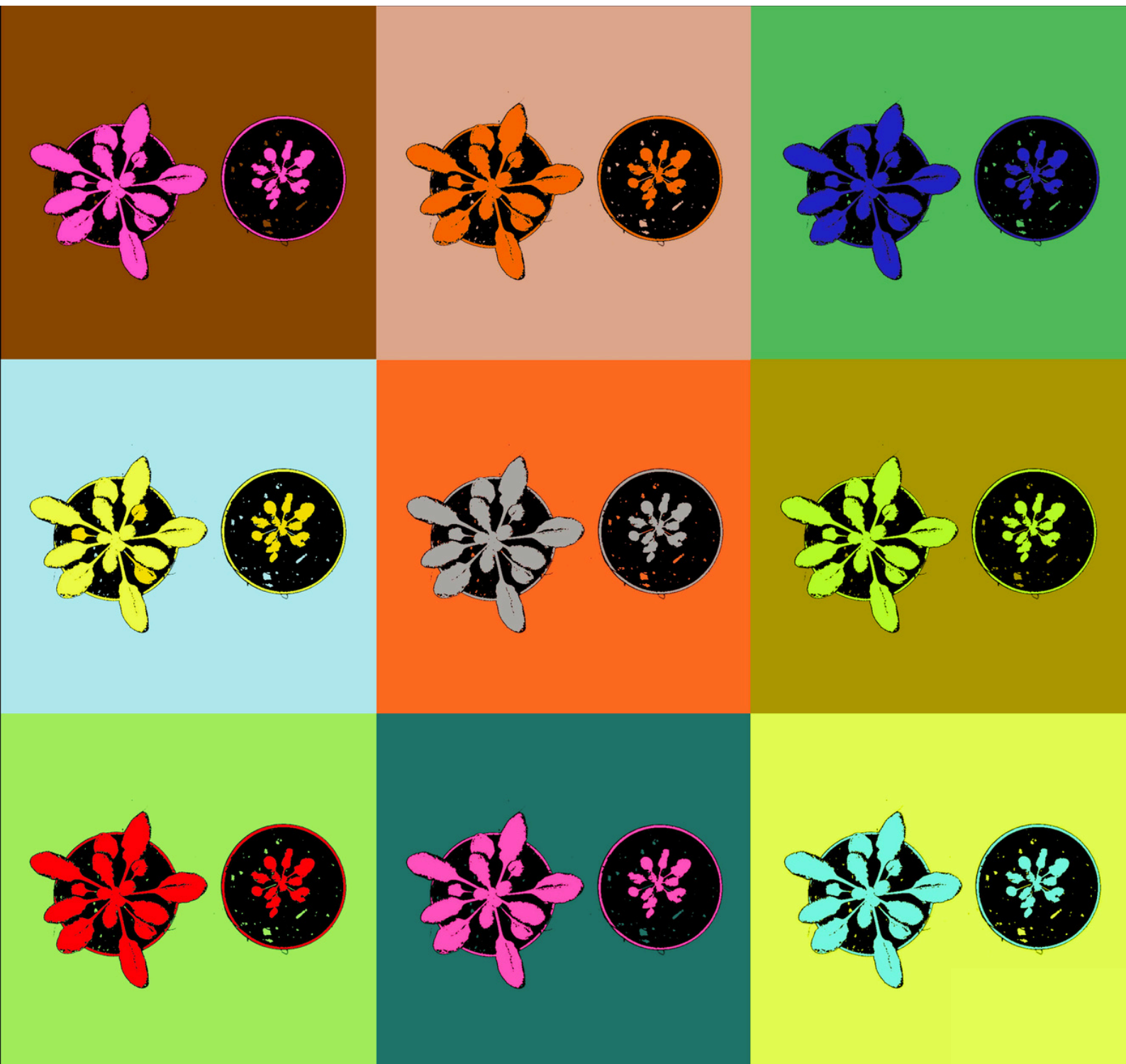


# Equality, Diversity and Inclusion Plan 2025-2028

Authors of the image "Arabidopsis Warhliana"  
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## 1. Letter of Commitment from the Directorate

At CRAG, we firmly believe that excellence in research and innovation can only be achieved through the full inclusion of diverse perspectives, equitable opportunities, and a supportive environment where all individuals can thrive.

This Equality, Diversity and Inclusion (EDI) Plan 2025–2028 builds upon our previous actions and commitments, while aligning with national and European legal frameworks, and with the principles of the Human Resources Strategy for Researchers (HRS4R). It is also a reflection of the collaborative efforts and dialogue across the institution, with input from the Equality Committee, the People Unit, scientific leaders, and support staff.

