JEDI PLAN 2023-2027

(JUSTICE, EQUITY, DIVERSITY AND INCLUSION)

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CREAF

EXCEL·LÈNCIA SEVERO OCHOA

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INTRODUCTION

01 INTRODUCTION

CREAF is a public research centre working in the fields of terrestrial ecology and territorial analysis. Its objective is to bridge the gap between the academic arena, the authorities and society, raising awareness and encouraging the exchange of knowledge in its area of activity, on a local, regional and global scale.

Situated on the campus of the Autonomous University of Barcelona (UAB), the centre was established in 1987 as a consortium of different public authorities, research institutions and academic training providers. Its Board of Trustees currently comprises the Government of Catalonia, the UAB, the University of Barcelona (UB), the Institute for Catalan Studies (IEC) and the Spanish National Research Council (CSIC). CREAF is a member of the Catalan research centre network CERCA.

CREAF is aware that cultural, demographic and social diversity, and gender diversity in particular, increase the quality of research and contribute to its excellence. Diverse research teams are more innovative, come up with ideas that are more effective and viable, put forward alternative approaches, and enhance critical analysis. Furthermore, CREAF regards diversity and equal opportunities as a principle of social justice. And it must not be forgotten that promoting and guaranteeing effective equality and equity through equality plans is not only an ethical imperative but also a legal requirement (see annex).

Following votes open to all the centre's staff, the Gender Equality Committee (CIOG, owing to its initials in Catalan), the first committee for ensuring equal opportunities within CREAF, was installed in office on 11 June 2019. On 1 October 2021, with a view to encompassing other types of diversity in addition to gender diversity, the CIOG was renamed the JEDI (Justice, Equity, Diversity and Inclusion) Committee. After a partial changeover of its members, to which end a ballot of all the centre's staff was held, and in accordance with criteria on balance, representativeness and mainstreaming, the new committee was installed in office on 8 November 2021.

Following the same criteria, CREAF has pledged to implement a new JEDI Plan as a strategy for further developing the capabilities and talent of every one of the centre's workers by doing away with all stereotypes, attitudes and obstacles based on gender or other potential factors of discrimination. CREAF is committed to exercising inclusive, intersectional, transparent leadership through its executive committees, as a strategic focus aimed at improving the quality, impact and creativity of its research.

Joan Pino Vilalta
Director, CREAF
Bellaterra, 19 may 2023

SIGNATORIES TO THE JEDI PLAN

PERSONAL, TERRITORIAL AND TEMPORAL SCOPE

02 SIGNATORIES TO THE JEDI PLAN

The JEDI Plan is undersigned by CREAF's senior management and, through its representatives on the JEDI Committee, by the CREAF Independent Committee (CIC), which legally represents the centre's employees. The JEDI Committee has jointly reviewed and studied the situation analysis carried out and, through negotiations, approved the JEDI Plan. Any legal or conventional amendments that improve any of the measures envisaged in this plan will be automatically incorporated into it, without the need for express agreement between the undersigning parties, and will replace the provisions set out herein.

03 PERSONAL, TERRITORIAL AND TEMPORAL SCOPE

This local plan is applicable to all CREAF staff (Bellaterra). It will come into effect on 01/06/2023 and will be valid for a period of four years. When the period of validity ends, CREAF will, within six months, carry out a new situation analysis. The plan will remain in effect until its successor is approved. The new plan will come into effect on the first day of the month following that in which it is signed.

OBJECTIVES

04 OBJECTIVES

- To provide training in and raise awareness of diversity and non-discrimination, on an ongoing basis.
- To generate and transmit non-androcentric knowledge that promotes diversity and neither creates nor reproduces inequalities.
- To encourage the use of diverse and inclusive language and narratives, which reflect the complexity of social reality and by which every individual can feel represented.
- To promote improvements in processes for the participation of women and other groups underrepresented in the centre's senior management and decision-making, and to complement those improvements with measures for consolidating a non-discriminatory organizational culture.
- To prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in selection, recruitment, training, promotion, remuneration and any other aspect of the centre's staff management policy.
- To integrate a perspective of care and co-responsibility into both team management and relationships between people, and to facilitate a work-life balance.
- To prevent sexual and gender-based harassment.
- To regularly collect data that will make it possible to determine how the JEDI Plan is progressing, what impact it is having, and where improvements are necessary to continue promoting diversity in CREAF.

SITUATION ANALYSIS

05 SITUATION ANALYSIS

05.1 Methodology

Document structure

This analysis encompasses a range of items intended to paint a picture of the gender equality situation in CREAF. The items in question are organized into nine areas of analysis for evaluating the level of equality in the following spheres:

- **Area 1.** Organizational culture and institutional commitment
- **Area 2.** Policies regarding impact on society and social responsibility
- **Area 3.** Inclusive communication
- **Area 4.** Organizational structure and vertical and horizontal representativeness
- **Area 5.** Access policies: selection, recruitment and promotion
- **Area 6.** Working conditions
- **Area 7.** Occupational health
- **Area 8.** Work-life balance and CREAF's co-responsibility
- **Area 9.** Microaggressions and sexual and gender-based harassment

Each area of analysis includes various items that reflect the situation in each sphere within CREAF. For the analysis of each item, a table containing the following information is provided:

Area	Area of analysis to which the indicator belongs
Item	Name of the item
Source	Source of the information and data analysed
Period	Period of time to which the analysis refers
Result	Summary of the result of the analysis
Evaluation	Situation status: unsatisfactory, suboptimal or satisfactory

In the section entitled "Item analysis", quantitative and/or qualitative information is set out for each item, along with an analysis that makes the status of the situation under consideration immediately apparent. That status may be satisfactory as far as gender equality is concerned; suboptimal, meaning that there is still room for improvement; or unsatisfactory, meaning that substantial improvements are clearly required.

Bearing in mind that women start at a disadvantage, as recognized and described in Catalan Law 17/2015, of 21 July, on effective gender equality , situations in which men are found to be in a better position than women are interpreted as involving a gender-based difference that could lead to inequality. Such situations are, thus, deemed suboptimal or unsatisfactory.

It should be noted that further information is needed to calculate some of the indicators. In such cases, the relevant elements have been identified as aspects requiring improvement and made the focus of actions in the resulting action plan[2].

Information sources

This situation analysis document draws on information from different types of sources, which are described below.

*DOCUMENTARY ANALYSIS

A range of documents related to internal organization have been analysed, including CREAF's collective agreement, occupational hazard prevention plan, and protocol for the management of possible cases of harassment, as have various public documents, such as the centre's annual report and articles of association. This has mainly been done to check whether the documents in question have a gender perspective.

