

BASQUE CENTER
ON COGNITION, BRAIN
AND LANGUAGE

BCBL HR DAY 2024

Annual meeting on
BCBL General HR
&
HRS4R & Diversity WG

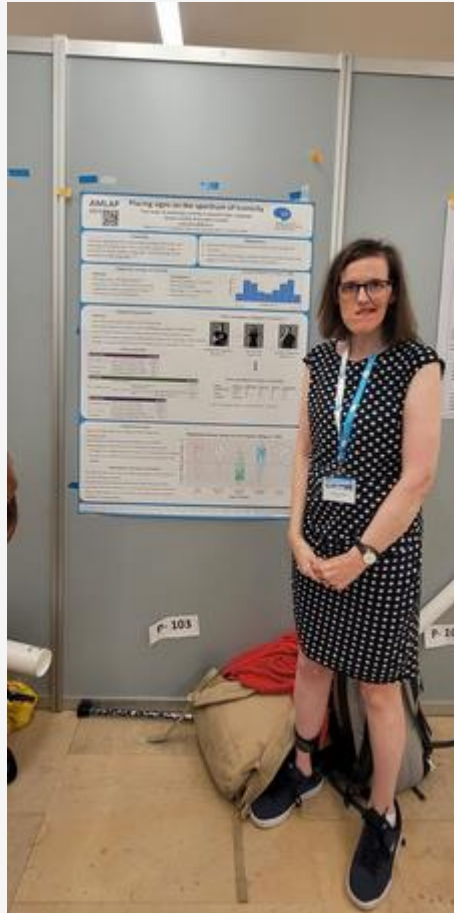
2nd December 2024



HR EXCELLENCE IN RESEARCH



BASQUE CENTER
ON COGNITION, BRAIN
AND LANGUAGE



MEMORIAL

Iñigo Romero
Administrative Assistant
(21/04/1993 - 17/10/2023)

Anique Schüller
Predoctoral Researcher
(10/12/1987 - 22/10/2024)



HR EXCELLENCE IN RESEARCH



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Summary

10.00-11.00 BCBL HR

- ☐ Working areas and services
- ☐ Exit survey results 2023-2024

11.00-12.00 HRS4R & EQUALITY WG

- ☐ HRSR WG
- ☐ Equality Plan



HR EXCELLENCE IN RESEARCH

10.00-11.00 BCBL HR

- ☐ Working areas and services
- ☐ Exit survey results 2023-2024

bcbl

WORKING AREAS & SERVICES

PROCEDURE FOR PREVENTING AND MANAGING WORKPLACE VIOLENCE

● **DEFINITION:** Harassment in the workplace (in its different forms: moral, psychological, sexual, gender-based, ideological, or hierarchical) is an expression of violence that can occur in the work environment, creating devastating situations of discrimination. It is a violation of the rights related to dignity, equality, physical and moral integrity, sexual freedom, and the right to work safely and healthily.

● **WORK CONFLICT VS WORK HARASSMENT**

WORK CONFLICT	WORK HARASSMENT
No intention of getting rid of the person.	Evident intention of getting rid of the harassed person.
A work conflict can be positive insofar as it can improve a situation that generated conflict. But it may be the case that an unresolved work conflict can turn into harassment.	It always has negative consequences.
It raises questions about the situation and offers alternative solutions.	Changes are not possible, options are blocked.
One-off aggressions or actions, unplanned.	Systematic aggressions or actions (once a week), prolonged (at least for 6 months), and with clear premeditation.

● **CLASSIFICATION OF OFFENCES AND PENALTIES:** Very Serious / Serious / Minor

● **OBJECTIVE:**

- Prevention of harassment situations at work
- Establish procedures for the conflict resolution and complaints system
- Guarantee confidential processing of harassment cases

WORKING AREAS & SERVICES

PROCEDURE:

Employees or visitors who may consider themselves to be **victims** of violence at work, **or any other person who is aware** that such situations of harassment are occurring, may file a written complaint with the General Manager by sending an email to a.fernandez@bcbl.eu using the complaint form

2 TYPES

OF PROCEDURES:

	INFORMAL procedure	FORMAL procedure
Objective	To solve the problem unofficially since, sometimes, showing the active subject the offensive and intimidating consequences of his/her behavior may be enough to resolve the issue	In situations where the reported actions are considered to be serious or very serious harassment , or where the complainant has not been satisfied with the solution put forward in the informal procedure
Outcome /Resolution procedure	<ul style="list-style-type: none"> HR will transfer the result of the informal procedure to the Management and the Equality Committee. When the facts are qualified as minor, the HR will initiate a rapid procedure for the analysis of the facts and the complaint. The person denounced will be contacted confidentially 	<ul style="list-style-type: none"> The complaint (template) shall be sent in writing to the General Manager (by victim/witness/HR) and HR and the Equality Group shall be informed HR will prepare a report The right to complain to the Labour Inspectorate, as well as in civil or labour proceedings The affected person may lodge a formal complaint to elucidate the possible disciplinary responsibilities of the respondent (legal measures)
Deadline	The procedure is concluded in 7 working days ; in exceptional cases of imperative need, it can be extended 3 more days	The procedure is concluded in 10 working days ; in exceptional cases of imperative need, it can be extended 3 more days

