

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



Plan for the equality of women and men 2019-2021
Basque Centre of Applied Mathematics (BCAM)

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1. Introduction

Basque Centre for Applied Mathematics (BCAM) Research Centre in Applied Mathematics created with the support of the Basque Government (through Ikerbasque) and the Basque Country University. Its activity aims to strengthen the Basque System of Science and Technology in cooperation with other research centres and universities committed to excellence. BCAM thus undertakes interdisciplinary research on the frontier of mathematics and training and attracting scientific talent.

Formed by a team of international and interdisciplinary researchers, the centre's mission is to place mathematics at the service of society. It is also strongly committed to transferring excellence in Applied Mathematics research to industrial, business and social institutions.

This commitment to excellence led BCAM to signing the European Charter for Researchers and the Code of Conduct for Researcher Recruitment in 2008.

At the beginning of 2015, BCAM decided to go one step further in its commitment to people management and initiated the Internal Analysis process for the "HR Strategy for Researchers (HRS4R)" promoted by the European Commission. The HRS4R is a mechanism that supports implementation of the European Charter for Researchers and the Code of Conduct for Researcher Recruitment (CyC). It is also an accreditation of excellence in managing researcher human resources.

The equality committee has a permanent staff of the following people:

- Lorea Gómez, Manager**
- Luis Vega, Scientific Director**
- María Xosé Rodríguez, Researcher**
- Eneko Pérez, IT Manager**

- **Noemi Casero, Management Assistant**

The lines of action and activities embodied in the Equality Plan have mostly been constructed in a participatory manner in the equality committee. Based on the equity participatory planning tool ¹that Emakunde proposes for developing these processes, the members of the committee have contributed ideas that have guided the adjustment of measures, actions and target audiences.

Once the plan is finalised, the committee will have continuity for at least three years of validity. This ensures a formal body, which guarantees follow-up on implementing the actions and compliance of indicators. In short, a body that supports sustainability of the process and contributes to it being used by the entire team.

2. Legal framework

The principles and actions of this plan are framed within and linked to equality regulations and legislation that regulate actions aimed at eliminating inequalities and promoting effective and real equality between women and men in the international arena as well as in the state and autonomous regions.

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), approved at the United Nations, New York, on 18 December 1979, is a milestone that opened a path in the area of international human rights. The CEDAW, ratified by the Spanish state in 1984, requires that the states parties do not discriminate, and that they modify men's and women's traditional roles in society and in the family and take constant

¹ See Appendix template of the lean equality tool

measures to eliminate discrimination. It is the only human rights treaty that includes women's right "to freely and responsibly decide on the number of children they will have and the interval between births and to have access to information, education and the means to exercise these rights" (Article 16 e), forcing states to include it within their legislation, and in the affective-sexual education system (Article 10 h). Article 5 prohibits the use of maternity as a pretext for labour or other discrimination, and obliges that it is recognised as a social function in which men, women and social services take co-responsibility for the care of children.

In 1997, the United Nations adopted gender equity as a fundamental principle in all of its policies and programmes, based on the understanding that it is impossible to work towards sustainable human development without taking into account the situation of inequality in which women —half of the population— in all parts of the world, including our own society, live.

In 1999, the Treaty of Amsterdam formally defined equality as a fundamental principle of the European Union and stated that all members must design and implement policies aimed at eliminating inequality between women and men and promote equality.

Also, in the nearest context, the Basque Autonomous Community approved Law 4/2005, 18 February, for the Equality of Women and Men in 2005, which, among other things, establishes that "*The companies with majority shareholdings in public capital in any case, as well as private companies [...], must implement plans or programmes that include concrete and effective measures aimed at promoting the equality of women and men in their internal operations and in their activity*

abroad". Specifically, in the third title, the law regulates a series of measures aimed at promoting real and effective equality for women and men in the different areas of intervention, including the workplace.

Legislation and regulations clarify the responsibility that all social agents, and private entities have in the fight for equality. In this sense, it also promotes actions aimed at:

- **Guaranteeing equal treatment and avoiding direct and indirect discrimination**
- **Integrating the gender perspective in all of the entity's policies and actions**
- **Respecting diversity and difference**
- **Applying positive action measures to correct possible imbalances between women and men, resulting from historical inequality**
- **Fight against gender roles and stereotypes**
- **Working towards a balanced representation of women and men in all areas**

Therefore, applying these principles of equal treatment and equal opportunities and the regulations and guidelines with which they are linked, this Equality Plan establishes objectives and actions following complementary strategies of gender perspective mainstreaming and positive action. It is fundamental to focus on introducing the gender vision in the mainstream; in other words, in all of the organisation's internal and external policies. Concrete and temporary measures must also be defined to reduce gaps derived from historical inequality between men and women.