Additionally, content published on CREAF's website or social media accounts has been analysed to see if the institution's communication has a gender perspective and helps raise the profile of women and everything associated with femininity.

*INTERNAL QUANTITATIVE DATA ANALYSIS

Data from records related to staff composition has been analysed. This quantitative data provides a great deal of information about the presence of women and men in the different areas and levels of the organization, as well as information on who requests or obtains leave, extended leave, sick leave, internal promotion or contract termination, among other things.

The data involved refers to two different points in time. The data related to staff composition refers to the people employed by CREAF on 31 December 2021. The indicators calculated using that data are: 4.1. Staff composition by gender and age; 4.2. Staff composition by gender and professional status; 4.3. Staff composition by gender and job area; 6.1. Staff composition by gender and contract type; and 6.2. Staff composition by gender and working hours.

1- The preamble to the law in question states that: "Despite there being many examples of formal recognition and progress to date, equality between women and men in everyday life is not yet a reality. In practice, women and men do not enjoy the same rights, as there continue to be political, economic and cultural inequalities, such as differences in wages and a lower level of representation in politics. Those inequalities are the result of social structures based on numerous stereotypes present in the family, education, culture, the media, the labour market and social organization, among other areas."

The main purpose of the law, according to its first article, is: "To put an end to the discrimination, inequality and invisibility that women have historically suffered and which stem from the patriarchal nature of society."

2- The situation analysis was carried out with support and assistance from Quotidiana Cooperativa, an organization that specializes in developing equality plans and policies.

The following indicators, on the other hand, have been calculated on the basis of the number of people employed at any time in the year 2021: 5.2. Employee recruitment process results; 5.3. Employee exit process mechanisms and results; 6.5. Remuneration; 7.3. Sick leave and leave for accidents at work; 8.1. Take-up of paternity, maternity and adoption leave; 8.2. Take-up of breastfeeding breaks; 8.3. Take-up of reductions in working hours to care for children and dependants; and 8.4. Take-up of extended leave and leave for personal reasons.

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*SURVEY

In January 2022, with the support of the centre's senior management, the JEDI Committee conducted a survey to obtain information on CREAF staff members' experiences and perceptions related to justice, equity, diversity and inclusion, particularly the key aspects of gender equality and diversity.

The survey was designed using a tool called GEAM, an integrated environment for carrying out survey-based gender equality audits in research centres. GEAM is based on the Athena Survey of Science, Engineering and Technology (ASSET) and was developed as part of ACT, a Horizon 2020 project. Further information is available from the project's website (https://act-on-gender.eu/).

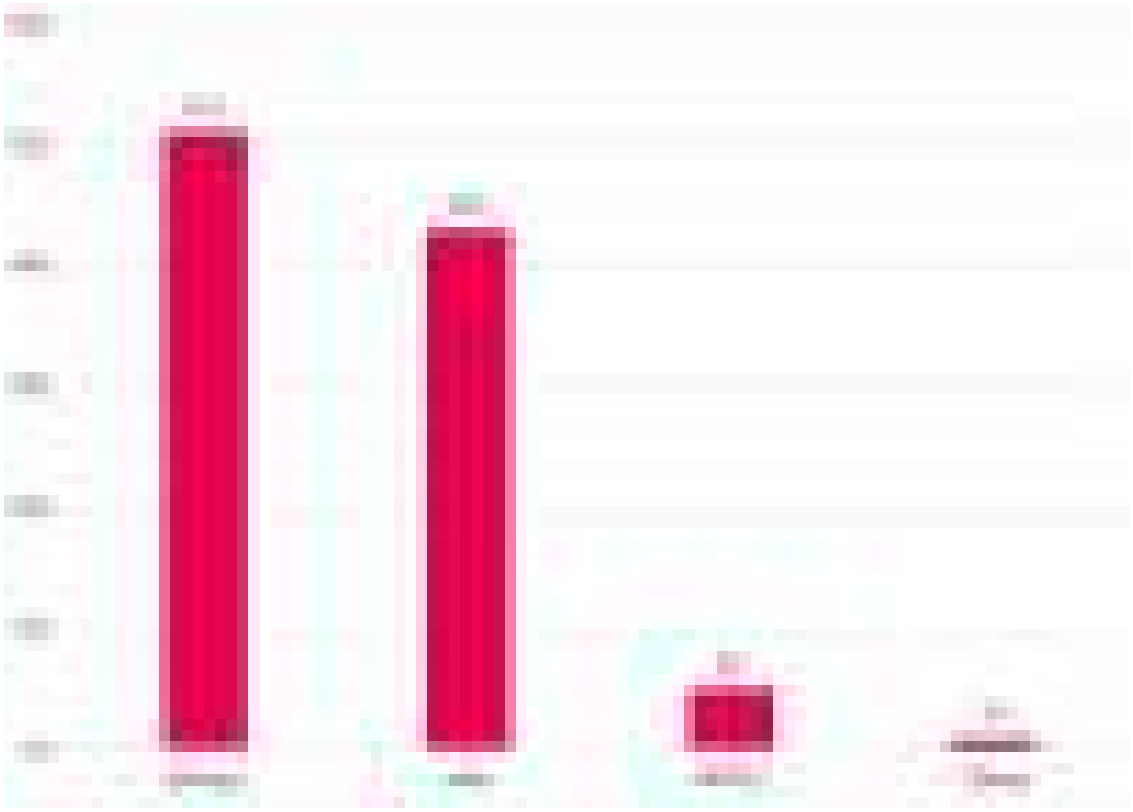
The survey was available to answer for three weeks. Access details were distributed via CREAF's mailing lists. Participation was encouraged through various reminders in internal meetings, with a view to obtaining a representative sample. The survey was designed in such a way as to ensure full confidentiality, and any metadata through which answers could be linked to individuals, including IP addresses, was removed.

The survey was aimed at all CREAF employees, as well as at individuals without a contractual relationship with CREAF carrying out some part of their main professional activity at the centre. The reason for this is that CREAF's team comprises a core of researchers and technical and administrative support staff directly employed by the institution itself, as well as UAB and UB lecturers, CSIC and ICREA (Catalan Institution for Research and Advanced Studies) researchers attached to the centre, and associated researchers from other centres.

On 31 December 2021, CREAF directly employed 147 people, 72 of them men and 75 women.

An overview of the replies received follows. The survey was accessed 95 times in total. In 17 cases, it was only partially completed (i.e. the respondents began to answer it but did not get as far as clicking on the final 'send' button). The participation level was very high, representing 59.2% of all employees. In terms of gender, 60% of female employees answered the survey, while only 51.4% of male employees did so. There were 45 replies from women, 37 replies from men, four replies from people who opted not to specify their gender, and one reply from a person who chose the category 'others'. That person's answers have been included in a new category called 'women and others', as maintaining the category 'others' when presenting answers disaggregated by gender could have put their anonymity at risk. Their answers have been included with those of women because not being a man is the main factor in situations of inequality or discrimination in a patriarchal society.