 <p>BASQUE CENTER ON COGNITION, BRAIN AND LANGUAGE</p>	<p>DECLARATION OF PRINCIPLES ON MANAGEMENT OF WORKPLACE-VIOLENCE CONFLICTS</p>	<p>Date: NOV2020 Rev.: 1</p>
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ANNEX II: COMPLAINT FORM

REQUESTER:
☐ Concerned person ☐ Staff management ☐ Other

TYPE OF HARASSMENT:
☐ Sexual harassment ☐ Harassment for any other reason

DATA OF THE CONCERNED PERSON:

Name and surname(s)	
ID/PASSPORT number	
Work relationship/type of contract	
Telephone number:	

DESCRIPTION OF THE FACTS:

In case of witness(es), please indicate name(s) and surname(s)

.....

☐ I request to initiate the protocol of action against workplace harassment.

PLACE AND DATE SIGNATURE

WORKING AREAS & SERVICES

CALLS PORTAL Platform = BCBL's job offers & OTM-R policy – For R and non R (European Commission)

calls.bcbl.eu



- Calls portal for candidates and evaluation panel (3 + gender balanced)
- Linked to “jobs” section at BCBL website
- Feedback for participants > Higher workload for evaluators and HR/admin but a more clear and transparent process for candidates
- Department managers and GL are informed about the functioning of the platform

Occupational Risk Prevention Policy with Mutualia external experts

- Facility inspection and diagnosis of occupational hazards
- Ergonomics (office work) and Safety labs (MRI)
- Emergency drill
- Prevention Plan > inform and work on a plan with department managers > Wiki > to be read and signed on arrival
- Annual medical examinations

Work-life balance measures: Wiki + individualised measures for each employee's personal situation and work obligations

- BCBL has a low request rate on reduced working hours
- Reduce on costs for employees (fuel, babysitter/kindergarten)
- Higher satisfaction level

Mental health resources (Wiki + ombudsteam)

Mattermost channels related to HR issues: A non-directly work-related participative tool to ease the lives of employees and facilitate integration



WORKING AREAS & SERVICES

INTERSHIPS & VISITORS:

Procedure:

- Students/Visitors contact a researcher of their interest to request potential supervision for a research stay
- Researchers/Department managers open a [ticket](#) within the ticket system
- HR approves > **paperwork** initiated directly with student

Legal regulations: International vs National institutions

Challenges: Long stays > Increasing number of requests (all accepted) > Limited “hotdesk area” space

(hybrid?) (shorter stays?) (will you be available to supervise the students’ whole stay?)

WOMEN & SCIENCE

- “Emakumeak zientzian”
- “Inspira STEAM”
- “Emakunde – Bai Sarea – Herri ituna”



REMINDERS:

- Holiday absences and health related absences should be reported to hr@bcbl.eu (after supervisor’s approval)
- Follow the **Standards for good practices at work** protocol at BCBL
- Hotdesk areas:** leave keyboard, mouse and personal belongings at wardrobe



National INTERNSHIP

Curricular Compulsory

- Social Security:** responsibility of University
- Non-remunerated
- Compulsory signed agreement (specific and nominal)
- Working hours determined by issuing university/centre

Non-curricular Voluntary

- Social Security:** responsibility of BCBL
- Remunerated: fixed stipend chargeable to Research Group
- Compulsory signed agreement (specific and nominal)
- Working hours: to be determined

- The working day cannot be longer than a standard working day (8h). In case the internship is during the academic year, the sum of the teaching hours and the internship hours cannot be more than the standard working day (8h).

Important

- The issuing centre CANNOT IMPOSE the amount of the grant. Should this be the case, BCBL will NOT accept the internship.
- The stipend will be the same amount for all interns.
- The stipend will not be calculated on an hourly basis.
- Start: First week of the month
- End: Last week of the month
- Internships will not be accepted without prior validation from admin (financial and availability).