With all this, the plan aims to:

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- **Reduce access gaps for women in some spaces and positions.**
- **Drive work/life balance measures and an organisational culture that values care and guarantees women's safety.**
- **Incorporate gender vision in the organisation's activities.**
- **Integrate the gender perspective in policies.**
- **Raise awareness among staff about the impact of gender roles and stereotypes in general, and their specific reality in the workplace.**
- **Value abilities, skills, work methods and leadership outside of patriarchal values.**

3. Strengths and areas for improvement identified in the diagnosis

The diagnosis analysed different organisational areas: policies, structure, operational dynamics, participation, products and organisational values. The analysis identified strengths, which serve as a focal point for the proposed objectives and actions, as well as weaknesses or areas for improvement, from which the objectives, results and actions of this Plan have been designed.

The main strengths identified are:

- **The organisation's resolve to attract talent among women.**
- **BCAM's ability to decide on the agreements made**
- **Freedom to implement positive action measures towards hiring women**
- **Freedom to implement work/life balance measures**
- **A system of flexible and remote working schedules is already available**
- **There are women in the organisation who have participated in public activities related to promoting equality in the sector.**

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- **The organisation participates in projects such as "A Global Approach to the Gender Gap in Mathematical and Natural Science".**
- **Some people in the organisation are critical about how the sector works and about the disadvantages that women experience within it.**
- **There are academic and/or scientific women in the environment who are promoting reflections and actions, with whom they can contact to join forces and start an itinerary of reflection and action.**
- **The organisation's resolve not to generate inequalities in the remuneration policy**
- **A woman at the strategic level**
- **A code of conduct that establishes principles that favour equality**
- **There is a protocol for resolving interpersonal conflicts that specifically considers moral, sexual and gender harassment cases.**
- **The organisation is very sensitive to this issue and wants to advance in rights**

Regarding weaknesses, different areas for improvement are revealed in each of the action lines identified: vertical and horizontal segregation, work/life balance, leadership styles, communication and gender perspective in products.

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a) Access to tactical-level positions

- **The total staff (researchers and administrative staff) are mostly men**
- **Few main research women**
- **Lack of analysis about why there are fewer women**

b) Remuneration policy

- **Differences in average salaries of women and men in some research positions that do not depend on BCAM for remuneration**
- **No possibility of controlling the mechanisms of the different financing entities**

c) Organisational culture

- **Ignorance of the causes of inequality between women and men, in general and specifically in the sector.**
- **Possible resistance to change**

d) Access to the employment and recruitment policy

- **Standard recruitment systems that do not incorporate the gender perspective**
- **Globalised evaluation systems on which there is little capacity for advocacy**
- **Membership in a male-dominated sector (STEM)**
- **Lack of analysis about why there are fewer women**

e) Co-responsibility for work/life balance

- **The measures that are implemented are not framed within a system that considers the diversity of situations**
- **In some cases, people do not know the procedure for making use of existing measures**
- **Utilising work/life balance measures is perceived as a risk to a professional career**
- **International evaluation system that makes compatibility of work and personal life difficult**

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- **Lack of questioning about the characteristics of the global system**

f) Psychosocial risks

- **Knowledge by some people on the staff of harassment or discrimination cases, especially those of a sexual nature.**
- **Knowledge by some people on the staff of cases of chauvinistic behaviour, comments and sexist jokes.**
- **Male-dominated organisation**
- **The majority of people who have power within the organisation are men**
- **A prevention system is missing by raising awareness among the entire workforce**
- **Does the system ensure protection for people who are being harassed?**
- **Has the system been evaluated in recent years?**

4. Equality Plan

Basque Centre of Applied Mathematics (BCAM) has implemented an equality plan for women and men that is valid for three years, from 2019 to 2021, and which is structured around four objectives. Several expected results are derived from each one of them and different activities are proposed to achieve them. The detail of the planning is:

