (potential) gender bias and associated gender inequalities in grant allocation processes have been proved empirically. Even the formal selection standards towards gender equality might be properly implemented, there are multiple ways in which the notion of gender inequality may occur.
	
	Considering that gender biases in grant decisions may lead to gender differences in the subsequent careers of women and men, this measure aims to guarantee that the granting of funds by internal calls will be gender sensitive.
	
	This measure will tackle this issue with a double approach:
	
	❑ To have greater knowledge about gender biases concerning funding from a double perspective: identify gender differences in decision-making regarding the request for grants; and analyse the non-merit based selection criteria that introduce gender bias in the evaluation processes (e.g. indicators linked to reputation more than merit, but also biases in merit criteria assessment, such as the Matthew and Mathilda effects).
	
	❑ To establish a gender-sensitive framework (that considers the results of the context analysis) for the implementation of the ICM calls (e.g. Severo Ochoa award) for competitive assistance and its regulatory bases in order to eliminate the factors that introduce gender bias.
	
	For this, the following activities are proposed:
	
	• To carry out further analysis about the factors that cause gender imbalances in funding application behaviour at ICM and selection criteria that introduce gender bias.
	• To design ICM's internal calls in line with the criteria established in the gender-sensitive framework.
	• To coordinate the proper implementation of the **equality criteria set out in the internal calls**:
	   o To extend and adapt the application of the gender equality criteria established in the regulatory bases of the different internal calls for proposals managed by the Severo Ochoa award.
	   o To develop more precise instructions for improving gender balance in the recruitment evaluators.
	   o To implement positive actions as a strategy to equalize the outcomes of selection processes (when appropriate). Such a policy could be a text as follows: "*In the case of the same qualification, the underrepresented gender is selected*".
	• To provide training on gender awareness to members of selection panels and recruitment:
	   o To ensure the correct use of the instructions regarding "Staff Recruitment and gender equality" by evaluation committees and panel members.
	   o To train the members of recruitment and promotion committees regarding gender bias, inclusive recruitment and promotion procedures.
	• To include the gender dimension in analysis reports for each of the internal calls (target audience, nominations, beneficiaries, and funds granted).

Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. **Gender dimension in research** ☒ 4. Work-life balance and organisational culture ☐

	5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐	
Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization 　　☐ Data collection 　　☐ Other: ☐ Raising awareness 　　☐ Gender (& Diversity) training 　　☐ Other: ☐ Career progression and development 　　☐ Recruitment 　　☐ Promotion 　　☐ Retention ☐ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance 　　☐ Gender equality policies 　　☐ Gender monitoring 　　☐ Gender balanced decision bodies	☒ Integration of gender aspects in 　　☐ Research 　　☐ Teaching 　　☒ Internal funding applications ☐ Work-life-balance aspects 　　☐ Flexible working conditions 　　☐ Dual Career 　　☐ Care & family work 　　☐ Other, please specify 　☐ Gender Budgeting, please specify: ☐ Other fields, please specify: ☐ Gender-inclusive communication
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	In the ICM, there is a clear imbalance in the success of women in calls for funding applications and there is also a marked difference in the propensity of women to apply for funding. These differences affect both European and national funds and those obtained through contracts and agreements. Even though the information gathered in the diagnosis is representative of only one year, in contrast with the multi-year dynamics of projects, and the person who normally signs the request for funds is the PI of the research group (mostly male), the funds obtained by ICM women researchers in 2019 represented 19.8% of total funds (only 13.1% in the case of European funds). In addition, there is also a significant imbalance between the different research groups, of which only 21.4% have female PIs, but in which women make up 44.8% of the members (grades A, B and C.) On the other hand, the analysis of the management of research funds with a gender perspective cannot be limited to the identification of who obtains the funds in the research groups when the PI is the one who signs them. This analysis would imply knowing the success rate in the applications for funds or how the funds obtained are distributed among the members of research groups. This information is not currently being systematically collected at ICM (for which it is one of the actions to be implemented as part of action 2.3), but different studies suggest that men are more likely to obtain funding than women (*She Figures*). Beyond gender biases that funding systems may have, there are gender differences in application behaviour. Explanations could be based on the factors affecting supply (attitudes towards competition, preferences about work-life balance) and demand (role of networks, mentoring, institutional support, etc.) Since we cannot influence external calls, we intend to influence the internal resources available for research through the Severo Ochoa award at the ICM.	

Target group(s) to be addressed by this action	☒ Research staff Please specify who:	☒ Technician staff/Support staff Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☐ Equality Task Force ☐ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ HR department		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021		End month/year N/A
Resources needed for implementation **(personnel, equipment)**	▪ Management team Severo Ochoa ▪ High-level management ▪ Equality Task Force		
Expected (measurable) output of this action **(short-term effects)**	▪ 100% of the Severo Ochoa calls introduce a clause to guarantee equal opportunities and consider gender parity (according to the target group and in order to not affect women). ▪ 100% of the calls are analysed to ensure that there are no requirements, evaluation criteria or conditioning factors that may have a negative impact on applications by women. ▪ The calls in masculinized areas will incorporate the affirmative action "in the case of equivalent applicants, the less represented gender will be prioritized". ▪ The balanced presence of women and men in evaluation bodies is guaranteed. ▪ At least 50% of the presidencies of the evaluation bodies correspond to women. ▪ The positive action measures implemented in the framework of the internal calls will be monitored.		
Expected outcome of this action **(mid-term effects)**	▪ At least 50% of internal funds are granted to women. ▪ At least 50% of the people who are granted funds are women. ▪ The success rate of women and men in the different SO calls will be quantified.		
Evaluation procedure **(How to determine if goal was reached.)**	To assess the success of this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have specific input values, which will allow measuring changes originated from the implementation of the actions of this measure. To measure these changes, the tools previously used during the diagnosis will be applied and the same sources will be used (HR databases, etc.). These data will be complemented with the data collected by each of the different units involved in the calls (SO, HR, etc.): applications submitted, applicants recruited, grants, etc., disaggregated by sex. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report.		

	From the Monitoring and Evaluation System (M&E) of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.
Any additional comments you would like to make:	

Action 2.1	**Action name:** **ENGENDERING INSTITUTIONAL GOVERNANCE:** **IMPROVEMENT OF GENDER BALANCE IN DECISION-** **MAKING BODIES**
Short description of the action	An effective cultural and organizational change towards gender equality requires well thought policies and the structural integration of gender equality in the organization, including the composition of decision-making bodies. This refers not only to gender balanced membership, but also to the integration of gender-aware members in such bodies. This measure seeks the double objective of ensuring an equal representation of women and men in boards and committees and promoting awareness by members of governance boards about the importance of gender equality in institutional governance and the need to gradually transform the organization to allow overcoming structural inequalities. Both situations are admittedly constrained by either the single-person nature of some positions and the elective character of other positions, which compose the governing structure of the organization. To achieve these objectives, the following actions will be carried out: ▪ To develop a comprehensive presentation session of the GEP with the Governing Board. ▪ To analyse the possibilities of regulating the equal representation of women and men in governing boards. ▪ To carry out a training action on gender equality to the Governing Board. ▪ To promote the candidacies of women to positions in governing boards (e.g. department management positions).
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2**. Gender inclusive institutional governance** *(Gender balance in decision-making bodies)* ☒ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action
(one action might tackle more than one field of action)
	☐ Understanding the organization
	    ☐ Data collection
	    ☐ Other:
	☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
	☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☐ Retention
	☐ Creating a gender-inclusive workplace culture
	☐ Prevention of gender-based violence/sexual harassment
	☒ **Institutional Governance**
	    ☐ Gender equality policies
	    ☐ Gender monitoring
		☐ Integration of gender aspects in
		    ☐ Research
		    ☐ Teaching
		    ☐ Internal funding applications
		☐ Work-life-balance aspects
		    ☒ Flexible working conditions
		    ☒ Dual Career
		    ☐ Care & family work
		    ☐ Other, please specify
		☐ Gender Budgeting, please specify:
		
		☐ Other fields, please specify:
		☐ Gender-inclusive communication

	☒ **Gender balanced decision bodies**	
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The organisational structure of the ICM is complex. The governing bodies are composed of single-person bodies and teams. The *Directorate Team* is made up of five people: the D**irector**, currently occupied by a man, and four **Deputy Directors** (currently occupied by two women and two men). The *Governing Board* also includes five single-person positions: the **Manager** and the *heads of research departments*, currently led by four men; and the four elected *legal representatives of workers*, which is also male-dominated, with three men and one woman. As a result, the Governing Board is male-dominated, with women occupying only 21.4% of the positions. Governing bodies and key decision-makers play a crucial role in the successful implementation of any GEP. Their level of awareness and knowledge of gender equality issues has a strong influence on gender equality policies, strategies, and processes. Although the masculinisation of governing bodies is not a permanent fact, mechanisms can be explored to establish the necessary gender parity in their composition, and also to promote profiles with the capacity to integrate the gender dimension in the running of the centre.		
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who:	☐ Technician staff/Support staff Please specify who:	☐ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☒ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ Management		
Action's importance for your institution	☒ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year July 2021	End month/year N/A	
Resources needed for implementation (personnel, equipment)	▪ Equality Task Force ▪ Gender Equality		
Expected (measurable) output of this action (short-term effects)	▪ Action has been taken on possible regulations of equal representation of women and men in governing boards. ▪ Candidacies of women to positions in governing boards have been supported and achieved (e.g., department management positions must be renewed soon). ▪ A comprehensive presentation session of the GEP with the Governing Board has been delivered. ▪ A training action on gender equality with the governance board has been delivered.		
Expected outcome of this action (mid-term effects)	▪ At least the 40% of the members of the governance board are women (after the next board member renovation).		

Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this template, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. Almost all indicators have specific input values, which will allow us to assess the changes originating from the implementation of the actions of this measure. For the indicators that have no measurement value it will be determined once the action is implemented.
	Obtaining the new OVI values implies the systematic collection of data disaggregated by sex for all actions related to this measure. For the collection, systematisation and analysis of these data, the same methodology used during the diagnosis will be used (information from the human resources database).
	The different units involved in the implementation of the actions are responsible for obtaining this information.
	Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, in order to verify that there are no deviations in the objectives and actions will take place accordingly if required. The results will be presented in an annual report.
	From the Monitoring and Evaluation System (M&E) of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection
Any additional comments you would like to make:	

Action 2.2	Action name: **ICM GENDER EQUALITY MECHANISM AND INSTRUMENT:** **INSTITUTIONALIZING ETF AND GEP**
Short description of the action	Any positive structural change in an institution should turn irreversible. Thus, it is a priority to guarantee sustainable conditions that will permanently establish gender equality as a value, leading to a systemic institutional change. Furthermore, it is important to promote, as a regular practice, the deployment of gender equality actions and to address gender biases in the ICM. To promote the institutionalization and resilience of gender equality, this measure proposes an intervention with a double and joint approach: ❏ Promote the Equality Task Force (ETF) as a reference mechanism concerning gender issues. For a successful implementation of the GEP in ICM, the ETF must be in charge of promoting, supporting and following the implementation and monitoring of GEP actions. ETF can bridge top-down and bottom-up approaches, supporting and connecting internal actors and thus becoming a space for dialogue and negotiation around gender issues. ETF must also be able to do research and carry out gender assessments, launch new actions and review existing ones, negotiate with the directorate, mobilise stakeholders, capitalise on its own experience and learn from other actors. ❏ The GEP should be promoted as the institutional tool that incorporates transformative actions into the organization, aligned with the full commitment and compliance of gender equality principles. The implementation of the GEP's actions cuts across all institutional areas (as reflected in the different measure files). The following activities will be implemented: ▪ To make explicit the commitment of ICM towards the incorporation of gender equality as a corporate value, with the institutional establishment of the GEP. ▪ To strengthen and consolidate the ETF as a mechanism in charge of fostering and monitoring effective equality measures. ▪ To negotiate a yearly financial institutional budget for the development of GEP commitments. ▪ Institutional annual budget for the Equality Task Force. ▪ To establish joint and coordinated GEP mechanisms for the ETF and the different institutional units involved in the implementation of the GEP. ▪ To establish an initial training session for all the units, staff, and responsible personnel directly involved in the GEP's implementation. ▪ To design and implement internal and external communication and dissemination strategies. Internal: all staff should be aware of the GEP, assume its institutional character and become involved in the implementation of its measures; external: GEP is to become well known beyond the ICM. ▪ To create a space on equality in the institutional website acting as a resource on gender equality with tools and materials available on the subject, as well as providing information on GEP actions. Thus, it will become a common space for dissemination, information, and consultation on gender equality issues available to all staff. (Articulated with action 6.2: Gender awareness-raising. Gender dimension in research: Making women researchers visible).
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. **Gender inclusive institutional governance** ☒ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. **Gender-inclusive institutional culture** ☒

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization
	    ☐ Data collection
	    ☐ Other:
	☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
	☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☐ Retention
	☒ **Creating a gender-inclusive workplace culture**
	☐ Prevention of gender-based violence/sexual harassment
	☒ **Institutional Governance**
	    ☒ **Gender equality policies**
	    ☐ Gender monitoring
	    ☐ Gender balanced decision bodies
		☐ Integration of gender aspects in
		    ☐ Research
		    ☒ Teaching
		    ☐ Internal funding applications
		☐ Work-life-balance aspects
		    ☐ Flexible working conditions
		    ☐ Dual Career
		    ☐ Care & family work
		    ☐ Other, please specify:
		
		☐ Gender Budgeting, please specify:
		
		☐ Other fields, please specify:
		
		☐ Gender-inclusive communication

7. Retributive policy: eradicating gender pay gap ☐
8. Inclusive and non-sexist communication ☐

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	In 2019 the Equality Commission (created as a bottom-up initiative in 2018) became the Equality Task Force (ETF), turning into one of the structural working groups at ICM. The ETF is a feminized space, like many other spaces of voluntary nature, as 65% of its members are women, although if we distinguish between the formality of being a member of the commission and the actual work done, the gap between women and men is probably even larger. The ETF is responsible for encouraging numerous measures aimed at promoting and raising awareness concerning gender equality, both internally and externally, as well as the establishment of a network of contacts and external alliances at the local and national level. Its work is continuous and entirely voluntary. However, it is difficult to assess the extent to which these initiatives are fully recognized and incorporated by the organization's staff. This, as the first GEP document formulated at ICM, shall be a reference instrument for the ICM's policy on gender equality. Full support from the directorate is necessary in order to promote an environment conducive to its effective implementation. The development of alliances with relevant stakeholders will also be crucial. It is relevant to emphasize that the GEP has the direct support of two SWAFS European projects. Besides LeTSGEPs, the RerBios (RESponsible research and innovation grounding practices in BIOsciences, 2020-2023) project includes the implementation of RRI (Responsible Research and Innovation) actions related to gender equality, scientific education and public engagement.	

Target group(s) to be addressed by this action	☒ Research staff Please specify who:	☒ Technician staff/Support staff Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☒ LeTSGEPs core team ☒ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ Management, Equality Task Force ▪ Gender Equality Officer		

Action's importance for your institution	☒ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021		End month/year N/A
Resources needed for implementation (personnel, equipment)	▪ Management ▪ Communication services ▪ Equality Task Force ▪ Institutional web		
Expected (measurable) output of this action (short-term effects)	▪ Resolution - Letter of Commitment from the highest directorate level. ▪ To strengthen and consolidate the ETF as a mechanism in charge of fostering and monitoring effective gender equality measures. ▪ Funding assigned to the ETF for the development of their functions concerning the GEP. ▪ GEP communication/dissemination strategy (web and social networks channels). ▪ A specific Equality/GEP space in the institutional website. ▪ Implementation of coordinated mechanisms between the ETF and the different institutional committees, task forces and managing units. ▪ Resources allocated for the implementation of the GEP actions. ▪ Regularly updated website and social networks channels Twitter/LinkedIn. ▪ An annual evaluation report of the GEP's scope.		
Expected outcome of this action (mid-term effects)	▪ At least 80% of the ICM staff will have a positive perception of the GEP implementation. ▪ At least 30% of the ICM staff will participate in the GEP's dissemination activities. ▪ Active participation of staff in the equality/GEP web space, evidenced by a growing number of posts and queries. ▪ At least two internal dissemination GEP actions: presentation of the GEP diagnosis and the results of the implementation plan.		
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have no specific input values, but they do have defined scopes. Specific tools to collect data will be designed (e.g. perception survey) in order to measure these OVIs. The different units involved in the implementation of the actions are responsible for obtaining this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation System (M&E) of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection.		
Any additional comments you would like to make: *Equality Comittee (CSIC) will be informed of the ICM GEP.*			