STIPEND AMOUNT:

€400 gross/per month (on site)**

€300 gross/per month (online/remote)**

** Social Security expenses to be added.





(OFFBOARDING) TALENT TRANSITION AND MOBILIZATION SUPPORT SERVICE

● Gipuzkoa and Basque Country background: *(Source: Euskal Barometroa 2023)*

- Science, technology, and advanced services account for 35.5% of jobs and nearly 50% of the GDP in San Sebastián.
- Of cities with over 100,000 inhabitants, San Sebastián has the highest intensity of technological employment in Spain.
- Strengthens the science and innovation sector, with more than a 17% increase in R&D investment within just one year.
- Holds an R&D investment ratio of 1,724.4 euros per inhabitant, which is above the Basque average and significantly higher than those of Madrid (760 €/inhabitant), Catalonia (619 €/inhabitant), Navarra (617 €/inhabitant).
- Biotechnology sector experienced a growth of 67% over the last five years
- The capital of the Basque Autonomous Community (CAPV) with the lowest unemployment rate (5.9%)

----- Still a challenge for technology companies to recruit specific profiles -----

● Objective:

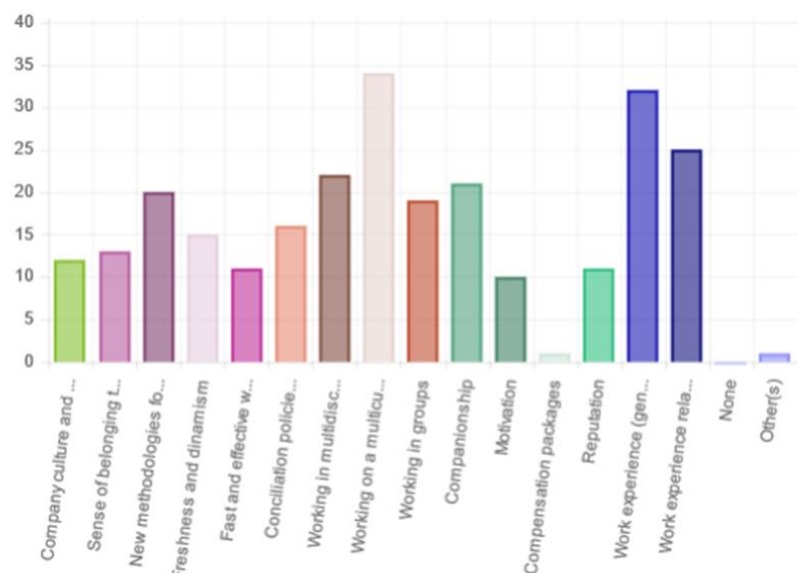
- To facilitate meaningful connections between local companies interested in hiring skilled professionals who will soon complete their journey with us or would like to work in industry.
- RESEARCHERS, RA, ADMINISTRATION STAFF ---
- Support career transitions of our talented professionals who do not have the possibility to have permanent positions at the BCBL due to the grants/contract limitations
 - Raising awareness about science and the professional profile of scientists in the local labour market

● Services:

- **Act as a link to local recruitment services** (LHH Recruitment services)
- **"Coffee with Companies"** Networking Event
- **Sharing job offers:** Example BIZKAIA TALLENT <https://www.bizkaiatalent.eus/en/profesionales/oportunidades-de-empleo/>

EXIT SURVEY 2023-2024

Has your time in the BCBL brought you any of the following?



Company culture & corporatism
Sense of belonging
New methodology for workers
Freshness and dynamism
Fast and effective way of work
Conciliation policies

Working in multidisciplinary groups #1
Working in a multicultural community

Working in groups
Companionship

Motivation #2

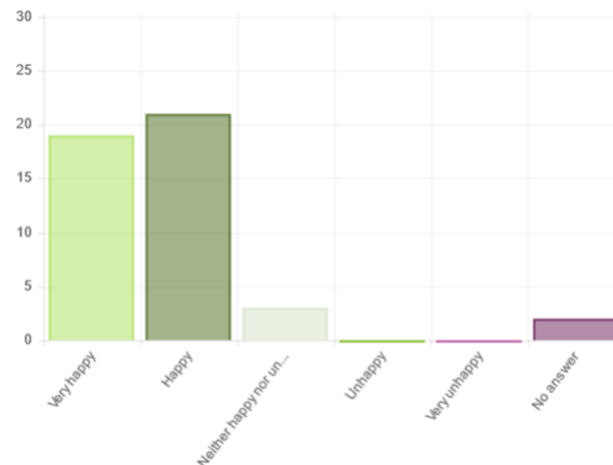
Compensation packages #1

Reputation #3

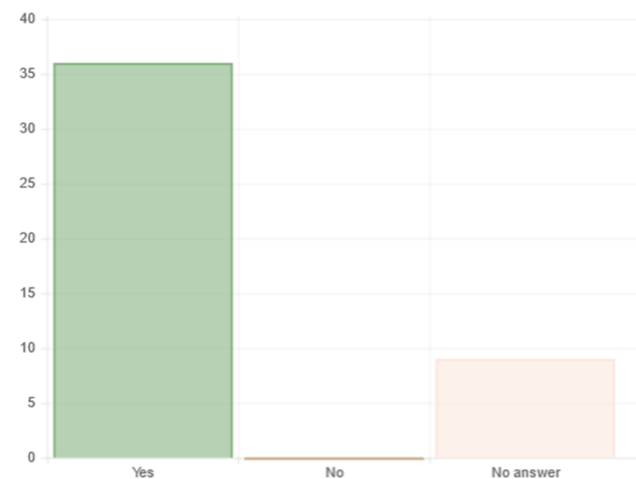
Work experience in general #2

Work experience related to the field #3

In general, do you feel happy or unhappy of having worked in the company?