The new plan outlines a shared roadmap to remove barriers and ensure equal access to professional opportunities for all, regardless of gender, identity, cultural background, ability, or personal circumstances. We aim to foster a culture of co-responsibility, mutual respect and integrity, while embedding inclusive practices in our daily operations and leadership structures.

As an interdisciplinary research center with a strong international dimension, CRAG recognizes the need to address intersectionality, unconscious bias, and systemic inequalities, both in science and in institutional practices. This EDI Plan will guide us to move forward with greater clarity, **accountability**, and collective responsibility.

We are committed to implementing the actions outlined in this plan, tracking progress transparently, and ensuring that our values of equality and inclusion are embedded in every stage of the research and innovation ecosystem at CRAG.

We invite all members of the CRAG community to take an active role in this process.

**CRAG Directorate,**

**L. Maria Lois**

## 2. About CRAG

The Centre for Research in Agricultural Genomics (CRAG) is an international and multidisciplinary research center dedicated to the study of plant and farm animal biology, with the aim of advancing agricultural and food sciences to meet global sustainability challenges. **CRAG integrates cutting-edge research in genomics, biotechnology, and computational biology to contribute to a more resilient, equitable and sustainable agri-food system.**

Located on UAB Campus, CRAG hosts over 200 professionals from more than 25 nationalities, including researchers, technical specialists, and support staff. The center is structured around competitive research groups, core scientific services, and administrative and management units, and is strongly **committed to training the next generation of scientists.**

The Center for Research in Agricultural Genomics (CRAG) is a consortium formed by the Spanish National Research Council (CSIC), the Institute of Agrifood Research and Technology (IRTA), the Autonomous University of Barcelona (UAB), and the University of Barcelona (UB). CRAG forms part of the CERCA system of research centers of the Government of Catalonia. CRAG is governed by its Board of Trustees, in which those institutions are represented.

CRAG is a Severo Ochoa Centre of Excellence and adheres to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. As part of its **HR Strategy for Researchers (HRS4R)** (<https://www.cragenomica.es/human-resources-strategy-for-researchers>), the center has received the HR Excellence in Research recognition granted by the European Commission, which reinforces its commitment to transparent recruitment, career development and work environment quality.

Equality, Diversity and Inclusion (EDI) are key components of CRAG's institutional identity and culture. The center's policies and action plans aim to promote equal opportunities, support work-life balance, and eliminate bias and discrimination across all dimensions of its research and operations.

This **EDI Plan 2025–2028** builds on previous initiatives and strengthens CRAG's institutional vision: to be a research center where excellence is inseparable from fairness, equity, and inclusion.

## 2.1 Alignment with Broader Institutional Values

CRAG's Equality, Diversity and Inclusion (EDI) strategy is not developed in isolation. It is embedded within the Centre's broader institutional vision, as articulated in its Strategic Plan 2025–2028. The plan is built around five core strategic pillars:

1. **Talent** – Fostering inclusive recruitment, retention and development of researchers at all stages (JGLs, postdocs, PhD students).
2. **Training** – Ensuring equal access to scientific, technical and transversal skills training for research and support staff.
3. **Internationalization** – Promoting diversity in mobility, global partnerships and participation in international research networks.
4. **Technology Transfer** – Advancing inclusive innovation through collaboration with industry, the primary sector and stakeholders.
5. **Knowledge Transfer & Public Engagement** – Strengthening open science, inclusive communication, and science-society dialogue.

In addition, CRAG's institutional culture is grounded in three transversal values that intersect with its EDI strategy:

- **Open Science**

CRAG actively promotes open access, transparent research practices, and citizen science. These efforts align with the Horizon Europe framework and CRAG's adherence to the European Research Area.

- **Sustainable Research**

CRAG is committed to reducing its environmental footprint, fostering responsible resource use, and integrating sustainability into both scientific and administrative practices in line with the Sustainable Development Goals (SDGs).

- **Transparency and Good Governance**

In accordance with Spanish legislation (Law 19/2014) and international standards, CRAG ensures transparency in institutional decision-making, recruitment, and financial reporting through publicly available documentation and indicators.

By integrating equality, diversity, sustainability, transparency, and open science into its strategic model, CRAG reaffirms its mission to deliver scientific excellence with social responsibility and institutional coherence.

