

First Equality and Diversity Plan of the Biomedical Foundation at Gregorio Marañón Hospital

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1. Introduction

This Equality Plan of the Gregorio Marañón Hospital Biomedical Research Foundation (FIBHGM) has been developed in accordance with current legal guidelines (Organic Law 3/2007, Royal Decree 901/2020, and Royal Decree 902/2020) and drawing on best practices in biomedical research.

The main objective is to ensure real and effective equality between women and men in the workplace, with special attention to the specific characteristics of research, technical, management, and research support staff.

In its pursuit of excellence, the FIBHGM includes among its principles the promotion of initiatives that provide technical and scientific training to its entire staff, recognizing the value of diversity and fostering the professional development of all its personnel through values of respect and effective equality between men and women, without discrimination of any kind based on gender, sexual orientation, age, race, religion, opinion, or any other grounds.

The FIBHGM expresses its firm commitment to the principles reflected in this Equality Plan and is committed to its implementation as the entity responsible for the strategic policies and actions outlined herein, with the collaboration and support of the FIBHGM Works Council.

2. Regulatory Framework

- Organic Law 3/2007, of March 22, on the effective equality of women and men.
- Royal Decree 901/2020, of October 13, regulating equality plans and their registration.
- Royal Decree 902/2020, of October 13, on Equal Pay for Women and Men.
- Organic Law 3/2018 on the Protection of Personal Data and the Guarantee of Digital Rights, and Law 10/2021 on Remote Work, guaranteeing the right to digital disconnection for all workers.
- Collective Bargaining Agreement of the group of companies belonging to the Biomedical Research Foundations of the SERMAS Health Institutions (Code No. 28102923012020) dated July 4, 2025, and the internal regulations of the FIBHGM.

3. Scope of Application

The FIBHGM Equality Plan will apply to:

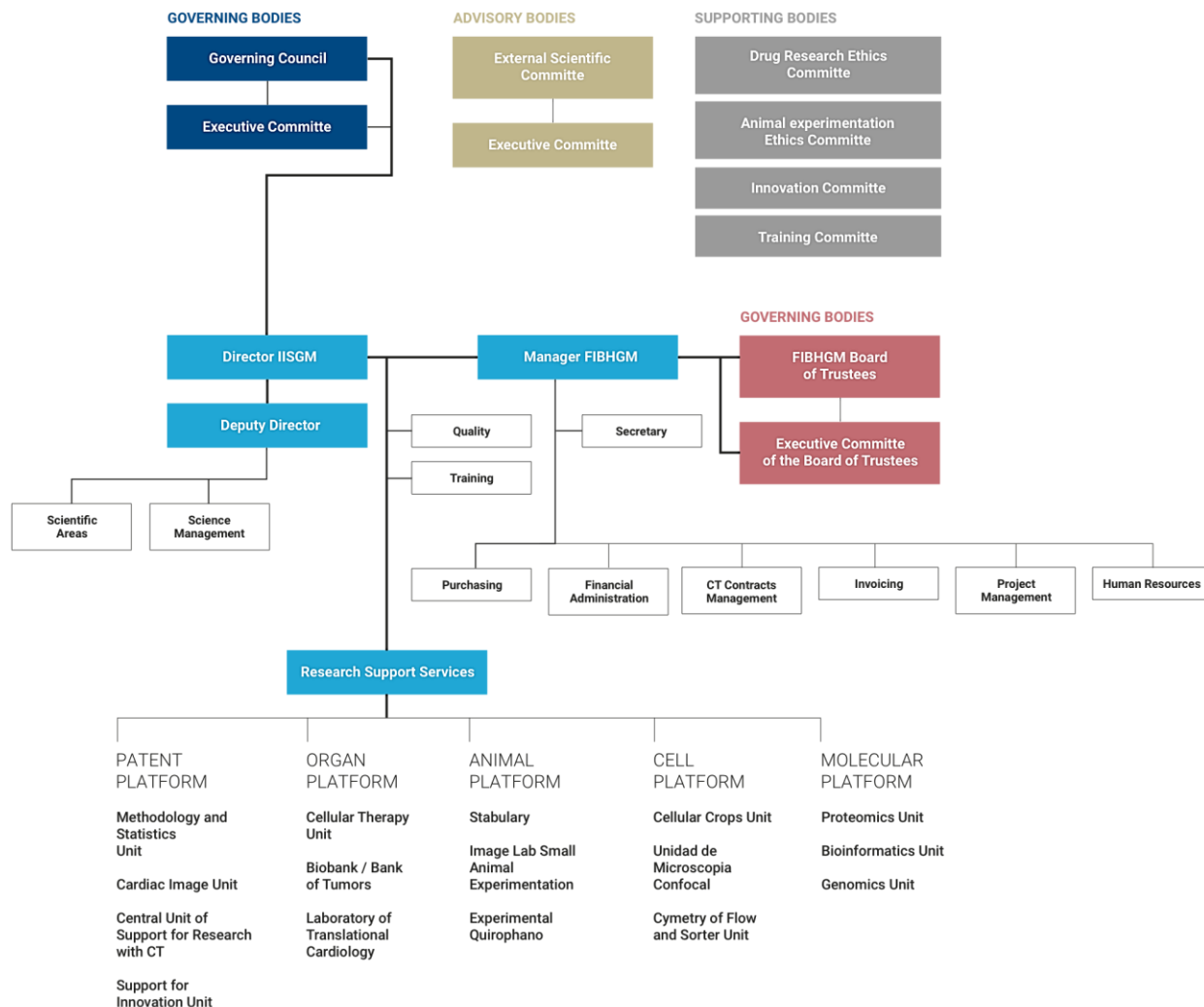
- FIBHGM employees.
- Other staff at the Gregorio Marañón Hospital Health Research Institute (IiSGM).
- Students participating in internships, training programs, or fellowships at the FIBHGM.

- Staff from other companies undertaking professional assignments or teaching at the FIBHGM.

In the last three cases, without prejudice to the provisions of the equality plans of the respective organizations, all measures in this plan that are applicable will be extended to them (Figure 1).

To this end, the IISGM is defined as a partnership established through an agreement between the Gregorio Marañón University General Hospital (HGUGM), its Foundation (FIBHGM), the Complutense University of Madrid, and the Carlos III University of Madrid. All of these institutions contribute to the pool of research personnel and biomedical research resources that make up the IISGM, which are managed by its Foundation.

Figure 1. Structure of the IISGM



Composition of the IISGM's governing bodies and advisory committees:

1. Governing Bodies: Governing Council, Executive Committee, Management.
2. Advisory Bodies: External Scientific Committee and the Institute's Research Commission.
3. Other Committees: Committee on Ethics in Drug Research (CEIm), Innovation Committee, Committee on Ethics in Animal Experimentation (CEEa), Biosafety Committee, and Equality Committee.

liSGM Research Support Services:

The research activities carried out at the liSGM Institute are supported by a set of research-dedicated infrastructures, as well as those integrated within the hospital organization itself. Based on their purpose, these structures are classified as:

- Vertical structures linked to a specific area of research, with either full-time (AD) or part-time (AM) dedication; in the latter case, the infrastructure provides an additional healthcare service.
- Horizontal facilities, because their organization is designed to support all areas of research, constituting in themselves the shared support services we refer to as Research Support Services (SAI). The latter are organized into five tiers, depending on the research focus:
 - 1) Molecule Platform
 - 2) Cell Platform
 - 3) Animal Platform
 - 4) Organ Platform
 - 5) Patient Platform

Research Areas:

As part of the Institute's strategic assessment, priority research areas have been defined based on their social relevance and potential impact on public health, the scientific merit of the area itself, the existence of well-defined research lines that complement those of other areas, and the capacity to provide effective guidance to groups that are less advanced in research development. Based on these criteria, and following the corresponding internal analysis and debate as well as consultation with the External Scientific Committee, seven priority research areas have been defined:

- Area 1. Biomedical Engineering
- Area 2. Cardiovascular Diseases
- Area 3. Neuroscience and Mental Health
- Area 4. Clinical Microbiology, Infectious Diseases, and AIDS
- Area 5. Immune System Pathology
- Area 6. Translational Oncology
- Area 7. Pathology of Major Organ Systems and Organ Transplants

Research Groups:

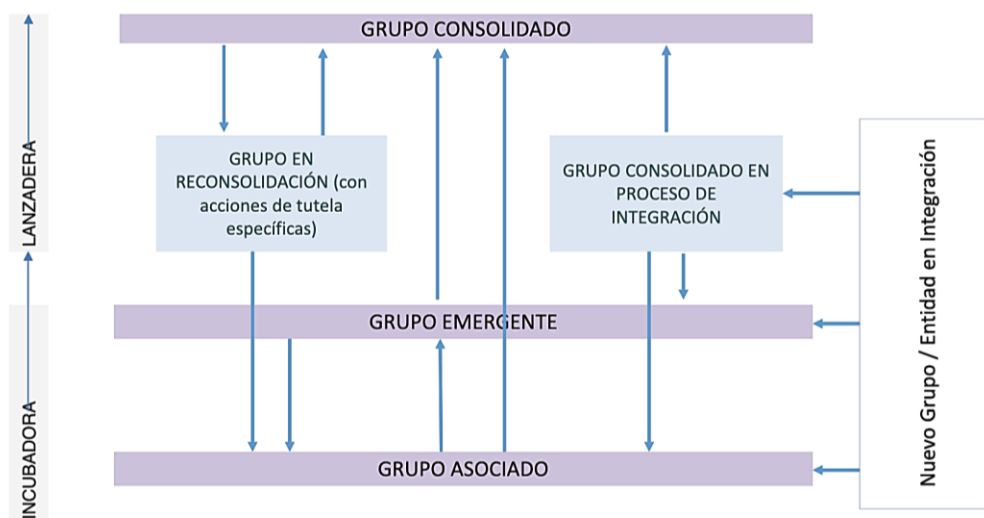
A group is defined as a set of researchers with a shared track record (usually centered around a group leader), as evidenced by a record of joint publications, access to research funding, and participation in collaborative research initiatives.

The group must be defined by its research topic and not necessarily by its clinical or departmental affiliation.