Would you recommend working in the BCBL?



Qualitative results

STRENGTHS:

- Sense of belonging & work atmosphere
- Professional development
- Multiculturality
- Reputation
- Flexibility

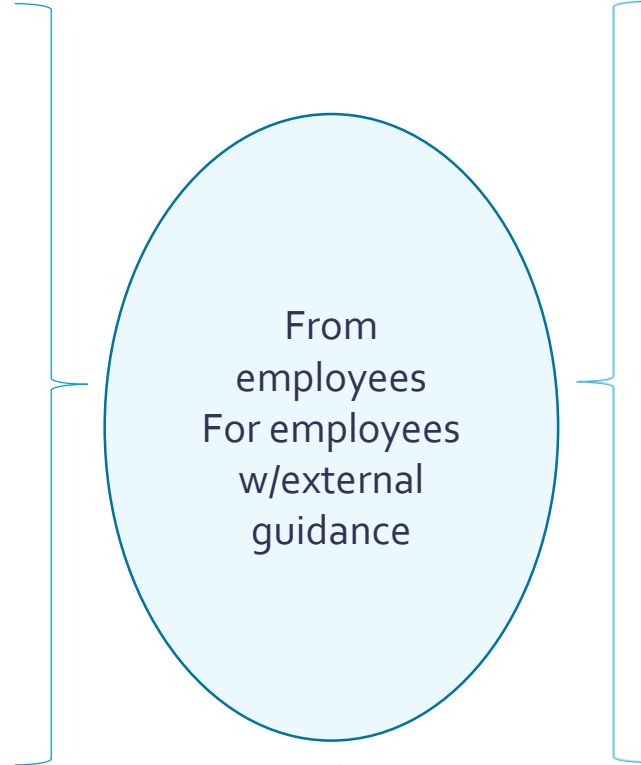
WEAKNESSES:

- Salary
- Contract duration
- Communication & transparency
- Hybrid work = less:
 - Work cohesion
 - Academic culture
 - Engagement

COMMITMENT TO CONTINUOUS IMPROVEMENT

INTERNAL SOURCES

- HRS4R & Diversity WG
- Surveys:
 - Exit survey
 - Satisfaction survey (biannual)
 - Equality and diversity survey
 - Psychosocial
 - General direction and GL/Department management meetings
- Suggestion box
- Off-the-cuff suggestions



EXTERNAL SOURCES & GUIDANCE

- Mutualia:
 - Occupational risk prevention diagnosis and planning
 - Psychosocial risk diagnosis and action plan
- HRS4R Assessor (European Commission)
- Advisory board
- Master Auditory (Unibasque)
- Errotik: Equality diagnosis and action plan
- SOMMA Equality, Diversity & Inclusion members




ACTION PLAN
(A living document)

