



EKONOMIA, LAN ETA  
ENPLEGU SAILA  
Bizkaiaiko Lurralde Ordezkaritza

DEPARTAMENTO DE ECONOMÍA,  
TRABAJO Y EMPLEO  
Delegación Territorial de Bizkaia

## Hitzarmena edo Akordioa: Basque Center for Applied Mathematics (BCAM)

Espedientea: 48/19/0115/2025

Data: 05/06/2025

Gaia: INSKRIPZIOAREN KOMUNIKAZIOA (ARGITALPENIK GABE)

Hartzailea: LOREA GOMEZ GARCIA

Kode 48100312192025.

**ERABAKIA**, Ekonomia, Lan eta Enplegu Saileko Lan eta Gizarte Segurantzako Bizkaiko Lurralde Ordezkaritza. Honen bidez ebazten da **BASQUE CENTER FOR APPLIED MATHEMATICS (BCAM)** entitatearen Berdintasun Plana inskribatu eta gordailu egitea (kodea zk. **48100312192025**).

**RESOLUCIÓN** de la Delegada Territorial de Trabajo, y Seguridad Social de Bizkaia del Departamento de Economía, Trabajo y Empleo, por la que se dispone la inscripción y depósito del Plan de Igualdad de la entidad **BASQUE CENTER FOR APPLIED MATHEMATICS (BCAM)**. (código nº **48100312192025**)

### AURREKARIAK

Bide telematikoz, 2025eko maiatzaren 19an, erakundeak, alde bakarrez, Berdintasun Plana aurkeztu du ordezkaritza honetan, "adostu gabeko" izaerarekin.

### ANTECEDENTES

Por vía telemática, con fecha 19 de mayo de 2025 la entidad, de manera unilateral, ha presentado en esta delegación el Plan de Igualdad con naturaleza de "no acordado".

### ZUZENBIDEKO OINARRIAK

Lehenengoa. Berdintasun plana martxoaren 22ko gizon eta emakumeen arteko berdintasun eraginkorra arautzen duen 3/2007 Lege Organikoaren esparruan aurkeztu da (45. artikuluan esandakoaren arabera).

Bigarrena. Erakundeak egiaztatu duenez, berdintasun-planak eta horien erregistroa arautzen dituen 901/2020 Errege Dekretuaren 5. artikulua arabera, sektoreko sindikatu adierazgarrienei eta ordezkarrienei dei egin die negoziazio-batzordea eratzeke.

Hirugarrena. 9/2011 Dekretuak, urtarrilaren 25ekoa (2011-02-15ko EHAA), Euskal Autonomia Erkidegoko Hitzarmen eta Akordio Kolektiboen Erregistroari eta Gordailuari buruzkoa, bere 5. Artikuluan, eta 713/2010 Errege Dekretuak, maiatzaren 28koa (2010-6-12ko EBO) – hitzarmen kolektibo eta berdintasun planen erregistroari

### FUNDAMENTOS DE DERECHO

Primero. El plan de igualdad se ha presentado en el marco de lo establecido en el artículo 45 de la Ley Orgánica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres.

Segundo. La entidad ha acreditado que, conforme al artículo 5 del RD 901/2020 por el que se regulan los planes de igualdad y su registro, ha convocado a los sindicatos más representativos y representativos del sector para constituir la comisión negociadora.

Tercero. La competencia prevista en artículo 5 del Decreto 9/2011, de 25 de enero, del registro y depósito de convenios y acuerdos colectivos de trabajo del País Vasco (Boletín Oficial del País Vasco de 15-02-2011), en relación con el artículo 2.1.f del Real Decreto 713/2010 de 28 de Mayo (BOE de 12/06 /2010) sobre registro de convenios colectivos y planes

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buruzkoak, bere 2.1.f artikuluan aurreikusitako eskuduntza, lan agintaritza honi dagokio, honako arautegiaren arabera: Ekonomia, Lan eta Enplegu Sailaren egitura organikoa eta funtzionala ezartzen duen, azaroaren 5eko 323/2024 Dekretuaren 18.2.g artikulua (2024-11-21ko Euskal Herriko Agintaritzaren Aldizkaria).

de igualdad, corresponde a esta autoridad laboral, de conformidad con lo establecido en el art. 18.2.g) del Decreto 323/2024, de 5 de noviembre, por el que se establece la estructura orgánica y funcional del Departamento de Economía, Trabajo y Empleo (Boletín Oficial del País Vasco de 21-11-2024).

Honen ondorioz,

En su virtud,

**ERABAKI DUT:**

**RESUELVO:**

Lehenengoa. Hitzarmen Kolektiboen eta Berdintasun Planen Erregistroaren Bizkaiko Lurralde Atalean inskribatu eta gordailu egiteko agintzea eta aldeei jakinaraztea.

Primero. Ordenar su inscripción y depósito en la Sección Territorial de Bizkaia del Registro de Convenios Colectivos y Planes de Igualdad, con notificación a las partes.

Bizkaiko Lurralde Ordezkarria / Delegada Territorial de Bizkaia,  
VERONICA FERNANDEZ FERNANDEZ

FIRMADO POR: VERONICA FERNANDEZ FERNANDEZ  
EAĒko HAetako langileen CA - CA personal de AAPP vascas (2)  
Firma Válida

**Código DIR3 : A16007468**

**Plan for the equality of women and men in the Basque Center for Applied Mathematics (BCAM)**

Plan for the Equality of women and men 2022- 2026  
Basque Center for Applied Mathematics



Process completed with the support of:



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## 1. INTRODUCTION

For the preparation of BCAM's 2<sup>nd</sup> Equality Plan 2022-2026, the Negotiating Committee considered the diagnosis of the situation as a starting point.

This diagnosis analyses the quantitative and qualitative data of the workforce in 2021 in detail: number of male and female workers, distribution, by level, type of contract, leaves granted, training courses taken, etc.

Its general conclusion is that BCAM's commitment to gender equality is evident, and that several tools are being implemented to make equality a transversal axis of the company, even though there is an overall under-representation of women and, based on the analysis made, some horizontal segregation can be observed. This fact is a clear reflection of what is happening in the STEM sector.

For this reason, it is necessary to detect the areas where biases can be corrected, to strengthen the principles of equality between women and men, and to design or build tools, processes or mechanisms to continue to make progress towards real equality.

The new plan therefore aims to advance along the lines of the conclusions of the diagnosis carried out, by considering the adaptation to Royal Decree 901/2020, of October 13<sup>th</sup>, which regulates equality plans and their registration, and Royal Decree 902/2020, of October 13<sup>th</sup>, on equal pay for women and men.

## 2. GENERAL COMPANY INFORMATION

<b>COMPANY DETAILS</b>	
Company name	Basque Center for Applied Mathematics
NIF	G-95543526
Registered office	Alameda Mazarredo 14
Legal entity type	Association
Year of incorporation	2008
<b>Person in charge of the Entity</b>	
Name	Lorea Gómez García
Position	Manager
Tel.	946 567 842

e-mail	lgomez@bcamath.org						
<b>Equality Officer</b>							
Name	Idoia Hernandez						
Position	Management Assistant						
Tel.	946 567 842						
e-mail	ihernandez@bcamath.org						
<b>ACTIVITY</b>							
Sector	Partnership or Other Undefined Types						
CNAE (Spanish National Classification of Economic Activities)	7219						
Activity description	Other Research And Experimental Development In Natural And Technical Sciences						
Geographic dispersion and scope	Basque Country						
<b>SIZE</b>							
Employees	Women	44	Men	108	Total	152	
Workplaces	Alameda Mazarredo 14						
Annual turnover (€)							
<b>HUMAN RESOURCE ORGANIZATION</b>							
I Personnel department	Yes						
Equality certifications or awards obtained							
Legal and/or trade union representation of workers	Women	NO	Men	NO	Total	N O	

### *Presentation and history of the entity*

BCAM – the Basque Center for Applied Mathematics – is a world-class interdisciplinary research center for Applied Mathematics promoted by the Department of Education, Language Policy and Culture of the Basque Government, the University of the Basque Country, Innobasque and Ikerbasque. This non-profit organisation was created in 2008 and is registered in the Basque Government Associations Register under number AS / B / 14205/2009. The center started operating in September 2008 and is located in Bilbao, Basque Country (Spain).

The main objective of BCAM is to strengthen the Basque science and technology sector, by conducting interdisciplinary research at the frontiers of mathematics, as well as training and attracting talented scientists. Its priorities include the development of mathematical solutions to scientific challenges based on real-life applications.

In addition, one of BCAM's most important missions is to disseminate knowledge and technology to industry and society at large. In this sense, it is essential for the institution to transfer its research results to sectors such as biosciences, health, energy, telecommunications and transportation, etc. To this end, BCAM offers its expertise in many fields of research to SMEs and large industrial groups, and supports the creation of new companies.

The General Assembly of BCAM is the main management committee of the Research Center, as established in its statutes, and is formed by its associate members (Ikerbasque, UPV/EHU, Innobasque, Provincial Council of Bizkaia and Petronor Innovación S.L). The second management committee in charge of its administration is the Board of Directors , which include three men and one woman. The three men hold the positions of President, Vice President and Treasurer, and the woman holds the position of Secretary.

The entity also has a Scientific Committee composed of four men and three women, all of whom benefit from international recognition .

**Mission:** BCAM is a **world-class research center on Applied Mathematics** created with the support of the Basque Government and the University of the Basque Country, which aims to strengthen the Basque science and technology system, by interdisciplinary research in the frontiers of mathematics, talented scientists' training and attraction, so the excellence of our results are recognized by the Society.

**Vision:** Focus on **interdisciplinary research in the frontiers of mathematics, attraction and training** of talented scientists, **development of new numerical and simulation methods**, interaction with industry, health and social institutions, and promotion of scientific and technological advances worldwide. BCAM aims to **generate synergies among different stakeholders** working on mathematical research so as to become the reference at a national and international level in Applied Mathematics.

### *Contextualisation*

At the time of elaborating the diagnosis, only the people who are strictly hired by BCAM, by means of an employment contract, are considered. Even so, in order to understand the nature of the centre, it is necessary to specify the different linkages that occur in BCAM since this has a direct impact on the elaboration of the actions of the Equality Plan.

Most of the centre's staff is directly hired by BCAM, but this is not the same in all cases:

Personnel working in BCAM can be divided in 3 categories:

1.- Non-scientific staff: The remuneration for the non-scientific staff (i.e. the administrative staff) is decided by the General Manager and as it depends on the seniority, is not gender biased.

2.- Scientific staff contracted by BCAM: it is the majority of research technicians, postdocs and Ph.D. students. For the Research Technicians and Postdocs, their salary is subject to BCAM remuneration policy. It is important to highlight the following: the salary of researchers hired

directly by BCAM is defined by the seniority level of the researcher, i.e., it depends on the number of years of doctoral experience, therefore, there is no gender bias. PhD Students are financed by different grants with specific internal regulations, with eventually variable salary conditions from the EPIF Law. In this case, BCAM does not decide directly on the remuneration of the researchers.