The research groups include (Figure 2):

1. Established Groups: Research groups with a shared track record over the past 5 years in terms of research projects funded through competitive calls for proposals and a record of publications with an Impact Factor exceeding 100 points over the past 5 years (with a significant number of publications in first- or second-quartile journals).
2. Emerging groups: Research groups that have secured their first project through calls for proposals under the National R&D&I Plan in the past three years. Groups with sporadic research activity are also considered emerging groups if, in the past three years, they have secured at least one competitively funded research project and have published high-quality work in their field of study, with an impact factor greater than 30 points over the past five years.
3. Associated groups: Associated groups are those that conduct or collaborate on clinical trials and/or have an impact factor of less than 30 points over the past five years, do not have National Plan projects, and have research projects with sporadic funding.
4. Groups in Reconsolidation: Groups that, having previously been consolidated, have failed to meet the criteria for a consolidated group for three consecutive years.
5. Groups in the process of integration: New liSGM groups. Even for groups that meet the criteria to be considered established liSGM groups, a two-year period is established for them to achieve a certain level of maturity within the liSGM framework, with regard to aspects such as: familiarity with liSGM's internal processes and active participation in liSGM initiatives (training, events, etc.).

Figure 2. Redefinition of Classification Criteria for Research Groups



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3. Commitment to Equality and Diversity

The FIBHGM Equality and Diversity Plan Negotiating Committee, by mutual agreement between the FIBHGM and the workers' legal representatives (RLT), and in compliance with Articles 4–5 of Royal Decree 901/2020, was established on November 7, 2024, comprising 3 representatives from the FIBHGM and 3 from the FIBHGM works council. The joint and gender-balanced committee (gender balance is defined as a gender ratio ranging from 40% to 60%) will consist of a minimum of 6 and a maximum of 8 members.

This committee will meet to carry out the following functions and objectives:

1. Gather all the necessary labor-related information for the development of the Equality Plan.
2. To prepare and review an assessment of the FIBHGM's current situation regarding equality issues.
3. Propose specific measures to improve equality and diversity.
4. Disseminate the objectives and actions to be implemented.
5. Monitor and evaluate these actions.
6. Communicate and disseminate the Equality and Diversity Plan and the results of its implementation.

This First Equality and Diversity Plan aims to establish and develop policies that integrate equal treatment and opportunities for women and men, without direct or indirect discrimination based on sex, as well as to promote and foster measures to establish equal opportunities as a strategic principle of the Foundation's institutional and human resources policies.

4. Situation Assessment

Throughout the process of assessing and developing the FIBHGM's Equality and Diversity Plan, the legal representatives of workers and staff from different levels and areas have participated, along with expert technical assistance in the field of equality.

4.1 Assessment Methodology

The assessment to determine the status of equal opportunity between men and women was conducted using qualitative and quantitative data on the FIBHGM and IISGM workforce obtained from the following sources:

- Composition of the IISGM's governing bodies and advisory committees, as well as the heads of the IISGM's Support Platforms or Shared Services, stratified by sex as of December 2024.
- The Human Resources database detailing the composition of the FIBHGM workforce for the year 2024. From this database, variables such as total salaries and compensation received, training and professional category, positions of responsibility, length of service, age, dependents, and new hires in 2024 were extracted and analyzed.

Once the quantitative and qualitative information collected during the diagnostic phase had been analyzed and structured, the Equality and Diversity Commission conducted the analysis and provided the necessary clarifications regarding the various results, drawing up a list of objectives and action measures.

4.2 Results of the Diagnostic Assessment

The total workforce consists of 237 employees. A breakdown by gender revealed that 73% were women and 27% were men.

4.2.1. Analysis of the Composition of the IISGM's Governing Bodies, Advisory Committees, and Research Support Services

The organizational structure of the IISGM is defined as follows:

- 1) Governing Bodies: Governing Council, Executive Committee, Management.

- 2) Advisory Bodies: External Scientific Committee and Institute Research Commission.
- 3) Other Committees: Committee on Ethics in Drug Research (CEIm), Innovation Committee, Committee on Ethics in Animal Experimentation (CEEA), Biosafety Committee, and Equality Committee.
- 4) Research Support Platforms or Services Common Services of the IISGM

Upon conducting the assessment and analysis stratified by sex, the following was observed:

- 1) Regarding governing bodies, 41% are women and 59% are men. **The greatest disparity in gender distribution** was observed **on the Governing Council**:

Governing Council: 14 members.

- Women: 5 (36%)
- Men: 9 (64%)

Delegate Committee of the Board of Trustees: 5 members.

- Women: 3 (60%)
- Men: 2 (40%)

Foundation Board of Trustees: 15 members.

- Women: 6 (40%)
- Men: 9 (60%)

- 2) As for the advisory bodies, 35% are women and 65% are men. There is **gender parity on the External Scientific Committee**, but there is a **significant disparity in the composition of the Research Committee**:

External Scientific Committee: 8 members.

- Women: 4 (50%)
- Men: 4 (50%)

IISGM Research Committee: 26 members.

- Women: 8 (31%)
- Men: 18 (69%)

- 3) As for the advisory committees, 46% are women and 54% are men. **Gender parity** was observed **in 3 of the committees** analyzed, while **there was a significant disparity in the composition of the Innovation Committee**:

Drug Research Ethics Committee (CEIm): 22 members.

- Women: 11 (50%)
- Men: 11 (50%)

Animal Experimentation Ethics Committee (CEEA): 14 members.

- Women: 7 (50%)
- Men: 7 (50%)

Innovation Committee: 17 members.

- Women: 5 (29%)
- Men: 12 (71%)

Biosafety Committee: 15 members.

- Women: 7 (47%)
- Men: 8 (53%)

Equality Committee: 6 members.

- Women: 4 (67%)
- Men: 2 (33%)

- 4) Regarding the directors and/or **heads of the IiSGM's Research Support Platforms or Services**, there are 13 men (65%) and 7 women (35%), indicating a **clear imbalance in favor of men**.

4.2.2 Compensation Audit

According to the Collective Bargaining Agreement for the group of companies belonging to the Biomedical Research Foundations of the SERMAS Health Institutions, published in the Official Gazette of the Community of Madrid on December 22, 2020, the following job positions and professional categories have been evaluated (Table 1).

Table 1. Professional Classification under the December 2020 Collective Bargaining Agreement for the Group of Companies of the Biomedical Research Foundations of the SERMAS Health Institutions

Functional Area and Professional Group	Professional Category	Assigned Value
Area 1. Group I. Research	Tenured Researcher	A1.GI. Tenured Researcher
Area 1. Group I. Research	Associate Researcher	A1.GI. Associate Researcher
Area 1. Group I. Research	Senior Assistant Researcher	A1.GI. Senior Assistant Researcher
Area 1. Group I. Research	Assistant Researcher	A1.GI. Assistant Researcher
Area 1. Group II. Research	Pre-doctoral Researcher, Years 1 and 2	A1.GII. Pre-doctoral Researcher, Years 1 and 2
Area 1. Group II. Research	Pre-doctoral Researcher, Year 3	A1.GII. Pre-doctoral Researcher Year 3
Area 1. Group II. Research	Pre-doctoral Researcher, Year 4	A1.GII. Pre-doctoral Researcher A.4
Area 2. Group II. Scientific and Technical	Senior Graduate	A2.GII. Senior Graduate
Area 2. Group II. Scientific and Technical	Higher-Level Professional	A2.GII. Higher-Level Professional
Area 2. Group III. Scientific-Technical	Mid-Level Professional	A2.GIII. Associate Degree
Area 2. Group IV. Scientific-Technical	Advanced-Level Technician	A2.GIV. Advanced-level technician
Area 2. Group V. Scientific-Technical	Intermediate-Level Technician	A2.GV. Mid-level Technician
Area 3. Group II. Administration and Management	Senior Graduate	A3.GII. Senior Professional
Area 3. Group II. Administration and Management	Higher-Level Professional	A3.GII. Higher Degree Holder
Area 3. Group III. Administration and Management	Mid-Level Professional	A3.GIII. Intermediate Degree
Area 3. Group IV. Administration and Management	Administrative	A3.GIV. Administrative
Area 3. Group V. Administration and Management	Administrative Assistant	A3.GV. Administrative Assistant

Finally, one additional position has been included: the so-called “Unlinked Category” for an employee who is part of the FIBHGM workforce but is covered by a different collective bargaining agreement.

The average salary and total compensation (base salary and supplements) were analyzed. Standardized compensation figures (Sheet 2.3) were used to adjust for the effects of part-time work and temporary employment. Averages by category and gender, the number of employees per category, and the percentage gap were calculated using this formula:

$$\text{Wage Gap} = \frac{(\text{Men's Compensation} - \text{Women's Compensation})}{\text{Men's Compensation}} \times 100$$

Men's Pay

The result is expressed as a percentage, where >0% means that women earn less than men, and <0% means that women earn more than men. The Equality and Diversity Commission has defined a significant wage gap as any case where the difference is >4% or <-4%.

With regard to the analysis by levels of responsibility, the professional categories have been grouped according to the description of each category in terms of degree of autonomy, initiative, responsibility, and the performance of management and coordination tasks.

Table 2. Classification of Positions of Responsibility According to Professional Category.

Management Positions		No. of Women	No. of Men
Unclassified Category	Unclassified Category	1	0
Area 1. Research	Tenured Researcher	3	7
Area 1. Research	Associate Researcher	8	1
Area 1. Research	Senior Assistant Researcher	2	2
Area 2. Scientific and Technical	Senior Professional	5	2
Area 3. Administration and Management	Senior Professional	7	7
		26	19
Middle Management		No. of Women	No. of Men
Area 1. Research	Assistant Researcher	9	5
Area 2. Scientific and Technical	Higher Education Graduate	53	21
Area 3. Administration and Management	Higher Education Graduate	5	3
		67	29
Administrative staff		No. of Women	No. of Men
Area 3. Administration and Management	Associate Degree	1	1
Area 3. Administration and Management	Administrative	9	2
Area 3. Administration and Management	Administrative Assistant	1	0
		11	3
Technical Staff		No. of Women	No. of Men
Area 2. Scientific and Technical	Associate Degree	32	4
Area 2. Scientific and Technical	Advanced Technician	23	6
Area 2. Scientific and Technical	Intermediate-Level Technician	3	0
		58	10
Others		No. of Women	No. of Men
Area 1. Research	Pre-doctoral Researcher A.1 and 2	7	3
Area 1. Research	Pre-doctoral Researcher A.3	2	0
Area 1. Research	Pre-doctoral Researcher A.4	1	1
		10	4
Total		172	65

Subsequently, the Average Standardized Compensation (harmonized to 100% of hours for the period) was analyzed by salary component for each of the categories represented in the FIBGHM workforce (Table 3).