Figure 1. Survey respondents by gender



Despite all CREAF's professional profiles being represented among the respondents, certain gender imbalances can be observed. In some cases, that is because the genders are not equally represented within a profile. That applies to senior research staff, a predominantly male group, and to administrative and service staff, a predominantly female group.

Table 1. Survey respondents by gender and professional status

	Men	Women and others	Total
Predoctoral research staff	4	10	14
Postdoctoral research staff	3	10	13
Senior research staff	20	6	26
Technical staff	6	10	16
Administrative and service staff	4	10	14
Total	37	46	83

05.2 **Summarized situation analysis**

This situation analysis is organized on the basis of the calculation and study of a range of elements included in the different areas of analysis. The areas of analysis correspond to the spheres and subjects that current legislation requires equality plans to encompass. The main results for the indicators of the gender equality situation at CREAF are presented below.

The first area of analysis refers to the **existence of an organizational culture** favourable to gender equality in CREAF, and of an **institutional commitment** to such equality. Analysis of CREAF's internal structure shows that the centre has resources for promoting gender equality, specifically a JEDI Committee and a gender officer. Nonetheless, gender officer is a part-time role and the committee has only a modest budget, which is mainly for training and awareness-raising activities.

The committee's awareness-raising activities chiefly revolve around the campaign related to 11 February, the International Day of Women and Girls in Science. That campaign, which has been carried out for many years, involves the publication of content via social media and the internal distribution of messages. The centre has run training in gender equality, which helps generate awareness among staff. The majority of attendees have been female. On a positive note, the participation of managerial and senior research staff has risen on the last few occasions such training has been held.

The survey data shows that most CREAF employees have a positive opinion of the centre's commitment to equality: 87% agree or totally agree that CREAF is committed to promoting gender equality; 97% agree or totally agree that CREAF responds to concerns involving gender equality; and 87% agree or totally agree that they and their colleagues know to whom they should address any doubts they may have about gender equality. Furthermore, there are no differences between the opinions women and men hold on those points.

Employees' perceptions of the existence of inequalities in the workplace are not as positive, however. More than 50% of the respondents believe that senior research staff positions are more frequently assigned to men, as are awards and recognitions of excellence. There is also a feeling, albeit to a lesser extent, that monetary resources are mainly or more often assigned to men, and that there are gender-based differences in the recognition of intellectual contributions, in informal access to spheres of influence, and where promotion decisions are concerned. Meanwhile, the impression of the respondents is that, with the exceptions of responsibility for looking after students and the selection and recruitment of new staff, none of the items referred to in the survey tend to be more frequently assigned to women. Looking at the same data disaggregated by gender, there is a general tendency for women to perceive differences in the assignment of the items mentioned in the survey, in such a way as to favour men, whereas men either have no opinion in that respect or do not perceive a difference. As far as quantitative data is concerned, CREAF's employees consider the centre's commitment to gender equality to be a matter of form and not deep enough to challenge the male-biased institutional structures and dynamics still present.

The second area of analysis deals with **policies regarding impact on society and social responsibility**. In that regard, CREAF has run two specific gender equality courses in the last two years. The survey's respondents view those courses positively, although some suggest that such training ought to be compulso-

ry for new CREAF employees and made more specific to cover tools of particular relevance to each profile.

Integrating a gender perspective into research projects is vital to effective gender mainstreaming throughout the institution. Much of CREAF's research does not involve people as research subjects and therefore cannot apply such a perspective. Nonetheless, support for integrating a gender perspective into projects is available upon request. A positive point is that CREAF has a guide of its own and various external guides for helping to systematically integrate a gender perspective into research. To increase the use of those guides, all the centre's staff should be made aware of their existence.

Looking at whether CREAF's **communication is inclusive** as far as gender is concerned provides an insight into the institution's commitment to gender mainstreaming. With regard to CREAF's external communication, analysis of a number of the centre's official documents, its website and its Twitter account shows that the integration of a gender perspective is not systematic. While some documents use collective words and gender-neutral forms, others use masculine forms generically. In the case of visual communication, a gender perspective can be detected in all the images analysed, given that they do not feature stereotypes and help to make women more visible. A particularly positive element is the communication campaign carried out via Twitter to mark the International Day of Women and Girls in Science.

The integration of a gender perspective is not systematic in CREAF's internal communication either. There are cases in which both feminine and masculine forms of words are used in the interests of non-sexist and non-androcentric communication, but others in which only masculine forms are used. The presence of a gender perspective in images in internal communication has not been studied, as none appear in the internal documents analysed.

A positive aspect of communication is that the staff forms analysed (the employee incorporation form and the registration form for training under the Watering Talents programme) are inclusive in terms of gender identity. They do not pose questions about gender, and one specifically asks about employees' preferred pronouns.

Lastly, CREAF does not have a guide or recommendations of its own on the non-sexist and non-androcentric use of visual or written language. Employees do have access to guides containing such recommendations, but the institution does not insist on or actively encourage their use. The centre also lacks a person or body tasked with systematically checking communication for a gender perspective.

An analysis of **organizational structure and vertical and horizontal representativeness** shows that CREAF comprises 147 people, 75 (or 51%) of whom are women and 72 (49%) of whom are men. The composition of the centre's staff is thus highly balanced.

Nonetheless, analysis also reveals vertical segregation[3] among research staff, research management staff and technical staff, in that the positions involving greater responsibility and deemed more socially desirable are mainly held by men. There is also horizontal segregation[4], especially in the case of research management staff, a very predominantly female group of workers, given that most of the tasks they carry out are associated with women's work. On a positive note, there is balance in the composition of the CREAF Independent Committee (CIC), the body that legally represents the centre's employees, 44.4% of the members of which are women.

The fifth area of analysis deals with **access policies** in relation to **selection, recruitment and promotion**. As far as formal mechanisms for employee selection processes are concerned, CREAF has a recruitment policy document that is gender-sensitive in terms of selection panel composition and in the positive action it envisages, such as using inclusive language and using indicators to measure the integration of a gender perspective. Nonetheless, survey respondents' qualitative comments indicate that the good practices referred to in official documents are not actually systematically implemented. Looking beyond protocols, data shows that 2021's new recruits comprised women and men in similar proportions — 54.8% and 45.2% respectively — so gender biases have not been detected in that regard.