With respect to the career stability of it is important to highlight that the nature of the early stage of a research career consists of a sequence of postdoctoral contracts in different institutions (and often in different countries), so that temporality is inherent to the nature of these contracts that are currently offered by BCAM, targeting early career researchers. Note that senior researchers are often contracted via Ikerbasque, UPV/EHU and collaboration agreements, see details below. However, BCAM tries to motivate and train researchers so that they can move further in their scientific careers.

3.- Scientific staff not contracted by BCAM: scientists contracted by Ikerbasque which have BCAM as working institution or scientists contracted by Ikerbasque or UPV/EHU which are part of BCAM via different collaboration agreements.

Currently, BCAM has 5 areas and 14 research lines. For each research line there is a group leader, except for two lines that have two group leaders. In total, there are 16 group leaders and only 2 of them are hired by BCAM. Regarding the 9 researchers that constitute the BCAM Management Committee (which aims to contribute to the internal management of the center and support the Scientific Director in establishing the annual distribution of research funds): all of them are group leaders, part of the staff of the center, but none of them is directly hired by BCAM.

That is the case of the Scientific Director of the Center who is hired as UPV/EHU staff, and attached to BCAM by means of an agreement. We also have the case of Group Leaders who are UPV/EHU or Ikerbasque personnel (or both) and are linked to BCAM through a collaboration agreement.

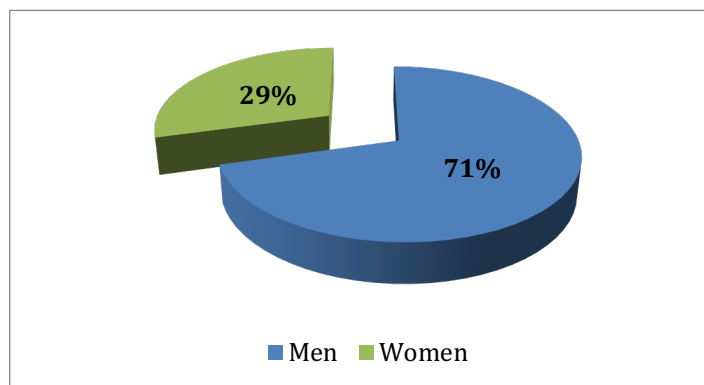
Although these researchers are not directly hired by BCAM, they are part of the staff of the Center. In this case, the institutions handling the contracts, UPV/EHU and Ikerbasque, are independently negotiating the salary of the researchers, which are subject to their own gender equality plan.

### *Company gender map*

The aim of this section is to summarise the aspects that stand out from the analysis of the quantitative data on the company's workforce. In this way, we will be able to have a broader overview of the current situation while considering gender and other key variables.

Starting with the analysis of the composition of the workforce by gender, we can see that the **company is male-dominated**, as the number of men exceeds 60%, and in this case they account for just over 7 out of every 10 workers (71%), i.e. 39 women and 94 men.

**Graph n1. Total workforce by gender**



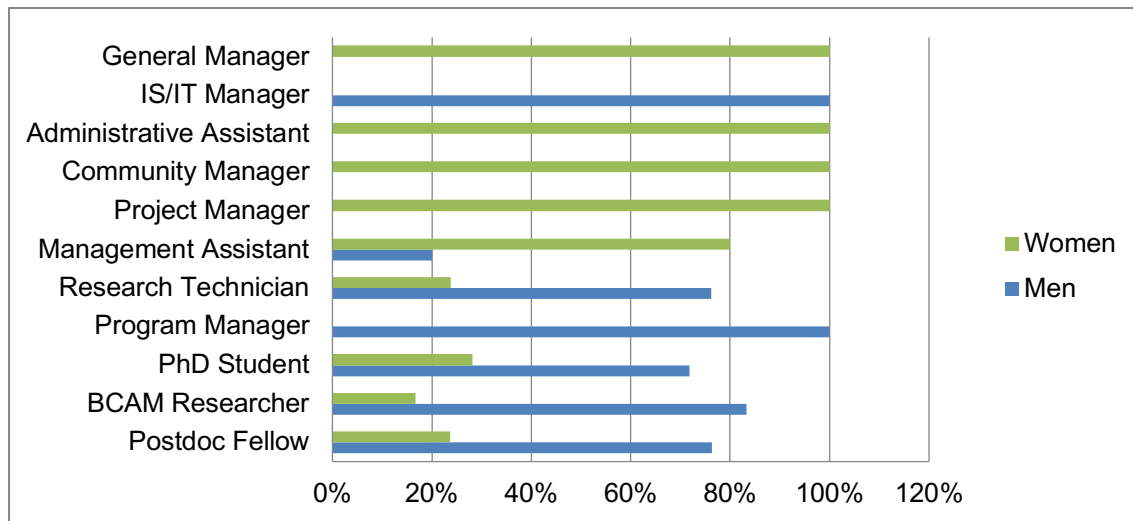
In addition to the percentage of the two genders in the total workforce, we are also interested in knowing how they are distributed in the different occupations. We will thus be able to assess whether gender stereotypes have an influence on the development of positions within the company, by determining horizontal segregation, or on how leadership positions are distributed, by analysing whether vertical segregation can be observed or not.

We have to consider that these positions are unique but looking at the graphs, we can see that women represent 100% of the positions of Project Manager, Community Manager, Administrative Assistant and General Manager, while men represent 100% of the Programme Manager and IS/IT Manager positions.

When we analyse this data to identify whether vertical or horizontal segregation can be observed or not, we consider, on the one hand, how leadership positions are distributed among women and men and, on the other hand, whether gender stereotypes influence the allocation of positions and jobs.

In that sense, it can be said that there is no vertical segregation within the company, since the position with the greatest responsibility and decision-making power among BCAM staff is that of general manager, which is totally feminised. On the other hand, the two exclusively male-dominated positions in the company are not leadership positions.

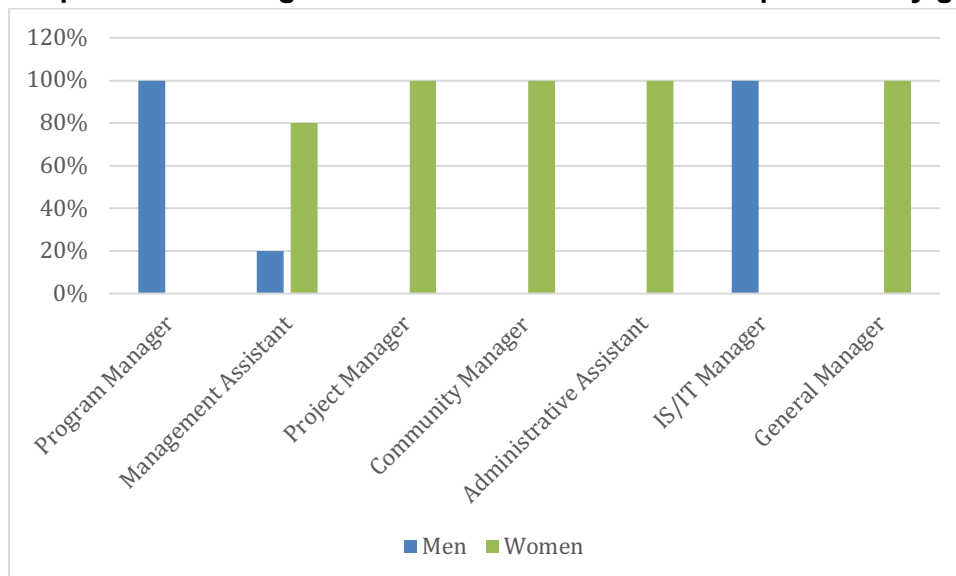
**Graph n2. Percentage of men and women by position.**



The different jobs are located in two different departments within the company. We will therefore break the staff down into gender categories for each department.

Starting with the administrative department, we can see that it is a feminised branch in which men make up 25%: i.e. 3 men and 9 women. The totally feminised positions include Project Manager (1), Community Manager (2), Administrative Assistant (1) and General Manager (1). On the other hand, the totally masculinised positions are Programme Manager (1) and IS/IT Manager (1). The Management Assistant position is 80% female.

**Graph n3. Percentage of staff in the Administrative department by gender**

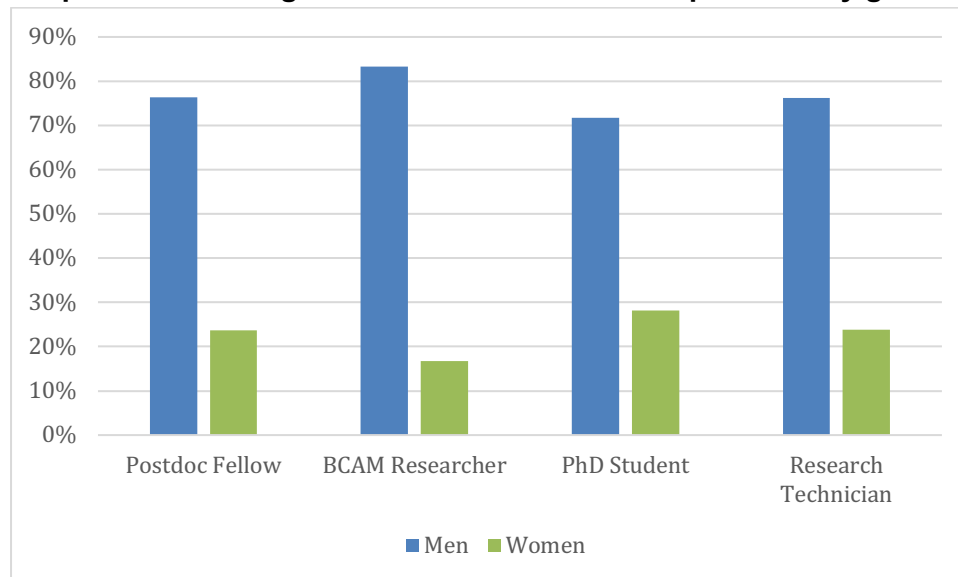


The situation in the research department is the other way round: in this case women make up 25% of the staff. The highest percentage of women is found in the PhD Student category,

where they account for 28%, i.e. 11 women and 28 men, specifically. In the BCAM Researcher category, men account for 83%, i.e. 5 men and 1 woman, the Postdoctoral Fellow category includes 42 men and 13 women, and in the Research Technician category, women account for 24%, i.e. 16 men and 5 women.

Moderate vertical segregation is evident here, as women are more numerous in the position with the lowest value, since it represents the beginning of their research career.