Similarly, the 14 categories with the largest number of employees were selected. Average wages and standardized compensation were analyzed by category and sex (Table 4), and the categories with the largest positive and negative wage gaps, stratified by sex, were grouped (Figures 4 and 5).

Table 3A. Average wages and total compensation for FIBHGM female employees by occupational category. Identification of wage differences or the wage gap.

	No. of workers			Standardized Wage. Average			Total compensation		
	No. of Women	No. of Men	% Women	Women	Men	Gap	Women	Men	Gap
Uncategorized	1	0	100%	61,958.09			65,183.18		
A1.GI. Tenured Researcher	3	7	30%	51,630.78	51,630.78		51,630.78	51,630.78	
A1.GI. Research Associate	8	1	73%	44,257.61	39,459.24	-12.16%	51,402.35	41,685.12	-23.31%
A1.GI. Senior Research Associate	2	2	50%	34,053.84	34,081.98	0.08%	34,053.84	34,081.98	0.08%
A1.GI. Assistant Researcher	9	5	56%	33,321.14	31,641.55	-5.31%	33,631.85	31,742.35	-5.95%
A1.GII. Pre-doctoral Research A1 and A2	7	3	54%	19,066.48	19,073.89	0.04%	19,066.48	19,073.89	0.04%
A1.GII. Pre-doctoral Research A.3	2	0	100%	20,501.16			20,501.16		
A1.GII. Pre-doctoral Research A.4	1	1	50%	22,319.73	24,348.80	8.33%	22,319.73	24,348.8	8.33%
A2.GII. Senior Graduate	5	2	71%	32,975.00	33,018.17	0.13%	37,733.03	33,018.17	-14.28%
A2.GII. Bachelor's Degree	53	21	65%	27,401.00	26,375.60	-3.89%	27,618.36	28,819.26	4.17%
A2.GIII. Associate Degree	32	4	78%	23,201.46	23,910.93	2.97%	25,384.54	24,783.87	-2.42%
A2.GIV. Advanced Technical Degree	23	6	62%	21,257.56	20,935.39	-1.54%	21,722.64	21,827.38	0.48%
A2.GV. Technical, intermediate level	3	0	100%	19,459.36			19,459.36		
A3.GII. Senior Graduate	7	7	50%	33,022.70	33,023.75		33,609.43	33,841.24	0.68%
A3.GII. Bachelor's Degree	5	3	56%	27,673.68	27,572.91	-0.37%	28,212.52	29,315.32	3.76%
A3.GIII. Associate Degree	1	1	50%	23,786.33	23,786.33		23,786.33	24,483.48	2.85%
A3.GIV. Administrative	9	2	82%	21,679.88	21,622.77	-0.26%	21,679.88	22,364.07	3.06%
A3.GV. Administrative Assistant	1	0	100%	19,461.61			19,461.61		

- It is observed that men earn a higher average salary than women in *Area 1, Group II, Pre-doctoral Researcher A.4* (a difference of 8.33%).
- On the other hand, we find two categories—*A1.GI. Associate Researcher and A1.GI. Assistant Researcher*—where women have a higher average salary than men (-12.16% and -5.31%, respectively). Similarly, it is noteworthy that, when evaluating total

compensation, the gap in the *A1.GI. Associate Researcher* category is even wider (-23.31%) due to salary supplements and bonuses for women in this category.

- In the *A2.GII. Senior Graduate* category, it is noteworthy that the average salary is the same for both genders, but total compensation is lower for women (-14.28%) due to salary supplements and bonuses received by women in this category. In the “*Senior Graduate*” category of Group 2, women have a higher average salary than men, but when total compensation is evaluated, this difference reverses in favor of men, which may be due to salary supplements and bonuses received by men in this category.
- A relationship opposite to that described above is observed in category *A2.GIII (Intermediate Degree Holders)*, where the average salary is higher for men, but when total compensation is evaluated, the difference—or pay gap—is greater in favor of women, which may be due to salary supplements and bonuses received by women in this category.
- In Area 3, Administration and Management, there are three professional categories in which men receive higher total compensation than women, primarily due to salary supplements and bonuses for men in this category. The categories are *A3.GII. Higher Education Graduate*, *A3.GIII. Intermediate Education Graduate*, and *A3.GIV. Administrative Staff*, with wage differences of 3.73%, 2.85%, and 3.06%, respectively.

Table 3B. Median wages and total compensation for female employees of the FIBHGM by professional category. Identification of wage differences or the wage gap.

	Number of employees			Standardized salary. Medians.			Total compensation		
	No. of Women	No. of Men	% Women	Women	Men	Gap	Women	Men	Gap
Uncategorized	1	0	100%	61,958.09			65,183.18		
A1.GI. Tenured Researcher	3	7	30%	51,630.78	51,630.78		51,630.78	51,630.78	
A1.GI. Research Associate	8	1	73%	44,180.06	39,459.24	-11.96%	48,650.98	41,685.12	-16.71%
A1.GI. Senior Research Associate	2	2	50%	32,440.14	28,711.11	-12.99%	32,918.16	28,711.11	-14.65%
A1.GI. Assistant Researcher	9	5	56%	31,895.33	31,891.62	-0.01%	32,233.08	31,891.62	-1.07%
A1.GII. Pre-doctoral Research A1 and A2	7	3	54%	18,002.20	17,987.82	-0.08%	18,002.20	17,987.82	-0.08%
A1.GII. Pre-doctoral Research A.3	2	0	100%	20,501.16			20,501.16		
A1.GII. Pre-doctoral Research A.4	1	1	50%	22,319.73	24,348.80	8.33%	22,319.73	24,348.8	8.33%
A2.GII. Senior Graduate	5	2	71%	32,976.51	33,018.17	0.13%	34,255.34	33,018.17	-3.75%
A2.GII. Bachelor's Degree	53	21	65%	27,570.54	27,570.54		27,589.32	27,862.36	0.98%
A2.GIII. Associate Degree	32	4	78%	23,783.56	23,910.83	0.53%	23,802.46	24,688.19	3.59%
A2.GIV. Advanced Technical Degree	23	6	62%	21,621.56	21,621.52		21,623.97	21,621.56	-0.01%
A2.GV. Technical, intermediate level	3	0	100%	19,459.36			19,459.36		
A3.GII. Senior Graduate	7	7	50%	32,972.80	32,972.80		32,976.51	33,325.76	1.05%

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A3.GII. Bachelor's Degree	5	3	56%	27,567.44	27,567.44		27,761.64	27,578.44	-0.66%
A3.GIII. Associate Degree	1	1	50%	23,786.33	23,786.33		23,786.33	24,483.48	2.85%
A3.GIV. Administrative	9	2	82%	21,621.56	21,622.77	0.01%	21,621.56	22,364.07	3.32%
A3.GV. Administrative Assistant	1	0	100%	19,461.61			19,461.61		

- When evaluating the medians for salary and total compensation, it is observed that the wage gaps or differences noted in the total compensation for the categories of Tenured Researcher, Senior Researcher in Area 2, and Mid-Level Researcher and Administrative Staff in Area 3 persist.
- Contrary to what is highlighted in Table 3A, a significantly larger wage gap is observed in the Senior Assistant Researcher category, with women receiving lower total compensation than men. On the other hand, in the Mid-Level Professional category in Area 2, there is a slightly larger wage gap in the total compensation received by men compared to women.

Table 4A. Professional categories with the highest number of workers and the wage gap in average earnings.

	Number of employees			Standardized wage. Average.		
	No. of women	Number of men	Total	Women	Men	% Gap
A1.GI. Tenured Researcher	3	7	10	51,630.78	51,630.78	
A1.GI. Research Associate	8	1	9	44,257.61	39,459.24	-12.16%
A1.GI. Senior Research Associate	2	2	4	34,053.84	34,081.98	0.08%
A1.GI. Assistant Researcher	9	5	14	33,321.14	31,641.55	-5.31%
A3.GII. Senior Graduate	7	7	14	33,022.70	33,023.75	
A2.GII. Senior Graduate	5	2	7	32,975.00	33,018.17	0.13%
A3.GII. Bachelor's Degree	5	3	8	27,673.68	27,572.91	-0.37%
A2.GII. Bachelor's Degree	53	21	74	27,401.00	26,375.60	-3.89%
A3.GIII. Associate Degree	1	1	2	23,786.33	23,786.33	
A2.GIII. Associate Degree	32	4	36	23,201.46	23,910.93	2.97%
A1.GII. Pre-doctoral Research A.4	1	1	2	22,319.73	24,348.80	8.33%
A3.GIV. Administrative	9	2	11	21,679.88	21,622.77	-0.26%
A2.GIV. Advanced Technical Degree	23	6	29	21,257.56	20,935.39	-1.54%
A1.GII. Pre-doctoral Research A.1 and A.2	7	3	10	19,066.48	19,073.89	0.04%

Table 4A. Occupational categories with the highest number of workers and wage gaps in median earnings.