An analysis of exit process mechanisms and results shows that the contracts terminated in 2021 were held by women and men in similar proportions. Notably, however, most of the individuals who ended their contract voluntarily were women. Turning to promotion and professional development processes, analysis reveals that CREAF is an institution that seldom promotes from within. Most of the people promoted in 2021 were women, but the promotions involved were often improvements to contracts owing to a change of project, or in other cases merely adjustments to guarantee the working conditions specified in the collective agreement.

The sixth area of analysis is that of **working conditions**. Where contract types are concerned, a great many employees have temporary contracts, but there do not appear to be any gender-based differences in that regard. In terms of working hours, while data shows there to be a low level of part-time work, a greater percentage of women than of men are employed on a part-time basis.

It is very common for CREAF employees to work from home, although there is no data on the number of people who do so. No gender-based differences or inequalities have been detected in relation to permission to work from home. The only potential obstacle to obtaining such permission is that, under

3- La segregació vertical és la "distribució no uniforme d'homes i dones en nivells diferents d'activitats. Generalment, la segregació vertical de l'ocupació fa que les dones es concentrin en llocs de treball de menor responsabilitat".

Definició extreta de Recull de termes Dones i Treball. Generalitat de Catalunya, Departament de Treball. Disponible a https://igualtat.vilafranca.cat/sites/default/files/doc_28719849_1.pdf

4- La segregació horitzontal és la "distribució no uniforme d'homes i dones en un sector d'activitat determinat. Generalment, la segregació horitzontal de l'ocupació fa que les dones es concentrin en llocs de treball que es caracteritzen per una remuneració i un valor social inferiors i que són en bona mesura una prolongació de les activitats que fan en l'àmbit domèstic".

Definició extreta de Recull de termes Dones i Treball. Generalitat de Catalunya, Departament de Treball. Disponible a https://igualtat.vilafranca.cat/sites/default/files/doc_28719849_1.pdf

the collective agreement, arrangements to work from home must be negotiated by each individual with the corresponding manager, as also applies to other measures geared to flexibility in working hours.

Despite there being a wage scale that establishes the remuneration of all employees, there is actually a pay gap of 10.05% in men's favour; in other words, men are paid 10.05% more than women at CREAF. That does not necessarily entail direct discrimination, but is evidence of men holding higher ranking, better paid positions.

Access to training is vital to promotion and personal development. CREAF currently has an institutional training programme, within which training is carried out at times compatible with reduced working hours and family responsibilities. Nonetheless, additional measures (e.g. recording training sessions) are needed to improve access to training for all employees. In any case, the main barrier to such access is time pressure, which, unfortunately, is an inherent part of research and affects everybody.

Analysing **occupational health** shows that a gender perspective is not systematically integrated into the prevention of occupational hazards. In fact, nothing in either CREAF's collective agreement or its prevention plan integrates a gender perspective into such prevention. Additionally, and while almost never issued, fieldwork clothing kits fail to take the differences between the bodies of men and women into account.

The composition of the Occupational Health and Safety Committee is balanced: it has six members, 50% of them men and 50% women. Data shows that women take sick leave and leave for accidents at work more commonly than men, although a note of caution should be sounded in relation to that data, as employees often do not report such leave to the Staff Management Department.

The eighth area analysed is **work-life balance support and CREAF's co-responsibility**. CREAF's collective agreement includes, and sometimes improves upon, the provisions of the Spanish Statute of Workers' Rights in relation to work-life balance measures. No formal gender biases or barriers that could hinder access to paternity, maternity or adoption leave have been detected; the same applies to the take-up of breastfeeding breaks.

Most of the people who applied for a reduction in working hours to care for children or dependants in 2021 were women. There do not appear to be any formal obstacles to taking extended leave or leave for personal reasons, although 2021 saw nobody apply for extended leave and only two people take unpaid leave.

Turning to employees' perception of options and resources for work-life balance and time to care for dependants, the survey's respondents indicate that while there is considerable formal scope for work-life balance, the high workload and level of competitiveness involved in careers in science make it difficult to take full advantage of the options provided. Furthermore, employees feel that taking up such options could jeopardize their career, place an excessive workload on their colleagues, and call their professionalism and commitment into question.

The ninth and final area of analysis refers to **microaggressions and sexual and gender-based harassment**. A negative point here is that there are no mechanisms involving regular action for the prevention of harassment. No reports of sexual or gender-based harassment were received in the period analysed, although one survey respondent said they had been ha-

rassed at work. According to the survey, the perception of having suffered microaggressions is widespread, among female and male employees alike.

On a positive note, CREAF has a protocol for preventing and tackling sexual and gender-based harassment, although it does not include tools for detecting such situations and no steps have been taken to ensure that all employees are familiar with it.

This analysis shows that CREAF has tools that incorporate a gender perspective in its internal documents, and that the balanced composition of the centre's staff does not generate major differences or inequalities in access to workers' rights. In practice, however, the specific characteristics of the area of activity entail differences and discrimination in certain aspects of the everyday work of women and men. To minimize such situations, there needs to be broader commitment to the centre-wide integration of diversity — be it via the gender perspective or the integration of other perspectives — based on the engagement of all organizational levels and actors, especially the individuals and teams in managerial positions.

05.3 **Item analysis results**

ITEM	EVALUATION
1.1. Existence of resources for promoting equality	Suboptimal
1.2. Measures for raising awareness of and training in equal opportunities	Satisfactory
1.3. Staff perception of CREAF's commitment to equality	Satisfactory
1.4. Staff perception of the existence of inequalities in the workplace	Suboptimal
2.1. Training in integrating a gender perspective into research projects	Satisfactory
2.2. Integration of a gender perspective into research projects	Suboptimal
2.3. Existence of material or support for integrating a gender perspective into research	Satisfactory
3.1. Gender perspective in external communication	Suboptimal
3.2. Gender perspective in internal communication	Suboptimal
3.3. Adaptation of administrative documents to take sexual, affective and gender diversity into account	Satisfactory
3.4. Existence of guides or recommendations on the non-sexist use of visual or written language	Suboptimal
4.1. Staff composition by gender and age	Satisfactory
4.2. Staff composition by gender and professional status	Suboptimal
4.3. Staff composition by gender and job area	Suboptimal
4.4. Composition of the body for the legal representation of employees	Satisfactory
5.1. Formal mechanisms for employee selection processes	Suboptimal
5.2. Employee recruitment process results	Satisfactory
5.3. Employee exit process mechanisms and results	Suboptimal
5.4. Promotion and professional development processes	Satisfactory
6.1. Staff composition by gender and contract type	Satisfactory
6.2. Staff composition by gender and working hours	Satisfactory