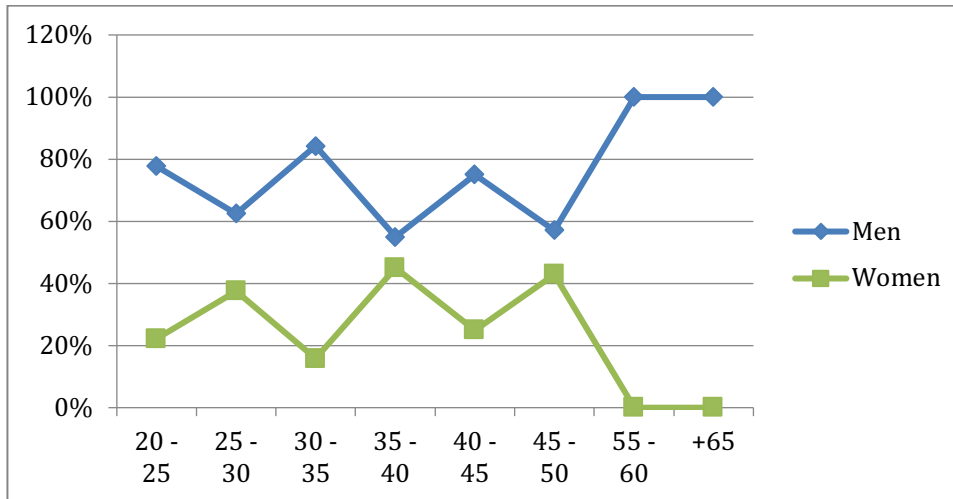
**Graph n4. Percentage of staff in the Research department by gender**



In general, while observing the percentages of men and women in the different positions and in the two departments, we can see that women are more numerous in administrative positions, while men are more numerous in research positions. In this sense, we can perceive horizontal segregation, and relate this data to gender stereotypes, by which women carry out administrative tasks to a greater extent, while men occupy the majority of research positions, which tend to offer much more prestige at a social level and within the science sector. Women occupy more of an internal, organisational role, while men enjoy a more creative and internationally prestigious role.

In addition, it is interesting to note the age of the staff according to gender. Based on the data collected, women are most present in the 35-40 age group, in which they represent 45%, but there are no women in the workforce after the age of 55.

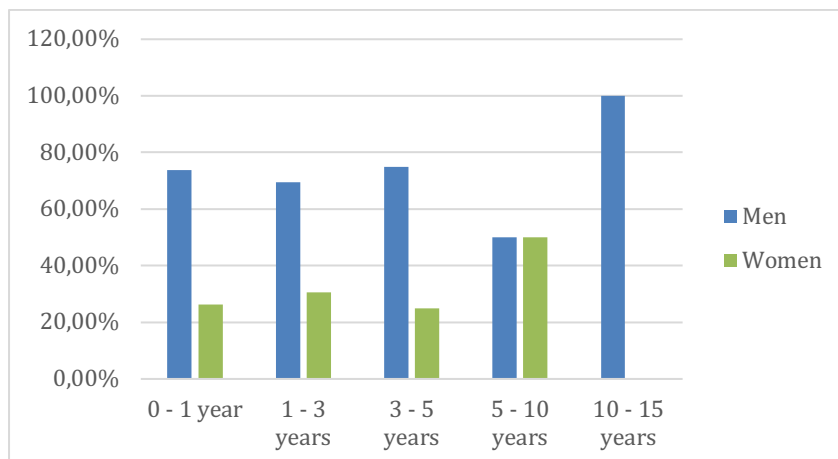
**Graph n5. Percentage of the workforce by gender and age group**



Distribution of the workforce by position, seniority and level of family responsibilities

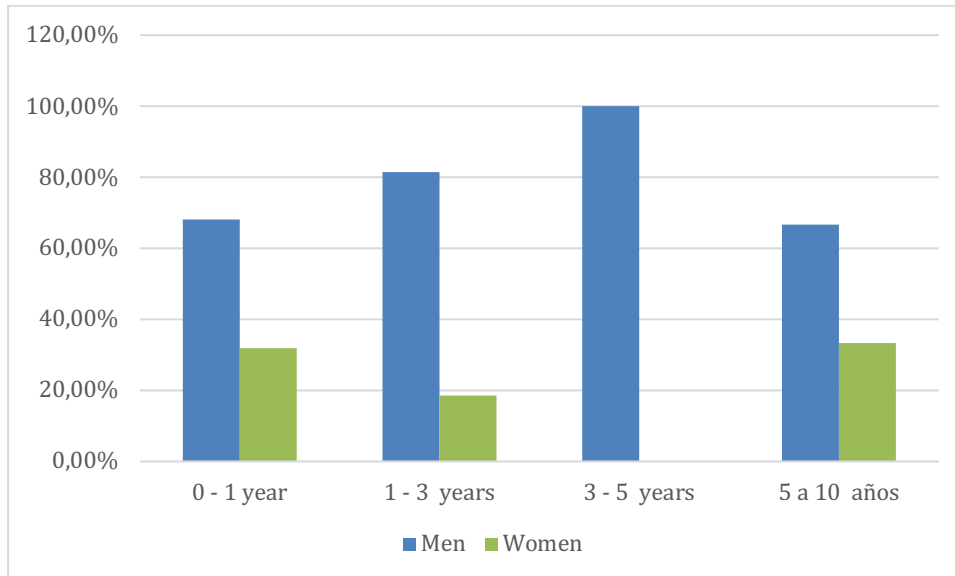
When analyzing the staff data, men are observed to have the longest seniority, and the highest percentage of women is in the 5 to 10 years of seniority category.

**Graph n6. Staff by seniority and gender**



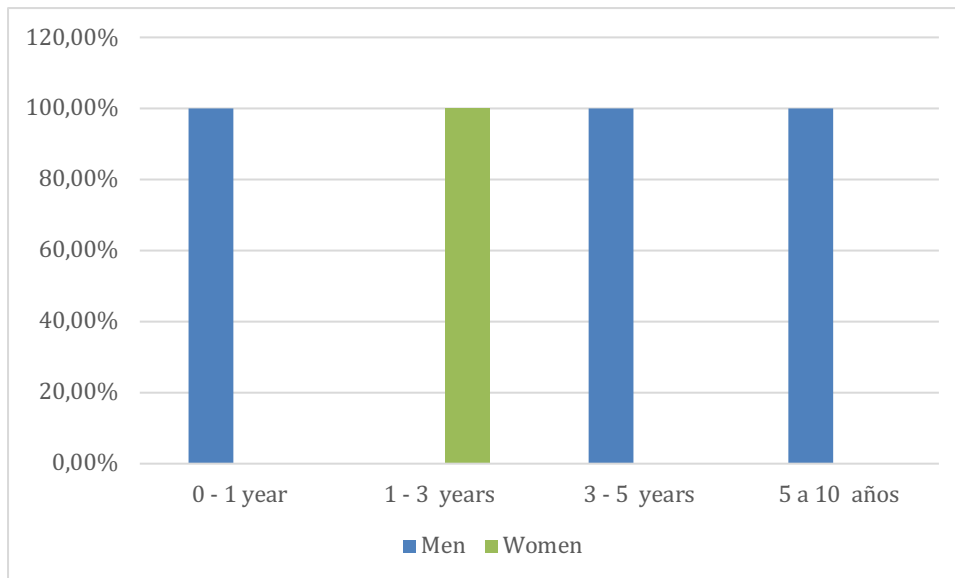
If we observe the years of seniority in the company, by breaking down the data into job positions and gender, we can see that in Postdoctoral Fellow positions, and in the category with the longest seniority, i.e. between 5 and 10 years, women account for 33%. It can be deduced that women are mostly among new recruits and among those with more seniority, which makes the 3 to 5 year -category totally masculinised.

**Graph n7. Postdoctoral Fellows by seniority and gender**



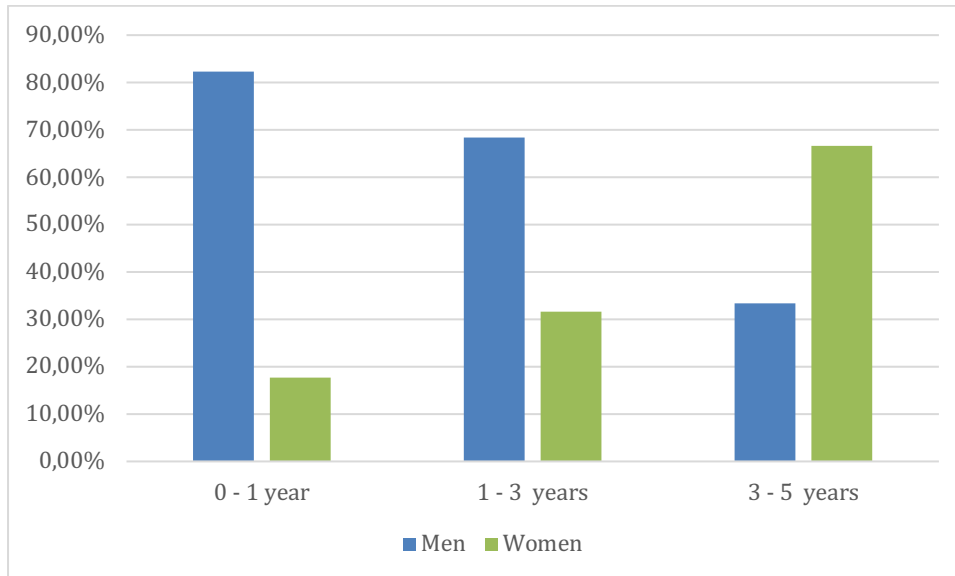
The only woman with a BCAM Researcher position is in the 1 to 3 year-seniority bracket.

**Graph n8. BCAM Researcher by seniority and gender**



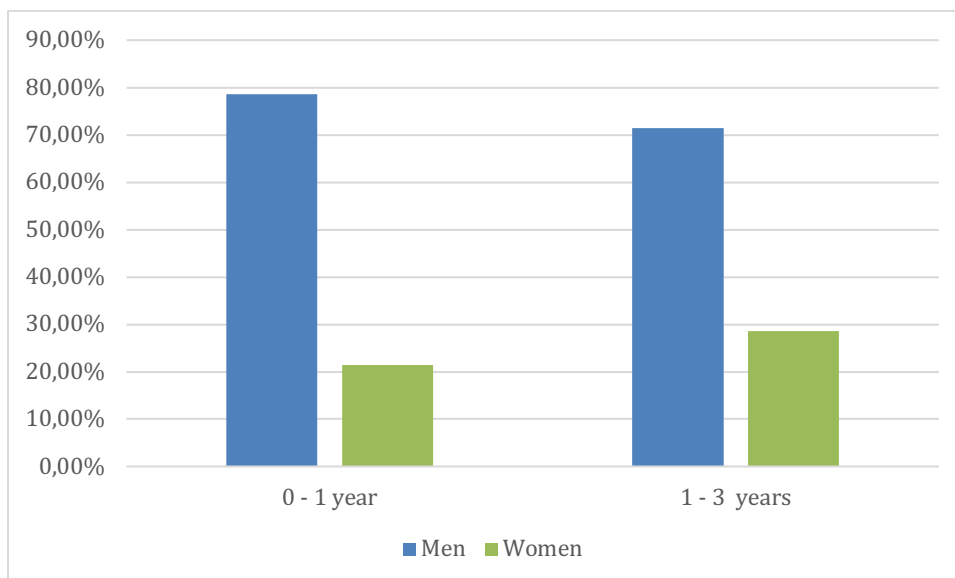
If we consider the data for PhD Students, women have more seniority than men. Among those with 3 to 5 years of seniority, 66% are women.