Happy employees, happy company, good results

11.00-12.00 HRS4R & EQUALITY WG

- ☐ HRSR WG
- ☐ Equality Plan

HRS4R

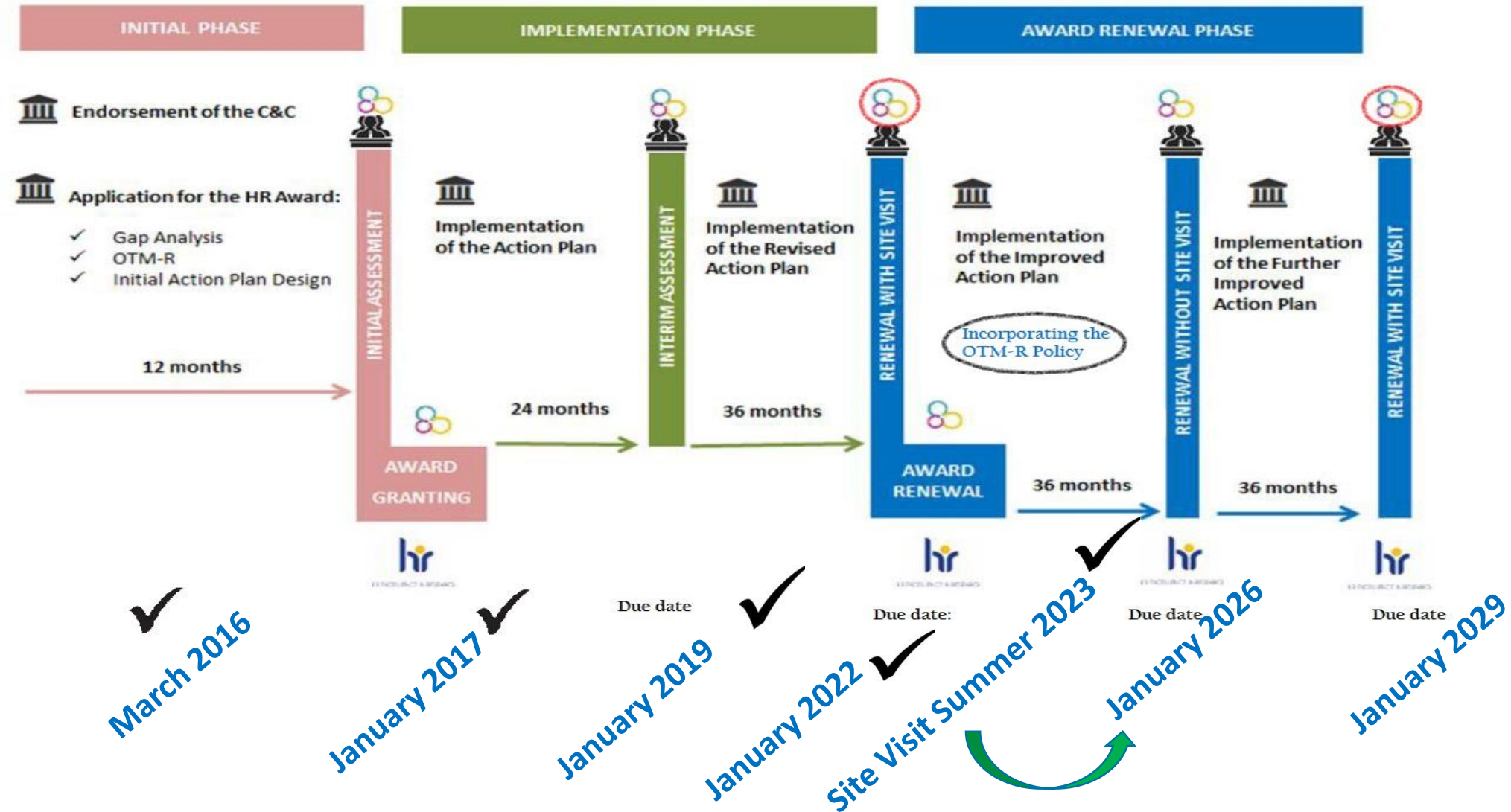
-  Overview
-  Consultation Process
-  Working Group
-  Action Plan 2024-2026



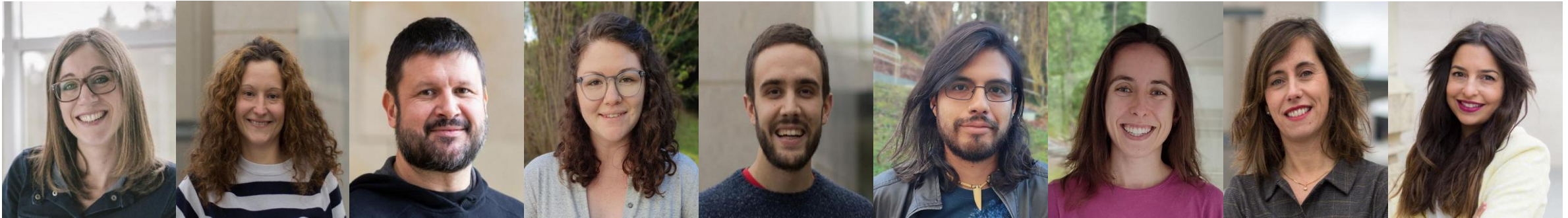
The **EUROPEAN CHARTER & CODE (C&C)** includes:

- 🗨️ **European Charter for Researchers:** List of general principles, requirements, roles, and responsibilities both for researchers and institutions.
- 🗨️ **Code of Conduct for the Recruitment of Researchers:** Standard rules for a transparent recruitment and selection process.
- 🗨️ The **HR Excellence in Research award** identifies organizations who provide and support a stimulating and favourable working environment for researchers, enabling several benefits for researchers and for the institutions.