<p align="center">Equality Plan Matrix for the Basque Centre for Applied Mathematics (BCAM) 2019-2021</p>					
<p>STRATEGIC OBJECTIVE 1: DEVELOP PEOPLE MANAGEMENT THAT PROMOTES EQUALITY BETWEEN WOMEN AND MEN</p>					
<p>Specific objectives</p>	<p>Indicators</p>	<p>Activities</p>	<p>Persons responsible</p>	<p>Deadlines</p>	<p>Resources</p>
<p>Specific objective 1.1</p> <p>Identify gender bias in people management processes</p>	<p>IOE1.1.1. At the end of each year there is a list of the number of recommendation letters separated by women and men.</p>	<p>A1.1.1. Quantify the recommendation letters that are prepared each year for women and men.</p>	<p>Miguel Ángel Benítez / Lorea Gómez</p>	<p>30/06/2019</p>	<p>Saved in the system.</p>
	<p>IOE1.1.2. The skills assessed for women and men in the recommendation letters were analysed three months after the start of the plan.</p>	<p>A1.1.2. Examine the skills that are evaluated in the letters for both women and men.</p>	<p>Miguel Ángel Benítez / Lorea Gómez</p>	<p>30/09/2019</p>	<p>Review the letters</p>
	<p>IOE1.1.3. One month after analysing the letters, a document was produced that identifies possible</p>	<p>A.1.1.3 Identify possible gender biases in the skills that are evaluated.</p>	<p>Miguel Ángel Benítez / Lorea Gómez</p>	<p>31/10/2019</p>	<p>Review the letters</p>

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<p>gender biases found in assessing the skills of women and men.</p>	<p>A1.1.4. Establish a strategy for equal value recognition</p>	<p>Miguel Ángel Benítez / Lorea Gómez</p>	<p>31/10/2019</p>	<p>Prepare a document</p>
<p>IOE1.1.4. One month after analysing the letters, a document was produced that identifies possible gender biases found in assessing the skills of women and men.</p>	<p>A1.1.5. Prepare recommendation letters with equal recognition of skills.</p>	<p>Miguel Ángel Benítez / Lorea Gómez</p>	<p>31/12/2019</p>	<p>Prepare a recommendation letter template</p>
<p>IOE1.1.5. One month after producing the document that includes possible biases in evaluating women and men, a series of recommendations were made to eliminate these biases in the subsequent letters.</p>	<p>A1.1.6. Organise training directed to the Recruitment Committee, to avoid gender bias in recruitment processes.</p>	<p>External company</p>	<p>To be taken into account throughout the Plan</p>	<p>External company</p>
<p>IOE1.1.6. At the end of the Plan, the recommendation letters delivered in the last year since the recommendations made</p>	<p>A1.1.7. As far as possible, ensure that the Recruitment Committees include at least one woman.</p>	<p>Lorea Gómez</p>	<p>To be taken into account throughout the Plan</p>	

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	<p>were analysed.</p> <p>IOE1.1.7. At the end of the implementation, BCAM formulated specific goals to increase the presence of women in the organisation.</p> <p>IOE1.1.7. At the end of the first year, BCAM conducted training directed to the Recruitment Committee on avoiding gender bias in the recruitment processes.</p>	<p>A.1.1.8. Encourage more women speakers in the activities that BCAM organises and finances</p>	<p>Organiser for each activity</p>	<p>To be taken into account throughout the Plan</p>	
<p>Specific objective 1.2</p> <p>Raise awareness among BCAM staff about the need to promote progress in equality between women</p>	<p>IOE1.2.1. One year after starting the implementation, at least one training/reflection activity on inequalities in the sector has been carried out.</p> <p>IOE1.2.2. One year after starting the</p>	<p>A1.2.2. Plan training for BCAM staff with the objective of knowing the reasons why there are fewer jobs for women and the unequal presence of women in the sector</p>	<p>Nagore Valle / Irantzu Elespe</p>	<p>May-June each year</p>	<p>Consultancy firm for an quality plan and researchers involved in equality</p>