**Graph n9. PhD Students by seniority and gender**



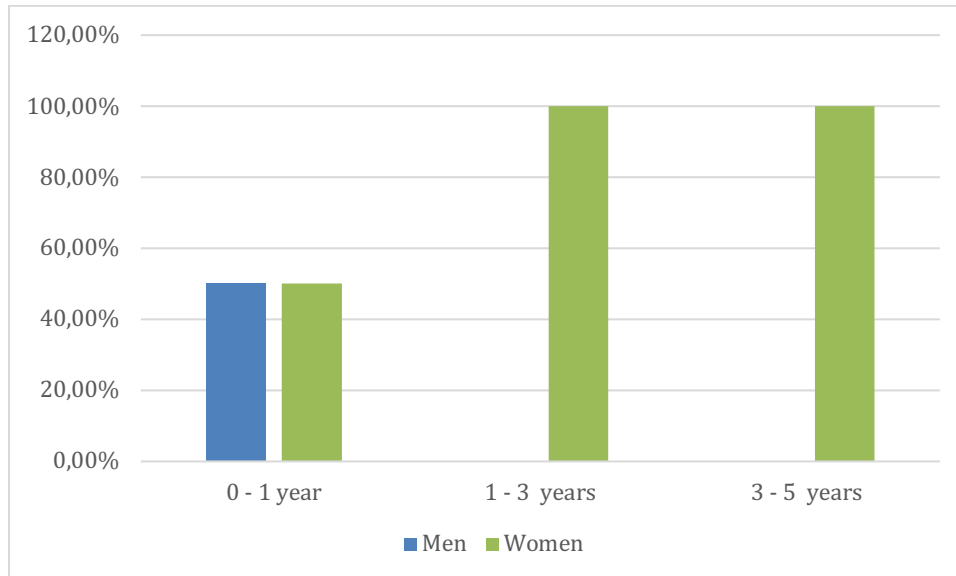
In the case of Research Technician positions, women account for almost 30% of those with the longest seniority. Women account for 20% of new recruits.

**Graph n10. Research Technicians by seniority and gender**



In the case of Management Assistants, women clearly have more seniority. The only man in the category is a new recruit and has been with us for less than a year.

**Graph n11. Management Assistants by seniority and gender**



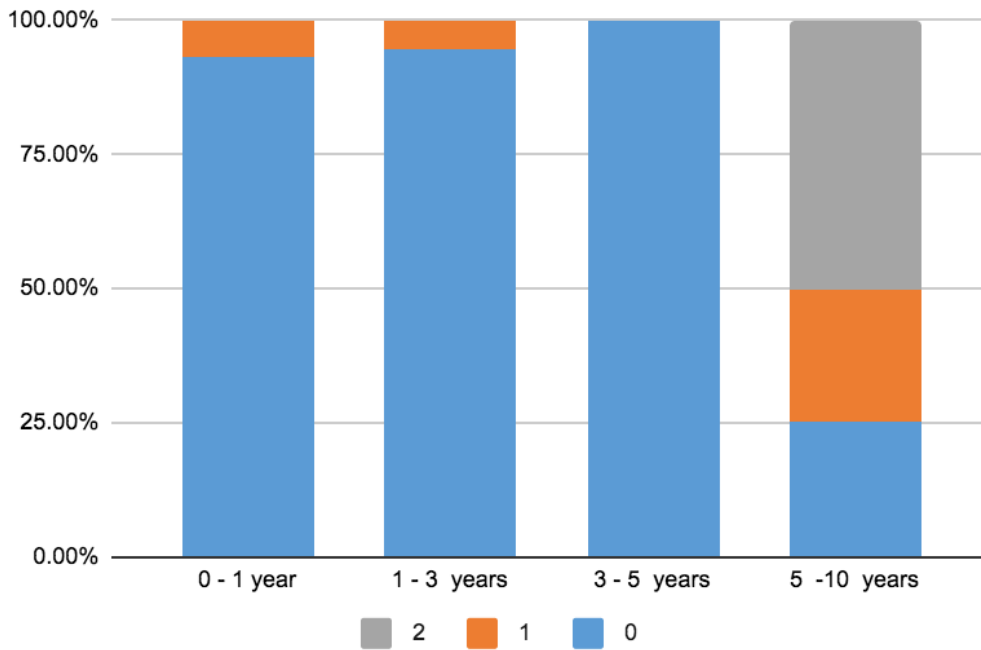
In summary, women have more seniority in PhD Student and Management Assistant positions, while men have more seniority in BCAM Researcher positions.

In relation to other all-female positions, women have a maximum of 3 years of seniority in the Community Manager category, between 5 and 10 years in the Project Manager category, between 1 and 3 years in the Administrative Assistant category, and between 5 and 10 years in the General Manager category. Among all-male positions, an IS/IT Manager has between 1 and 3 years of seniority, and a Programme Manager between 10 and 15 years.

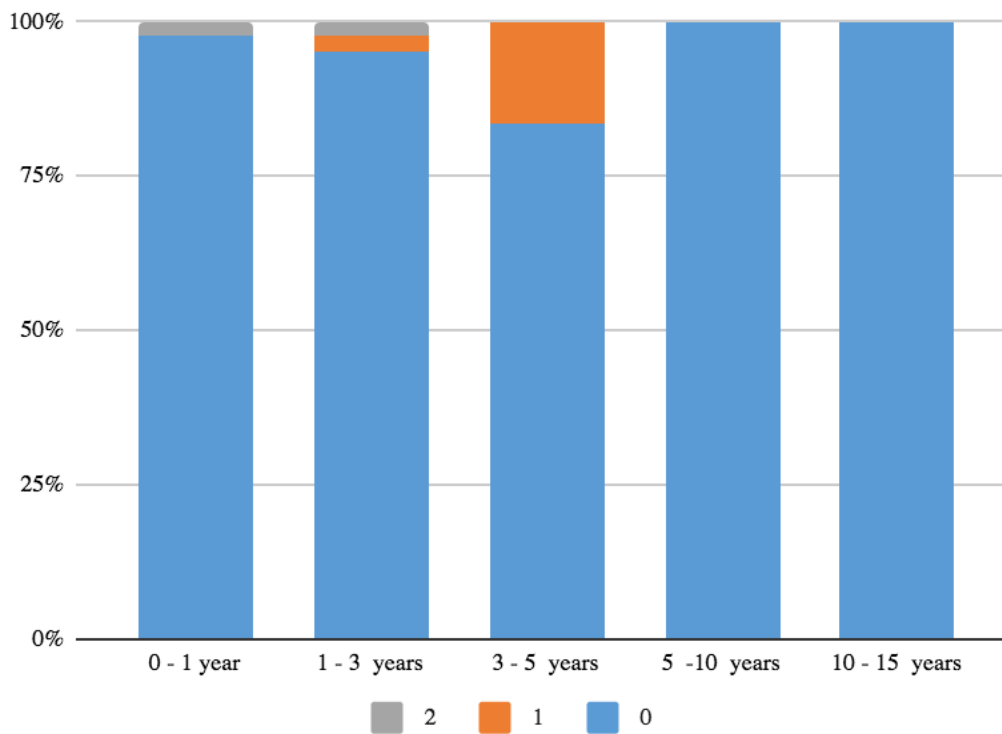
When we cross the data on the seniority and family responsibilities of men and women, we observe that most of the staff do not have family responsibilities: 96.5% of women and 97.62% of men do not have children,

Women with one to two children account for 75% in the 5 to 10 years of seniority category. The highest percentage of men with children is 16.67% for those with 3 to 5 years of seniority.

**Graph n12. Women according to seniority and level of family responsibilities.**



**Graph n13. Men according to seniority and level of family responsibilities.**



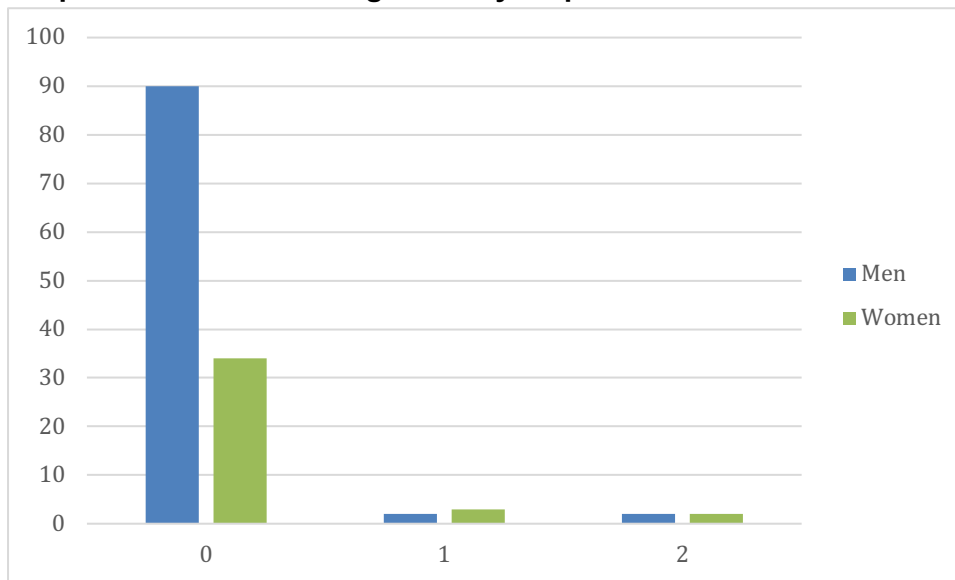
Distribution of staff by level of education and position.

With regard to the level of education, no significant differences were observed between women and men. In the majority of positions, the levels of education are mostly homogeneous or the same for both men and women.