	No. of workers			Standardized Wage. Medians.		
	No. of Women	No. of Men	Total	Women	Men	% Gap
A1.GI. Tenured Researcher	3	7	10	51,630.78	51,630.78	

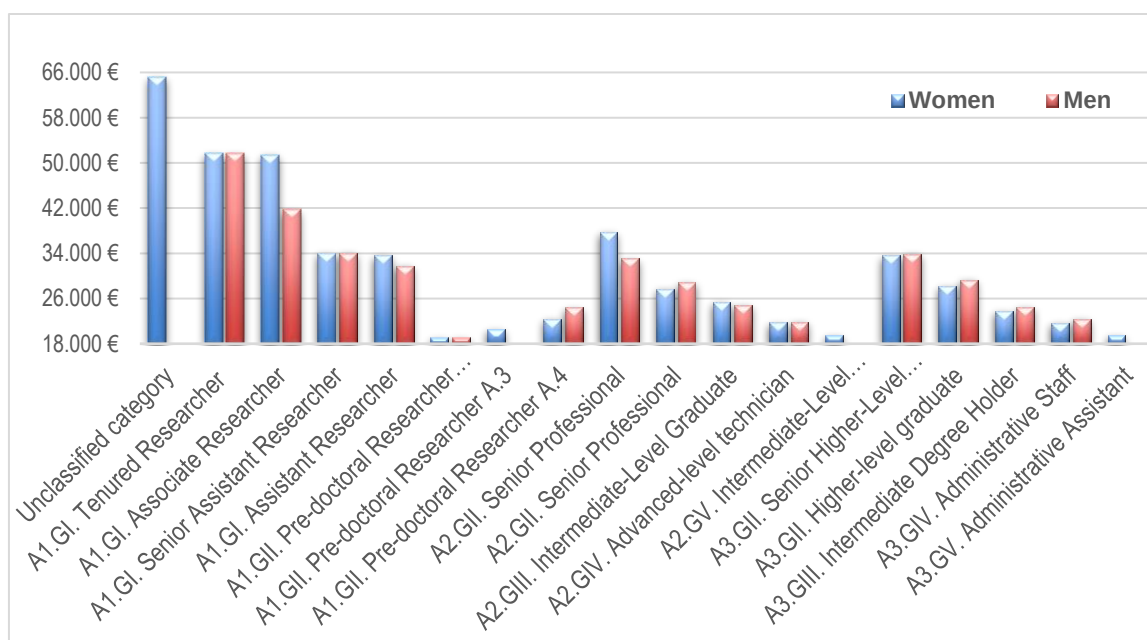
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A1.GI. Research Associate	8	1	9	44,180.06	39,459.24	-11.96%
A1.GI. Senior Research Associate	2	2	4	32,440.14	28,711.11	-12.99%
A1.GI. Assistant Researcher	9	5	14	31,895.33	31,891.62	-0.01%
A3.GII. Senior Graduate	7	7	14	32,972.80	32,972.80	
A2.GII. Senior Graduate	5	2	7	32,976.51	33,018.17	0.13%
A3.GII. Bachelor's Degree	5	3	8	27,567.44	27,567.44	
A2.GII. Bachelor's Degree	53	21	74	27,570.54	27,570.54	
A3.GIII. Associate Degree	1	1	2	23,786.33	23,786.33	
A2.GIII. Associate Degree	32	4	36	23,783.56	23,910.83	0.53%
A1.GII. Pre-doctoral Research A.4	1	1	2	22,319.73	24,348.80	8.33%
A3.GIV. Administrative	9	2	11	21,621.56	21,622.77	0.01%
A2.GIV. Advanced Technical Degree	23	6	29	21,621.56	21,621.52	
A1.GII. Pre-doctoral Research A.1 and A.2	7	3	10	18,002.20	17,987.82	-0.08%

- With regard to the occupational categories with the largest number of employees within the FIBHGM workforce, a greater number of wage differences or gaps are observed when comparing the means to the medians of wages earned by men and women.

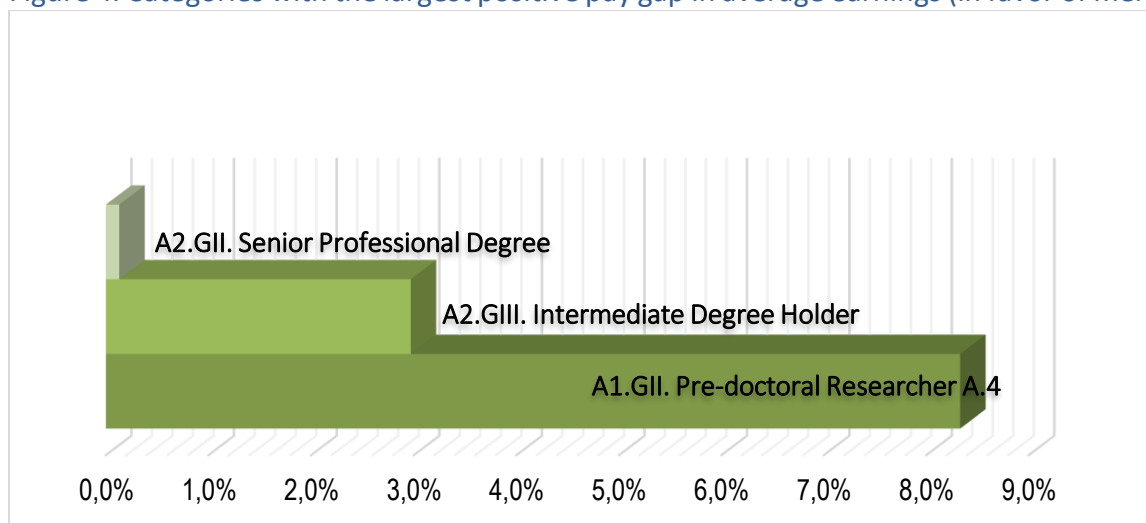
Figure 3. Average salary by category and group, categorized by sex.

A significant wage gap (>4% or >-4%) is observed in the average wages earned in professional categories in Area 1 and Group I (Associate Researcher, Assistant Researcher, and Senior Graduate categories), where women have a higher average wage than men (-12.16% and -5.31%, respectively).



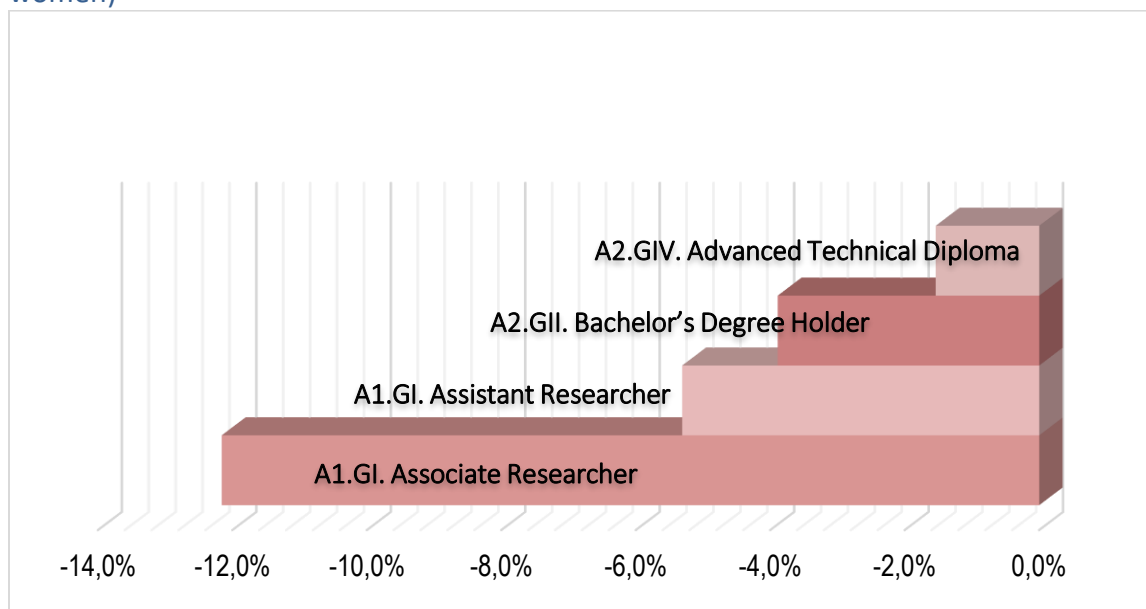
The other wage gaps observed are not significant and are found primarily in Areas 2 and 3. It is noteworthy that the differences observed in average wages are mostly in favor of men (Intermediate Degree and Administrative categories).

Figure 4. Categories with the largest positive pay gap in average earnings (in favor of men)



The category with the largest and most significant positive wage gap is that of fourth-year pre-doctoral researchers (8.33%). In the Mid-Level Professional category in Area 2, a gap of around 3% is observed, also in favor of men, although it falls below the significance threshold (>4%). For Senior Higher Degree Holders in Area 2, the wage gap is less than 1%, so it is not a significant difference.

Figure 5. Categories with the largest negative wage gap in average wages (in favor of women)



The categories with the largest and most significant negative wage gaps are Associate Researcher, followed by Assistant Researcher (-12.16% and -5.31%, respectively). In the categories of Higher Education Graduate in Area 2 and Senior Technician, a wage gap in

favor of women is observed, although it falls below the significance threshold (-3.89% and -1.54%, respectively).

4.2.3 Job Evaluation

The following tables and charts present the interpretive analysis for each category of the FIBHGM workforce through December 31, 2024.

4.2.3.1 Workforce Profile

Table 5. Workforce Distribution by Area and Professional Category, Broken Down by Gender.

Work Area	Professional Categories or Groups	No. of Women in the Category	% of Women in the Category	% of Women Relative to Total Workforce	Number of men in the category	% of men in the category	% of men relative to the total workforce	Total
Category not found	Category not found	1	100%	0.6%	0	0%	0.0%	1
Area 1. Research	Tenured Researcher	3	30%	1.7%	7	70%	10.8%	10
Area 1. Research	Research Associate	8	89%	4.7%	1	11%	1.5%	9
Area 1. Research	Senior Research Associate	2	50%	1.2%	2	50%	3.1%	4
Area 1. Research	Assistant Researcher	9	64%	5.2%	5	36%	7.7%	14
Area 1. Research	Pre-doctoral Research A.1 and A.2	7	70%	4.1%	3	30%	4.6%	10
Area 1. Research	Pre-doctoral researcher A.3	2	100%	1.2%	0	0%	0.0%	2
Area 1. Research	Pre-doctoral researcher A.4	1	50%	0.6%	1	50%	1.5%	2
Area 2. Scientific-Technical	Senior Graduate	5	71%	2.9%	2	29%	3.1%	7
Area 2. Scientific-Technical	Higher Education Degree	53	72%	30.8%	21	28%	32.3%	74
Area 2. Scientific-Technical	Associate Degree	32	89%	18.6%	4	11%	6.2%	36
Area 2. Scientific-Technical	Advanced Technician	23	79%	13.4%	6	21%	9.2%	29
Area 2. Scientific-Technical	Mid-level technician	3	100%	1.7%	0	0%	0.0%	3
Area 3. Administration and Management	Senior Graduate	7	50%	4.1%	7	50%	10.8%	14
Area 3. Administration and Management	Higher Education Degree	5	63%	2.9%	3	38%	4.6%	8
Area 3. Administration and Management	Associate Degree	1	50%	0.6%	1	50%	1.5%	2
Area 3. Administration and Management	Administrative	9	82%	5.2%	2	18%	3.1%	11
Area 3. Administration and Management	Administrative Assistant	1	100%	0.6%	0	0%	0.0%	1
Totals		172		73%	65		27%	237

As of December 12, 2024, the workforce consisted of 237 people. 73% of the employees are women, indicating a predominantly female workforce.