Action 2.3	**Action name:** **GENDER MONITORING**	
Short description of the action	Collection of relevant gender information concerning the organization constitutes the starting point of any GEP aimed at promoting processes of structural change aligned with compliance of the principle of equality. Data is crucial to make any kind of gender inequality visible and thus increase collective awareness. Data is also key for taking proper decisions about necessary measures to promote institutional change. To improve the acquisition and provision of gender-related data by the ICM, the following actions are proposed: ▪ To facilitate guidelines from ICM Direction, leading to the systematic inclusion of gender in all data collection and in all statistics and reports produced by ICM. ▪ To identify and implement new indicators and analytical tools to monitor gender equality. ▪ To establish sustainable data collection procedures and tools to monitor evolution, and regularly assess the GEP. ▪ To incorporate the information requested by the ICM Task Force in the databases in order to allow a better and simpler monitoring and evaluation of the success of the measures. ▪ (If necessary) To develop computer applications for personnel management that will allow the collection of information disaggregated by sex. ▪ To establish sustainable procedures and cooperation with all the personnel that produce or manage data to ensure regular data collection. ▪ To monitor and evaluate the scope of the measures implemented within the framework of the GEP based on the available data and on the basis of the designed indicators. ▪ To present GEP reports to the concerned stakeholders.	
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2**. Gender inclusive institutional governance** *(Gender balance in decision-making bodies)* ☒ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☒ 8. Inclusive and non-sexist communication ☐	

Field(s) of action
(one action might tackle more than one field of action)
	☐ Understanding the organization
	    ☒ Data collection
	    ☐ Other:
	☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
	☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☐ Retention
	☐ Creating a gender-inclusive workplace culture
	☐ Prevention of gender-based violence/sexual harassment
	☒ Institutional Governance
	    ☐ Gender equality policies
		☐ Integration of gender aspects in
		    ☐ Research
		    ☐ Teaching
		    ☐ Internal funding applications
		☐ Work-life-balance aspects
		    ☐ Flexible working conditions
		    ☐ Dual Career
		    ☐ Care & family work
		    ☐ Other, please specify
		☐ Gender Budgeting, please specify:
		
		☐ Other fields, please specify:
		☐ Gender-inclusive communication

	☒ Gender monitoring ☐Gender balanced decision bodies	❏	
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The context analysis aims to establish the specific reality among women and men working at the ICM regarding equal treatment and opportunities. To address this objective, information is gathered to identify possible inequalities and discrimination, determine the conditions that favor them, as well as evaluate the suitability of internal rules and processes to comply with the legal framework. The results shown on the diagnosis serve as a baseline for the formulation of the GEP. Mechanisms producing and reproducing gender inequality are very subtle, context-sensitive, often hidden and difficult to detect. Existing data and current analytical tools at ICM are not sufficient to understand and monitor their evolution. The findings of the diagnostic process led to a critical review on the ways in which data is collected, categorized and processed, from what it has become clear that is necessary to improve these processes.		
Target group(s) to be addressed by this action	☒ Research staff Please specify who	☒ Technician staff/Support staff Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☒ LeTSGEPs WG ☒ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ General Management		
Action's importance for your institution	☒ Very high ☐ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021	End month/year N/A	
Resources needed for implementation (personnel, equipment)	▪ Equality Task Force ▪ General management ▪ Data and analytical tools & systems		
Expected (measurable) output of this action (short-term effects)	▪ Management instructions regarding the systematic inclusion of the gender variable in all data collected in the center, and in all statistics and reports produced. ▪ Sustainable procedures and cooperation with internal units to ensure regular data collection. ▪ Permanently updated databases.		
Expected outcome of this action (mid-term effects)	▪ Unified HR database, incorporating all the fields requested from the GEP, which allows the comprehensive capture of information disaggregated by gender. ▪ Specific databases (e.g. research projects, publications) that allow the comprehensive capture of information (including all the fields requested from the GEP) disaggregated by gender. ▪ Institutional reports that gather information disaggregated by gender. ▪ A Monitoring and Evaluation GEP annual report.		
Evaluation procedure (How to determine if goal was reached.)	To assess the success of this action, several objective verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. Some OVIs do not have specific input values.		

	Methodologically, data monitoring will be carried out frequently to verify the inclusion of the requested fields. Likewise, because of the implementation of the measures, they can develop new indicators that require the collection of new data. An evaluation report will be presented annually.
	From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.

Any additional comments you would like to make:

Although aimed at engendering internal ICM capacity in quality data management, the implementation of this measure requires an adequate articulation of the personnel databases of the central organization CSIC.

It is relevant to emphasize that the data gathered will tend to focus on the indicators established by the LeTSGEPs project, which correspond to European standards such as She Figures.

Action 3.1	Action name: GENDER IN RESEARCH
Short description of the action	The ICM vision states: *Building the future we imagine for our oceans through excellent marine research for a society in harmony with the blue planet via creativity, through cooperation and with full commitment.* ICM recognizes that "the oceans are fundamental to life on Earth. They sustain natural systems and provide resources that make Earth habitable for humankind. Human activity, however, is causing rapid global changes that affect the ocean's health and productivity. Global warming, changing weather patterns, sea level rise, ocean acidification, and extreme weather events, disrupt economies and deeply affect our daily lives. These environmental stressors modify the coastline and, along with pollution and fishery activity, alter marine populations, harm ecosystems, and modify biodiversity. Moreover, oceans are sources of some natural hazards, which episodically hit the coasts causing huge human and economic losses." No research, in any field, should be gender blind. Addressing the gender dimension of research implies that gender is considered as a key analytical and explanatory variable in research. If relevant gender issues are missed or poorly addressed, research results will be partial and potentially biased. Additionally, genders can have different views and hence diversify the approximations to a scientific subject, as one of the pillars for innovative research. Gender can thus be an important factor in research excellence. The inclusion of the gender dimension in marine science research has been shown to improve the quality of research and to promote a wider application of its findings to the population. This measure aims to incorporate the gender dimension into ICM research, which is a significant challenge given the limited steps that have been taken so far in this regard. Whilst not all research studies are suited for full inclusion of the gender dimension, many others may have distinct effects and results if a gender perspective or sex differences are considered in their design. Actions under this measure aim to build capacity for gender mainstreaming in research, which involves the following activities: ▪ To identify best practices in other marine research centres concerning gender mainstreaming. ▪ To establish or join networks of marine research centres that are addressing this issue. ▪ To organise a national or international event to exchange best practices on gender mainstreaming in marine science (LeTSGEPS framework). ▪ To analyse the ICM's research areas that could incorporate the gender/sex dimension. ▪ To develop (2-4) training introductory sessions for staff of research groups with projects that could incorporate the gender dimension in research ▪ To promote the design of research projects that incorporate the gender dimension in their contents.
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2**.** Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. **Gender dimension in research** ☒ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6**.** Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization 　　☐ Data collection 　　☐ Other: ☐ Raising awareness 　　☐ Gender (& Diversity) training 　　☐ Other: ☒ **Career progression and development** 　　☐ Recruitment 　　☐ Promotion 　　☐ Retention ☐ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance 　　☐ Gender equality policies 　　☐ Gender monitoring 　　☐Gender balanced decision bodies		☒ Integration of gender aspects in 　　☒ Research 　　☐ Teaching 　　☐ Internal funding applications ☐ Work-life-balance aspects 　　☐ Flexible working conditions 　　☐ Dual Career 　　☐ Care & family work 　　☐ Other, please specify ☐ Gender Budgeting, please specify: ☐ Other fields, please specify: ☐ Gender-inclusive communication
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	To date, the ICM has not integrated the gender dimension into the content of its research. It is therefore a measure that has a baseline of 0.		
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who: **Young women researchers**	☒ Technician staff/Support staff Please specify who:	☐ Administration Please specify who:
Involved actors for the implementation	☒ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☐ Equality Task Force ☐ Gender Equality Officer ☒ Other: **senior researchers**	Please specify who:
Responsible for the implementation	▪ Research groups ▪ Equality Task Force		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year November 2021	End month/year October 2022	
Resources needed for implementation (personnel, equipment)	▪ Equality Task Force / Gender Equality expertise ▪ External experts on the specific subject ▪ Training materials ▪ Training platform/ICM installations		
Expected (measurable) output of this action (short-term effects)	▪ Best practices in marine research institutions are identified. ▪ Training is implemented. ▪ A national or international workshop to share experiences is organized ▪ A set of guidelines with examples that researchers could follow and better assess whether their research would benefit from the gender perspective.		

Expected outcome of this action (mid-term effects)	▪ At least one project that considers the gender dimension in its planning is submitted for funding. ▪ At least 15 people have participated in training introductory sessions to incorporate the gender dimension in research. ▪ Positive changes in perception about the need to address the gender dimension in research (survey).
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have no specific input values. Obtaining the new OVI values implies the systematic collection of data disaggregated by sex for all the actions related to this measure. For the collection, systematisation and analysis of this data, the same methodology used during the diagnosis will be used (information from the human resources database). The different units involved in the implementation of the actions are responsible for obtaining this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation (M&E) system of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection.

Any additional comments you would like to make:

For the first time, in the Spanish National Proposal Plan in 2020, the gender dimension in research is taken into account and project PIs are asked to provide an explanation on whether the research has any gender issue and how they plan to tackle them.