## 2.2 CRAG's Commitment to Women in Science

At CRAG, gender equality is actively promoted not only through institutional plans, but also through community-driven initiatives. One of the most significant is the **Women in Science Working Group** ([www.cragenomica.es/women-in-science](http://www.cragenomica.es/women-in-science)), a dynamic and independent initiative led by CRAG researchers and supported by the institution.

The *Women in Science* group plays a key role in:

- Raising awareness on gender equity in science through seminars, events, and social campaigns.
- Highlighting and giving visibility to women scientists at CRAG.
- Encouraging dialogue around structural barriers affecting career progression.
- Supporting initiatives that inspire the next generation of women in STEM.

This group is an active contributor to the CRAG's inclusive culture and works in synergy with the Equality Committee and the People Unit. It is also a clear example of **bottom-up engagement**, aligning with the institution's EDI and HRS4R commitments.

## 3. CRAG's Vision for Equality, Diversity and Inclusion

At CRAG, we understand that scientific excellence requires inclusive, equitable, and respectful working environments, where all people—regardless of their gender, identity, origin, age, ability, or background—have equal opportunities to grow, contribute, and succeed.

Our commitment to Equality, Diversity and Inclusion (EDI) is not limited to regulatory compliance; it is part of our institutional culture and scientific integrity. It influences how we attract, retain and develop talent, how we collaborate across disciplines and cultures, and how we contribute to responsible, socially impactful research.

This EDI Plan 2025–2028 is the result of cross-institutional dialogue, data analysis, and lessons learned from our previous plan. It defines clear goals and actions to:

- Remove structural and cultural barriers to equality.
- Embed inclusive practices across all processes (recruitment, training, evaluation, governance).
- Strengthen work-life balance, wellbeing, and co-responsibility.
- Promote the visibility and participation of underrepresented groups.
- Prevent and act against all forms of discrimination or harassment.
- Encourage inclusive leadership and shared accountability.

This Plan also embraces intersectionality, acknowledging that gender interacts with other axes of identity and inequality, including age, ethnicity, disability, family responsibilities, and sexual orientation.

We believe that a diverse and inclusive community enhances scientific creativity, collaborative excellence, and social responsibility. Through this plan, CRAG reinforces its long-term commitment to building a workplace where everyone can feel respected, valued, and empowered.

### **Committees Involved and Governance**

The implementation and monitoring of the CRAG Equality, Diversity and Inclusion Plan 2025–2028 is the result of joint efforts between several key institutional actors:

#### **Equality, Diversity and Inclusion Committee / Negotiation committee**

The Equality Committee is the main consultative and monitoring body for the Plan. It includes representatives from both the Workers' Committee and the institution. Its composition ensures the voices of different staff categories and units are heard and integrated into EDI policy.

#### **Members of the Workers' Committee (works council):**

- **Mercè Miquel**, Core Facility Manager
- **Albert Fernández Buendía**, Technical Services
- **Cristina Paola Santini**, Predoctoral researcher
- **Mayte Galiñanez**, Technical Support

#### **Members from the institution:**

- **Laura Molinero**, General Manager
- **Núria Jané**, Head of People Unit
- **Daniela Hernández**, Predoctoral researcher
- **Montse Amenós**, Core Facility Manager

The following support participants contribute to the development and implementation of the actions: **Mariona Izquierdo (HR Talent Officer, People Unit)**, **Rodrigo Gastón (Predoctoral Researcher)**, and **Carlos Muñoz (Technology Transfer Officer)**.

The creation of this plan is also **directly aligned with CRAG's HRS4R Action Plan 2024–2026**. As part of our institutional commitment to the European Charter & Code and the continuous improvement of HR policies for researchers, the implementation of this Equality and Inclusion Plan is explicitly defined as a strategic action within the new HRS4R framework.

The collaborative process has involved technical meetings, benchmarking with other Severo Ochoa centers, internal data analysis disaggregated by sex/gender and roles, and cross-review with other CRAG strategic documents such as the Talent Strategy, the Training Catalogue 2024–2025, and the Career Development Framework.

This participatory model ensures that the actions defined in this Plan reflect the real needs and challenges of CRAG's research, technical, and support staff, promoting a more inclusive, equitable, and diverse work environment.

### **Equality, Diversity and Inclusion Committee / Negotiation committee / Functions & Responsibilities**

The Equality Committee (also acting as the Negotiation Committee, as per Spanish regulation RD 901/2020) plays a central role in the design, implementation, monitoring, and evaluation of the Equality, Diversity and Inclusion (EDI) Plan at CRAG.