OVERVIEW



HRS4R AND GENDER EQUALITY PLAN WORKING GROUP MEMBERS



- R1 –R4 Researcher representation
- Administration and HR
- Quarterly Meetings

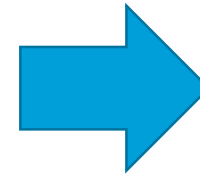
CONSULTATION PROCESS

🗨️ PSYCHOSOCIAL AND WELL BEING SURVEY AND PROJECT *2022-2023*

🗨️ HRS4R ASSESSMENT VISIT *JUL 2023*

🗨️ ADVISORY BOARD VISIT *OCT 2023*

🗨️ PEOPLE SATISFACTION SURVEY *NOV 2023*



MORE THAN 60 PROPOSALS

🗨️ HRS4R SURVEY *NOV 2023*

🗨️ GENDER EQUALITY SURVEY *MAY 2024*

🗨️ PHD PROGRAM ASSESSMENT VISIT *OCT 2024*

ACTION PLAN 2024-2026



HRS4R ACTION PLAN 2024-2026

Action #	Category C&C	C&C Principle#	Other involved Principles	C&C Principle Name	Source	Gap Analysis Year	Action	Description	Responsible	Implementation due date	Indicator/Target/Control/Evidence	Status
86	Working Conditions	23	24	Research environment	PSYCHOSOCIAL	2023	Peer Mentor activities: welcome postdoctoral researchers	Implementation of a postdoc peer mentor system: postdocs representatives in the HRS4R WG will serve as a liaison for this, assigning current postdocs who volunteer to be peer mentors to incoming postdocs. The peer mentor will help their mentees get oriented with the ins-and-outs of how BCBL runs. This includes having lunch at 8:00 for the new postdoctoral researcher and the Mentor.	HRS4R WG postdocs and Sandy Abu El Adas	1Q'2024	Number of peer mentored postdocs per year	IN PROGRESS
87	Working Conditions	23	22, 24	Research environment	PSYCHOSOCIAL	2023	Brown Bag Meetings: Biweekly postdoc meetings for presentation of ongoing research	Biweekly postdoc 3hour meetings for presentation of the ongoing research and new ideas for feedback. This includes cookies/chips to promote integration of the postdocs and a positive social atmosphere.	HRS4R WG postdocs and Chiara Rivolta	2024	Number of postdoc meetings per year	IN PROGRESS
88	Working Conditions	23	22, 24	Research environment	PSYCHOSOCIAL	2023	Mental Health and or Soft Skills in Academia Talks every year	Invite experts (for example, Olivia Guest, Zoe J. Ayres, Sofia Pacal Belli - Soft Skills Training for Scientists)	HRS4R WG predoc representatives	2Q'2024	1 talk per year	IN PROGRESS
90	Working Conditions	23	22, 24	Research environment	PSYCHOSOCIAL	2023	PICNIC Family day	BCBL PICNIC AND FAMILY DAY in the Miramon garden area	HRS4R WG + OIHANA	2Q' 2024	1 family day per year	IN PROGRESS
92	Working Conditions	7	1, 10	Good practice in research	HRS4R SITE VISIT, HRS4R SURVEY	2023	New HRS4R Survey: decisions taken (max. 20 questions, no how important related questions, only how far related ones): - ETHICS-related principles: summary by Drew and Marie - RECRUITMENT-related principles: summary by Ana and Larratiz	Need to redesign the HRS4R survey in order to be friendlier, easier to analyse and increase the % participation (70% in 2016, 47% 2021, 53% 2023)	HRS4R WG	2Q'2025		IN PROGRESS
93	Working Conditions	27	35, 23	Gender Balance	HRS4R SITE VISIT, HRS4R SURVEY	2023	Keep balance in governing bodies + volunteering topics (outreach). Decisions taken: - The Group Leaders will explain that the members of the group need to take place in the outreach related activities - Oihana will send a calendar time in advance with the list of outreach activities and will assign activities to groups taking into account the size of the group	Gender balance: Major governing groups (ex "GL") are comprised by male representatives whereas more "socially" or "volunteering" topics are addressed by female (HRS4R/wellbeing/gender)	HRS4R WG	4Q'2024	Number of females in governing bodies + volunteering activities	IN PROGRESS
62	Training and development	30	15, 16, 28	Career Advice	HRS4R SURVEY	2023	Career Development workshop (every year)	Two formats A/B depending on the year Year A = workshop organised by BCBL Expert researchers. Content: (1) Mobility/networking (2) How to get a position (3a) Career beyond academia (3b) Career in academia (4) CV, cover letter, tips for interviews Year B = 2 former members (in academia/not in academia, including different locations EU, US, other countries i.e. Asia, Africa, South America) Content (hybrid format): 20 minutes talk per speaker 30 minutes questions per talk	Clara	3Q'2024	1 Workshop organised per year Satisfaction survey per Workshop	IN PROGRESS
83	Training and development	30	3, 4, 9, 19, 21, 23, 25, 37, 22	Career Advice	HRS4R SURVEY	2023	Annual scientific retreat/Annual Retreat day (every year)	Two formats A/B depending on the year Year A = HR day Content (organised by HR Larratiz López): HR and HRS4 Survey results HR related processes HR news Risk prevention ETC Year B = Scientific day Open to R1-R4 researchers Content: Presentations by BCBL groups R1-R4 (30 minutes/group): results of the group, interesting experiments/projects, problems with projects/experiments Coffee Break Presentations by BCBL groups (30 minutes/group) Lunch Break Poster session in floor 2 (about how to do x, etc.)	Groups leaders with Leire's coordination	4Q'2024	1 Annual Retreat done per year	IN PROGRESS
94	Training and development	39	4	Access to research training and continuous development	HRS4R SURVEY	2023	Wiki to be reshaped (short term revitalization project)	Improve internal communication and access to contents	Drew and Romain working on it	4Q'2024		IN PROGRESS
95	Training and development	39	36, 28, 30	Access to research training and continuous development	HRS4R SITE VISIT, HRS4R SURVEY	2023	Training for PhD Students:	Cesar is coordinating 7 courses: Neuroimaging methods (MRI part), Neuroimaging methods (EEG and MEG part, Quantitative Methods (statistics), R programming, Python programming, IT skills	Cesar	3Q'2024	Number of courses	IN PROGRESS
1	Training and development	39	36, 28, 30	Access to research training and continuous development	HRS4R SITE VISIT, HRS4R SURVEY	2023	IT Training for BCBLians	Reactivate the IT Committee to collaborate on improving IT resources. 3 GLs ready to join this committee (Kepa, Marina, Jim, Alejandro Tabas). Provide training sessions on utilizing cluster access and other computing facilities to enhance familiarity with these resources.	Jose Corral	2Q'2024	Number of courses	IN PROGRESS
97	Recruitment and Selection	13	12,13,14, 15	Recruitment procedures	HRS4R SITE VISIT, HRS4R SURVEY	2023	E-recruitment tool: insufficient information for applicants procedure	The E-recruitment tool following the OTM-R standards and requirements is being built	LEIRE AND ANA + GLS + EXTERNAL COMPANY	2Q'2024	Tool created	IN PROGRESS
98	Recruitment and Selection	13	12,13,14, 15	Recruitment procedures	HRS4R SITE VISIT	2023	OTM-R Policy	The OTM-R policy and check list will need to be updated thanks to the implementation of the new E-Recruitment tool. Write recruitment-process guidelines for candidates: Selection process+Evaluation process+What the preliminary interviews consist of	LEIRE AND ANA + GLS + EXTERNAL COMPANY	3Q'2024	OTM-R policy updated and published in the website	IN PROGRESS
99	Recruitment and Selection	13	12,13,14, 15	Recruitment procedures	HRS4R SITE VISIT	2023	OTM-R Check list	OTM-R Checklist: Upload the updated version of OTM-R checklist to BCBL's website and past versions	ANA	3Q'2024	OTM-R check list updated and published in the website	IN PROGRESS