Action 4.1	Action name: **IMPROVING WORK-LIFE BALANCE**
Short description of the action	Work-life balance is not simply essential to people's health and well-being, it is also cost-effective and improves stability for both the work environment and the institution. Ineffective work-life balance policies may interfere with smooth career progression, a situation that primarily affects women. The recognition of the problems related to gender inequalities in the conciliation of work and personal life are key to act accordingly. The action's main goal is to ensure availability of structured supports for work and personal life integration, favouring the maximum possibilities of conciliation for all staff. Work-life balance measures cannot be conceived under the premise that they are only tailor-made for women. It is necessary to overcome the "women-conciliation" binomial and promote joint responsibility among women and men. However, this measure also considers the specific conciliation needs for ICM women. This implies developing support actions for women working in science, who need to reconcile their maternity responsibilities with their work responsibilities in order to achieve recognition and progression in their careers. For this, the following actions will be developed: ▪ To create a lactation room in the centre ▪ To schedule work-meetings only within core hours ▪ To conduct further analysis of the impact of conciliation on the career of ICM women researchers ▪ To explore whether it is feasible to implement alternative measures that allow a better way of conciliation, such as providing institutional funding to support re-establishing research programs after parental leave. ▪ To implement measures that help improve the management of research grants in cases of maternity leaves, with the objective that these leaves do not affect the full enjoyment of the grants and the progression of women's careers. ▪ To improve ICM databases for an accurate capture of the use of work-life balance measures (according to the type and circumstances) disaggregated by sex (this action will be developed in conjunction with action 2.3 Gender monitoring). ▪ To develop activities aimed at understanding that care activities should be a shared responsibility among all genders.
Impact area(s)	1**.** Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☒ 2**.** Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. **Work-life balance and organisational culture** ☒ 5. Measures to prevent GBV incl. sexual harassment ☐ 6**.** Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization
	  ☐ Data collection
	  ☐ Other:
	☐ Raising awareness
	  ☐ Gender (& Diversity) training
	  ☐ Other:
		☐ Integration of gender aspects in
		  ☐ Research
		  ☐ Teaching
		  ☐ Internal funding applications
		☒ **Work-life-balance aspects**
		  ☐ Flexible working conditions
		  ☐ Dual Career
		  ☐ Care & family work

	☐ Career progression and development
	  ☐ Recruitment
	  ☐ Promotion
	  ☐ Retention
	☐ Creating a gender-inclusive workplace culture
	☐ Prevention of gender-based violence/sexual harassment
	☐ Institutional Governance
	  ☐ Gender equality policies
	  ☐ Gender monitoring
	  ☐Gender balanced decision bodies
		☐ Other, please specify
		☐ Gender Budgeting, please specify:
		
		☐ Other fields, please specify:
		☐ Gender-inclusive communication

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The conciliation of personal, family and work-life penalizes women. The need to reconcile hinders their possibilities for the development of their professional careers and has a direct impact on the wages they receive, since women are the ones who most often work part-time, with temporary contracts (fixed-term, discontinuous, temporary) or interim contracts, and who usually take childcare leaves. The results from the context analysis underscore this reality. In this regard, the data gathered in 2019 concerning the use of the available work-life balance measures indicates that although maternity and paternity leaves were equally requested for men and women, the 14 leaves demanded (all of which include leave or reduced working hours to care for family members), 10 of them were requested by women, representing 71.4%. Thus, these data confirm that even though work-life balance measures are available to all staff, their use is gender-biased. Therefore, work-life balance in ICM is still feminised. Data on the impact of these parental leaves on research needs to be obtained. On the other hand, no data has been collected on flexible working time. A shared view of which are regular working hours needs to be established. It is a key question to improve the capture of information regarding the use of reconciliation measures disaggregated by sex, among other aspects, for a future evaluation in this area.	
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who:	☒ Technician staff/ Support staff Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☐ Equality Task Force ☐ Gender Equality Officer ☐ Other:	Please specify who:
Responsible for the implementation	▪ HR department and general management		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021	End month/year N/A	
Resources needed for implementation (personnel, equipment)	▪ Human resources staff and *Equality Task Force* (monitoring and assessment). ▪ General management. ▪ Lactation room: it will be necessary that a specific space is allocated.		

Expected (measurable) output of this action (short-term effects)	▪ Number of new work-life balance services provided. ▪ Raising awareness of the use of work-life balance measures by different groups of staff. ▪ Lactation room in place. ▪ Proper definition and recognition of core working ours, such that work meetings are scheduled only within core hours. ▪ Further analysis of the impact of conciliation on the career of ICM women researchers is conducted. ▪ Alternative measures that allow a better way of conciliation are implemented. ▪ Support is implemented for the management of research grants during maternity leave, so that it does not affect the full enjoyment of the grants and the progression of women's careers.
Expected outcome of this action (mid-term effects)	▪ Increased number of women and men using the new work-life balance measures. ▪ Measurable changes in the use of work-life balance measures (flexible hours, reduced working hours, leaves of absence, childcare leaves, etc.) with data disaggregated by gender. (The data of the context analysis will be taken as baseline reference). ▪ Perception of satisfaction among staff regarding work-life balance measures and policies available at the ICM (survey).
Evaluation procedure (How to determine if goal was reached.)	To assess the success of this action, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The outcomes have specific input values, which will allow measuring changes originated from the implementation of the actions of this measure. To seize these changes, the instruments previously used during the diagnosis will be applied and the same sources will be used (HR databases, etc.). Likewise, the perception survey will be conducted again at the end of the GEP execution period with the same objective. The different units involved in the implementation of the actions are responsible for capturing this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.

Any additional comments you would like to make:

A recent survey conducted at the ICM on "The impact of confinement on co-responsibility: conciliation and telework" (May 2020) highlighted that the unequal dedication of time between women and men for work and domestic tasks during confinement and remote working had a more negative impact on women. While for women the two main factors (multi-answer questions) that affected remote working hours were housework (45%) and childcare (41%), for men they were the lack of conditions and/or equipment (38%) and childcare (32%).

This may be interpreted as a worse perception of performance among women than men (22% versus 16%), thus 38% of women had to extend their working day to achieve their objectives (38%, versus 26% of men).

Action 5.1	**Action name:** **DEVELOPING SEXUAL HARASSMENT PREVENTION**
Short description of the action	Gender harassment is a real threat to the quality of research and the well-being of researchers, but at the same time it remains an unrecognized issue. It has destructive consequences for individuals and institutions as well as for the quality of research. ICM takes responsibility for providing safe work environments, free from sexual harassment. In July 2020, CSIC approved a new Protocol against sexual harassment, applicable to the ICM. This Protocol provides CSIC with structural channels and tools to combat harassment, which are applicable at the ICM. This deployment must be accompanied by an intense effort to raise awareness and to create a shared understanding of the implications of sexual harassment among the entire workforce. Furthermore, an institutional position of firm rejection of such behaviors has to be firmly maintained. For this, the following activities will be carried out: ▪ To make explicit in the ICM's code of conduct the commitment to maintain a work environment free of sexual and gender-based harassment. ▪ To promote a better knowledge of the Protocol of sexual harassment at ICM: creation of prevention and support structures and channels, readily available and accessible (intranet and other channels), formal adoption of the protocol, and effective communication to all staff. ▪ To nominate individuals responsible for this issue in ICM and provide them with specific training on sexual and gender-based harassment ▪ To organize awareness-raising sessions on sexual and gender-based harassment for all staff. ▪ To conduct a staff survey on sexual harassment, to establish a perception baseline on this issue.
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. **Measures to prevent GBV incl. sexual harassment** ☒ 6. Gender-inclusive institutional culture ☒ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

Field(s) of action
 (one action might tackle more than one field of action)
	☐ Understanding the organization
	   ☐ Data collection
	   ☐ Other:
	 ☐ Raising awareness
	   ☐ Gender (& Diversity) training
	   ☐ Other:
	 ☐ Career progression and development
	   ☐ Recruitment
	   ☐ Promotion
	   ☐ Retention
	 ☐ Creating a gender-inclusive workplace culture
	 ☒ **Prevention of gender-based violence/sexual harassment**
	 ☐ Institutional Governance
		☐ Integration of gender aspects in
		   ☐ Research
		   ☐ Teaching
		   ☐ Internal funding applications
		 ☐ Work-life-balance aspects
		   ☐ Flexible working conditions
		   ☐ Dual Career
		   ☐ Care & family work
		   ☐ Other, please specify:
		
		 ☐ Gender Budgeting, please specify:
		
		 ☐ Other fields, please specify:
		