Its main functions include:

- Participating in the diagnostic process and jointly identifying gaps and areas of improvement.
- Negotiating and approving the content of the EDI Plan.
- Monitoring the implementation of the actions included in the Plan, including timelines, outputs and indicators.
- Reviewing institutional data and reports related to equality, diversity and inclusion.

- Proposing corrective measures or updates when objectives are not being met.
- Ensuring alignment with national legislation and frameworks (e.g., RD 901/2020 and RD 902/2020).
- Promoting a culture of equality and inclusion through awareness-raising, consultation, and active listening.
- Acting as a liaison between institutional management and staff, collecting feedback and communicating progress.

The Committee ensures representation from both the employer and the workers' representatives (including the Works Council) and integrates voices from various staff categories. It meets regularly and documents its discussions through written minutes.

### **Strategic and Operational Coordination**

The strategic oversight of the Plan is led by the Head of the People Unit to ensure that the Plan is aligned with CRAG's institutional vision, values, and human resources strategy, including coordination with other transversal initiatives.

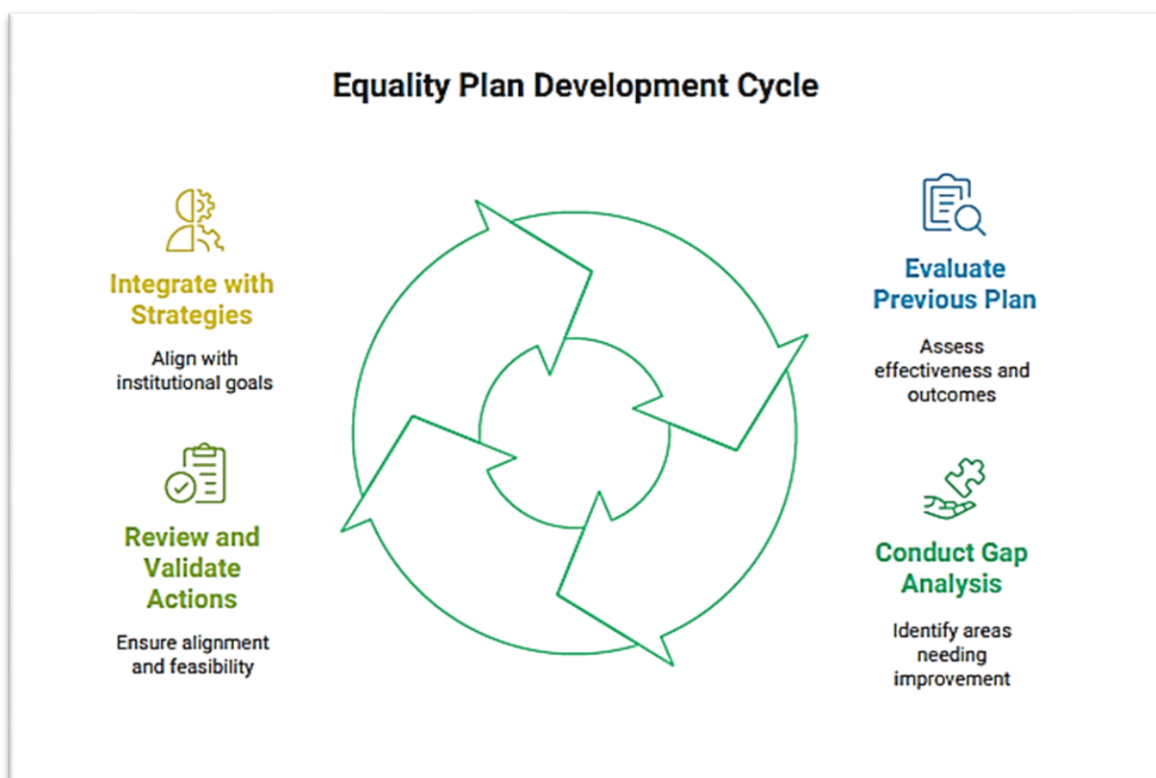
They are also responsible for:

- Ensuring the integration of EDI actions across all relevant institutional policies.
- Mobilizing necessary resources for implementation.
- Reporting progress to the Equality Committee and the Directorate.
- Promoting inter-unit collaboration to foster an inclusive and supportive culture.

## **4. Methodology and Phases**

The methodology used to design the CRAG Equality, Diversity and Inclusion Plan 2025–2028 is based on institutional self-assessment, participatory consultation, and alignment with both national regulations and international frameworks, particularly the HRS4R (Human Resources Strategy for Researchers) Action Plan.