6.3. Mechanisms for working from home	Satisfactory
6.4. Flexibility in working hours	Suboptimal
6.5. Remuneration	Suboptimal
6.6. Access to general training and perception of access to training	Satisfactory
7.1. Gender perspective in the prevention of occupational hazards	Suboptimal
7.2. Occupational Health and Safety Committee composition	Satisfactory
7.3. Sick leave and leave for accidents at work	Satisfactory
8.1. Take-up of paternity, maternity and adoption leave	Satisfactory
8.2. Take-up of breastfeeding breaks	Satisfactory
8.3. Take-up of reductions in working hours to care for children and dependants	Suboptimal
8.4. Take-up of extended leave and leave for personal reasons	Satisfactory
8.5. Staff perception of options and resources related to time to care for dependants	Suboptimal
9.1. Mechanisms for raising awareness of and preventing harassment	Suboptimal
9.2. Number of situations of harassment reported or detected	Suboptimal
9.3. Existence of mechanisms for tackling situations of sexual harassment or harassment based on gender, sexual orientation or gender identity	Suboptimal
9.4. Staff perception of experiences of microaggressions	Unsatisfactory

JEDI PLAN ACTIONS FOR 2023-2027

06 JEDI PLAN ACTIONS FOR 2023-2027

06.1 Action plan

This plan comprises 22 actions. They are presented below, organized into the same areas used in the situation analysis. They have been developed on the basis of the aspects identified as suboptimal in the situation analysis and the actions that CREAF staff proposed at a participatory event attended by 35 people in October 2022. They have been prioritized, through consensus, by the JEDI Committee.

AREA 1. Organizational culture and institutional commitment	
General objective for the area: to promote an organizational culture and institutional commitment conducive to diversity and inclusion in CREAF.	
Action 1.1	
Regularly collecting data that will make it possible to determine how the JEDI Plan is progressing, what real impact it is having, and where improvements are necessary to continue promoting diversity in CREAF.	
Description	
a) Data corresponding to the plan's indicators will be collected each year. Key results will be presented at CREAF's annual meeting and made available to employees via the centre's intranet. b) At the beginning of each year, the JEDI Committee will meet to analyse the indicators and, if appropriate, propose changes to the plan. c) Halfway through the plan's implementation period, a survey will be created to enable CREAF's staff to co-evaluate the indicators by means of which actions are monitored. Participation that reflects the diversity of staff profiles will be promoted.	
Target group	Implementation period
All CREAF staff	December and January each year (actions a and b) 2025 (action c)
Indicators	Resources and team/figure responsible for implementation
• Indicator data collected annually • Minutes of the annual JEDI monitoring meeting • Number of survey respondents, percentage of indicators evaluated as satisfactory, and evolution.	JEDI Committee

AREA 1. Organizational culture and institutional commitment	
General objective for the area: to promote an organizational culture and institutional commitment conducive to diversity and inclusion in CREAF.	
Action 1.2	
Promoting participation in networks among research centres, with the aims of sharing good practices and working together on initiatives, so as to improve the impact, quality and sustainability of actions that foster diversity in the academic arena.	
Description	
a) CREAF will actively participate in national and international gender and research networks, and will publicize such participation. b) CREAF will organize and/or participate in events on gender equality and diversity in the academic arena, involving exchanges of experiences and talks from experts, aimed at developing skills and innovation in the implementation of actions involving different research centres.	
Target group	Implementation period
Staff of CREAF and of centres with which CREAF works (CERCA, SOMMa, etc.)	Throughout the period in which the JEDI Plan is in force (action a) 2025 (action b)
Indicators	Resources and team/figure responsible for implementation
• Networks in which CREAF participates, role and scope • Number of event participants	• Budget: €3000 • Gender officer, with assistance from senior management and the Communication Department

AREA 1. Organizational culture and institutional commitment	
General objective for the area: to promote an organizational culture and institutional commitment conducive to diversity and inclusion in CREAF.	
Action 1.3	
Running a training and awareness-raising programme for all staff on gender equality and diversity issues, to provide basic knowledge that could be helpful for dealing with them.	
Description	
• An online training seminar will be made permanently available to staff via the intranet. It will provide basic knowledge about gender biases in general and their negative effects on the careers of women in the academic arena. This training will be compulsory for all CREAF's staff and new recruits, who will be required to answer an evaluation questionnaire after watching the seminar. • A gender and diversity perspective will be integrated into other planned activities in which staff participation is likely to be high (annual meeting, aperitifs, training, etc.). That will be done by, for example, always giving data disaggregated by gender, guaranteeing equitable participation and representativeness, etc.	
Target group	Implementation period
All CREAF staff	First quadrimester of 2024
Indicators	Resources and team/figure responsible for implementation
• Number of seminar viewings • Number of questionnaires answered, and percentage of questions answered correctly • Number of institutional activities into which training with a gender perspective has been integrated	• Gender officer • Recruitment of an expert for training: €2000

AREA 2. Policies regarding impact on society and social responsibility	
General objective for the area: to generate and transmit non-androcentric knowledge that promotes diversity and neither creates nor reproduces inequalities.	
Action 2.1	
Offering all CREAF staff training in integrating a gender and diversity perspective into research projects.	
Description	
Training in how to integrate a gender and diversity perspective into research will be organized. It will be aimed at research and technical staff involved in project/proposal design. It will provide participants with specific tools and encourage them to share their experiences. The material and resources produced will be made available to all staff via the intranet.	
Target group	Implementation period
Research and technical staff	Third quadrimester of 2025
Indicators	Resources and team/figure responsible for implementation
• Number of participants • Overall course evaluation • Course resources posted on the intranet	• Gender officer and the Staff Management Department • €1500 to cover the cost of training

AREA 2. Policies regarding impact on society and social responsibility	
General objective for the area: to generate and transmit non-androcentric knowledge that promotes diversity and neither creates nor reproduces inequalities.	
Action 2.2	
Promoting knowledge and use, among all staff, of the support material available for integrating a gender perspective into research.	
Description	
• Information about the section of the intranet in which the material and tools available to all staff can be found will be distributed. • The resources available will be integrated into the material generated in the pre-award service. • A list of CREAF research projects with a gender and diversity perspective will be made and placed at the disposal of the centre's staff.	
Target group	Implementation period
Research and technical staff	Third quadrimester of 2023 and third quadrimester of 2025
Indicators	Resources and team/figure responsible for implementation
• Institutional guide to preparing proposals, in which a gender perspective is included as an aspect to take into account • Number of queries related to material • Specific question in the JEDI survey • Document with contributions received from specific CREAF projects	Gender officer and Communication Department