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<p>and men</p>	<p>implementation, a plan has been implemented for a minimum of one training/reflection activity on this topic to be carried out each year</p> <p>IOE1.2.3. At the end of the second year of the Plan, at least two internal seminars on the personal and professional work/life balance in the field of scientific research have been organised.</p> <p>IOE1.2.4. At the end of the first year of the Plan, a group composed of at least three young women researchers from BCAM has been created to raise awareness and reflect on obstacles that limit their careers.</p>	<p>A1.2.1. Organise awareness seminars for BCAM staff on work/life balance.</p> <p>A1.2.3. Promote the creation of a group of young researchers at BCAM to raise awareness and reflect on the obstacles that may limit their careers. Also, in this group, analyse the possibility of creating a group of male researchers that provides visibility to the work of women researchers. Thus, all professionals (women and men) will be involved and will work towards equality.</p>	<p>Nagore Valle / Irantzu Elespe</p> <p>Noemi Casero / María Xosé Rodríguez</p>	<p>November each year</p> <p>30/06/2019</p>	<p>matters.</p> <p>BCAM researchers</p>
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<p>IOE1.2.5. During the first quarter of the second year of the Plan, the group has an agenda of topics and a schedule of meetings for the rest of the Plan period.</p> <p>IOE1.2.6. During the plan's implementation period, the group of workers disseminates information (articles, research, news, etc.) to the rest of the workforce.</p> <p>IOE1.2.7. At the end of the Plan, the group meets on at least six occasions (two meetings per year) and has a document that specifies the main concerns expressed by the group and the solutions proposed during the meetings.</p>				
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STRATEGIC OBJECTIVE 2: DEVELOP A LABOUR EQUALITY POLICY AND PROMOTE WORK/LIFE BALANCE					
Specific objectives	Indicators	Activities	Persons responsible	Deadlines	Resources
<p>Specific objective 2.1</p> <p>Formalise the work/life balance measures that are applied in BCAM</p>	<p>IOE2.1.1. Seven months after starting the plan, the work/life balance measures that are currently applied were compiled.</p>	<p>A2.1.1. Collect the measures that are already applied today in the organisation.</p>	<p>Ainara González / Noemi Casero</p>	<p>31/07/2019</p>	<p>Review the work/life balance measures that are currently applied.</p>
	<p>IOE2.1.2. After compiling them, staff were consulted to find out about their contributions regarding other measures that could be applied.</p>	<p>A2.1.2. Identify with staff other measures that may be applied.</p>	<p>Ainara González / Noemi Casero</p>	<p>31/07/2019</p>	<p>Complete a survey</p>
	<p>IOE2.1.3. With all the information, after three months, a document was prepared in which the work/life balance measures that are currently applied were compiled.</p>	<p>A2.1.3. Prepare a document that includes the work/life balance measures that are applied in BCAM and the procedure to access them.</p>	<p>Lorea Gómez / Noemi Casero</p>	<p>31/10/2019</p>	<p>Prepare the document</p>
	<p>IOE2.1.3. With all the information, after three months, a document was prepared in which the work/life balance measures and the procedure to access them</p>	<p>A2.1.4. Promote the document (mailing and employee portal).</p>	<p>Noemi Casero / Nagore Valle</p>	<p>08/11/2019</p>	<p>BCAM Mailing and Portal</p>

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	<p>were specified.</p> <p>IOE2.1.4. One week after the document was produced, it was promoted through the defined channels and incorporated into the Welcome Procedure.</p> <p>IOE2.1.5. At the end of the Plan, a survey was carried out among all staff to measure knowledge of the work/life balance system and satisfaction with the measures.</p>	<p>A2.1.5. Incorporate the document into the Welcome Procedure.</p>	<p>Noemi Casero</p>	<p>30/09/2019</p>	<p>“Welcome pack” document</p>
<p>Specific objective 2.2</p> <p>Achieve a remuneration policy with no gender gap</p>	<p>IOE2.2.1. Seven months after implementation of initial the plan, analyse the salary differences between women and men in each level of the</p>	<p>A2.2.1. Analyse the salaries of women and men at all levels to accurately identify the wage gap at each level.</p>	<p>Lorea Gómez / Noemi Casero</p>	<p>31/07/2019</p>	<p>Review payroll</p>