- When evaluating professional categories, it is evident that, despite the high proportion of women in the workforce, there is a significant imbalance in the *Senior Researcher* category, where 70% are men.
- Most women are concentrated in the categories of *Higher Degree Holder*, *Intermediate Degree Holder*, and *Senior Technician*.
- It is noteworthy that in the *Administrative* category, the majority of employees are women (82% vs. 18%).

Table 6. Workforce distribution by management positions, broken down by gender.

Positions of responsibility	No. of Women in that position	% of women in that position	% of Women Relative to the Total Number of Women	No. of men in that position	% of men in that position	% of men relative to the total number of men	Total
Management positions	26	58%	13%	19	42%	26%	45
Middle Management	67	70%	33%	29	30%	39%	96
Total liability charges	93		46%	48		65%	141
Other jobs	No. of Women	% of Women in Other Positions	% of Women Relative to the Total Number of Women	No. of Men	% of men relative to other positions	% of men relative to the total number of men	Total
Administrative staff	11	79%	5.4%	3	21%	4.1%	14
Technical staff	58	85%	29%	10	15%	14%	68
Others	10	71%	5%	4	29%	5%	14
Total other positions	79		39%	17	18%	23%	96
Total Workforce	172			65			237

With regard to positions of responsibility, women hold 58% of executive positions, but represent only 13% of the total female workforce, compared to 42% of executive positions and 26% of men within the same group.

In middle management, women account for 70% of those in such positions, indicating greater participation; however, overall, positions of responsibility are distributed such that 46% are held by women compared to 65% by men (relative to their proportion within each gender).

Compared to other job positions, there is a higher proportion of women than men in technical roles or other categories such as the group of pre-doctoral researchers (included under “Others”) (39% vs. 23%, respectively, relative to their share within each gender).

Table 7. Distribution of the workforce by leadership positions and education level, broken down by gender.

Level of education	Executive Positions				Middle Management			
	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position
Professional specialization	3	7%	0	0%				
Grade	0	0%	1	2%	5	5%	2	2%
Bachelor's and official master's degree	13	29%	8	18%	55	57%	23	24%
Doctorate	10	22%	10	22%	7	7%	4	4%
Totals	26	58%	19	42%	67	70%	29	30%

Education level	Administrative staff				Technical staff				Other			
	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position
First stage: secondary education	1	7%	0	0%								
High School	3	21%	1	7%								
Vocational high school		0%			1	1%	0	0%				
Advanced vocational degree	4	29%	0	0%	21	31%	4	6%				
E. Training and Job Placement					1	1%	0	0%				
Professional specialization	1	7%	0	0%								
Grade	1	7%	2	14%	31	46%	6	9%	1	7%	0	0%
Bachelor's and official master's degree	1	7%	0	0%	4	6%	0	0%	9	64%	4	29%
Totals	11	79%	3	21%	58	85%	10	15%	10	71%	4	29%

When considering the level of education in positions of responsibility, it is observed that the proportion of employees with a college degree in executive positions is similar among women and men (58% vs. 42%, respectively); however, the proportion of employees with

a college degree in middle management is higher among women than among men (70% vs. 30%, respectively).

When considering the educational level among administrative, technical, and other staff, it is observed that the highest proportion of workers with advanced vocational training is concentrated among women in technical staff (31% vs. 6%); similarly, there is a higher proportion of women than men with a university degree in other positions (pre-doctoral students) (71% vs. 29%).

Table 8. Distribution of the workforce by age, stratified by sex.

Age range (years)	No. of Women in the Category	% of Women in the Category	% of Women Relative to Total Women	% of women relative to the total workforce	No. of men in the category	% of men in the category	% of men relative to the total number of men	% of Men in the Total Workforce	Total
Under 25	12	71%	7%	5%	5	29%	8%	2%	17
26–30	37	76%	22%	16%	12	24%	18%	5%	49
31–35	34	71%	20%	14%	14	29%	22%	6%	48
36–40	18	64%	10%	8%	10	36%	15%	4%	28
41–45	26	87%	15%	11%	4	13%	6%	2%	30
46–50	18	75%	10%	8%	6	25%	9%	3%	24
51–55	8	42%	5%	3%	11	58%	17%	5%	19
56–60	14	82%	8%	6%	3	18%	5%	1%	17
More than 61	5	100%	3%	2%	0	0%	0%	0%	5
Totals	172				65				237

When considering age distribution, the majority of women are between the ages of 26 and 45, accounting for 49% of the workforce. The majority of men are between the ages of 26 and 40, and between 51 and 55, accounting for 15% and 5% of the workforce, respectively.

In terms of gender distribution, representation is equal among those under 25. On the other hand, although the workforce is predominantly female, men make up the majority in the 51- to 55-year-old age group, where they account for 58% of that group. Starting at age 56, the percentage of men decreases considerably compared to women (5% vs. 11%, respectively), which may be linked to turnover or mobility to other positions or institutions with better contractual conditions.

Table 9. Distribution of the workforce by tenure, broken down by sex.

No. of Women in the Category	% of Women in the Category	% of Women Relative to Total Women	% of Women Relative to the Total Workforce	No. of men in the category	% of men in the category	% of men relative to the total number of men	% of men relative to the total workforce	Total
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Less than 5 months	22	63%	13%	9%	13	37%	20%	5%	35
6 to 12 months	31	76%	18%	13%	10	24%	15%	4%	41
1 to 2 years	29	69%	17%	12%	13	31%	20%	5%	42
3 to 5 years	44	85%	26%	19%	8	15%	12%	3%	52
Ages 6 to 10	18	72%	10%	8%	7	28%	11%	3%	25
Ages 11–15	11	73%	6%	5%	4	27%	6%	2%	15
More than 15 years	17	63%	10%	0%	10	37%	15%	4%	27
Totals	172	65							237

The distribution of the workforce by length of service is uniform across each of the established categories for the group of women. However, the majority of men are concentrated in the “less than 5 months” and “between 1 and 2 years with the company” categories.

On the other hand, when comparing the sexes, it is observed that a higher proportion of women fall into the 3- to 5-year range (25.6% vs. 12%) and a higher proportion of men have more than 15 years of tenure (15% vs. 10%). In this regard, the higher proportion of men in the longest tenure bracket could be indirectly related to the higher proportion of men compared to women in leadership positions (65% vs. 45%, respectively, within each gender) (see Table 6).

Table 10. Distribution of the workforce by leadership positions and number of children, stratified by sex.

No. of children	Executive positions		Middle management		Administrative staff		Technical staff		Other		Total		Total	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Women	Men	Men
0	16	10	57	29	9	0	44	9	10	4	136	79%	52	80%
1 to 2	8	9	10	0	2	3	14	1	0	0	34	20%	13	20%
3 or more	2	0	0	0	0	0	0	0	0	0	2	1%	0	0%
Totals	26	19	67	29	11	3	58	10	10	4	172		65	

With regard to the number of dependent children, 188 out of 237 employees have no children, representing 80% of the FIBHGM workforce.

On the other hand, the burden of child care, when broken down by gender, is evenly distributed among the workforce, with both genders accounting for around 20%. With regard to job positions, the distribution is even among management and administrative staff, unlike in middle management and technical staff, where women are the ones with dependent children.

4.2.3.2 Working Conditions

Table 11. Distribution of the workforce by type of employment and contract, broken down by sex.

Type of Hiring	Contract Type	Workweek	No. of Women in the Category	% of Women in the Category	% of Women Relative to Total Women	% of Women Relative to the Total Workforce	No. of Men in the Category	% of men in the category	% of men relative to the total number of men	% of men relative to the total workforce	Total
Full-time	Permanent	Continuing	136	76%	79%	57%	44	24%	68%	19%	180
	Temporary	Continuing	17	81%	10%	7.2%	4	19%	6%	1.7%	21
Part-time	Permanent	Continuing	17	50%	10%	7%	17	50%	26%	7%	34
	Temporary	Continuing	2	100%	1%	1%	0	0%	0%	0.0%	2
Totals			172				65				237

Most hires are full-time, and among these, the most common type of contract is the open-ended contract, which is particularly more common among women than men (78% vs. 68%). On the other hand, it is noteworthy that the highest proportion of part-time contracts is concentrated among men compared to women (26% vs. 10%).

Table 12. Workforce distribution by job position and education level based on new hires in 2024, broken down by gender.

	Management Positions				Middle Management			
	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position
Grade	0		0		2	6%	1	3%
Bachelor's and official master's degree	1	17%	3	50%	19	56%	10	29%
Doctorate	1	17%	1	17%	1	3%	1	3%
Totals	2	33%	4	67%	22	65%	12	35%

	Administrative staff				Technical staff				Other			
	No. of Women	% of Women in the Position	No. of Men	% of men in the position	No. of Women	% of Women in the Position	No. of Men	% of Men in the Position	No. of Women	% of Women in the Position	No. of Men	% of men in the position
Mid-level professional					1	10%	0	0%				
Advanced vocational degree	2	100%	0	0%	5	50%	2	20%				
Grade									13	68%	0	0%
Bachelor's and official master's degrees					2	20%	0	0%	6	32%	0	0%
Totals	2	100%	0	0%	8	70%	2	20%	19	100%	0	0%

Regarding hires made in 2024, it is evident that the gender disparity persists. For executive positions, 67% of hires were men, compared to 33% women. For middle management positions, this ratio is reversed, with 65% of hires being women and 35% men.

Following the pattern described above, the hiring of technical staff and other positions has been predominantly women compared to men in the same roles (between 65% and 100% of those hired).