AREA 3. Inclusive communication	
General objective for the area: to encourage the use of diverse and inclusive language and narratives, which reflect the complexity of social reality and by which every individual can feel represented.	
Action 3.1	
Promoting the use, among CREAF staff, of inclusive visual and written language and narratives, in the three languages used most commonly in the centre (Catalan, Spanish and English).	
Description	
CREAF will create its own guide to using inclusive language, based on existing material, and subsequently disseminate it.	
Target group	Implementation period
CREAF staff	First quadrimester of 2024
Indicators	Resources and team/figure responsible for implementation
• CREAF guide to language use • Channels via which the guide has been disseminated	• Communication Department and JEDI Committee • Budget: €2000

AREA 3. Inclusive communication	
General objective for the area: to encourage the use of diverse and inclusive language and narratives, which reflect the complexity of social reality and by which every individual can feel represented.	
Action 3.2	
Raising the profile of CREAF's commitment to diversity.	
Description	
A JEDI section will be created on CREAF's website and regularly updated, with content on the annual 11 February campaign, the JEDI Plan and its indicators, resources, etc.	
Target group	Implementation period
CREAF staff and website users	First and second quadrimesters of 2024
Indicators	Resources and team/figure responsible for implementation
JEDI section created on website	Communication Department and JEDI Committee

AREA 3. Inclusive communication	
General objective for the area: to encourage the use of diverse and inclusive language and narratives, which reflect the complexity of social reality and by which every individual can feel represented.	
Action 3.3	
Guaranteeing the use of inclusive language in CREAF's documents and on its website.	
Description	
• The language used in CREAF's institutional documents will be exhaustively revised. • The centre's website will be revised.	
Target group	Implementation period
CREAF staff and website users	Third quadrimester of 2024
Indicators	Resources and team/figure responsible for implementation
• Number of website sections revised • Number of documents revised	Communication Department (website) and individual offices (each office will revise its own documents), with assistance from the gender officer

AREA 4. Organizational structure and vertical and horizontal representativeness	
General objective for the area: to promote improvements in processes for the participation of women and other groups underrepresented in the centre's senior management and decision-making, and to complement those improvements with measures for consolidating a non-discriminatory organizational culture.	
Action 4.1	
Establishing mechanisms for gender balance in decision-making bodies.	
Description	
• Decision-making and consultative bodies and processes will be identified and analysed with a view to promoting the inclusion of an intersectional gender perspective in decisions and an equal role for women and other minority groups. • Women with a wider range of profiles (e.g. post-docs, research technicians) will be incorporated into such bodies.	
Target group	Implementation period
CREAF staff	2025-2026
Indicators	Resources and team/figure responsible for implementation
• Percentage of women and members of other minority groups in formal decision-making bodies at the start and the end of the JEDI Plan • Percentage of women and members of other minority groups in informal decision-making bodies at the start and the end of the JEDI Plan • Situation analysis report from consultancy	• External consultancy: €3000 • Senior and middle management

AREA 4. Organizational structure and vertical and horizontal representativeness	
General objective for the area: to promote improvements in processes for the participation of women and other groups underrepresented in the centre's senior management and decision-making, and to complement those improvements with measures for consolidating a non-discriminatory organizational culture.	
Action 4.2	
Developing a leadership programme for female researchers, technical staff and research managers, and establishing a peer mentoring network.	
Description	
• The objectives, duration, undertakings, etc., of the programme will be defined. • Three leadership workshops for providing participants with resources and tools will be implemented. • A peer mentoring routine for exchanging experiences will be established among participants. • The programme will be evaluated.	
Target group	Implementation period
Female researchers, technical staff and managers leading research projects or offices	Third quadrimester of 2024
Indicators	Resources and team/figure responsible for implementation
• Programme created • Programme participants • Satisfaction upon completion of programme	• Training: €3000 • Talent and gender officer

AREA 4. Organizational structure and vertical and horizontal representativeness	
General objective for the area: to promote improvements in processes for the participation of women and other groups underrepresented in the centre's senior management and decision-making, and to complement those improvements with measures for consolidating a non-discriminatory organizational culture.	
Action 4.3	
Ensuring that vacant senior research staff positions, whether new or available because someone has retired, are filled in such a way as to lead to an increase in diversity.	
Description	
Gender balance will be guaranteed through the introduction of gender quotas in selection processes for new senior research staff positions, always in accordance with current legislation. The European Institute for Gender Equality (EIGE) defines a gender quota as follows: "positive measurement instrument... establishing a defined proportion (percentage) or number of places or seats to be filled by, or allocated to, women and/or men, generally under certain rules or criteria."	
Target group	Implementation period
Senior research staff	Whenever the opportunity arises while the JEDI Plan is in force
Indicators	Resources and team/figure responsible for implementation
New positions for which positive action has been taken, as a percentage of all positions offered	Senior and middle management

AREA 5. Access policies: selection, recruitment and promotion	
General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in selection, recruitment and promotion.	
Action 5.1	
Establishing an automated monitoring system to ensure that CREAF's OTM-R (open, transparent and merit-based recruitment) policy is applied.	
Description	
• The list of indicators for monitoring the implementation of CREAF's OTM-R policy will be revised and, if appropriate, modified. • The indicators will be monitored annually and the results obtained will be published.	
Target group	Implementation period
All CREAF staff	Final quadrimester of each year while the JEDI Plan is in force
Indicators	Resources and team/figure responsible for implementation
OTM-R indicator list, with results, published annually	Middle management and the Staff Management Department

AREA 5. Access policies: selection, recruitment and promotion

General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in selection, recruitment and promotion.

Action 5.2

Improving selection processes to guarantee non-discrimination.

Description

- Participants in selection processes will be asked to answer a questionnaire with a gender perspective, to enable CREAF to learn from those processes and improve the ones it will carry out in the future. The questionnaire will be automatized to guarantee its sustainability over time.
- Tools for revising the language used in job advertisements will be systematically provided.
- A link to the CERCA network's video on recruitment bias will be systematically provided ahead of selection processes.
- It will be guaranteed that all members of selection panels for permanent positions or positions related to institutional projects have received unconscious bias training. They will be provided with a link to online training of the type in question and will be required to pass a test.
- In selection processes for permanent positions or positions related to institutional projects, the presence (in an advisory, non-voting capacity) of a figure tasked with ensuring the absence of discrimination will be guaranteed, if the position involved corresponds to a professional group within which there is a clear gender imbalance (e.g. senior research staff).

Target group	Implementation period
All CREAF staff	Throughout the period in which the JEDI Plan is in force
Indicators	**Resources and team/figure responsible for implementation**
• Questionnaire results • Revised documents related to job advertisement preparation and selection processes • Percentage of selection panel members who have taken unconscious bias training • Selection processes with the presence of a figure tasked with ensuring the absence of discrimination	Middle management and the Staff Management Department, with assistance from the gender officer. The CIC will be kept informed.