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	<p>organisation.</p> <p>IOE2.2.2. Three months after the analysis, the causes behind the gap in each level were identified.</p> <p>IOE2.2.3. Two months after having analysed the information, a strategy was developed with specific objectives and actions to eliminate the wage gap between women and men at all levels of the organisation.</p>	<p>A2.2.2. Identify the causes of the gaps at each level.</p> <p>A2.2.3. Establish a strategy to correct the gap.</p>	<p>Lorea Gómez / Noemi Casero</p> <p>Lorea Gómez / Noemi Casero</p>	<p>31/10/2019</p> <p>31/12/2019</p>	<p>Details of the situation of each employee (type of scholarship, etc.).</p>
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STRATEGIC OBJECTIVE 3: MAINSTREAMING THE GENDER PERSPECTIVE IN BCAM'S INTERNAL AND EXTERNAL ACTIVITIES					
Specific objectives	Indicators	Activities	Person(s) responsible	Deadlines	Resources
<p>Specific objective 3.1.</p> <p>Create structures specifically aimed at promoting equality</p>	<p>IOE3.1.1. During the entire period implementing the plan, the equality committee meets at least twice per year.</p>	<p>A3.1.1. Formalise the equality committee as an institutional body</p>	<p>Equality Committee</p>	<p>30/06/2019</p>	<p>Employees interested in joining the committee</p>
	<p>IOE3.1.2. From the beginning of implementing the plan, the entire staff knows about the existence of the equality committee and knows what its functions are.</p>	<p>A3.1.2. Define objectives and prepare a work schedule for the equality committee</p>	<p>Equality Committee</p>	<p>31/07/2019</p>	<p>Prepare objectives and work schedule document.</p>
	<p>IOE3.1.3. The equality committee monitors compliance with the indicators provided in the plan at least every six months</p>	<p>A3.1.3. Follow up on implementing the equality plan</p>	<p>Equality Committee</p>	<p>Six-monthly follow-up (June and December of each year)</p>	

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	IOE3.1.3. Once the implementation is completed (and no more than six months later), the equality committee assessed compliance with the plan and made proposals for a second plan	A3.1.4. Evaluate the equality plan after it has been implemented	Equality Committee Equality	31/12/2021	
<p>Specific objective 3.2.</p> <p>Participate in advocacy platforms and networks on women and science</p>	IOE3.2.1. During the plan's validity period, BCAM will participate in at least two activities per year linked to the Inspira programme or similar	A3.2.1. Adhere to the programs or groups that are working on driving jobs for women: Inspire, Women with Science Blog	María Xosé Rodríguez/Martina Conte	31/12/2020	BCAM researchers
	IOE3.2.2. Six months after the plan began, BCAM designated a person responsible for relations with the Inspira programme, the Women with Science blog or similar	A3.2.2. Create an R-Ladies group in Bilbao (group of women programmers)	María Xosé Rodríguez	30/06/2019	BCAM researchers
		A3.2.3. Work on advocacy actions with Bizkaia Talent to	Noemi Casero / Agurtzane Hurtado	At least once per year, from	Collaboration with Bizkaia Talent

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	<p>IOE3.2.3. At the end of the plan, the R-Ladies of Bilbao group was formed and has continuous activity.</p> <p>IOE3.2.4. Twelve months after the plan started, a meeting was held with Bizkaia Talent to work on advocacy tasks.</p> <p>IOE3.2.5. At that meeting, at least one concrete action for promoting equality was agreed upon and will be jointly implemented between Bizkaia Talent and BCAM.</p> <p>IOE3.2.6. At the end of the Plan, at least two concrete actions were organised between Bizkaia Talent and BCAM</p>	<p>incorporate gender equality as a theme in the services it offers and in its studies and publications.</p>		<p>the second year of the Plan. That is, from 2020.</p>	
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	for promoting equality.				
<p>Specific objective 3.3.</p> <p>To raise awareness about equality initiatives, as well as women, in the sector</p>	<p>IOE3.3.1. One year after the plan was implemented, BCAM staff knew the names of leading women in the field of mathematics</p>	<p>A3.3.1. Find the name of the first female Basque mathematician and put her name on the seminar room</p>	<p>María Xosé Rodríguez</p>	<p>30/06/2019</p>	
	<p>IOE3.3.2. During the plan's execution period, BCAM disseminated at least six news items about the reality of inequality in the sector and/or about initiatives that promote equality in the sector</p>	<p>A3.3.2. Place a link to the Women with Science Blog on the website</p>	<p>Nagore Valle / IT Department</p>	<p>31/05/2019</p>	<p>Modify the BCAM website</p>
	<p>IOE3.3.2. At the end of the plan, BCAM contacted and has built a relationship with at least one research centre that works from a gender perspective</p>	<p>A3.3.3. Generate news on the web that makes the reality of inequality in the sector visible (information from the Women with Science Blog, about BCAM's participation in programmes such as Inspira, on the creation of R-Ladies, etc.)</p>	<p>Nagore Valle</p>	<p>31/12/2021</p>	