4.2.4 Analysis of the results obtained in the assessment

4.2.4.1 Regarding the Compensation Audit

Regarding the Compensation Audit, slight positive pay gaps—that is, in favor of men—are observed, though they are not significant (>4%) when evaluating total compensation across various categories in Functional Area 3, that is, among the FIBHGM's Administration and Management staff.

Regarding negative pay gaps—that is, in favor of women—very significant pay differences (< -12%) are observed when evaluating total compensation across categories in Functional Area 1 (Research) and Functional Area 2 (Scientific and Technical Activities). These differences are more pronounced among women in these categories due to the receipt of salary supplements and bonuses. It should be noted that these observed differences coincide with categories involving positions of responsibility, primarily women in executive positions, and to a lesser extent, women in middle management.

4.2.4.2 Regarding Job Evaluation

Despite the evident feminization of the FIBHGM workforce (over 73% of employees are women), a significant imbalance is observed in the composition of certain governing bodies, such as the Governing Council; in advisory committees, such as the Research Commission and the Research Committee; and among those responsible for the IISGM's research support platforms or services.

Within the functional areas, it is noteworthy that in the Senior Researcher category (Area 1), 7 out of 10 employees are men. Similarly, with regard to positions of responsibility, executive and middle management roles are held predominantly by men, despite the greater presence of women within the FIBHGM workforce.

Regarding educational attainment, although university education is equally represented in executive positions, women in middle management have a higher level of education than men.

In terms of age, most of the FIBHGM workforce is under 45 years old, which could be related to a low proportion of employees with children. On the other hand, it is noteworthy that, starting at age 56, the percentage of men decreases considerably compared to that of women within the workforce, which could be linked to men leaving the organization or moving to other positions or institutions with better contractual conditions.

In terms of tenure, most of the workforce has been with the FIBHGM for less than 5 years, and when broken down by gender, most men have been there for less than 2 years. Even so, a higher proportion of men are in the category of more than 15 years of tenure, which

could be indirectly related to the higher proportion of men compared to women in positions of responsibility.

On the other hand, there is a higher proportion of men with part-time contracts and a higher proportion of women with permanent (full-time) contracts, which could contribute to narrowing the wage gap observed between the two genders—and even reversing it, as is the case in this analysis.

Regarding hires made during 2024, the disparity in hiring by gender persists, with men being hired more frequently in executive positions and women in middle management. Similarly, women continue to make up the majority of hires in other job positions.

5. Action Plan

5.1 Identification of Areas for Improvement

The First Equality and Diversity Plan of the Gregorio Marañón Hospital Foundation for Biomedical Research identified a series of needs within the institution and established certain measures to be implemented during the term of this First Equality Plan.

The Action Plan outlined below was developed based on the analysis and conclusions of the assessment and the areas for improvement identified regarding gender equality. The plan has a twofold purpose: first, to define the objectives that will help reduce the observed inequalities; and second, to specify the measures that will ensure these shortcomings are addressed. All of this will be achieved through two strategies:

- The adoption of measures to correct existing imbalances in the area of equality.
- The integration of equality measures into company policies, both in the organizational structure and in its management and evaluation processes.

5.2 General Objectives

1. To achieve effective workplace equality between men and women within the FIBHGM/IiSGM.
2. To ensure effective equality of opportunity between men and women in access to employment, as well as in internal promotion, and to correct certain gender-based biases and roles while taking diversity into account.
3. To reduce or eliminate the gap between the average salaries of men and women in each category and/or job position within the FIBHGM/IiSGM.
4. Ensure that the high proportion of women in the organization translates into a greater presence of women within the governing bodies, advisory committees, and IiSGM

Research Support Services, and ultimately in positions of responsibility within the FIBHGM/IiSGM.

5. Ensure transparency regarding salaries within each professional category and area, as well as in leadership positions among the FIBHGM/IiSGM workforce.
6. Promote work-life balance through effective measures that benefit all FIBHGM/IiSGM employees.
7. Incorporate gender and equality perspectives into job evaluations, labor relations, internal and external communications, the composition of governing bodies and committees, and all spoken and written communications within the institution.
8. Identify and, where they exist, eliminate gender biases to establish a fair work environment focused on scientific excellence.
9. Incorporate a gender perspective into the institution's core activities: teaching, biomedical research, and scientific and technical training.
10. To foster a culture of respect and equality among male and female employees through specific training and information on these topics.
11. Disseminate the Plan for the Prevention of and Response to Sexual Harassment and Harassment Based on Gender.
12. Prevent and take action against workplace harassment, sexual harassment, and/or harassment based on sex and other personal and/or social circumstances.
13. To take action in cases of gender-based violence, if they occur.
14. Promote the establishment of a protocol for digital disconnection and the efficient use of work time.

5.3 Proposed Measures

The proposed objectives for the development of the Equality and Diversity Plan are grouped into the following areas of work:

Area 1. Access to Employment

- 1.1 Achieve effective workplace equality between men and women within the FIBHGM/IiSGM
- 1.2 Ensure that selection committees are, whenever possible, mixed and gender-balanced.
- 1.3 Encourage the submission of applications in the form of a résumé or another format where gender is not identified.
- 1.4 Provide training on equal opportunity to the team responsible for the selection processes.

- 1.5 Promote a balanced representation of men and women on the FIBHGM/liSGM staff, applying criteria of equal treatment and equal opportunity in hiring and career advancement.

Area 2. Compensation

- 2.1 Establish a system of salary transparency by publishing pay ranges by category and professional area.
- 2.2 Examine the implementation of salary supplements and bonuses to prevent indirect gender discrimination.
- 2.3 Conduct a detailed analysis of the levels of responsibility and demands within the FIBHGM's professional categories and areas.

Area 3. Balanced Promotion and Representation of Men and Women

- 3.1 Promote the advancement of both male and female FIBHGM employees on an equal footing.
- 3.2 Promote and ensure that the appointment of representatives to FIBHGM/liSGM bodies and committees, as well as to positions involving high levels of responsibility and demands, is carried out in accordance with the principle of equality between women and men.
- 3.3 Ensure that the governing bodies, committees, directors or heads of FIBHGM/liSGM units, and group leaders—both internal and external—are familiar with the First Equality and Diversity Plan, as well as the documentation associated with it.
- 3.4 Promote gender parity whenever there is an opportunity to replace or renew representatives on the liSGM's governing bodies and committees.
- 3.5 Ensure that in those bodies where there is currently equal representation, parity is maintained in future renewals, including provisions for equal representation in teams and in their internal regulations.

Area 4. Training

- 4.1 Ensure the implementation of training programs organized by the FIBHGM Training Committee or by staff members as part of their regular workday.
- 4.2 Incorporate a gender perspective into the liSGM's research and teaching programs.
- 4.3 Implement mentoring programs for young researchers.
- 4.4 Train all FIBHGM/liSGM staff on the prevention of sexual and gender-based harassment.
- 4.5 Assess the inclusion of a gender perspective in research projects proposed in the FIBHGM's external and internal funding calls and programs, such as the liSGM's intramural calls.

Area 5. Occupational Health

- 5.1 Include a gender perspective in job evaluations.
- 5.2 Integrate digital disconnection and efficient use of work time into occupational risk prevention management.

- 5.3 Raise staff awareness about the importance of implementing best practices in occupational health to prevent, address, and eliminate situations and behaviors that may affect the health of the organization's male and female employees.

Area 6. Awareness and Work-Life Balance

- 6.1 Analyze the organizational climate to identify needs regarding work-life balance.
- 6.2 Promote leave policies and shared responsibility measures that go beyond the legal minimums.
- 6.3 Promote work-family balance through the creation of a pool of hours for FIBHGM/IISGM staff members.
- 6.4 Facilitate flexible start and end times for employees who request them for documented work-life balance reasons. All of this is without prejudice to the days off, reduced hours, and adjustments to the workday established in regulations, the collective bargaining agreement, or internal agreements entered into with the organization.
- 6.5 To the extent possible and where justified, enable remote work or telecommuting as a tool for flexibility and work-life balance.
- 6.6 Promote balanced use by both men and women of the specific work-life balance measures for the care of children and family members available under current regulations.

Area 7. Gender-Based Violence

- 7.1 Conduct education, training, and awareness-raising activities on this issue.
- 7.2 Develop a protocol for detecting cases of violence and providing support and care for victims in the workplace.
- 7.3 Strengthen and utilize new technologies to prevent, report, and support victims of gender-based violence.
- 7.4 Strengthen mechanisms for detecting cases in the workplace.

Area 8. Prevention of workplace harassment, sexual harassment, and/or harassment based on gender and other personal circumstances

In this regard, the following is considered:

- *Workplace harassment: also known as moral or psychological harassment at work, or "mobbing" in English; however, this phenomenon can, in turn, be framed within a broader conceptual framework such as that of "psychological violence at work," which includes a series of undesirable and unacceptable behaviors in the workplace.*
- *sexual harassment: any behavior, whether verbal or physical, of a sexual nature that is intended to, or has the effect of, violating a person's dignity, particularly when it creates an intimidating, degrading, or offensive environment.*
- *Sexual harassment: any conduct based on a person's sex that has the purpose or effect of violating a person's dignity, particularly when it creates an intimidating, degrading, or offensive environment.*

- 8.1 Implement mechanisms to prevent and address conduct that may affect the physical, mental, and/or psychological health of FIBHGM/IISGM employees.
- 8.2 Implement a protocol against sexual or gender-based harassment.
- 8.3 Provide training and raise awareness about the use of inclusive language (non-sexist, non-discriminatory) in both written documents and/or communications issued by the FIBHGM/IISGM.

Area 9. Promotion of Digital Disconnection

- 9.1 Analyze the use of social media and digital and technological tools during time off (including time off, leave, and vacations) to identify needs regarding prevention, digital disconnection, and the efficient use of work time.
- 9.2 Develop a Digital Disconnection Protocol that includes all the needs identified in the survey conducted among the entire FIBHGM staff on this topic.
- 9.3 Develop training and awareness-raising initiatives for the entire FIBHGM/IISGM staff to promote digital disconnection and a healthy balance between personal, family, and work life.

Area 10. Communication and Outreach

- 10.1 Disseminate the Equality Plan and the measures being implemented to the entire FIBHGM/IISGM workforce.
- 10.2 Encourage all employees to report any shortcomings related to equality—including those regarding a gender-sensitive approach and inclusive language—in any document, form, or internal policy to FIBHGM management for correction.