This process has unfolded in four main phases:



### Evaluation of the 2021–2024 Equality Plan

An internal analysis was conducted to assess the implementation status of the 2020–2024 Equality Plan. For each measure, progress was evaluated based on evidence (e.g. reports, activities, data), results, and degree of institutionalization. The analysis helped identify achievements, delays, and areas for improvement. This work was carried out jointly by the People Unit and the Equality Committee.

### Diagnosis and Gap Analysis (2020–2024)

A quantitative and qualitative diagnosis was developed, using disaggregated internal data (gender, role, contract type), feedback from previous employee surveys, and institutional records.

### Participatory Review and Validation of Actions

A series of technical meetings and working sessions with the Equality Committee were held from March to May 2025. The proposed actions were jointly prioritized and grouped under strategic axes. Each action was defined in terms of objectives, indicators, outputs, expected outcomes, timeline, and responsible actors. Proposals were aligned with CRAG’s scientific and strategic structure.

## 5. Strategic Objectives 2025–2028

This Equality, Diversity and Inclusion Plan 2025–2028 is structured around eight strategic axes, each corresponding to a core area of institutional culture and human resources management. These axes reflect the transversal nature of EDI and their alignment with CRAG’s scientific, social, and organizational objectives.

Each axis is supported by specific actions, indicators, and responsible units, which will guide implementation and monitoring.

### 1. **Professional Classification**

Review job classification transparency and equity through gender-sensitive reviews of job descriptions, internal structures and status of the sectorial agreement.

### 2. **Recruitment and Selection**

Ensuring fair, inclusive, and bias-free selection processes through DEI different actions: awareness in inclusive language, DEI training, guides, videos to better structured interviews for interview panels.

### 3. **Career Development**

Promoting equal access to internal promotion and career progression opportunities by monitoring data disaggregated by gender and role in all the stages.

### 4. **Training**

Guaranteeing equitable access to continuous professional development through a structured annual training plan and gender-based participation monitoring.

### 5. **Work-life Balance, Wellbeing and Health**

Reinforcing shared responsibility and emotional and physical wellbeing through flexible arrangements, support services, and healthy work environments.

Permanent commitment of a working group on working conditions.

### 6. **Harassment Prevention**

Maintaining an updated and effective internal protocol for the prevention of harassment, including LGTBI+ protections and trusted reference persons.

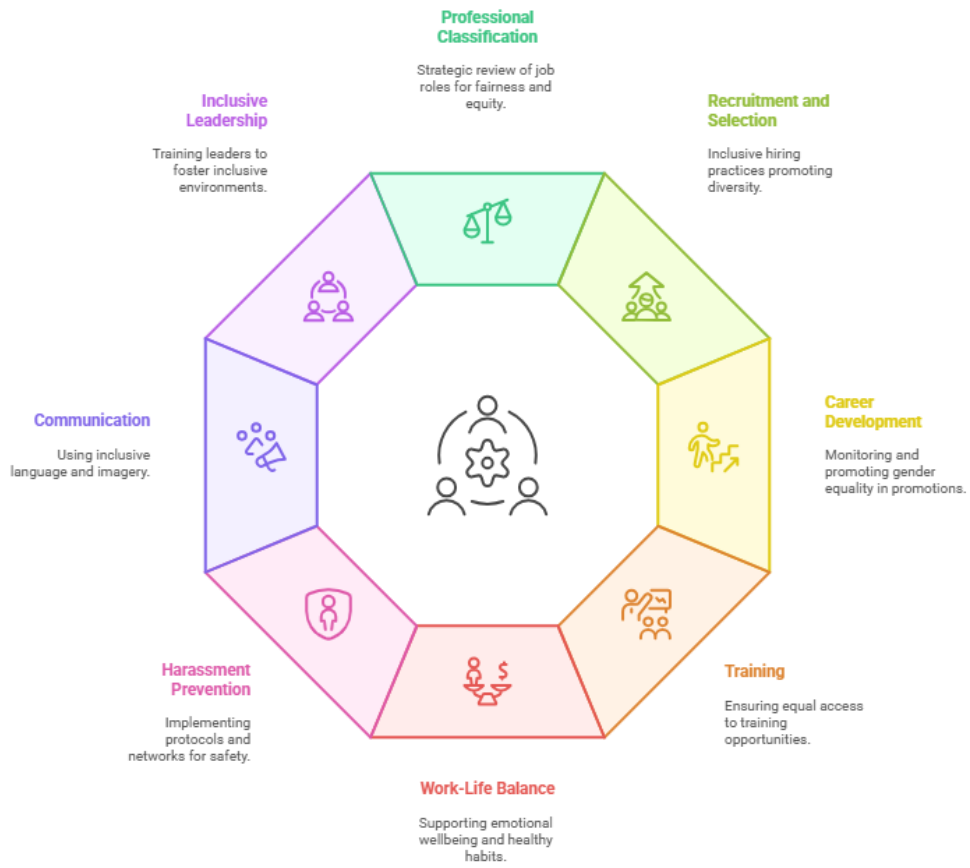
### 7. **Communication**

Embedding inclusive language and visual representation in institutional messaging and promoting DEI through campaigns and internal communication.