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		A3.3.4. Search for centres that are integrating the gender perspective in their research to gather information and generate alliances that contribute to increasing knowledge about how this perspective can be applied in BCAM's research	María Xosé Rodríguez	31/12/2021	
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STRATEGIC OBJECTIVE 4: GUARANTEE SAFETY IN THE EVENT OF POTENTIAL HARASSMENT CASES					
Specific objectives	Indicators	Activities	Person(s) responsible	Deadlines	Resources
Specific objective 4.1. Improve the protocol for attention to cases of sexual	IOE4.1.1. One year after the plan starts, the confidential agent person received specific training to attend and manage harassment cases IOE4.1.2. The mentoring	A4.1.1. Review Emakunde's recommendations to incorporate specific issues on sexual and gender-based harassment in the current protocol	Lorea Gómez / Irantzu Elespe	31/07/2019	Emakunde recommendations

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<p>harassment and sexist harassment</p>	<p>system is evaluated annually to check that staff consider it a trusted space</p> <p>IOE4.1.3. The operation of the protocol is evaluated annually to ensure that it is a valid tool for identifying and managing harassment cases</p>	<p>A4.1.2. Train the confidential agent person on managing sexual and sexist harassment issues.</p> <p>A4.1.3. Define a mentoring system from which reference people are designated at each level of the organisation (to generate trusted spaces that facilitate expressing/reporting of harassment cases)</p> <p>A4.1.4. Monitor the mentoring system and the operation of the harassment protocol</p>	<p>Noemi Casero/ External company</p> <p>Lorea Gómez / Noemi Casero</p> <p>Lorea Gómez / Noemi Casero</p>	<p>31/01/2020</p> <p>31/10/2019</p> <p>December each year</p>	<p>Specific external training on the subject of harassment.</p>
<p>Specific objective 4.2.</p> <p>Socialise the</p>	<p>IOE4.2.1. Nine months after the start of the plan, the BCAM staff know about the updated</p>	<p>A4.2.1. Conduct a training session on violence and harassment, to socialise</p>	<p>Noemi Casero</p>	<p>31/10/2019</p>	<p>External training company</p>

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<p>protocol of attention to sexual harassment and sexist harassment cases</p>	<p>protocol document on harassment cases</p> <p>IOE4.2.2. From the protocol update, a formal procedure is implemented to ensure that all the people who join the BCAM staff receive the document that includes all of the welcome materials</p>	<p>the BCAM protocol and train the staff about what the concepts of sexual harassment and sexist harassment mean.</p> <p>A4.2.2. Periodically remind about the existence of this protocol (mailing to all staff)</p> <p>A4.2.3. Include the protocol in the welcome kit that is given to those who join the staff</p>	<p>Nagore Valle</p> <p>Noemi Casero</p>	<p>December each year</p> <p>30/09/2019</p>	<p>E-mail communication to all staff</p> <p>Update the "Welcome Pack" document</p>
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5. Timeline

The activities of the Plan will be implemented over three years, between 2019 and 2021, from the following annual calendar. A specific action plan will be drawn up for the following period each year.

ACTIVITIES	2019	2020	2021
A1.1.1. Quantify the recommendation letters that are prepared each year for women and men.			
A1.1.2. Examine the skills that are evaluated in the letters for both women and men.			
A.1.1.3 Identify possible gender biases in the skills that are evaluated.			
A1.1.4. Establish a strategy for equal value recognition			
A1.1.5. Prepare recommendation letters with equal recognition of skills.			
A1.1.6. Organise training directed to the Recruitment Committee, to avoid gender bias in recruitment processes.			
A1.1.7. As far as possible, ensure that the Recruitment Committees include at least one woman.			
A.1.1.8. Encourage more women speakers in the activities that BCAM organises and finances			
A1.2.2. Plan training for BCAM staff with the objective of knowing the reasons why there are fewer jobs for women and the unequal presence of women in the sector			
A1.2.1. Organise awareness seminars for BCAM staff on work/life balance.			
A1.2.3. Promote the creation of a group of young researchers at BCAM to raise awareness and reflect on the obstacles that may limit their careers.			
A1.2.4. Analyse the possibility of creating another group of male researchers that provides			