		 ☐ Gender-inclusive communication

	□ Gender equality policies ☒ Gender monitoring □Gender balanced decision bodies	
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	During the period under diagnosis (year 2019), there was one single report of sexual harassment reported to the ICM that was handled by strictly following the CSIC's Sexual Harassment Protocol. This does not imply the non-existence of other harassment cases. Women who suffer harassment, in any form or expression, often do not report it for two fundamental reasons: firstly, the fact that the victims themselves have often not identified sexual harassment as such (technical harassment); secondly, for reasons such as shame of having suffered harassment, fear of possible reprisals, lack of support, or even ignorance of the existence of protocols.	
Target group(s) to be addressed by this action	☒ Research staff Please specify who:	☒ Technician staff/ Support staff Please specify who:
		☒ Administration Please specify who:
Involved actors for the implementation	□ LeTSGEPs core team □ LeTSGEPs WG □ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer □ Other:
		Please specify who:
Responsible for the implementation	Human Resources	
Action's importance for your institution	☒ Very high □ High	□ Medium □ Low
		□ Very low □ Can't decide
Planned implementation period	Start month/year September 2021	End month/year N/A
Resources needed for implementation (personnel, equipment)	▪ Human resources: coordination of the action. ▪ External resources: trainers and experts on the topic, for sexual harassment workshops.	
Expected (measurable) output of this action (short-term effects)	▪ An ICM Code of Conduct, which incorporates the commitment to an environment free of sexual and gender-based harassment, is prepared and approved. ▪ The conditions for the effective deployment of the Protocol against sexual harassment at ICM are implemented. ▪ The protocol is well communicated to all staff. ▪ The individuals responsible for this issue in ICM are designated and trained on sexual and gender-based harassment. ▪ Awareness-raising sessions on sexual and gender-based harassment are developed and delivered to all staff (output measured by the number of organized awareness-raising sessions and the number of participants). ▪ A staff survey on sexual harassment to establish a perception baseline on this issue is conducted. ▪ Sexual harassment cases are reported, recorded and acted upon	
Expected outcome of this action (mid-term effects)	▪ Number of sexual harassment and harassment based on gender that have been reported. ▪ At the end of the GEP (year 1), at least 80% of the workforce will have participated in actions of awareness-raising on sexual and gender-based harassment. ▪ Perception of sexual and gender-based harassment in the workforce (baseline survey)	

Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. Concerning the OVI outcomes, there are no input values for the survey - which will be carried out as part of the measure -.

In order to seize changes in the staff's perception of sexual and gender-based harassment, the survey on the subject will be conducted again. This will allow establishing the changes originated from the implementation of the actions of this measure. The different units involved in the implementation of the actions are responsible for capturing this information.

On an annual basis, a report will be carried out on cases of sexual and gender-based harassment.

Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report.

From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself. |

Any additional comments you would like to make:

An issue that needs to be addressed is the need for a Protocol of sexual harassment on research vessels. Although these do not depend on the ICM, staff from the center participate in campaigns onboard these vessels and it is important to have a specific regulation for these cases.

Action 6.1.	Action name: **CAPACITY-BUILDING AND COMPETENCE DEVELOPMENT ON GENDER ISSUES: TRAINING ON THE INCLUSION OF GENDER DIMENSION WITHIN ICM**
Short description of the action	The training allows the acquisition of new skills and knowledge, and favours adaptation and retraining in a changed environment.
	A general understanding about gender issues must be created and shared in order to achieve institutional change aligned with gender equality. All staff should go through an induction process, which would make them feel familiar with gender related policies and services.
	The development of gender competence aims at improving the staff's knowledge and skills to deal with gender equality issues. With this objective, it is necessary to tailor training the different target audiences, taking into account their requirements.
	The objective of these actions is to acquire necessary and useful practical skills to guarantee the application of the principle of equality and non-discrimination, as well as to foster gender mainstreaming in the different areas of work.
	Given the cross-cutting nature of this measure, the actions detailed below are articulated with various other measures. Priority and thematic groups to be addressed are:
	o Gender Equality, GEPs and Gender Budgeting LeTSGEPs materials: training for Equality Task Force and management team.
	o Incorporation of the gender dimension in the governance and management of teams: advanced training for management personnel, human resources, department heads and team PIs.
	o Training for members of internal selection panels, technical commissions, and evaluators, on gender equality and gender bias to guarantee that they act with neutrality in selection processes.
	o Gender dimension in research: pilot training for the ETF and the group prioritized in Action 3.1
	o Sexual and gender-based harassment: introductory training for all staff, advanced training for staff managing teams, with specific content for reference persons within the framework of the Protocol of Sexual Harassment (articulated with Action 5.1).
	o Inclusive and non-sexist communication: introductory training for all staff, advanced training for communication staff (articulated with Action 8.1).
	Within the framework of this measure, the following activities will be carried out:
	▪ To develop a diagnosis of the training requirements of ICM staff in gender issues.
	▪ To prepare a training proposal that responds to the training requirements of specific groups.
	▪ To identify available courses (CSIC or other institutions) that fulfill the training requirements of the ICM.
	▪ Generation of own gender-related training courses and content at ICM.
	▪ To participate in those training actions programed for the period covered by this GEP.
	▪ To evaluate the training provided and monitor the use of the new skills acquired (when feasible).
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐
	2. Gender inclusive institutional governance (*Gender balance in decision-making bodies*) ☐
	3. Gender dimension in research ☐
	4. Work-life balance and organisational culture ☐

	5. Measures to prevent GBV incl. sexual harassment ☐
	6. Gender-inclusive institutional culture ☒
	7. Retributive policy: gender pay gap ☐
	8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization 　　☐ Data collection 　　☐ Other: ☒ Raising awareness 　　☒ Gender (& Diversity) training 　　☐ Other: ☐ Career progression and development 　　☐ Recruitment 　　☐ Promotion 　　☐ Retention ☒ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance 　　☐ Gender equality policies 　　☐ Gender monitoring 　　☐ Gender balanced decision bodies	☐ Integration of gender aspects in 　　☐ Research 　　☐ Teaching 　　☐ Internal funding applications ☐ Work-life-balance aspects 　　☐ Flexible working conditions 　　☐ Dual Career 　　☐ Care & family work 　　☐ Other, please specify 　☐ Gender Budgeting, please specify: ☐ Other fields, please specify: ☐ Gender-inclusive communication

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	Cultural barriers, such as gender stereotypes, lack of women's empowerment, or 'homo-sociality', persist within research institutions. The deep-rooted culture of how work is done in scientific research teams affects gender equality in research programs. Continuous training is centralized by the CSIC central organization. Two training actions addressing gender and equality issues were included in the 2019 "Plan de Formación del CSIC", the first one specifically on "Gender Equality" in the area of professional skills and general training, and the second one, in compliance with the measures of the II Equality Plan of CSIC, the inclusion of a module on "Equality and Gender-based Violence". Each of the training actions lasted more than 20 teaching hours (7 in total). The participation of ICM staff in courses on gender equality in the "Plan de Formación del CSIC" shows two key elements: low participation and gender bias. In 2019, only one person attended the specific course "*Gender Equality*" (30 hours and online) and only three persons attended courses that incorporated the module of *"Equality and Gender-based Violence*", *Gestión eficaz del tiempo* (30 hours, online) and *Habilidades directivas* (30 hours, online). All participants were women. Note, however, that there is no systematic collection of data on the people that requested, but were not selected, to participate in these and other courses with gender content. Positioning gender training as a necessity not only for the staff but also for the institution as a whole is a real challenge.