### 8. **Inclusive Leadership and Governance**

Fostering leadership models that are inclusive, diverse and committed to DEI, through training and visibility of inclusive leadership practices.

# Organizational Diversity and Inclusion



## 6. Axis – Actions 2025 – 2028

### Axis : PROFESSIONAL CLASSIFICATION

Action	1
Title	<b>Strategic Review and Adaptation of Job Classification and Descriptions</b>
Description	Establish a structured process to review and adapt the CRAG job classification framework and job descriptions to ensure alignment <b>with the upcoming sectoral collective agreement</b> . The review will integrate inclusive, gender-neutral language and ensure internal equity across categories. (research, direct support, indirect Support)
Indicators	<ul style="list-style-type: none"> <li>• Job categories adapted to the new collective agreement</li> <li>• Staff satisfaction with role clarity and structure by Employee climate survey</li> <li>• Perception of internal equity and transparency in classification.</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Adapted and standardized job classification system</li> <li>• Establish a system for periodic review of the job categories and descriptions.</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Increased role clarity and fairer internal structures</li> <li>• Reduction of structural inequalities between professional groups</li> <li>• Alignment with legal and sectoral frameworks</li> <li>• Staff satisfaction with the existing procedures</li> </ul>
Responsible	<b>People Unit / General Manager / Director / Union commission</b>
Timeline	<b>2026-2027</b>
Comments	<b>OWN resources</b>

## Axis : RECRUITMENT AND SELECTION

Action	2
Title	<b>Structured and Inclusive Selection Processes with DEI actions</b>
Description	Implement improved structured interview processes using standardized guidelines with scoring criteria to ensure objective and equitable candidate evaluation. Additionally, provide mandatory DEI ( <b>Diversity, Equity and Inclusion</b> ) <b>training and information</b> for all members of selection panels, with a specific focus on bias awareness and inclusive recruitment practices.
Indicators	<ul style="list-style-type: none"> <li>• % of recruitment processes using new structured interviews (or similar)</li> <li>• Perception of fairness in selection processes</li> <li>• New documents, campaigns, initiatives to improve information</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Inclusive interview guide and training materials</li> <li>• Internal log of panel participation and completion of seminar/training or similar</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Increased objectivity and fairness in recruitment</li> <li>• Reduction of bias and enhanced diversity in hired staff</li> </ul>
Responsible	<b>People Unit / Hiring Supervisors (Managers and Principal Researchers)</b>
Timeline	<b>2026-2027</b>
Comments	<b>OWN &amp; External resources</b>

## Axis : CAREER DEVELOPMENT

Action	3
Title	<b>Monitoring and Analysis of Internal Promotions by Gender, Role and Department</b>
Description	Establish an annual monitoring system to collect, disaggregate, and analyze data related to internal promotions. <b>The goal is to identify patterns that may reveal inequalities or structural barriers for certain groups</b> , with special attention to women and underrepresented groups.
Indicators	<ul style="list-style-type: none"> <li>• Annual summary of the promotions including job category, gender, role type, and department</li> <li>• Analysis of equity-related barriers in promotion trajectories</li> <li>• Implementation of improvement actions or policy adjustments based on analysis</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Annual disaggregated report with recommendations</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Reduction of imbalances or bias in promotions</li> <li>• Increased transparency and evidence for more equitable career decisions</li> </ul>
Responsible	<b>People Unit, Direction and Union commission</b>
Timeline	<b>2025-2026-2027-2028</b>
Comments	<p><b>OWN resources</b></p> <p>This action includes both vertical promotions (to positions of greater responsibility) and horizontal career progression (role recognition and mobility within categories).</p>