20 ACTIONS

ACTION PLAN 2024-2026

HRS4R FRAMEWORK:

- NEW HRS4R SURVEY: **DONE**
- NEW E-RECRUITMENT TOOL: **DONE**
- OTM-R POLICY UPDATE: **DONE**
- OTM-R CHECK LIST UPDATE: **DONE**

CAREER DEVELOPMENT:

- IT TRAINING FOR BCBLIANS: **IN PROGRESS**
- CAREER DEVELOPMENT WORKSHOP (FORMER BCBLIANS AND/OR CAREER ADVICE BY BCBILIANS):
SCHEDULED FOR 15/01/2025 April Pufahl (working at Google in NYC) and Kshipra Gurunandan (Postdoctoral fellow at the University of Cambridge).
- ANNUAL *KETCHUP DAY* (HR AND/OR SCIENCE FOR BCBLIANS): **DONE**
- BIWEEKLY POSTDOC MEETINGS FOR PRESENTATION OF ONGOING RESEARCH: **IN PROGRESS**
- FORMAL COURSES FOR PHD STUDENTS: **IN PROGRESS**

UPDATE ON THE PROJECT PROCESS

COMMUNICATION:




- WIKI TO BE RESHAPED/SHORT TERM REVITALIZATION PROJECT: **IN PROGRESS**
- WEEKLY NEWS NEWSLETTER: **DONE**

WELLBEING AT WORK:

- DECALOGUE OF GOOD PRACTICES AT WORK : **DONE**
- DIGITAL DISCONNECTION PLAN: **PENDING - RESCHEDULED FOR 2025**

- 2025-2028 GENDER EQUALITY PLAN: **DONE**
- KEEP BALANCE IN VOLUNTEERING TOPICS: **IN PROGRESS**
- MENTAL HEALTH/SOFT SKILLS IN ACADEMIA TALKS: **PENDING**
- PICNIC/FAMILY DAY: **DONE**
- PEER MENTOR ACTIVITIES: WELCOME POSTDOC RESEARCHERS: **IN PROGRESS**

GENDER EQUALITY PLAN

-  Overview
-  Update on the Project process
-  Action Plan 2025-2028



OVERVIEW

- Throughout 2024, we have been in the process of generating an internal Equality Plan.
- Its implementation aligns with legal advancements in equality and with the intention of addressing gender issues across the organization.
- The Equality Plan was completed thanks to the participation of BCBLiens, the coordination of the WG, and the expertise of Errotik Kooperatiba.
- Information was gathered through participatory and confidential means, including questionnaires and discussion groups, aiming to address inequalities effectively.