Analysis of the workforce according to position and level of family responsibilities

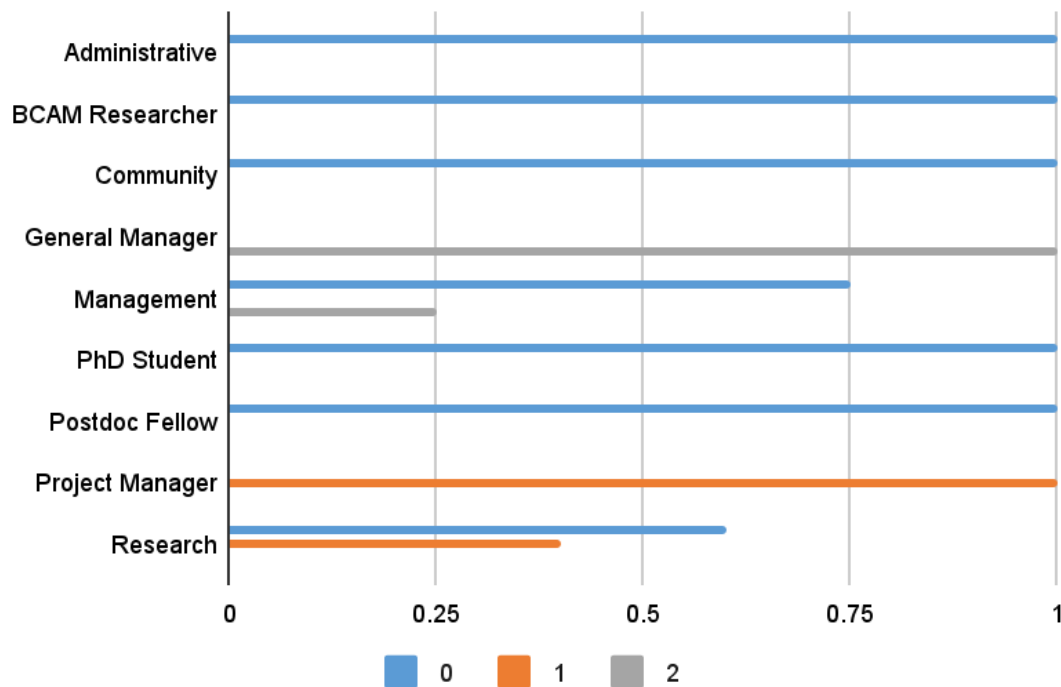
Data on family responsibilities show that the majority of people have no dependent children.

**Graph n14. Staff according to family responsibilities**



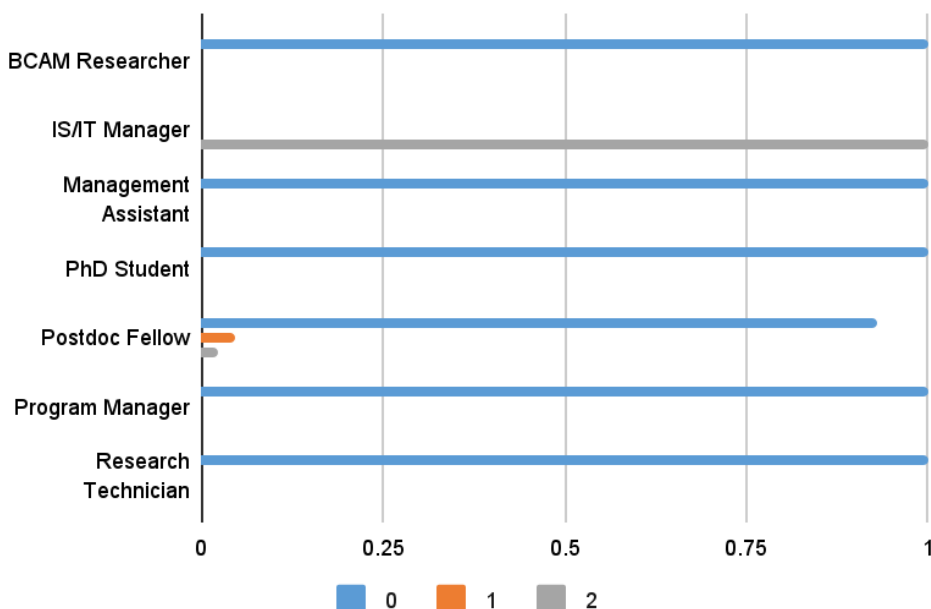
If we consider the percentages of women and men while focusing on family responsibilities according to their job positions, we can see that the women who occupy the positions of Administrative Assistant, BCAM Researcher, Community Manager, PhD Student and Postdoctoral Fellow have no family responsibilities.

**Graph n15. Women according to position and level of family responsibilities**



If we consider the graph on family responsibilities by position, we can see that 7% of men in Postdoctoral Fellow positions have one or two children, and in IS/IT Manager positions 100% have family responsibilities.

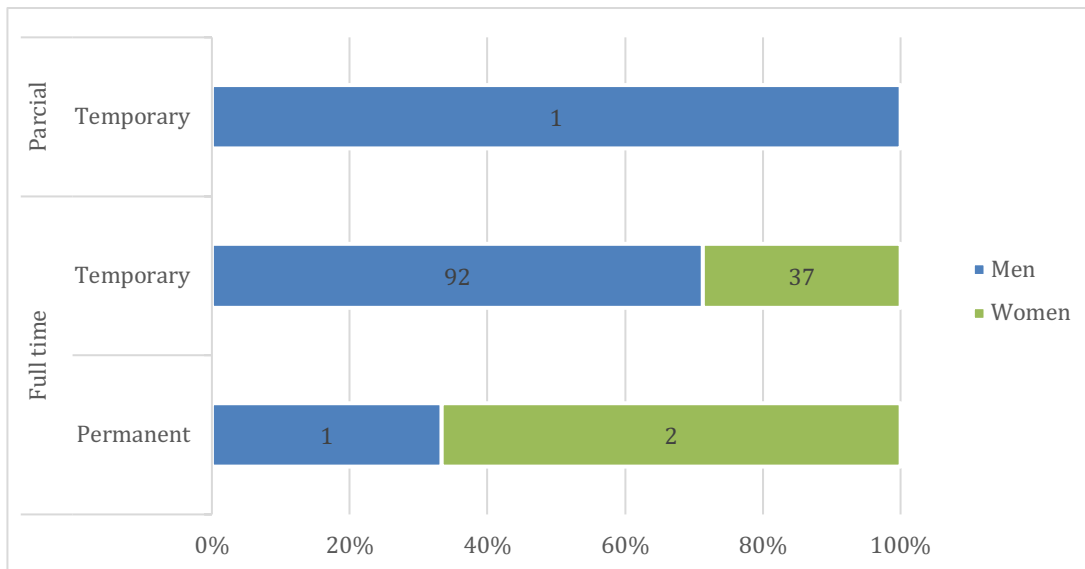
**Graph n16. Men according to position and level of family responsibilities**



In the feminised Management Assistant category, only 25% of women have children, while in masculinised categories, only 40% of women in Research Technician positions have family responsibilities, and only 7% of men in Postdoctoral Fellow positions.

Another significant fact is that no one in the company has asked for a reduction in working hours and most of the contracts are full-time and temporary.

**Graph n17. Staff by gender, working day and type of contract**



### 3. IDENTIFICATION OF THE PARTIES WHO HAVE AGREED TO THE PLAN

During the preliminary work phase, the Negotiating Committee for the Gender Equality Plan was created. The Commission, in addition to carrying out a gender equality diagnosis within the company, has the following functions:

- Negotiating and preparing the diagnosis, measures, means and schedule for the plan.
- Promoting the implementation of the plan, defining indicators and monitoring and evaluating the plan.
- Promoting gender parity and the training of its members.
- Ensuring a proportional and representative composition of the trade union.
- Approving and validating the plan.
- Promoting information and awareness-raising actions.
- Ensuring compliance with the Plan.
- Designing corrective measures to guarantee the achievement of objectives.
- Attending and resolving staff queries.
- Ensuring the appropriate dissemination of the information provided during the process.
- Suggesting and, if necessary, approving modifications to these regulations.

The BCAM Gender Equality Plan Negotiating Committee is made up of the following people:

Name	Position	Representation
Lorea Gómez García	General Manager	On behalf of BCAM
Jose Antonio Lozano	Scientific Director	On behalf of BCAM
Javier Fernández de Bobadilla	Researcher	BCAM Employees
Maira Aguiar	Researcher	BCAM Employees
Idoia Hernandez	Management Assistant	BCAM Employees

## COMMITMENT

The legal representative of BCAM, Lorea Gómez, undertakes to negotiate BCAM's equality plan and the previous diagnosis by means of a signed document on the promotion of the negotiation of the equality plan.

## TRAINING

The members of the Negotiating Committee have previously received training in equal opportunities for women and men.

## 4. PERSONAL, TERRITORIAL AND TEMPORAL APPLICATION

The Plan applies to all employees of the BCAM organisation. Its geographic scope is the three historical territories of the Basque Country (Alava, Bizkaia and Gipuzkoa), and this is the 2<sup>nd</sup> Equality Plan, which will, like the previous plan, be valid for 4 years, starting on October 1<sup>st</sup>, 2022 and until December 31<sup>st</sup>, 2026.

## 5. GENERAL DIAGNOSTIC DATA AND CONCLUSIONS

Although the equality diagnosis is included as an appendix to be added to the REGCON platform, the main conclusions by area of focus are presented below so that they may be taken into account when suggesting specific measures.

In relation to the quantitative analysis of the workforce, the following data stand out:

- BCAM is a male-dominated company, since the number of men exceeds 60% and they account for just over 7 out of every 10 workers (71%).
- When analysing the data to see whether vertical or horizontal segregation takes place within the centre, we consider, on the one hand, how leadership positions are distributed among women and men and, on the other hand, whether gender stereotypes influence the allocation of positions and jobs.
- In this sense, it can be said that no vertical segregation takes place within the company, since the position with the greatest responsibility and decision-making power within BCAM staff is that of General Manager, which is totally feminized. Furthermore, the two exclusively masculinised positions in the company are not leadership positions.
- On the other hand, by observing the percentages of men and women in the different positions and in the two main departments (administration and research), we can see that women are more numerous in administrative positions, while men are more numerous in research positions. In this sense, horizontal segregation can be perceived since, if we relate this data to gender stereotypes, women are more involved in administrative tasks, while men occupy the majority of research positions, which tend to offer much more prestige at a social level and within the science sector. Women occupy a more internal organizational role, while men occupy a more creative and prestigious role at an international level.
- If we consider the age of the staff according to gender based on the data collected, women are most present in the 35-40 age group, where they represent 45%, but there are no women over the age of 55 on the staff
- In general, men have the longest seniority in the company. Women have more seniority in PhD Student and Management Assistant positions, while men have more seniority in BCAM Researcher positions. In relation to other all-female positions, women in Community Manager positions have a maximum of 3 years of seniority, between 5 and 10 years in Project Manager positions, between 1 and 3 years in Administrative Assistant positions, and between 5 and 10 years in General Manager positions. Among

all-male positions, IS/IT Managers have between 1 and 3 years of seniority and Programme Managers have between 10 and 15 years of seniority.