## Axis : TRAINING

Action	4
Title	<b>Improvement of Monitoring and Equity Measures in Training Participation</b>
Description	Build on the existing internal training tracking system to improve the analysis of participation data disaggregated by gender, contract type, and professional category. In case of limited places, equity-based criteria—particularly gender representation—will be applied to ensure fair access. <b>The action aims to support evidence-based decision-making in training planning and prioritization.</b>
Indicators	<ul style="list-style-type: none"> <li>• % of training participation by gender and category</li> <li>• No. of oversubscribed courses with prioritization are applied</li> <li>• Annual identification of participation gaps by collective</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Updated training participation report</li> <li>• Prioritization guideline for oversubscription</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Equity assurance in training access</li> </ul>
Responsible	<b>People Unit</b>
Timeline	<b>2026-2028</b>
Comments	<b>OWN resources</b>

**Axis: WORK-LIFE BALANCE, WELLBEING AND HEALTH**

Action	5
<b>Title</b>	<b>Emotional Wellbeing and Support for Research and Staff Community</b>
Description	Provide emotional wellbeing resources through internal protocols and, where feasible, external support agreements. This includes a structured emotional support protocol, informal guidance where appropriate, and welcome wellbeing materials. <b>The aim is to foster a psychologically safe and supportive work environment.</b>
Indicators	<ul style="list-style-type: none"> <li>• No. of users of support resources</li> <li>• No. of well-being packages distributed</li> <li>• Satisfaction rate / Improvement in emotional wellbeing</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Implemented emotional support protocol</li> <li>• Welcome and wellbeing pack template</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Enhanced psychological safety</li> </ul>
Responsible	<b>People Unit and, where applicable, External Collaborators</b>
Timeline	<b>2026-2027-2028</b>
Comments	<b>OWN &amp; External resources</b>

Action	6
<b>Title</b>	<b>Healthy Habits, Flexibility and Inclusion of Functional Diversity</b>
Description	Foster a healthy and inclusive work culture through the promotion of healthy habits, inclusive access to flexible working arrangements, and the visibility and support of functional diversity. A dedicated Climate and Wellbeing Committee will monitor and propose actions to improve the psychosocial

	work environment, including awareness campaigns and policy accessibility reviews.
Indicators	<ul style="list-style-type: none"> <li>• No. of health campaigns</li> <li>• Participation rate in activities</li> <li>• % of flexible work by gender</li> <li>• No. of disability awareness campaigns conducted</li> <li>• Climate and Wellbeing Committee results (programmed actions).</li> <li>• No. of internal policies/procedures</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Health and wellbeing calendar</li> <li>• Summary reports from the Climate and Wellbeing Committee</li> <li>• Policies reviewed and adjusted for accessibility and inclusion</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• More equitable access and reduced stigma</li> </ul>
Responsible	<b>Climate and Wellbeing Committee / People Unit / Communication and Facility Units</b>
Timeline	<b>2025-2027</b>
Comments	<b>OWN &amp; External resources Include feedback from Action 1</b>

## Axis: HARASSMENT PREVENTION

Action	7
Title	<b>Implementation of Updated Protocols</b>
Description	Disseminate and train on the new protocol with LGTBI+ protection provisions. Strengthening trust in institutional mechanisms.
Indicators	<ul style="list-style-type: none"> <li>• % of trained staff</li> <li>• No. of reported and managed cases</li> <li>• Awareness level</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Protocol materials and campaign</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Greater awareness and trust in protection mechanisms</li> </ul>
Responsible	<b>People Unit &amp; LGTBI Commission</b>
Timeline	<b>2025</b>
Comments	<b>OWN &amp; External resources</b>

Action	8
Title	<b>Creation of LGTBI+ Reference Network</b>
Description	<ul style="list-style-type: none"> <li>• Train internal LGTBI+ reference people to offer visible and trusted support.</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>• No. of trained references</li> <li>• No. of support cases</li> <li>• Visibility and trust perception (survey)</li> </ul>
Output	

	<ul style="list-style-type: none"> <li>• Visible contact list</li> <li>• Trusted support network</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Increased organizational trust</li> </ul>
Responsible	<b>People Unit &amp; LGTBI Commission</b>
Timeline	<b>2026-2027</b>
Comments	<b>OWN &amp; External resources</b>