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visibility to the work of women researchers. This way, all professionals (women and men) will be involved and will work towards equality.			
ACTIVITIES	2019	2020	2021
A2.1.1. Collect the measures that are already applied today in the organisation.			
A2.1.2. Identify with staff other measures that may be applied.			
A2.1.3. Prepare a document that includes the work/life balance measures that are applied in BCAM and the procedure for accessing them.			
A2.1.4. Promote the document (mailing and employee portal).			
A2.1.5. Incorporate the document into the Welcome Procedure.			
A2.2.1. Analyse the salaries of women and men at all levels to accurately identify the wage gap at each level.			
A2.2.2. Identify the causes of the gaps at each level.			
A2.2.3. Establish a strategy to correct the gap.			
ACTIVITIES	2019	2020	2021
A3.1.1. Formalise the equality committee as an institutional body			
A3.1.2. Define objectives and prepare a work schedule for the equality committee			
A3.1.3. Follow up on implementing the equality plan			
A3.1.4. Evaluate the equality plan after it has been implemented			
A3.2.1. Adhere to the programs or groups that are working on driving jobs for women: Inspire, Women with Science Blog			
A3.2.2. Create an R-Ladies group in Bilbao (group of women programmers)			

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A3.2.3. Work on advocacy actions with Bizkaia Talent to incorporate gender equality as a theme in the services it offers and in its studies and publications.			
A3.3.1. Find the name of the first female Basque mathematician and put her name on the seminar room			
A3.3.2. Place a link to the Women with Science Blog on the website			
A3.3.3. Generate news on the web that makes the reality of inequality in the sector visible (news about information from the Women with Science Blog, about BCAM's participation in programmes such as Inspira, on the creation of R-Ladies, etc.)			
A3.3.4. Search for centres that are integrating the gender perspective in their research to gather information and generate alliances that contribute to increasing knowledge about how this perspective can be applied in BCAM's research			
ACTIVITIES	2019	2020	2021
A4.1.1. Review Emakunde's recommendations to incorporate specific issues on sexual and gender-based harassment in the current protocol			
A4.1.2. Train the confidential agent person on managing sexual and sexist harassment issues.			
A4.1.3. Define a mentoring system from which reference people are designated at each level of the organisation (to generate trusted spaces that facilitate expressing/reporting of harassment cases)			
A4.1.4. Monitor the mentoring system and the operation of the harassment protocol			
A4.2.1. Conduct a training session on violence and harassment, to socialise the BCAM protocol and train the staff about what the concepts of sexual harassment and sexist harassment mean.			
A4.2.2. Periodically remind about the existence of this protocol (mailing to all staff)			
A4.2.3. Include the protocol in the welcome kit that is given to those who join the staff			

6. Monitoring and evaluation system

From the construction of the Plan, the equality committee will be formally set up, a working and monitoring group that should be gender-balanced and have participants from all of the organisation's groups or functions. This group will have the participation of the people who manage the centre, and Noemi Casero (Management Assistant) and Lorea Gómez (Manager) will coordinate its implementation.

Initially, the equality committee will meet quarterly, arranged by Noemi Casero, to monitor the successive work plans. Once the final committee has been formed, it will create a monitoring and evaluation system to measure compliance with the expected indicators. The purpose of this committee is to review and improve all temporary activity and resource planning and to analyse new actions that may arise within the committee or by BCAM people, as takes place in the rest of the centre's activities, according to the management model.

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Appendix

A.1. Planning tool: equality *lean*

LEAN EQUALITY

WEAKNESSES (1-1)	PROPOSALS FOR SOLUTION (1-4)	BENEFITS (3)	KEY MEASURES (1-5)	TARGET AUDIENCE (1-3)
	PERSONS RESPONSIBLE (2-1)	COMMUNICATION (2-2)	VALIDATION MEASURE (4-1)	VALIDATION GROUP (4-2)
KEY INDICATORS (2-3)	KEY RESOURCES (2-4)		VALIDATION RESOURCES (4-3)	