AREA 5. Access policies: selection, recruitment and promotion	
General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in selection, recruitment and promotion.	
Action 5.3	
Revising promotion and selection criteria to bring them into line with new approaches to assessing research (CoARA, the Coalition for Advancing Research Assessment).	
Description	

• CREAF will sign CoARA's Agreement on Reforming Research Assessment.
• CREAF will run informative/training events on the new initiative. They will be open to all the centre's staff.
• A diverse committee including research and managerial staff will be established to promote the action.
• CREAF's selection and promotion protocols will be progressively revised and aligned with those of CoARA, taking the following into account:
  • Interdisciplinary skills and research results (such as having led a successfully completed research project) must be assessed.
  • It must be ensured that administrative responsibilities, student supervision and correction workloads are transparent and evaluated together with research results.
  • Non-traditional professional backgrounds (e.g. different experiences of work in the academic and non-academic arenas) must be duly evaluated.
  • Research quality must be assessed, and quantitative indicators used responsibly.
• The new protocols will be incorporated into selection and promotion processes.	

Target group	Implementation period
All CREAF staff	Throughout the period in which the JEDI Plan is in force
Indicators	Resources and team/figure responsible for implementation
• Signature of agreement • Number of training events run and number of participants • Committee training • Revised selection protocols posted on the intranet • Revised promotion protocols posted on the intranet	• Senior management • Talent and gender officer • Impact officer

AREA 6. Working conditions	
General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in remuneration and any other aspect of the centre's staff management policy.	
Action 6.1	
Conducting work environment surveys with an intersectional gender perspective, in which the data collected and analysed will be disaggregated by gender.	
Description	
• The planned psychosocial risk surveys will be revised. • The survey will be designed to provide gender-disaggregated data on the work environment. It will include specific questions for determining whether perceptions of working conditions vary according to gender, age, religion, origin or sexual orientation. • CREAF staff will be encouraged to participate, so as to obtain a large, representative body of respondents. • All staff will be informed of the results.	
Target group	Implementation period
All CREAF staff	Third quadrimester of 2023 and third quadrimester of 2026
Indicators	Resources and team/figure responsible for implementation
• Survey, number of participants, and participant profiles • Channels via which the results have been disseminated • Improvement in results between the two surveys	Middle management and the Staff Management Department, with assistance, if necessary, from the JEDI Committee

AREA 6. Working conditions	
General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in remuneration and any other aspect of the centre's staff management policy.	
Action 6.2	
Distributing reminders about labour issues, with a gender and diversity perspective, via the SINDIFòrum mailing list.	
Description	
Reminders about employees' labour rights, with a gender perspective, will be distributed via the SINDIFòrum mailing list (e.g. detailed information on the right to take leave to care for children or dependants).	
Target group	Implementation period
Staff employed on a group contract basis	Second quadrimester of 2023 and of each subsequent year
Indicators	Resources and team/figure responsible for implementation
• Number of mails sent • Specific question in the JEDI survey	Staff Management Department

AREA 6. Working conditions	
General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in remuneration and any other aspect of the centre's staff management policy.	
Action 6.3	
Integrating a gender perspective into the new labour agreement planned for early 2024.	
Description	

• The agreement will be revised to improve its integration of an intersectional gender perspective. The points to be revised include the following:
  • Flexibility at work should be included in the agreement as a right; it should not have to be negotiated by each individual.
  • The agreement should establish an annual number of hours of training available to every worker.
  • Body diversity should be taken into account where work clothing and PPE are concerned.
  • The possibility of restoring annual financial support for CREAF employees with dependent children with a degree of physical, mental and/or sensory disability of 33% or greater should be considered.	

Target group	**Implementation period**
Staff employed on a group contract basis	2023
Indicators	**Resources and team/figure responsible for implementation**
New agreement with improvements incorporated	Senior and middle management and the Staff Management Department

AREA 7. Occupational health

General objective for the area: to prevent, detect and remedy any discrimination on the grounds of gender, age, religion, origin or sexual orientation, in relation to occupational health.

Action 7.1

Addressing the prevention requirements of specific and/or vulnerable groups (the oldest and the youngest workers, women, temporary staff, migrants, disabled people, people with chronic or mental illnesses, etc.) to improve health and safety conditions for them.

Description

- It will be ensured that the new hazard prevention plan has an intersectional gender perspective (covering, for example, the risks faced by those who are pregnant, breastfeeding, menopausal, etc.).
- Compulsory training in the prevention of occupational hazards for new staff will be guaranteed to have a gender perspective.
- Annual medical check-ups will be used to distribute specific informative material about the prevention of occupational hazards for vulnerable groups.
- Specific questions will be added to the annual medical check-up questionnaire.

Target group	Implementation period
Staff employed on a group contract basis	2023 (new prevention plan) and annually
Indicators	**Resources and team/figure responsible for implementation**
• New hazard prevention plan with a gender perspective posted on the intranet • Percentage of training programmes on the prevention of occupational hazards carried out with a gender perspective • Material distributed during annual medical check-ups	Middle management and the Staff Management Department

AREA 8. Co-responsibility and work-life balance	
General objective for the area: to integrate a perspective of care and co-responsibility into both team management and relationships between people, and to facilitate a work-life balance.	
Action 8.1	
Promoting a parents and carers group and establishing a support network.	
Description	
A parents and carers group will be promoted, through invitations sent via email, among CREAF staff. Consideration will be given to holding group meetings at lunchtime, in the interests of balancing working hours and personal commitments. Once the group has been established, ideas and proposals implementable in the centre will be collected and, working together with senior management, their feasibility and timescale will be evaluated.	
Target group	Implementation period
Staff with dependent children or other dependants	Second quadrimester of 2023
Indicators	Resources and team/figure responsible for implementation
• Parents and carers groups created and number of participants • Initiatives promoted jointly	Talent and gender officer

AREA 9. Microaggressions and sexual and gender-based harassment

General objective for the area: to prevent, detect and remedy microaggressions, sexual harassment, and harassment on the grounds of gender and/or sexual orientation.

Action 9.1

Revising the current harassment protocol and distributing it on a regular basis.

Description

- A committee, comprising members of the Staff Management Department, the CIC and the JEDI Committee, will be established to revise the current protocol.
- The protocol will be revised to ensure the inclusion of:
  1) a zero-tolerance policy.
  2) preventative measures.
  3) a code of conduct for identifying what does and does not constitute harassment, with examples.
  4) safe, effective channels for reporting cases of harassment.
  5) precautionary measures.
  6) the rights of victims and alleged perpetrators
- Once it has been revised, the protocol will be distributed to all staff.
- The protocol's systematic distribution (e.g. at welcome meetings, CIC meetings, etc.) will be promoted.