- When we cross the data of seniority and family responsibilities of men and women, we observe that most of the staff do not have family responsibilities: the percentage of women who do not have children is 96.5% and 97.62% for men. Women who have between one and two children account for 75% in the 5 to 10 years of seniority category. The highest percentage of men with children is found in the 3 to 5 years of seniority category, and is 16.67%.
- In relation to the level of education, no notable differences were observed between women and men. In most positions, the levels of education are mostly homogeneous or the same for men and women alike.
- Another significant fact is that no one in the company has requested a reduction in working hours and that most of the contracts are full-time and temporary.
- **Under-representation of women:** According to the different hierarchical levels, occupational groups and subgroups and their evolution over the last four years, we can see how BCAM has a clear degree of masculinization in its different departments, except in positions linked to administrative, communication and management tasks. There is still a high gender gap in the STEM sector in general, which indicates that this issue is due to a global discrimination and inequality situation in the field, and is not only determined by the internal organisation of the center.

#### Challenges:

- Raising awareness of the glass ceiling phenomenon and gender issues in general and in the STEM sector.
- Maintaining a proactive attitude to encourage women to apply for selection processes.
- Monitoring data on female under-representation. Creating a panel of quantitative indicators.
- Monitoring selection processes, especially for male-dominated positions.

#### *Human resource processes*

##### Regarding selection and recruitment processes:

- The selection process is based on the steps and requirements of OTM-R (Open, transparent and merit based recruitment), which correspond to the HR Research Excellence Award (HRS4R) which BCAM was granted in 2016.
- On the one hand, there is the selection of researchers, which is carried out through the publication of profiles on the website and on different platforms such as Euraxess,

Ikerbasque, as well as on the social networks of the center, etc. The current research profiles in the center are Postdoctoral Fellow, PhD Student and Research Technician. These new positions are opened depending on the project and funding available to the center.

- On the other hand, for the recruitment of administrative staff BCAM relies on an external consultant in charge of the initial phase of the selection process. Subsequently, BCAM receives a series of candidates with their evaluation reports, as well as language proficiency certification.
- In 2021, 109 new recruits were hired at BCAM and their profiles were mostly male. Among the recruits hired during the second half of 2021 to fill the positions of administrative staff, research technician, researcher, PhD student and postdoctoral student, we noted that the number of women was only higher than men in administrative positions. In other positions, although women were hired, the number of men was proportionally much higher.

#### Regarding training:

- BCAM currently has an official training calendar or plan, defined in the Human Resources Strategy for Researchers (HRS4R) in which a schedule for training-related tasks has been established for the 4 years to come.
- Normally, the training included in the annual training plan is carried out during working hours, both online and in person.
- The contents are reviewed once each training course included in the training plan has been approved and an attempt has been made to recruit external experts in the field, but whether the content language used are gender-inclusive or not is not analysed.

#### Career development:

- There is no data available on promotions in recent years because BCAM does not have a career development policy as such, but it is true that the process included in Human Resources Strategy For Researchers (HRS4R) 2021 - 2024 Action Plan insists on the need to keep creating conditions for a more permanent and attractive professional career in the field of R&D for all BCAM researchers. In this sense, the strategic axes of the new 2021-2024 plan have been defined based on the general principles and requirements set out in the European Charter for Researchers.

#### Challenges:

- Training all people undergoing recruitment in equality issues.
- Encouraging the applications of women, especially for the most prestigious positions.
- Ensuring the recruitment of women in research positions, and men in administrative positions.

- Incorporating the sex/gender variable in the training plan and its evaluation.
- Offering training in non-hegemonic masculinities and recurrent equality issues so that men may participate.
- Ensuring that no sexist language or attitudes are tolerated in BCAM courses.

### *Working conditions*

Working hours, both for researchers and other members of staff, are full-time, 35 hours per week, from Monday to Friday between 9:00-18:00, and several flexibility measures related to working hours and vacations have been established based on the Human Resources Strategy For Researchers (HRS4R) 2021 - 2024 Action Plan.

BCAM is not bound to any collective bargaining agreement, so the remuneration and salary of research staff depends on the professional profile involved.

With regard to occupational risk prevention, the actions established in the previous equality plan (currently in force until the new plan is drawn up) are aimed at reducing actions that could jeopardize gender equality within the center.

Regarding the functional and geographic mobility programme, BCAM complies with the provisions of Articles 39 and 40 of the Workers' Statute, by taking into account international mobility, the relocation service and the special programme for relocated workers.

### Challenges:

- Putting together a document in which all the occupational risk prevention measures are collected from a gender perspective, including the aspect of digital disconnection.

The conclusions of the pay audit are in the following section.

### *Co-responsible exercise of rights to a work-life balance*

The accreditation for Research Excellence in HR and of the "Wellbeing@BCAM" initiative support the recently published Action Plan 2021-2024. This plan contains all the measures implemented in the center, and includes ethical and professional aspects, talent attraction, working and social conditions and training among other subjects, although it does not specifically talk about measures to exercise co-responsibility regarding work-life balance.

### Challenges:

- Designing and implementing a plan for reconciling personal, family and work life.
- Extending existing work-life balance measures to the entire workforce.

### *Prevention of sexual and gender-based harassment*

The entity has a protocol in cases of interpersonal conflicts established in 2015. As part of the Equality Plan, a review was made of some recommendations to incorporate specific issues on sexual or gender-based harassment in the protocol in 2018, but all the issues incorporated, although approved in terms of implementation and monitoring, did not comply with the guidelines established by Emakunde – Basque Institute for Women, which take into account the recommendations of the Secretary of State for Equality and against gender-based violence.

### Challenges:

- Elaborating a new protocol on sexual and gender-based harassment, which should then be disseminated to the staff.
- Generating non-mixed individual and group work spaces around the empowerment of women and the deconstruction of hegemonic masculinity that put an end to “micro-machismos”.

### *Gender-based violence*

No actions or measures directly linked to gender-based violence have been carried out. The entity has thus not provided information to female employees on the labour rights of women who experience violence, and how to exercise them, as well as their extension, if applicable. It has not developed specific actions or measures on the matter, nor is there a specific procedure or protection and/or assistance programme.

### Challenges:

- Designing a protection procedure or programme to deal with cases of BCAM women workers who experience violence, and distributing the document among the staff, while placing significant emphasis on the labour rights that they may exercise regarding gender-based violence.

### *Inclusive communication*

The entity has a website, and uses Twitter, Youtube and LinkedIn as communication channels. Non-inclusive language is used on all of them, although the images used do not raise any type of discrimination. In this sense, both the logo and the photographs and infographics used maintain a balanced representation of women and men.

With regard to internal communication, it is interesting to note that communication with the entire workforce takes place by e-mail and/or via a bulletin board. Specifically, to inform the

staff of the implementation of the Diagnosis and 2<sup>nd</sup> Equality Plan, an informative note was sent to all BCAM staff by the Management Assistant.

#### Challenges:

- Maintaining pressure so that the language, images and, in general, all BCAM's communication may become gender-inclusive and non-sexist.
- Training staff in gender-inclusive spoken and body language.

#### *Safety, occupational health and equipment*

We were not able to identify in detail whether the occupational risk prevention policy incorporates a gender perspective insofar as work activity affects the health of male and female workers in the different tasks and occupations (especially in cases of pregnancy and breastfeeding).

#### Challenges:

- Incorporating the gender perspective in all the activities /dynamics and documents of the occupational risk prevention committee.
- Studying psycho-social risks from a gender perspective in the STEM sector.

#### *Relationship of the company with its environment*

We could not find out in detail about the different processes for contracting services and the center's relations with people and suppliers. We do not know whether any criteria or requirements in terms of equality exist when selecting them.

#### Challenges:

- Sending a questionnaire to all suppliers before a contract is signed in order to find out which type of company a contractual relationship is about to be established with.
- Carrying out measures to ensure best practices in relation with the environment in terms of quality, networks, collaborations and clientele.

## 6. CONCLUSIONS OF THE PAY AUDIT

Although the pay audit - as well as its validity and periodicity - is included in the terms established in Royal Decree 902/2020, of October 13<sup>th</sup> on equal remuneration between women and men, as an appendix on the REGCON platform, the main conclusions by area of focus are set out below so that they may be taken into account when suggesting specific measures.

With regard to the total workforce, the average values of total equalised remuneration highlights the existence of equal pay for women and men alike in the company.

If we consider the occupational groups used in the analysis, in most cases equality can be observed between women and men. The only groups in which there is a slight gender gap of more than 10% are groups 3 and 11 as well as level 9.

In group 3, the BCAM Researcher category, the equalised values show that there is a difference of 11% in favour of men in the average of total equalised pay.

In group 11, the Management Assistant category, the value of the average of the total equalised pay shows that there is a difference of 16% in favour of women.

In level 9, which consists of the BCAM Researcher position, the average total pay is 11% higher in the case of women.

The analysis shows overall equity and balance in the salaries of women and men; in fact, the pay gap in the equalised values are lower than 25%, which is the reference value used to highlight pronounced inequalities.

Inequalities increase when we consider the values of actual pay, but that has mostly to do with the dates of recruitment and the percentage of working hours. And in neither case are there significant differences according to gender.

It can thus be affirmed that the company presents no significant issues in terms of remuneration.

## 7. QUALITATIVE AND QUANTITATIVE OBJECTIVES OF THE EQUALITY PLAN

The essential and guiding objective of this 2nd Equality Plan, as was the case with the previous Equality Plan, is to ensure real and effective equality of treatment and opportunities for women and men within BCAM.

This objective is particularly materialized in the commitment reflected in this 2nd Equality Plan to promote a corporate culture that takes into account a cross-cutting gender perspective, which makes it possible to guarantee the absence of gender-based discriminatory procedures or policies in terms of selection, recruitment, professional hierarchy, training, career development, remuneration and occupational health, as well as the promotion of the co-responsible exercise of work-life balance rights. The aim is to achieve a working environment for the company's employees that is free of gender-based discrimination.