Target group(s) to be addressed by this action	☒ **Research staff** Please specify who	☒ Technician staff/ Support staff Please specify who:	☐ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☒ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who:

Responsible for the implementation	▪ Management		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021		End month/year December 2022
Resources needed for implementation (personnel, equipment)	▪ Training packages (CSIC, other institutions that can be identified) ▪ External experts on specific gender issues ▪ Training platform (online training) or ICM facilities ▪ LeTSGEPs Working Group / Equality Task Force		
Expected (measurable) output of this action (short-term effects)	▪ There is a diagnosis of the training requirements of ICM's staff in gender issues. ▪ There is a training proposal that responds to the training requirements of specific groups. ▪ There is an identified portfolio of courses on different gender issues. ▪ Programmed training is implemented for the period covered by this GEP. ▪ There are records of courses and other training actions, including the applicants and participants.		
Expected outcome of this action (mid-term effects)	▪ Number of training actions taught by content. ▪ Number of training hours given by content-based training actions ▪ Number of people participating in the training activities by content, disaggregated by gender, category and area / department. ▪ "Success" rate of the training actions by content, disaggregated by gender (difference between applicants and participants in the training). ▪ Coverage rate of personnel who have received training, with respect to potential personnel, disaggregated by gender. ▪ At least one-third of the total number of people trained are men. ▪ At least 25% of the staff participated in some gender training action in the first year of the GEP. ▪ Improved staff perception concerning the relevance of policies on gender equality at ICM (survey). ▪ Analysis of the applied monitoring tools leads to the compilation of a final monitoring report.		
Evaluation procedure (How to determine if goal was reached.)	To assess the success of this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have no specific input values because it is an action for which there is no previous baseline. Some indicators have no measurement value but it will be determined once the training plan is in place. To assess whether the measure is producing the expected results, tools to capture and systematise data will be developed (course registration, participant registration, survey, etc.). The different units involved in the implementation of the actions are responsible for capturing this information (e.g. HHRR) Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.		
Any additional comments you would like to make:			

Action 6.2.	Action name:
	INCREASING GENDER AWARENESS MAKING WOMEN RESEARCHERS AND TECHNICIANS VISIBLE
Short description of the action	Increasing the visibility and recognition of women working in science at the ICM and contributing to eliminate stereotyped images of women and science is a primary goal. It is crucial to break the male-science binomial and to position women, on an equal basis, as referents of scientific research in the public sphere and the collective culture.
	The above goal is emphasized by the fact that the inclusion of the gender dimension in research increases the social relevance of the resulting knowledge, technologies and innovations.
	To make the role and contributions of ICM's women researchers and technicians fully visible and to give them a voice, it is necessary to take joint actions at different levels:
	▪ To impulse an initiative to reassess the concept of excellence of the ICM from a gender perspective (discussion sessions with key stakeholders).
	▪ To establish institutional equality criteria in the areas of scientific participation avoiding all-male panels whenever possible (internal).
	▪ To increase the presence of ICM's women researchers and technicians in the different internal or external events
	▪ To make visible the contribution of women researchers and technicians at ICM using different media and communication tools. *Among others, use the Equality specific area on the institutional website (articulated with Action 2.2 MSI gender equality mechanism and instrument: Institutionalizing ETF and GEP).*
	▪ To develop and communicate contents related to gender and research and to disseminate achievements made by ICM's women researchers.
	▪ To permanently update the Equality Task Force and GEP area in the institutional website.
	▪ To organize dissemination sessions through Friday Talks (weekly event at ICM).
	▪ To publish short articles on the research being carried out by the ICM's women.
	▪ To promote the inclusion of women researchers and technicians at ICM, *or of its equality mechanisms,* in networks of women researchers that contribute to national and international visibility (e.g., the network of Equality Commissions of the CSIC, EU project ACT, SOMMA-Severo Ochoa centres, etc.).
	▪ To organize an event on the inclusion of the gender perspective in marine research.
	▪ To carry out visibility and recognition actions for women researchers at the ICM in the framework of significant dates such as 8th March, 25th November, Girls and Science Day, etc.
	▪ To visualize the ICM role models in high education schools (action articulated with ResBios)
	▪ To implement the Young Researcher Award at the ICM (action articulated with SO).
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐
	2**.** Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐
	3. **Gender dimension in research** ☒
	4. Work-life balance and organisational culture ☐
	5. Measures to prevent GBV incl. sexual harassment ☐

	6**. Gender-inclusive institutional culture** ☒ 7. Retributive policy: eradicating gender pay gap ☐ 8. Inclusive and non-sexist communication ☐

| **Field(s) of action** (one action might tackle more than one field of action) | ☐ Understanding the organization
    ☐ Data collection
    ☐ Other:
☒ **Raising awareness**
    ☐ Gender (& Diversity) training
    ☐ Other:
☐ Career progression and development
    ☐ Recruitment
    ☐ Promotion
    ☐ Retention
☐ Creating a gender-inclusive workplace culture
☐ Prevention of gender-based violence/sexual harassment
☐ Institutional Governance
    ☐ Gender equality policies
    ☐ Gender monitoring
    ☐Gender balanced decision bodies | ☒ **Integration of gender aspects** in
    ☐ Research
    ☐ Teaching
    ☒ Internal funding applications
☐ Work-life-balance aspects
    ☐ Flexible working conditions
    ☐ Dual Career
    ☐ Care & family work
    ☐ Other, please specify
☐ Gender Budgeting, please specify:

☐ Other fields, please specify:
☐ Gender-inclusive communication |

| **Institutional key site(s) of inequality to be addressed by this action** (i.e., organizational context) | The deep-rooted culture of how work is done in scientific research teams affects gender equality in research programs. Cultural barriers, such as gender stereotypes, lack of women's empowerment, or 'homo-sociality', persist within academic and research environments.

Vertical segregation undoubtedly contributes to the invisibility of women. The participation of research staff in many scientific areas is marked by the leadership of the research groups; in the ICM, out of 14 research groups, only 3 have women as principal investigators, representing 21.4% of the total.

Women researchers also appear in smaller numbers as "last authors" (this is the position of the principal researcher in the list of authors). Of the 78 publications in 2019[12] in high-impact journals authored by ICM research staff, 69.2% of the last authorships are by men. In contrast, women have 59% of the first authorships, which is valued positively.

The perception of a relatively low public presence of women in research or, in other words, the invisibility of female researchers, has consequences on the lack of references among STEM students. |

Target group(s) to be addressed by this action	☐ **Research staff** Please specify who:	☒ Technician staff/ Support staff Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☐ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who: **Communication services**
Responsible for the implementation	▪ Management ▪ Outreach and Communication Unit ▪ Equality Task Force ▪ Research and technician staff ▪ Severo Ochoa management team		

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[12] Only those whose correspondence address is the ICM have been considered in the analysis.

Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year June 2021		End month/year N/A

Resources needed for implementation (personnel, equipment)	- Institutional Web - Personal of the Outreach and Communication Unit - Equality Task Force / Gender Equality Commission - Gender Equality Officer
Expected (measurable) output of this action (short-term effects)	- Institutional agreement on equality criteria in the areas of scientific participation, avoiding all-male panels whenever possible (internal). - Awareness-raising products with content related to gender and research and to the achievements made by ICM's women researchers. - An equality/GEP specific area on the institutional website, permanently updated. - Dissemination sessions through Friday Talks, - Contacts/associations for the inclusion of ICM's women researchers and technicians in women researcher's networks that contribute to give visibility to women in science.
Expected outcome of this action (mid-term effects)	- Increased staff perception concerning the relevance of policies on gender equality at ICM (increase of the number of researchers who believe that policies on gender equality are relevant; to be assessed through a survey). - At least 6 publications (short articles on the website) on the research being carried out by ICM's women researchers. - At least 1 event organised on the integration of the gender perspective in marine research. - At least 2 actions of visibility and recognition of ICM's women researchers in the framework of significant dates. - At least 2 dissemination sessions organised through Friday talks. - Even percentage of ICM women researchers in the different internal activities or external events
Evaluation procedure (How to determine if goal was reached.)	To assess the success of this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The indicators have specific input values, which will allow measuring changes originated from the implementation of the actions of this measure. To measure these changes on all undertaken actions, tools to capture and systematise data will be developed. Whenever available, baseline data will be used as a reference for measuring change. The different units involved in the implementation of the actions are responsible for capturing this information (SO, HHRR, etc.) Methodologically, the data will be permanently monitored by LeTSGEPs working group (and later by the ETF) to verify that there are no deviations in the objectives set. The group will act accordingly if changes are required. The results will be presented in an annual report. From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.
Any additional comments you would like to make:	

Action 7.1.	Action name: GENDER BUDGETING
Short description of the action	Budgets are not gender-neutral in their effects; they affect men and women in different ways. Science budgets are not alien to this reality. Gender sensitive budgets can contribute to gender equality. The main objectives of "gender budgeting" are: a) to promote equity, efficiency and effectiveness in the planning and implementation of ICM policies; b) to favor transparency in the allocation and redistribution of resources; c) to increase awareness through information and stakeholders' involvement; and d) to increase the development of human capabilities from an equality perspective. The main purpose of this measure is to introduce gender equality into the budgetary process. This means a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality. Being aware of the budget level of gender impact is the first step to start a process of designing more gender sensitive strategies and to develop the full potential and talent of every person at ICM. This process is limited to the area of competence of the ICM. Although this measure requires a budget analysis process, it should be underlined that the resources allocated to the different measures of this GEP are already part of the gender budgeting. This measure implies carring out the following acvtivities: ▪ To establish the methodology for gender budgeting analysis/audit (including the development of a set of specific qualitative and quantitative indicators). ▪ To improve the budget management control tools (gender disaggregated data and expense items). ▪ To collect all data regarding ICM budget (gender disaggregated data). ▪ To analyze budget accounting items (with reference to the individual generators of income and of expenditure) that will better allow to identify gender impact. ▪ Considering the results of the previous analysis, to elaborate a proposal for budget reclassification (Gender-Responsive Budget) for the next budgeting phase. ▪ To propose the Director / Management board a reclassification of those budget items under ICM management. ▪ To implement the agreed reclassification of budget items. ▪ To monitor changes in the organization with respect to gender equity issues resulting from the reclassification of selected budget items. ▪ To monitor, more specifically, the funds assigned to the GEP measures This measure is closely linked to measures *7.2 Gender Pay Gap* and *2.2. ICM gender equality mechanism and instrument: Institutionalizing ETF and GEP*
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. **Gender Budgeting** ☒ 8. Inclusive and non-sexist communication ☐
Field(s) of action	☐ Understanding the organization ☐ Integration of gender aspects in