The measures, proposed indicators, and responsible parties are organized in the following tables:

Area 1. Access to Employment													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
1.1 Include in all job postings a statement specifying and reiterating the Institute's commitment to equal opportunity, and encouraging all those responsible for the recruitment process to include both women and men in that process.	Number of job postings reviewed from a gender perspective / Total number of job postings published.											Annual	HR
1.2 Establish as a mandatory requirement that selection committees be mixed and have equal representation of men and women.	Percentage of men and women included on each committee assigned to a selection process.											Annual	Management / Equality Committee
1.3 Promote the use of a standardized, gender-neutral resume format, such as the Abbreviated Resume (CVA), FECYT model.	Number of CVAs/similar forms received / Total number of CVs received											Annual	HR
1.4 Develop guidelines for staff involved in the recruitment process—from the initial hiring proposal through the job offer, the appointment of the selection committee, and the hiring decision itself—to ensure that candidates are not asked about their marital status, sexual orientation, religion, political views, or current or future plans to have children during the process.	Number of guidelines provided to staff responsible for recruitment processes.											Annual	Management
1.5 Provide statistical data by professional category, type of contract, gender, and level of	Number of publications posted on											Annual	HR / Equality Committee

responsibility and requirements, while monitoring trends in hiring.	the liSGM website or communications sent via mailing lists.												
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Area 2. Compensation													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
2.1 Periodically review the salaries and standard compensation of the workforce based on professional categories and areas, and broken down by gender.	Database versioned and dated with each update.											Annual	Equality Committee / HR
2.2 Periodically review the salary supplements and bonuses granted, so that, as far as possible, they are assigned on an equal basis between men and women, and based on the level of responsibility and demands of the position.	Database versioned and dated with each update.											Annual	Equality Committee / HR
2.3 Design and distribute a survey that describes the levels of responsibility, demands, autonomy, and number of dependents of FIBHGM employees.	Distribution YES/NO Number of people who responded to the survey / Number of people to whom the survey was sent.												Equality Committee / HR

Area 3. Promotion and Balanced Representation of Men and Women													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		

3.1 Establish mechanisms that allow for the establishment of fair criteria based on the principle of equality, to ensure balanced internal promotion between men and women, except for well-founded and objective reasons, and respecting the principles of professionalism and specialization of its members.												Annual	Management
3.2 The appointment of representatives to governing bodies and committees shall be carried out in accordance with the principle of equality, except for well-founded and objective reasons, and respecting the principles of professionalism and specialization of its members.	Percentage of men and women on the FIBHGM/IISGM bodies and committees.											Annual	Management
3.3 Disseminate the Equality Plan among management-level positions by electronically distributing the relevant equality-related documentation prepared by the Equality Commission.	Number of communications sent to managerial positions regarding the 1st Equality and Diversity Plan.											Annual	Management / Equality Committee
3.4 Ensure that explicit reference is made to the Equality Plan in the regulations governing commissions and committees, in their appointment and dismissal procedures, and in their selection criteria, among other areas.	Number of communication initiatives launched for each of the IISGM's												Management

	bodies and committees.												
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Area 4. Training													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
4.1 Hours devoted to any training activity shall, to the extent possible and as a general rule, be conducted during the workday without the need to make up those hours.	Number of training hours during working hours and training hours outside working hours.											Annual	Management / Training Committee
4.2 Ensure that explicit reference is made to the Equality Plan and the gender perspective in the research and teaching programs in which the IISGM participates.	Number of communication initiatives launched by each responsible unit within and outside the IISGM.											Annual	Management
4.3 Develop a <i>mentoring</i> plan focused on young researchers, including those who have signed pre-doctoral contracts at the FIBHGM.	Development of the <i>mentoring</i> plan											Annual	Administration / IISGM / Training Committee

4.4 Organize an annual seminar on equality, diversity, and the gender perspective for all FIBHGM staff, featuring leading experts in the field.	Number of training courses conducted on equality, diversity, and the gender perspective.											Annual	Equality Committee
4.5 a) Propose to the Scientific Management Department the inclusion of a gender perspective in the evaluation criteria for proposals assessed in each liSGM program or internal call for proposals. b) Review and collect information on the gender perspective in evaluated national projects, innovation projects, and the liSGM's authorship and inventory policy.	Inclusion YES/NO Number of projects that include a gender perspective in their reports.											Annual	Management / liSGM / Equality Committee

AREA 5. Occupational Health

Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
5.1 Work with the Occupational Health and Safety (OHS) department to incorporate a gender perspective into job evaluations, particularly with regard to the chemical hazards described.	Number of evaluations conducted taking into account the gender perspective and chemical risks.											Annual	Occupational Health and Safety / Equality Committee
5.2 Implement mechanisms, in collaboration with the Occupational Health and Safety (OHS) department, to prevent behaviors that could harm the physical, mental, and psychological health of the entire FIBHGM/liSGM workforce.	Approval of the FIBHGM's Digital Disconnection and Efficient Use of Work Time Plan.											Annual	Occupational Safety and Health (OSH) / Equality Committee
5.3 Provide occupational risk prevention training for both women and men, in coordination with the Occupational Risk Prevention (PRL) department, to all FIBHGM/liSGM staff.	Approval of a Prevention and Training Plan regarding Occupational Risk Prevention.											Annual	Occupational Safety and Health (OSH) / Equality Committee

AREA 6. Awareness and Work-Life Balance													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
6.1 Design and distribute a survey that assesses the needs and potential work-life balance measures from the perspective of male and female workers.	Distribution YES/NO Number of people who responded to the survey / Number of people to whom the survey was sent.											Annual	Management / Equality Committee

6.2 Facilitate meetings and work activities during working hours that are compatible with balancing personal, family, and work life.	Number of communications sent to staff regarding existing rights and work-life balance measures.											Annual	Management
6.3 Create a pool of hours for tutoring or for accompanying dependent family members to medical appointments.	Creation of pool YES/NO											Annual	Management
6.4 Design and distribute a survey to the entire FIBHGM/liSGM staff to identify employees' needs for flexible schedules and the reasons behind those needs.	Distribution YES/NO Number of people who responded to the survey / Number of people to whom the survey was sent.											Annual	Management / Equality Committee
6.5 Design and distribute a survey to the entire FIBHGM/liSGM staff to assess the status of remote work and the needs of their workplace, as well as the reasons behind those needs, among the organization's entire staff.	Distribution YES/NO Number of people who responded to the survey / Number of people to whom the survey was sent.											Annual	Management / Equality Committee

Area 7. Gender-Based Violence								
Measure	Milestone or Indicator	Year 2025	Year 2026	Year 2027	Year 2028	Year 2029	Follow-up	Person in Charge

		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
7.1 Develop training programs and workshops on equality education in the workplace.	Number of workshops held and number of hours dedicated to equality education											Annual	Management / Equality Committee
7.2 Develop a clearly defined protocol for responding to cases of gender-based violence, including specific measures to assist victims and a detailed description of the allocation of appropriate resources.	Number of cases detected and quantification of resources allocated											Annual	Management / Equality Committee
7.3 Utilize the institution's websites, videoconferences, emails, and AI to detect abusive behavior and language in the workplace.	Development of a plan for the use of technological tools incorporated into prevention processes											Annual	Management / Equality Committee
7.4 Improve early detection capabilities in the workplace and establish coordination mechanisms between departments for detecting cases of gender-based violence.	Number of coordination meetings held between the organization's departments											Annual	Management / Equality Committee

Area 8. Prevention of workplace harassment, sexual harassment, and/or harassment based on gender and other personal circumstances													
Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		

8.1 In collaboration with the Occupational Health and Safety (PRL) department, conduct periodic voluntary psychosocial risk assessments to evaluate occupational health in this area among the FIBHGM/liSGM workforce.	Number of assessments conducted and number of interventions implemented based on the results of those assessments.											Annual	Occupational Risk Prevention (PRL) / Equality Committee
8.2 Disseminate the Protocol for the Prevention of and Response to Sexual Harassment and Gender-Based Harassment, highlighting the channels for exercising general and internal rights arising from these situations.	Number of communication initiatives launched.											Annual	Management / Equality Committee
8.3 Develop a style guide for drafting documents and communications that incorporates language free of sexism and discrimination against any group.	Prepared YES/NO											Annual	Management / liSGM / Equality Committee

AREA 9. Promotion of Digital Detox

Measure	Milestone or Indicator	Year 2025		Year 2026		Year 2027		Year 2028		Year 2029		Follow-up	Person in Charge
		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
9.1 Develop a survey for the entire FIBHGM/liSGM staff to determine the types of networks used, frequency of use, job positions, positions with varying levels of responsibility, demands, and autonomy, and the availability or occurrence of overtime, among other factors.	Distribution YES/NO Number of respondents to the survey / Number of people to whom the survey was sent.											Annual	Management / Equality Committee
9.2 Negotiate and implement, in a coordinated manner between the FIBHGM and employee representatives, the Digital Disconnection Plan, which regulates digital connectivity outside of working hours and employees' right not to connect to any work-related digital device or application during their rest periods.	Approval of the FIBHGM's Digital Disconnection Plan and Efficient Use of Work Time.											Annual	Management / Equality Committee
9.3 In collaboration with the Occupational Health and Safety (PRL) department, conduct awareness campaigns to highlight preventive measures aimed at avoiding technological overload, hyperconnectivity, and psychosocial risks.	Number of awareness campaigns conducted.											Annual	Occupational Risk Prevention / Equality Committee

Area 10. Communication and Outreach								
Measure	Milestone or Indicator	Year 2025	Year 2026	Year 2027	Year 2028	Year 2029	Follow-up	Person in Charge

		T1	T2	T1	T2	T1	T2	T1	T2	T1	T2		
a) Ensure that the governing bodies, committees, directors or heads of units at FIBHGM/liSGM, and group leaders—both internal and external—receive the relevant documentation on equality prepared by the Equality Commission. b) Create a dedicated section on the liSGM website to host and disseminate the Equality Plan and relevant issues related to equality. c) Include information or data related to gender equality in the liSGM newsletters.	Number of communication initiatives implemented. Space set up on the website YES/NO. Number of newsletters containing data on gender equality.											Annual	Management / Equality Committee
Set up a section on the liSGM website or an email address for submitting reports regarding gender-related shortcomings in any written material produced, published, or disseminated within the FIBHGM/liSGM.	Creation of a web space YES/NO.											Annual	Management

6. Monitoring and Evaluation of the Equality and Diversity Plan

6.1 Monitoring

The Equality and Diversity Commission will monitor the implementation of the First Equality and Diversity Plan. This Equality Plan is valid for four years, from December 5, 2025, to December 4, 2029. During this period, the Plan will be monitored, and data on the activities carried out for each of the established measures will be collected in an organized and detailed manner (see Annex III).