1. Based on this guiding principle, which guarantees real and effective equality of treatment and opportunities between women and men, the general objectives of this Equality Plan are as follows:
2. To keep promoting an intra-organisational change in terms of gender issues in BCAM's internal organisation, policy and culture, reinforcing the real and effective integration of the gender perspective in the culture, structures and processes of the organisation.
3. Balancing the presence of women and men in positions and categories where women are under-represented.
4. Increasing the presence of women in leadership positions.
5. Reviewing the procedures used in staff selection from a gender perspective, to guarantee real and effective equality of treatment and opportunities for women and men, based on standard, transparent, objective and homogeneous procedures.
6. Making sure that the entity's training plan has a gender perspective and includes the existence of training and awareness-raising actions on equality throughout the period of validity of the Equality Plan.
7. Working toward equal treatment and opportunities for women and men in terms of promotions and advancement, based on objective, quantifiable, public and transparent criteria, by encouraging the promotion of women at professional levels in which they are under-represented.
8. Guaranteeing equal treatment and opportunities in terms of working conditions, by encouraging the application of the principle of balanced participation of women and men in the different types of recruitment processes, and reducing the statistical imbalance of the presence of women in the entity.
9. Implementing the application of the principle of equality in terms of remuneration in accordance with the terms established in the applicable legislation.
10. Guaranteeing the co-responsible exercise of work-life balance rights, by informing and making them accessible to the entire workforce, and improving legal measures to facilitate the work-life balance of the workforce.
11. Preventing and eradicating sexual or gender-based harassment.
12. Promoting and encouraging adequate protection in the workplace for female workers in situations of gender-based violence.
13. Valuing and promoting (self-) care measures as a tool for sustainability and efficient productivity.
14. Maintaining the gender perspective in the prevention policy, in health surveillance, as well as in any other obligation related to occupational risk prevention.
15. Promoting the appropriate use of gender-inclusive and non-sexist communication internally, by maintaining quality requirements on the non-sexist use of language.
16. Making BCAM's commitment to equality visible.
17. Incorporating the gender perspective in the procurement policy.
18. Improving the management and quality model, by incorporating the commitment of at least 1 objective and evaluation indicator that considers the gender perspective in at least 40% of the planning and reports of the services and products developed
19. Facilitating internal tools and joint work spaces that help to incorporate the gender perspective in the different services/products/projects/offers.

20. Maintaining participation in and commitment to the networks and collaborations established in the field of equality.

## 8. EQUALITY MEASURES, PRIORITIES, RESOURCES and ACTION SCHEDULE

This section includes the areas of action, objectives and measures to be implemented, as negotiated by the parties of this 2<sup>nd</sup> Equality Plan, once the Equality Diagnosis and collective proposals made by the entity's staff have been carried out.

In compliance with the provisions of applicable regulations, the measures, execution terms, indicators that have been agreed upon to determine their evolution, and the Departments responsible for their implementation have also been included. The quantitative indicators, both absolute and percentage, will always be presented by activity and disaggregated by gender.

<b>ORGANISATIONAL CULTURE</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Keep promoting intra-organisational change in terms of gender issues in BCAM's operations, policies and culture, by establishing real and effective integration of the gender perspective in the organisation's culture, structures and processes.	1. Setting aside and guaranteeing an annual financial allocation to carry out the actions contemplated in the Equality Plan.	2022-2026	BMC
	2. Consolidating, planning and executing the functions of BCAM's Equality structures on an annual basis. 3 months follow up.	2022-2026	Gender Equality Commission
	3. Summarizing to, and informing the entire staff of the implementation of BCAM's 2 <sup>nd</sup> Equality Plan.	2022	BCAM Communication
	4. Organizing activities around 11F, 8M, 25N and other activities related to equality.	2022-2026	BCAM Communication
<b>Indicators</b>			

1. Document defining the annual allocation set aside for gender equality.
2. Annual planning document
3. Summary document. Number of dissemination actions. Scope and number of people who received the information by gender . 80% of the staff has had access to the contents of the new Equality Plan.
4. Number of actions. Scope and number of people that have taken part in the different actions by gender.

### UNDER-REPRESENTATION OF WOMEN

Aim	Measures	Calendar	Responsibility
Balancing the presence of women and men in positions and categories in which women are under-represented	1. Encouraging the promotion of women workers to all categories and positions in which they are under-represented.	2022-2026	BCAM Recruitment
	2. Collecting – for future vacancies in male-dominated positions – CVs of women from other entities, universities or training organisations that facilitate the expansion of recruitment sources, to promote the recruitment of women in positions in which they are under-represented.	2022-2026	BCAM Recruitment and Research Staff
	3. Informing the Equality Commission of the reasons why female candidates have been rejected for leadership positions that are masculinised and in which they are under-represented.	2022-2026	BMC
<b>Indicators</b>			
<ol style="list-style-type: none"> <li>1. No. of actions carried out to encourage the promotion of female workers to categories and positions in which they are under-represented.</li> <li>2. No. of CVs collected annually</li> <li>3. No. of cases in which female candidates have been rejected for male-dominated leadership positions.</li> </ol>			

<b>HUMAN RESOURCES</b>			
<b>Selection and recruitment process</b>			
Aim	Measures	Calendar	Responsibility
Increasing the presence of women in positions in which they are under-represented.	1. Encouraging the recruitment of young people, especially women in research positions, and men in technical or administrative positions.	2022-2026	BCAM Recruitment and Research Staff
	2. Development of a video interview with BCAM women as means of addressing the glass ceiling phenomenon.	2023	BCAM Communication
Reviewing the procedures used in the selection process from a gender perspective to guarantee real and effective equality of treatment and opportunities for women and men, based on standard, transparent, objective and homogeneous procedures.	3. Training all the people involved in staff selection processes in gender equality.	2024	BCAM Training
<b>Indicators</b>			
1. Annual % of women/men in positions in the two departments (research-administration). 2. Video produced. Scope and number of people reached. 3. No. of people trained by gender.			
<b>Training</b>			
Aim	Measures	Calendar	Responsibility
Making sure that the training plan has a gender perspective and includes training and awareness-raising actions on equality	1. Incorporating specific training actions on equality for BCAM staff in the training plan in order to deepen the gender perspective in their daily work.	2023-2026	BCAM Training

throughout the period of validity of the Equality Plan.	2. Incorporating training actions on non-hegemonic masculinities in the training plan, also addressed to the staff of the institution.	2023-2026	BCAM Training
	3. Offering all new recruits a basic course in equality.	2023-2026	BCAM Training
	4. Incorporating the sex/gender and occupational category variable in the training plan and its evaluation.	2024	BCAM Training
<b>Indicators</b>			
<ol style="list-style-type: none"> <li>1. Number of training courses per year and number of people enrolled in each of the training courses by gender and occupational category.</li> <li>2. Number of training courses per year completed and number of men enrolled in each of the training courses.</li> <li>3. Number of training courses per year completed and number of trainees enrolled in each of the training courses by gender.</li> <li>4. Training plan updated with the sex/gender variable and occupational category.</li> </ol>			
<b>Internal career development process</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Guaranteeing equal treatment and opportunities for women and men in promotions and advancement, based on objective, quantifiable, public and transparent criteria, while encouraging the promotion of women at professional levels in which they are under-represented.	1. Defining and structuring the channels for talent recruitment notifications to make them more transparent.	2023	BCAM Recruitment
	2. Taking parity into account as a criterion in promotion processes to management or leadership positions, while guaranteeing positive action for equal scores in the event of parity not being respected.	2022-2026	BMC
	3. Specific calls for the application of women candidates for senior management positions	2022-2026	BMC
<b>Indicators</b>			
<ol style="list-style-type: none"> <li>1. No. of talent recruitment notification channels. No. of responses obtained for each channel.</li> <li>2. No. of processes carried out in which parity has been taken into account as a criterion and/or guaranteeing positive action for equal scores in the event of parity not being respected.</li> <li>3. No. of calls for application made to women for leadership positions and qualitative results of the process.</li> </ol>			

WORKING CONDITIONS			
Contracts and working hours			
Aim	Measures	Calendar	Responsibility
Guaranteeing equal treatment and opportunities in terms of working conditions, encouraging the balanced participation of women and men in the different recruitment processes, and reducing the statistical imbalance of the presence of women in the entity.	1. Including annual quantitative data on the workforce in the panel of indicators and analysing them: horizontal and vertical segregation, recruitment, departures, types of contracts, leaves of absence, internal promotions, work-life balance measures, training in equality by occupational category...	2022-2026	BCAM Recruitment
	2. Informing the part-time staff of vacancies (full-time) and/or of any increase in working hours for the same or different projects, as agreed.	2022-2026	BCAM Recruitment
Indicators			
1. Tool completed 2. Number of communication acts carried out. Scope and number of people having received the information by gender.			

<b>CO-RESPONSIBLE EXERCISE OF RIGHTS TO A WORK-LIFE-BALANCE</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Guaranteeing the co-responsible exercise of work-life balance rights, by making them accessible to the entire workforce and improving legal measures to facilitate the work-life balance of the workforce.	1. Preparing and disseminating a plan for the reconciliation of personal, work and family life, by taking into account the opinion of all BCAM employees and the best practices of partner institutions, beyond legal measures, incorporating the criteria and issues that are applied on a day-to-day basis as ways of caring for the team and taking into account work-life balance, care and digital disconnection.	2023	BCAM Recruitment
<b>Indicators</b>			
1. Work-life balance plan document. Number of dissemination actions carried out. Scope and number of people having received the information by gender .			

<b>PREVENTION OF SEXUAL AND GENDER-BASED HARASSMENT</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Preventing and eradicating sexual and gender-based harassment.	1. Updating and disseminating an internal protocol regarding sexual and/or gender-based harassment, separate from the existing unified protocol.	2023	Gender Equality Commission
	2. Incorporating information on the new sexual and/or gender-based harassment protocol into the Welcome Plan.	2023	BCAM Gender Equality
	3. Promoting a stable non-mixed think tank around the visibility of symbolic violence (“micro-machismos”) and the empowerment of women.	2023	BCAM Recruitment

<b>Indicators</b>
<ol style="list-style-type: none"> <li>1. Document and number of dissemination activities carried out. Scope and number of people having received the information by gender .</li> <li>2. Document and number of people having received the information by gender .</li> <li>3. Number of sessions held. No. of people by gender in each non-mixed group and satisfaction survey.</li> </ol>

<b>GENDER-BASED VIOLENCE</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Promoting and encouraging adequate protection in the workplace for female workers in situations of gender-based violence.	1. Collecting, improving and applying the rights recognized in current legislation to female workers who are victims of gender-based violence.	2024	BCAM Gender Equality
	2. Disseminating among the staff the rights recognized in current legislation for female employees who are victims of gender-based violence.	2024-2026	BCAM Gender Equality
	3. Establishing an internal activation procedure in cases of victims of gender-based violence, with coordinators within the company.	2024-2026	Gender Equality Commission
<b>Indicators</b>			
<ol style="list-style-type: none"> <li>1. Document compiling measures</li> <li>2. Number of dissemination actions carried out</li> <li>3. Internal procedure document. No. of people reached by gender and satisfaction survey.</li> </ol>			

<b>SAFETY, CARE, OCCUPATIONAL HEALTH AND EQUIPMENT</b>			
Personal care			
Aim	Measures	Calendar	Responsibility
Valuing and promoting (self-) care measures as a tool for sustainability and efficient productivity.	1. Designing, disseminating and analysing a questionnaire addressed to BCAM staff to find out the opinion of management on the pandemic based on equality and self-care criteria.	2023	BCAM Recruitment
	2. Encouraging project managers /coordinators to place more emphasis on the care and well-being of each member of the team as a measure or strategy to mitigate future mental health issues.	2022-2026	Group Leaders
Indicators			
1. Document and record of dissemination channels. 2. Personal survey			