(one action might tackle more than one field of action)	☐ Data collection
	☐ Other:
	☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
	☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☒ Retention
	☐ Creating a gender-inclusive workplace culture
	☐ Prevention of gender-based violence/sexual harassment
	☐ Institutional Governance
	    ☐ Gender equality policies
	    ☐ Gender monitoring
	    ☐Gender balanced decision bodies
		☐ Research
		☐ Teaching
		☐ Internal funding applications
		☐ Work-life-balance aspects
		    ☐ Flexible working conditions
		    ☐ Dual Career
		    ☐ Care & family work
		    ☐ Other, please specify
		☒ **Gender Budgeting**, please specify:
		
		☐ Other fields, please specify:
		☐ Gender-inclusive communication

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	Gender budgeting is a key process that could not be carried out during the diagnosis phase of the formulation of this GEP; therefore, it has been established as a measure in the GEP.	
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who	☒ **Technical/Support staff** Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☒ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who: **Human Resources IPs**
Responsible for the implementation	▪ HR department, together with the LeTSGEPs gender expert	
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year July 2021	End month/year N/A	
Resources needed for implementation (personnel, equipment)	▪ Human resources database ▪ General management data base ▪ Gender equality officer ▪ Equality Task Force	
Expected (measurable) output of this action (short-term effects)	▪ Permanently updated budget management databases ▪ Methodology for gender budgeting analysis/audit (including the development of a set of specific qualitative and quantitative indicators) designed and implemented. ▪ An analysis of budget accounting items (with reference to the individual generators of income and expenditure), allowing a better identification of its gender impact, implemented.	

	- Proposal to the Director and Management board on the reclassification of budget items (under ICM management). - Regularly monitoring of results and changes in the organization with respect to gender equity issues resulting from GB. - Regularly monitoring data of the funds assigned to the GEP measures. - Improved control tools for budget management.
Expected outcome of this action (mid-term effects)	% of ICM budget funds allocated to gender equality and mainstreaming strategies (directly relevant to gender GEP). Annual evolution (increase/decrease). - Distribution of the budget in areas indirectly relevant to gender.
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. The results indicators are currently limited but, in the framework of the budget analysis to be carried out in the measure, new indicators will be formulated and provided with input values. The information will be obtained from management databases. The different units involved in the implementation of the actions are responsible for obtaining this information. Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, to verify that there are no deviations in the objectives; actions will be taken accordingly, if required. The results will be presented in an annual report. From the Monitoring and Evaluation (M&E) system of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection
Any additional comments you would like to make: It must be noted that some of the actions foreseen in this measure have already been assigned funds, as they were considered as being part of two EU SwafS projects (LetsGEPs and ResBios) where ICM is participating. This two projects are pursuing institutional changes that will have continuity in the future, so once the projects ended, the necessary budget to continue with these actions will have to be assumed by the ICM.	

Action 7.2.	Action name: GENDER PAY GAP: ANALYSIS AND ACTION
Short description of the action	This measure aims to assess the transparency of retributive policy and whether there is a wage gap between women and men, and to propose actions accordingly. The Gender Pay Gap (PGP) is a key indicator to assess pay policy from a gender perspective; the GPG is defined as the difference between the average pay of women and men, for equal positions, expressed as a percentage. This indicator highlights the extent to which various factors combine to undermine effective equality between women and men in the workplace. Some of these factors are horizontal segregation, differences between women and men in promotion and access to positions of responsibility (vertical segregation/glass ceiling) or the greater weight of work-life balance efforts among women. The GPG in the public administration sector is lower than in the private sector in general but, nonetheless, it exists. This measure will identify the adjusted pay gap in the ICM and tackle the factors that contribute to it. The following activities are proposed to achieve this goal: ▪ To carry out a cross-cutting analysis of the salaries of the entire workforce (civil servants and employees, including the particularities established in their specific legislation). This analysis should produce the average values of salaries (including salary complements and non-wage payments) and consider all the relevant variables available and the factors that contribute to the generation of the gender pay gap (seniority, type of working day, type of contract, activity, position, dedication, work-life balance, among others). The reference time period will generally be the calendar year. The results of this process will serve as a baseline and reference for the design of actions to reduce the gender pay gap. ▪ To propose the Director and Management board a set of actions to reduce the incidence of factors contributing to the GPG (falling under the scope of the ICM), conducive to the GPG eradication. ▪ To implement the agreed actions according to planning. ▪ *To assess the impact of actions carried out*
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organisational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. **Retributive policy: eradicating gender pay gap** ☒ 8. Inclusive and non-sexist communication ☐

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization
	  ☐ Data collection
	  ☐ Other:
	☐ Raising awareness
	  ☐ Gender (& Diversity) training
	  ☐ Other:
	☐ Career progression and development
	  ☐ Recruitment
		☐ Integration of gender aspects in
		  ☐ Research
		  ☐ Teaching
		  ☐ Internal funding applications
		☐ Work-life-balance aspects
		  ☐ Flexible working conditions
		  ☐ Dual Career
		  ☐ Care & family work
		  ☐ Other, please specify
		☒ **Gender Budgeting**, please specify:

	☐ Promotion ☒ Retention ☐ Creating a gender-inclusive workplace culture ☐ Prevention of gender-based violence/sexual harassment ☐ Institutional Governance ☐ Gender equality policies ☐ Gender monitoring ☐Gender balanced decision bodies	☐ Other fields, please specify: ☐ Gender-inclusive communication	
Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	The complexity of a rigorous analysis of the gender pay gap has prevented its execution in the diagnostic phase, that is, prior to the formulation of this GEP. However, its opportunity and necessity are clear, hence the introduction of the present measure in the GEP.		
Target group(s) to be addressed by this action	☒ **Research staff** Please specify who	☒ **Technical/Support staff** Please specify who:	☒ Administration Please specify who:
Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☒ Administration ☒ **Management**	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who: **Human Resources IPs**
Responsible for the implementation	▪ Department of Human Resources ▪ Management, assisted by the Gender Equality Officer		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year September 2021	End month/year N/A	
Resources needed for implementation (personnel, equipment)	▪ Human resources database ▪ General management data base ▪ Gender equality officer ▪ Equality Task Force		
Expected (measurable) output of this action (short-term effects)	▪ Updated database to capture the dataset required for the analysis of the remuneration policy with a gender perspective. ▪ A study of ICM's retributive policy is conducted and regularly updated, allowing to establish the gender pay gap with input values for all indicators. ▪ The different factors contributing to the generation of the GPG in the ICM have been identified and assessed (where possible). ▪ In response to the results of the analysis, a proposal for actions to reduce the incidence of the factors that contribute to the generation of gender pay gaps and thus reduce or eradicate the GPG.		
Expected outcome of this action (mid-term effects)	▪ Actions, within the scope of the ICM's competencies, that allow the reduction of the GPG will be identified and promoted by the director and Management board. ▪ Institutionalized mechanisms for monitoring the evolution of the gender pay gap.		
Evaluation procedure (How to	To assess the scope of the objectives and results established in this measure, several objectively verifiable indicators (OVI) for the outputs (short-term effects)		

determine if goal was reached.)	and the outcomes (mid-term effects) have been defined. The outcome indicators are limited as this is an analysis-oriented measure. In the framework of the study, indicators on multiple aspects of the wage structure will be designed and provided with input values-.
	The methodology for data collection, systematisation and analysis will be established in the framework of the study design (considering the methodology derived from the *Real Decreto 902/2020).* The information will be obtained from human resources and management databases and will be systematized and exploited with spreadsheets.
	The different units involved in the implementation of the actions are responsible for obtaining this information.
	Methodologically, the data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force, to verify that there are no deviations in the objectives; actions will be taken accordingly, if required. The results will be presented in an annual report.
	From the Monitoring and Evaluation (M&E) system of the GEP, modifications will be established about instruments, sources, and priorities for information/data collection.

Any additional comments you would like to make:

In order to carry out the pay gap analysis, the methodology derived from the *Real Decreto 902/2020, de 13 de octubre, de igualdad retributiva entre mujeres y hombres* will be taken into consideration.