OVERVIEW

- The Equality Plan is a result of an analysis process consisting of:
 - Analysis of cases at BCBL to detect instances of inequality or discrimination.
 - Gender perspective will be applied to data collection and analysis, examining differences in roles traditionally assigned to men and women.
 - Data and indicators will be disaggregated by sex and cover areas such as: selection processes, professional classification, training, promotion, working conditions, work-life balance, female underrepresentation, and preventing sexual and gender-based harassment

UPDATE ON THE PROJECT PROCESS

- A survey designed by ERROTIK will be sent to BCBLians
- Survey will be available from 09/05/2024 to 17/05/2024
- Focus group and Brainstorming session with the WG

2Q 2024 DONE

-
- Define actions to address potential gaps
 - Build an Action Plan
 - Communicate and share the Action Plan with BCBLians
 - Track the Action Plan 2025-2028

4Q 2024 DONE

ACTION PLAN 2025-2028

19 ACTIONS ACROSS 8 KEY AREAS

1 ORGANIZATIONAL CULTURE: 4 actions

2 FEMALE REPRESENTATION: 2 actions

3 RECRUITMENT PROCESSES: 1 action

4 EQUAL PAY & SALARY AUDITS: 2 actions

5 WORK-LIFE BALANCE: 2 actions

6 SEXUAL HARASSMENT PREVENTION: 3 actions

7 GENDER VIOLENCE PROTECTION: 2 actions

8 INCLUSIVE COMMUNICATION: 3 actions

The complete plan will be translated into English
and included in our wiki in the first quarter of 2025

ACTION PLAN 2025-2028

Key Area	Action	Timeline	Responsible
Organizational Culture	1. Reserve annual funds for equality actions.	2025-2028	Ana
	2. Establish annual planning for working on the Plan.	2025-2028	Larraitz
	3. Summarize and inform all staff about the Equality Plan.	01/2025-03/2025	Ana, Larraitz
	4. Continue developing the working group on equality	2025-2028	Ana, Larraitz
Female Representation	5. Promote women to underrepresented roles.	2025-2028	Ana, Larraitz
	6. Track new hires to prevent overqualification and analyze why female candidates are rejected for leadership roles	2025-2028	Larraitz
Recruitment Processes	7. Train all personnel involved in the recruitment process on gender equality.	12/2026-09/2027	Larraitz
Equal Pay and Salary Audits	8. Adapt systems and software to allow disaggregated data by gender in terms of pay.	03/2026-12/20265	Ana
	9. Conduct a study of Job Descriptions to detect and, if necessary, correct any pay inequalities due to discriminatory evaluation of job responsibilities or tasks.	01/2025-12/2025	Ana

ACTION PLAN 2025-2028

Key Area	Action	Timeline	Responsible
Work-Life Balance	10. Create a survey to assess work-life balance measures.	01/2026-12/2026	Larraitz
	11. Design new measures based on survey results and disseminate them to all staff.	12/2026-12/2028	Larraitz, HRS4R Working Group
Sexual Harassment Prevention	12. Update and disseminate the internal sexual harassment protocol to align with legislation and LGTBI rights.	01/2026-12/2026	Larraitz
	13. Include the updated protocol in the Welcome Plan for new employees.	01/2027-12/2028	Larraitz
	14. Create a stable non-mixed reflection group focused on raising awareness of symbolic violence (micro-aggressions) and empowering women in science.	01/2025-12/2025	Larraitz
Gender Violence Protection	15. Develop and promote measures to protect victims of gender-based violence.	01/2026-12/2026	Larraitz
	16. Disseminate rights and resources available to gender violence victims within the organization.	01/2026-12/2028	Larraitz
Inclusive Communication	17. Share materials on equality and organizational culture inclusivity.	01/2025-12/2028	Larraitz
	18. Monitor and address sexist language in internal communication.	Jan 1, 2025 - End Plan	Larraitz
	19. Expand gender options in forms and communications to reflect diverse identities.	Jan 1, 2025 - End Plan	Larraitz

FINAL SURPRISE

TICKET GIVEAWAY



VS



 29/12/2024, 18:00 (Amenabar Arena)	Gipuzkoa Basket – Alega Cantabria	10 tickets (2 per person)
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Thank you!
Eskerrik asko!



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