- A survey will be conducted among the entire FIBHGM/liSGM workforce to assess various indicators that could not be evaluated in this edition due to a lack of such information, such as level of job demands, level of autonomy, and dependents (children, parents, and individuals with disabilities), among others.
- An annual follow-up will be conducted to analyze indicators such as: the percentage of women in leadership positions, trends in the wage gap, use of work-life balance measures, and results of surveys on workplace climate and digital disconnection.
- The Equality Commission will prepare an annual activity report, which will be presented to the FIBHGM management and the employees of the FIBHGM/liSGM.
- All modifications, the implementation of new measures, and/or suggestions for changes to the initially established plan will be recorded in order to achieve better results than those initially set forth in the objectives of this Plan.
- Mediation bodies may be consulted in the event of discrepancies arising during the implementation of the Equality and Diversity Plan.

6.2 Evaluation

Unlike monitoring, the evaluation process allows for decisions to be made and implemented that may modify the initially proposed objectives or measures when an opportunity for improvement or change is identified. Therefore, it is established that:

- Based on each annual report, interim evaluations will be conducted to compare the results achieved against the specific objectives outlined.
- The results of these evaluations will allow the Plan to be adapted to unforeseen circumstances and may even allow for changes to the established objectives and measures based on new priorities and/or needs.
- At the end of the term of the First Equality and Diversity Plan, a final evaluation will be conducted to analyze the results achieved in relation to the planned objectives and the impact the Equality Plan has had throughout the institution. This evaluation will aim to ensure that:
 - ⇒ Ensure continuity in the implementation of the established measures.

- ⇒ Assess the degree to which the objectives have been met and the difficulties encountered in implementing the included measures.
- ⇒ Identify new needs and opportunities for improvement to ensure the continued implementation of the Equality and Diversity Plan within the organizational and management structure of the FIBHGM/liSGM.

6.3 Available Means and Resources

The following details the means and resources available for the implementation, monitoring, and evaluation of the Equality and Diversity Plan:

- Material Resources: Current legislation on equality (Organic Law 3/2007, Royal Decree 901/2020, Royal Decree 902/2020), the Collective Bargaining Agreement, workforce data, compensation records, the protocol on sexual and gender-based harassment, and other protocols related to the implementation of the Equality Plan.
- Human Resources: FIBHGM Management and HR Department, FIBHGM Labor Advisory Service, and the Equality Plan Negotiating Committee.
- IT tools used: computer equipment, data analysis tools, videoconferencing (Teams).

7. Communication and Dissemination of the Equality and Diversity Plan

This Equality and Diversity Plan represents a firm commitment by the FIBHGM and employee representatives to all staff members associated with the Foundation/liSGM, with the goal of fostering and contributing to a fair, inclusive, and diverse work climate and environment.

Given the interest and impact this Plan generates, its dissemination and implementation at all levels of the organizational structure are essential. To this end, the following priorities have been established:

- To structure and implement all necessary dissemination and communication mechanisms that are accessible to the entire workforce, regardless of their workplace, in order to reach all employees of the Foundation and the liSGM.
- Information related to the plan and associated protocols will be included in the Onboarding Manuals, on the liSGM website, as well as in all documentation related to new hires, and even within the institution's promotional processes.
- We will encourage participation from Foundation/liSGM employees by setting up a suggestion box on the website so they can share their opinions and suggestions regarding the First Equality and Diversity Plan.

8. Training

Annex IV contains the Training Plan, and Annex V contains the Training Committee Procedure.

9. Job Postings

Annex VI includes a generic template for a FIBHGM job posting.

The channels used to publicize job openings are:

- IISGM: <https://www.iisgm.com/ofertas-de-empleo/>
- CAM: <https://www.comunidad.madrid/info/servicios/educacion/ciencia-e-investigacion/buscador-empleo-idi>
- Euraxess: <https://euraxess.ec.europa.eu/jobs>

APPENDICES

APPENDIX I. Protocol for the Prevention of and Response to Harassment

- Attached in a separate document.

APPENDIX II. Basic Digital Detox Protocol

- Attached in a separate document.

Appendix III. Monitoring Report for the First Equality and Diversity Plan

FIBHGM'S FIRST EQUALITY AND DIVERSITY PLAN MONITORING REPORT	
Area of Intervention:	
Objective evaluated:	
No. Measure and description:	
Date of Evaluation:	
Describe the procedure or intervention performed:	
Indicators:	
Person(s) Responsible:	
Compliance:	Not started ☐ <i>(justify below)</i> In progress ☐ Completed ☐
Describe the reason why the action was not carried out:	
Comments and actions to be taken:	

Appendix IV. 2024 Training Plan

The FIBHGM Training Plan outlines the following training areas and initiatives:

SECTION 1.— In-house training initiatives.

SECTION 2. Seminars.

SECTION 3. Workshops.

SECTION 4. External training initiatives.

Breakdown of activities:

SECTION 1. In-house training programs.

These are activities conducted at the institution itself for its staff. They are courses planned according to the institution's scientific and management needs. They are scheduled annually.

Examples:

- *Course on biomedical research methodology*
- *English courses*
- *Course on Science Communication: Personal and Social Skills*

SECTION 2.—Seminars.

These are the “Alberto Tejedor” seminars, held every Wednesday at the center on topics of scientific and managerial relevance. The speakers are researchers from the center or guest researchers from other institutions.

Examples of seminars:

- *Cilastatin: Protection Beyond the Kidney*
- *Genomic characterization of pathogenic microorganisms to improve understanding of their transmission and infection dynamics*
- *Would You Know How to Bring Your Research Line to Europe?: Raising Awareness of European Programs and an Introduction to Horizon Europe*
- *Good scientific practices in biomedicine*

SECTION 3.—Conference.

These are annual conferences lasting several days, focused on promoting research activities and the initiatives carried out by the Foundation. They attract national and international attention and attendance.

Examples:

- *IISGM Research and Innovation Conference (held annually)*
- *Conference on Innovation and Multidisciplinary Research in Surgery*

SECTION 4. External Training Programs.

These are training programs held at other institutions on topics of scientific and managerial relevance, with participation and attendance by the organization's staff.

Examples of training programs held at other institutions:

- *2nd Conference on Creativity and Innovation (Ramón Areces Foundation)*
- *Biomedicine Seminars at the School of Medicine of the Complutense University of Madrid (UCM) (UCM School of Medicine)*

Appendix V. Procedures of the Training Committee

- Attached in a separate document.

Appendix VI. Generic Job Posting Template



Instituto de Investigación Sanitaria Gregorio Marañón



FUNDACIÓN INVESTIGACIÓN BIOMÉDICA
HOSPITAL GREGORIO MARAÑÓN

OFERTA DE EMPLEO

REFERENCIA: XX_XXXX

Empleador: FUNDACIÓN PARA LA INVESTIGACIÓN BIOMÉDICA H. GREGORIO MARAÑÓN

Grupo de Investigación: XXXX

Categoría Profesional: XXXX

Titulación Académica Requerida: XXXX

Puesto: XXX

Perfil requerido:

XXX

Tareas a realizar:

XXX

Condiciones del contrato de trabajo:

Plazas XXX

Naturaleza del contrato: XXX.

Duración del contrato: XXX

Jornada: XXX

Sueldo bruto/MES: XXX

Los/as candidatos/as, con el currículum vitae (CV) que presenten, declaran disponer de la formación requerida para el puesto y la documentación que lo acredite.

LOS/AS CANDIDATOS/AS INTERESADOS EN CONCURRIR A LA PRESENTE OFERTA DE EMPLEO HAN DE INCLUIR LA SIGUIENTE DOCUMENTACIÓN EN UN ÚNICO ARCHIVO PDF: CV, FOTOCOPIA DNI, FOTOCOPIA TITULACIÓN REQUERIDA EN LA OFERTA DE TRABAJO. AQUELLOS CVS QUE NO LO CUMPLAN ON LOS REQUISITOS, SERÁN EXCLUIDOS DEL PROCESO DE SELECCIÓN.

La presentación de CV se realizará mediante su envío a la dirección de correo electrónico empleofibhgm@iisgm.com, hasta el XXX. *Es fundamental indicar el número de referencia, en el correo electrónico, a la oferta de empleo en la que desean inscribirse.*

Exposición en la página web del Instituto www.iisgm.com: XXX

Plazo de resolución (orientativo): XXX

***Con el fin de cumplir con los principios de igualdad de género se evitará cualquier discriminación en el proceso de pre-selección, selección y contratación, así como en las distintas fases que lo componen.**

FUNDACIÓN PARA LA INVESTIGACIÓN BIOMÉDICA
HOSPITAL GREGORIO MARAÑÓN PABELLÓN DE GOBIERNO
Doctor Esquerdo, 46 – Planta
Baja 28007 Madrid
Tel.: (+34) 914 265 115



This Equality and Diversity Plan is approved by the Equality and Diversity Committee of the Gregorio Marañón Hospital Foundation for Biomedical Research, and its members hereby sign it:

On Behalf of the Company:

Signed: María González Rodríguez
HR Manager at FIBHGM

Signed: Estefanía Lavilla Guevara
Finance Manager of the FIBHGM

Signed: Mariano Roda Cordero
Administrative Staff Member, FIBHGM

On behalf of the Works Council:

Signed: Miguel Ángel Conejo Martín

Contracting Manager and Chair
from the FIBHGM Works Council

Signed: Diana Carolina Hernández
Florez
EECC Coordinator and Delegate
of the FIBHGM Works Council

Signed: Belén Rodríguez Sánchez
Researcher and Representative of the
of the FIBHGM Works Council