Beyond the strict analysis of the gender pay gap, it is proposed to initiate a reflection on collateral issues, such as unpaid work, which is highly feminised, and non-wage or intangible benefits.

Action 8.1	Action name: PROMOTE THE USE OF INCLUSIVE AND NON-SEXIST COMMUNICATION
Short description of the action	The use of sexist language in the work environment not only contributes to the perpetuation of gender roles, traditional gender stereotypes and turning invisible the presence of women but also favours the discrimination and inequalities among women and men. Sexist language is revealed in many people management processes, jobs titles and descriptions, or in the day-to-day interaction in the workplace. Research communication contains at least three different communication levels and functions: institutional, scientific, and interpersonal; all three levels can be (or not) gender sensitive. Communication cuts across all organizational activities and places, both at the formal and informal levels. Gender sensitive language and images, as well as gender sensitive content, is an important precondition to achieving a more accurate, more respectful, and more consistent communication aligned with equality values. ICM needs to have built-in capacity in the use of inclusive communication in all areas. For this, the following activities are proposed: ▪ To approve an internal guide on the use of inclusive and non-sexist communication for the use of all ICM staff. ▪ To incorporate the gender inclusive communication approach into the Communication Plan. ▪ To develop a guide on the inclusive and non-sexist use of language, both written and visual, adapted to research (Catalan and Spanish). ▪ To disseminate the guide among ICM staff and make it accessible through the intranet. ▪ To organise targeted training sessions on the inclusive and non-sexist use of language (verbal, written and visual) to different stakeholders of the institution (communication managers, leaders and researchers, administrative staff, etc.) ▪ To review and adapt institutional documents, communication materials and website from a gender perspective. ▪ To examine gender bias in internal communication.
Impact area(s)	1. Career progression and development (Increase in the participation of women in research and innovation and improvement of their career prospects) ☐ 2. Gender inclusive institutional governance *(Gender balance in decision-making bodies)* ☐ 3. Gender dimension in research ☐ 4. Work-life balance and organizational culture ☐ 5. Measures to prevent GBV incl. sexual harassment ☐ 6. Gender-inclusive institutional culture ☐ 7. Retributive policy: eradicating gender pay gap ☐ 8. **Inclusive and non-sexist communication** ☒

Field(s) of action (one action might tackle more than one field of action)	☐ Understanding the organization
	    ☐ Data collection
	    ☐ Other:
	☐ Raising awareness
	    ☐ Gender (& Diversity) training
	    ☐ Other:
		☐ Integration of gender aspects in
		    ☐ Research
		    ☐ Teaching
		    ☐ Internal funding applications
		☐ Work-life-balance aspects
		    ☐ Flexible working conditions
		    ☐ Dual Career
		    ☐ Care & family work

	☐ Career progression and development
	    ☐ Recruitment
	    ☐ Promotion
	    ☐ Retention
	☐ Creating a gender-inclusive workplace culture
	☐ Prevention of gender-based violence/sexual harassment
	☐ Institutional Governance
	    ☐ Gender equality policies
	    ☐ Gender monitoring
	    ☐Gender balanced decision bodies
		☐ Other, please specify
		☐ Gender Budgeting, please specify:
		
		☐ Other fields, please specify:
		☒ **Gender-inclusive communication**

Institutional key site(s) of inequality to be addressed by this action (i.e., organizational context)	Although the central organisation (CSIC) has a specific instrument for non-sexist communication, in the form of a Guide, the ICM has not yet adopted this document internally, because this guide not only presents limitations in terms of the use of inclusive language but because it has been published in Spanish only but not in Catalan. In addition, ICM does not have its own guidelines and monitoring processes to enforce non-sexist communication, such as adequate means to ensure proper utilization of inclusive language and the balanced use of images. Nonetheless, there exists an informal "control" from the ICM's Communication Office and the Equality Task Force to assess the contents of some documents and, in particular, of publications in the website. The Communication's Office staff is sensitive on gender issues but does not have enough training on inclusive communication. As a result, ICM does not produce consistent external nor internal communication in this regard. In fact, at organisational level, and based on the review performed on diverse documentation in various formats (collective agreements, guides, protocols, etc.), it may be concluded that inclusive and non-sexist language is used irregularly. However, in recent years, the Equality Task Force has given high priority to actions aimed at improving this issue. The above-mentioned review has also highlighted that inclusive language is mostly used in ICM's website (https://www.icm.csic.es/en). However, it is important to note that most of the external communication done via the website is in English, which is a rather neutral language. ICM is also present in social media *(facebook, twiter, instagram, youtube)*[13]; inclusive and non-sexist language is used also irregularly in these channels. In what concerns the use of images at an institutional level, the website and any other channels do not contain enough images of people to assess whether the use of images is unbalanced or sexist.	
Target group(s) to be addressed by this action	☒ Research staff Please specify who:	☒ Technician staff/ Support staff Please specify who:	☒ Administration Please specify who:

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[13] https://twitter.com/ICMCSIC

https://www.facebook.com/InstitutDeCienciesDelMar/

https://www.instagram.com/icm.csic/

https://www.youtube.com/channel/UCzfXAXO0sDYNL_mi5kmfAqg

Involved actors for the implementation	☐ LeTSGEPs core team ☐ LeTSGEPs WG ☒ Administration ☒ Management	☒ Equality Task Force ☒ Gender Equality Officer ☐ Other:	Please specify who: ▪ Research Support Office: Outreach and Communication ▪ Committee Communication and Outreach
Responsible for the implementation	▪ Research Support Office ▪ Outreach and Communication Services		
Action's importance for your institution	☐ Very high ☒ High	☐ Medium ☐ Low	☐ Very low ☐ Can't decide
Planned implementation period	Start month/year September 2021	End month/year December 2022	
Resources needed for implementation (personnel, equipment)	▪ Internal resources (Research support officers, outreach and communication and gender equality officers) ▪ External resources: trainers and experts on the topic		
Expected (measurable) output of this action (short-term effects)	▪ An internal guide on the use of inclusive and non-sexist communication at institutional level is approved. ▪ A guide on inclusive use of language for written and visual communication, adapted to research (Catalan and Spanish) is in place. ▪ A Communication Plan with gender inclusive and non-sexist communication approach is in place. ▪ The use of inclusive and non-sexist language and images at the ICM website and social media is monitored. ▪ Targeted training sessions on the inclusive use of language and images to different stakeholders of the institution are implemented. ▪ Monitoring of the use of inclusive and non-sexist communication in institutional publications (posted on the web) by ETF twice a year. ▪ Short update about communication activities twice times a year.		
Expected outcome of this action (mid-term effects)	▪ Development of an internal Guide on inclusive use of language for written and visual communication adapted to research ▪ Institutionalized use of gender sensitive language and images (a high percentage of public institutional documents and research publications use inclusive language and non-sexist image). ▪ At least one-third of the staff trained on the use of inclusive and non-sexist communication are men. ▪ Reduced use of sexist language in oral communications at internal events (general assemblies, day-to-day interaction, group meetings) ▪ Development of institutional capacity within the Outreach and Communication Unit to use inclusive and non-sexist language and images.		
Evaluation procedure (How to determine if goal was reached.)	To assess the scope of the objectives and results established in this measure, several objective verifiable indicators (OVI) for the outputs (short-term effects) and the outcomes (mid-term effects) have been defined. IOVs do not have specific input values since the written output of the ICM is more than significant. However, within a gradation (low, medium, and high) of the use of inclusive communication this would be low. An analysis of the same sources used to establish the diagnosis is proposed to assess any changes concerning the institutionalization of inclusive communication: institutional website, social networks (Facebook, Twitter, Instagram, Youtube), and main institutional documents. This will allow identification of changes originated from the implementation of the actions of this		

	measure. The different units involved in the implementation of these actions are responsible for capturing this information.
	Methodologically, on a quarterly basis, publications or press releases on the Web (English, Catalan, and Spanish) and institutional social networks (Facebook, Twitter, Instagram, YouTube) will be verified. The latter can be sampled over a few days. The use of inclusive language in institutional documents (reports, administrative documentation, institutional correspondence) will be verified every six months.
	The data will be permanently monitored by the LeTSGEPs working group, and later by the Gender Equality Task Force in order to verify that there are no deviations in the objectives. The group will act accordingly if changes are required. The results will be presented in an annual report.
	From the Monitoring and Evaluation (M&E) system of the GEP, modifications can be established about collected instruments, sources, and priorities for information/data collection according to the needs of the M&E system itself.

Any additional comments you would like to make:

At CSIC level, the *"Guía para un uso no sexista de la lengua"* is used as a reference document, written by the *Universidad Autónoma de Madrid (UAM).*