<b>GENDER-INCLUSIVE AND NON-SEXIST COMMUNICATION</b>			
Internal communication			
Aim	Measures	Calendar	Responsibility
Promoting the good use of gender-inclusive	1. Training the staff in gender-inclusive spoken and body language.	2024	BCAM Communication

and non-sexist communication internally, maintaining the quality requirement of a non-sexist use of language.	2. Disseminating information, awareness material, campaigns and other material on equality in the STEM sector as well as on an egalitarian organisational culture	2022-2026	BCAM Communication
	3. Elaboration of news, videos and contents with general dissemination (internal-external) on the strategy and best practices of equality in the STEM sector.	2022-2026	BCAM Communication
	4. Paying attention to the detection of sexist use of language and, if necessary, requesting correction through the relevant means.	2022-2026	BCAM Communication
<b>Indicators</b>			
1. Number of people who have undergone specific training by sex/gender/profile 2. No. of dissemination processes, documents disseminated and impact 3. Number of news items, videos, and general dissemination contents produced and disseminated. 4. No. of misuses and proposed solutions			
<b>External communication</b>			
<b>Aim</b>	<b>Measures</b>	<b>Calendar</b>	<b>Responsibility</b>
Making BCAM's commitment to equality more visible	1. Preparing and disseminating video-interviews of women in leadership positions either by project or by attending to BCAM management.	2023	BCAM Communication
	2. Preparation of news, videos and content for general dissemination both to the staff and to the outside world on BCAM's strategy and best practices in terms of equality.	2022-2026	BCAM Communication
	3. Using our own communication channels (portal, email, blog) to disseminate press releases and activities during important dates (11F, 8M, 25N) information, awareness materials, campaigns, etc. on equality in the STEM sector, egalitarian organisational culture in STEM institutions, leading women researchers...	2022-2026	BCAM Communication
<b>Indicators</b>			

1. Reach and number of video views.
2. Number of news items, videos, and general dissemination contents produced and disseminated.
3. No. of communication acts made through each of the company's own media channels, and impact

THE COMPANY'S RELATIONSHIP WITH ITS ENVIRONMENT			
Purchasing			
Aim	Measures	Calendar	Responsibility
Incorporating the gender perspective in the procurement policy.	1. Designing a questionnaire to find out the degree of involvement of large/medium-sized suppliers in terms of equality policies. Analysing it and keeping it in mind for future recruitment processes .	2022-2026	BCAM Procurement
Indicators			
<ol style="list-style-type: none"> <li>1. Designing the questionnaire content.</li> <li>2. Number of questionnaires sent and received.</li> <li>3. Conclusions</li> </ol>			
Quality			
Aim	Measures	Calendar	Responsibility
Improving the management and quality model, by incorporating the commitment of at least 1 objective and evaluation indicator that considers the	1. Including 1 gender objective in the annual planning of all the projects carried out	2022-2026	External support
	2. Technical support for the definition of objectives and indicators with a gender focus	2022-2026	External support

THE COMPANY'S RELATIONSHIP WITH ITS ENVIRONMENT			
gender perspective in at least 40% of the planning and reports of the services and products developed.	3. Committing teams that do not make use of technical support to ensure the effective application of the gender perspective in the objectives, indicators and development of projects.	2022-2026	External support
	5. Disseminating the results of this objective internally and externally.	2022-2024 2025-2026	BCAM Communication
<b>Indicators</b>			
1. Indications from the different Management services. 2. Number of technical support services requested. 3. No. of commitments approved 4. Biannual document produced 5. Dissemination channels and action impact 6. % of services/products that have used the guide and incorporated the gender perspective.			
<b>Networking/Collaboration</b>			
Aim	Measures	Calendar	Responsibility
Maintaining participation in and commitment to the networks and collaborations established along the way in the area of equality.	1. Keep taking part in the Ikerbasque gender group.	2022-2026	BCAM Gender Equality
	2. Seeking out other gender-oriented, research and science networks to take part in and network with.	2022-2026	BCAM Gender Equality
<b>Indicators</b>			
1. Number of Ikerbasque meetings called and number of meetings attended. 2. Minutes during which there is evidence of interest or intention to take part in other groups.			

## INDICATORS

Indicators are gauges that provide information on a situation or reality. They are instruments for measuring the degree of compliance and effectiveness of the intervention carried out and, therefore, essential for evaluation. It is also advisable that they should be recorded upon reception in order to report on their development.

Monitoring of the Plan with indicators at three levels. It would be convenient to integrate these indicators into BCAM's usual forms of management.

- Indicators of each action: the indicators of each action will be defined every year, during the monitoring and evaluation phase of the plan.
- Indicators of the Equality Plan: each year the following indicators will be monitored.
  - Process indicators or degree of compliance: they will be used to observe whether the planned work is being carried out or not. In short, it is the degree of compliance with the actions included in the Plan which must be monitored every year.
  - Impact indicators: they highlight the progress made in terms of equality in the organisation's policy, business strategy and culture. They will indicate the long-term evolution and impact of gender mainstreaming in human resources, process management and the General Strategic Plan.
  - Quantitative indicators: Each year a decision will be made as to whether to include or change some of the quantitative indicators.

## 9. RESOURCES AND MEANS

Each measure identifies the people in charge and the internal human resources assigned to the implementation, monitoring and evaluation of each one of them. Likewise, BCAM has an annual budget for as well as the means and internal human resources necessary for the implementation, monitoring and evaluation of the measures during the four years of the Plan.

## 10. MONITORING, EVALUATION AND PERIODIC REVIEW SYSTEM

Two complementary committees have been established for the implementation of the plan:

**Monitoring Commission:** this joint commission (with both representatives of the company, and the workforce) was defined by the Negotiating Committee and will be responsible for the follow-up, evaluation and review of the Plan. The initial suggestion is that the 2 people who took part in the Negotiating Committee will hold the positions on this Monitoring Commission. The Equality Plan 2022-2026 will be reviewed and evaluated both at mid-term (year 2024) and at the end of the plan's period of validity. Both the measures that have been effectively implemented and the impact obtained up to that date will be considered.

On behalf of the company: Lorea Gómez García, Jose Antonio Lozano

Workers' representative: Javier Fernandez de Bobadilla, Maira Aguiar, Idoia Hernandez

**The Equality Commission:** this existing committee is made up of volunteers, representatives of the different bodies involved and technical staff. In addition to collaborating with the Monitoring Commission for the review and evaluation of the plan, it will be responsible for the implementation and execution of the plan's actions.

The Equality Commission is currently composed of the following people:

On behalf of the company: Lorea Gómez García, Jose Antonio Lozano

Workers' representative: Javier Fernandez de Bobadilla, Maira Aguiar, Idoia Hernandez

**The Equality Commission constantly carries out the monitoring and evaluation of the plan** during its usual meetings by using the annual equality plan and the monitoring and impact indicators defined in the section on measures, deadlines, calendar and indicators.

At the beginning of the year, an evaluation is carried out and a report is presented to the Monitoring Committee, the decision-making bodies and sent to all the staff in a user-friendly format.

The report will include the following contents:

- Evaluation of the previous year's management plan and monitoring of indicators.
- Evaluation of the internal organisation of the equality commission.

## 11. COMPOSITION AND INTERNAL ORGANISATION OF THE EQUALITY COMMISSION

The composition of the Equality Commission and the Monitoring Commission will also be based on the following general criteria:

- The position of coordinator will be held by a woman.
- Specific people may be invited depending on the topics to be dealt with.
- The participation of women in the Equality Commission will be at least 60%.
- In the election process of the people who will participate in the Equality Commission, their training in the matter will be considered. Whether the eligible person has training, sensitivity and motivation or not will be considered.
- The Equality Commission together with the Monitoring Commission will be able to adapt these criteria to reality if necessary, according to the needs of the annual management plan which considers the legislation in force.

### Operation

This will include the internal organisation of the Equality Commission which will be the commission or joint body in charge of the monitoring, evaluation and periodic review of the equality plan.

- Monitoring Commission:
  - It will carry out the monitoring, evaluation and review of the equality plan as set out in the monitoring and evaluation section. It will meet once a year.
- Equality Commission:
  - It is in charge of designing the annual equality plan,
  - Implementing the actions included in the annual equality plan,
  - Monitoring, evaluating and reviewing the equality plan according to what is included in the monitoring and evaluation section,
  - Defining the material and human resources necessary for the appropriate implementation of the Equality Plan,
  - Preparing and channeling communication on equality matters in order to effectively channel relations and communication with the different committees, departments, areas and, in general, with the entire BCAM staff.
  - It will meet once a term on a mandatory basis, and as many times as necessary for the development of the established plan on an extraordinary basis. At the beginning of the year, the annual calendar of meetings will be established by considering BCAM's official calendar. The meetings will be efficient: the agenda will be sent in advance, previous work will be requested when convenient, the duration of the meeting will be specified and we will try to respect the planned

duration. In addition, the meetings will be promoted appropriately to deal with the issues. Consideration will be given to BCAM's language needs when managing meetings.

**Term of office:** The people who make up the Equality Commission will hold that position until the end of the Equality Plan. If any person needs to be replaced, the same Equality Commission will put forward the most suitable person.

### Equality Coordinator

To ensure the smooth running of the project, the person in charge or coordinator of equality at BCAM will be a woman and will be part of the Equality Commission. A substitute will also be designated to carry out her functions in her absence. Their functions will be the following:

- Transferring the general and relevant information, proposals and requests elaborated by the Equality Commission to the Monitoring Commission of the 2<sup>nd</sup> Equality Plan.
- Having a global vision of the process.
- Actively taking part in the execution and follow-up of the actions of the Equality Plan.
- Being part of the Equality Commission and taking part in meetings.
- Organising the necessary meetings.
- Commitment: Management will acknowledge the commitment of workers to support the functions of the Equality Coordinator within their working hours and will make sure that she has the necessary commitment to fulfil such functions.

These commissions may suggest changes to the Management in relation to the monitoring, evaluation and revision system whenever there is a need to improve the plan.

At the end of the current Equality Plan, the Negotiating Committee will be reconvened to approve the diagnosis, equality plan and pay audit for the following period. In addition, the Negotiating Committee may meet in the event of discrepancies in the Equality Commission as stated in the following point.

## 12. MODIFICATION PROCEDURE

This modification procedure indicates how possible discrepancies that could arise in the application, follow-up, evaluation or revision of the plan should be solved, as long as the legal or conventional regulations do not overstretch its capacities:

- In the event of any discrepancy between the people who make up the Equality Commission on the compliance, interpretation, scope or application of this Equality Plan, the parties undertake not to make use of any action, without prior submission of the latter to the Equality Commission.
- Should it not be possible to reach a solution to a conflicting issue regarding the compliance, interpretation, scope or application of the present Equality Plan within the Equality Commission, the parties will submit the issue to the Negotiating Committee of the Equality Plan.