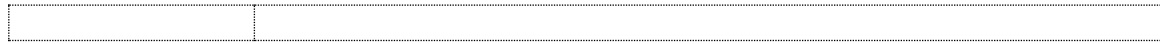
### Axis: COMMUNICATION

Action	9
Title	<b>Inclusive Language and Imagery in Internal Communication</b>
Description	Ensure that all internal and external communications reflect CRAG's DEI values by developing and applying inclusive language and visual standards. This action includes publishing a communication guide, revising existing materials, and running internal campaigns that promote awareness, representation and belonging (e.g., Pride, Women in Science, functional diversity).
Indicators	<ul style="list-style-type: none"> <li>• % of documents revised</li> <li>• No. of DEI campaigns</li> <li>• Campaign reach</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Institutional inclusive communication guide and checklist</li> <li>• Annual calendar of awareness campaigns</li> <li>• Campaign materials (posters, videos, internal posts)</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• More inclusive and representative internal culture</li> <li>• Strengthened sense of identity and belonging within CRAG</li> </ul>
Responsible	<b>Communication Unit &amp; People Unit</b>

Timeline	<b>2026-2027</b>
Comments	<b>OWN resources</b>

**Axis: INCLUSIVE LEADERSHIP & GOVERNANCE**

Action	10
Title	<b>Inclusive Leadership: Training and Role Modelling</b>
Description	Promote an inclusive and equitable institutional culture by training leaders in inclusive practices, unconscious bias prevention, and team equity management. <b>Strengthen the visibility of leadership commitment by encouraging participation in DEI actions and positioning leaders as active role models in internal communication.</b>
Indicators	<ul style="list-style-type: none"> <li>• % of PI, GL, Junior GL, and Managers trained in inclusive practices</li> <li>• DEI activities focus on leadership</li> <li>• No. of training sessions delivered and attendees</li> </ul>
Output	<ul style="list-style-type: none"> <li>• Leadership training program in DEI</li> <li>• Communication materials showing visible leadership engagement (e.g., newsletters, interviews, public commitments)</li> </ul>
Outcome	<ul style="list-style-type: none"> <li>• Increased capacity and awareness of leadership to manage diverse and inclusive teams</li> <li>• Stronger alignment between institutional strategy and inclusive values</li> <li>• Leadership perceived as committed and reliable by the community</li> </ul>
Responsible	<b>People Unit / Direction / General Manager</b>
Timeline	<b>2026-2027</b>
Comments	<b>OWN resources</b>



## 7. Monitoring and Evaluation

The successful implementation of the Equality, Diversity and Inclusion Plan 2025–2028 requires ongoing monitoring, transparency, and the ability to adapt based on evidence and feedback. CRAG is committed to a participatory and data-informed approach that ensures accountability and continuous improvement.

### **Monitoring structure and responsibilities:**

The Equality Committee will meet at least twice a year to review progress, analyze indicators, and propose improvements.

The Equality Committee, people Unit, in collaboration with responsible units, will compile relevant data and prepare internal reports aligned with the indicators of each action.

### **Evaluation tools and methodology:**

Quantitative indicators (e.g., gender-disaggregated data on recruitment, promotions, training, pay gap) and qualitative evidence (e.g., surveys, consultations, feedback).

Review of key documents such as job descriptions, protocols, training records, and institutional communication.

External audits (e.g., pay audits, HRS4R review) will provide an additional layer of accountability.

### **Adaptation and flexibility:**

The Plan may be revised during its validity period if major changes in context, legislation, or organizational structure occur.







New actions may be proposed by the Equality Committee or management as emerging needs are identified.

The final assessment of the Plan will take place in 2028 and will serve as the foundation for the development of the next EDI strategy at CRAG.

## 8. Registration of the Plan

The Plan must be officially registered in the public registry (REGCON), ensuring that its content is made publicly accessible and transparent.

## 9. Timeline

AXI	2025	2026-2027	2028
 <b>Professional Classification</b>		Strategic Review and adaptation of Job Classification and Descriptions	
 <b>Recruitment and Selection</b>		Structured and Inclusive selection process with DEI actions	
 <b>Career Development</b>	Monitoring and Analysis of internal promotions by Gender, Role and Department	Monitoring and Analysis of internal promotions by Gender, Role and Department	Monitoring and Analysis of internal promotions by Gender, Role and Department
 <b>Training</b>		Improvement of Monitoring and Equity measures in Training participation	Improvement of Monitoring and Equity measures in Training participation
 <b>Work-Life Balance, Wellbeing, Health</b>	Healthy habits, Inclusion of functional diversity	Emotional wellbeing and Support for Research and staff community	Emotional wellbeing and Support for Research and staff community
 <b>Harassment Prevention</b>	Implementation of updated protocols	Creation of LGBTQ+ reference network	
 <b>Communication</b>		Inclusive language / Imagery in internal communication	
 <b>Inclusive Leadership &amp; Governance</b>		Training and role modelling	