Target group	Implementation period
All CREAF staff	Third quadrimester of 2023 and first quadrimester of 2024
Indicators	**Resources and team/figure responsible for implementation**
• New protocol • Channels via which the protocol has been distributed	• Middle management, the Staff Management Department, the gender officer and the CIC • Budget: €3000

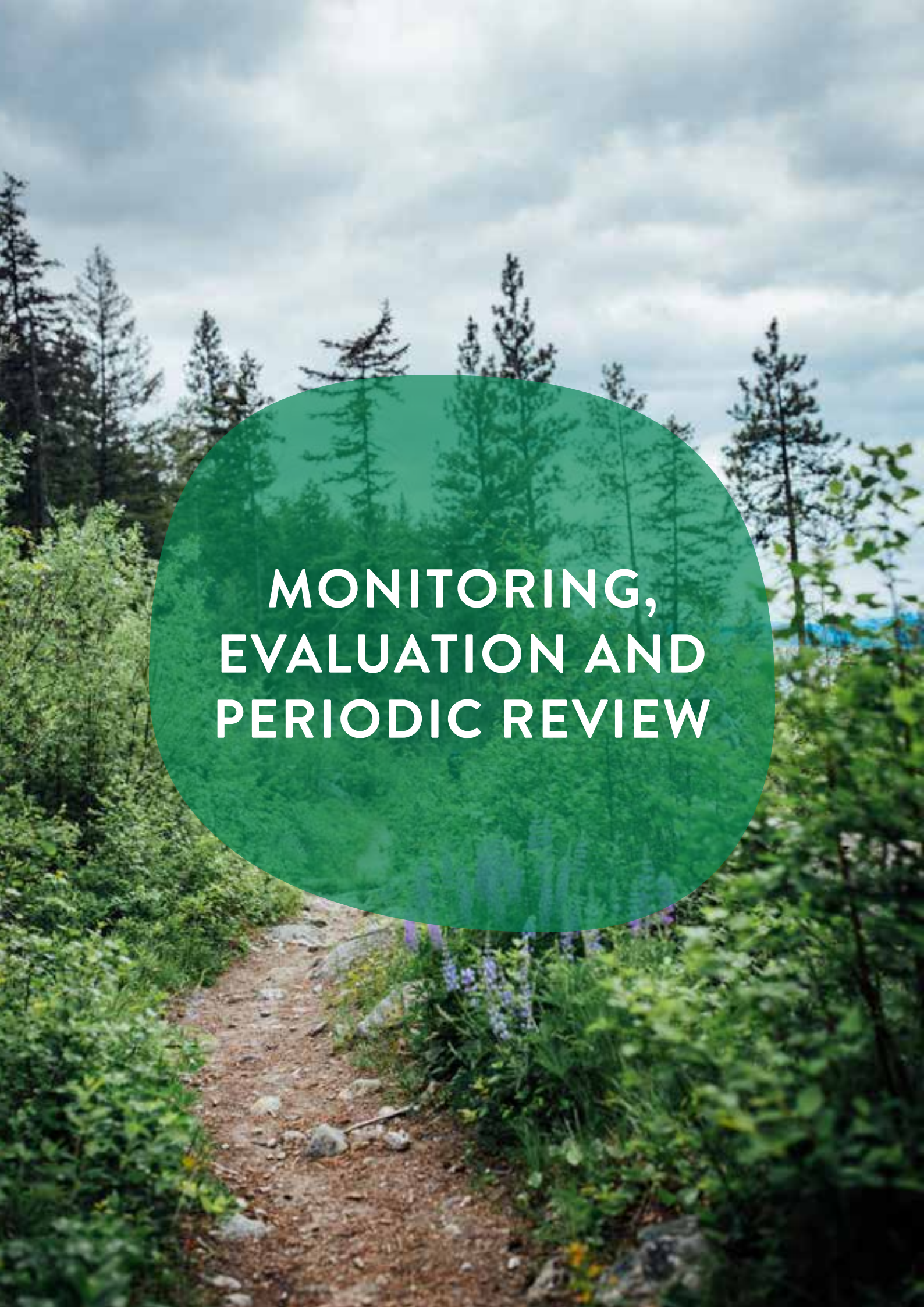
AREA 9. Microaggressions and sexual and gender-based harassment	
General objective for the area: to prevent, detect and remedy microaggressions, sexual harassment, and harassment on the grounds of gender and/or sexual orientation.	
Action 9.2	
Running awareness-raising campaigns to prevent microaggressions and male violence against women and to create an organizational culture of zero tolerance towards such acts.	
Description	
The campaigns to be organized may include the production of images, videos or other types of material. Dates of particular relevance, such as 11 February (the International Day of Women and Girls in Science), 17 May (the International Day Against Homophobia, Biphobia and Transphobia) and, in particular, 25 November (the International Day for the Elimination of Violence Against Women), will be taken into account.	
Target group	Implementation period
All CREAF staff	Third quadrimester of 2023 and third quadrimester of 2025
Indicators	Resources and team/figure responsible for implementation
• Number of campaigns run	• JEDI Committee and the Communication Department • Budget: €2000

AREA 9. Microaggressions and sexual and gender-based harassment	
General objective for the area: to prevent, detect and remedy microaggressions, sexual harassment, and harassment on the grounds of gender and/or sexual orientation.	
Action 9.3	
Organizing training to provide tools and resources for the individuals identified as contact people in the protocol on sexual harassment and harassment on the grounds of gender and/or sexual orientation.	
Description	
The training will be open to all CREAF staff, but priority will be given to contact people and members of the CIC, the Staff Management Department and senior management. Steps will be taken to ensure diversity in the profiles of those identified as contact people in the protocol, so that everyone can turn to somebody they feel able to trust.	
Target group	Implementation period
All CREAF staff	Second quadrimester of 2024
Indicators	Resources and team/figure responsible for implementation
• Number of hours of training and attendees • Final evaluation of training	• Middle management, the Staff Management Department, the gender officer and the CIC • Budget: €3000

06.2 **Timeline**

		2023		2024			2025			2026			2027
		Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1
Area 01	1.1 - Monitoring and evaluating JEDI Plan implementation												
	1.2 - Promoting a JEDI network among research centres												
	1.3 - Raising awareness of gender equality and diversity issues												
Area 02	2.1 - Offering training in integrating a gender and diversity perspective into research projects												
	2.2 - Promoting use of the support material available												
Area 03	3.1 - Creating a guide to the use of inclusive language												
	3.2 - Raising the profile of CREAF's commitment to diversity												
	3.3 - Revising documents and the website to ensure the use of inclusive language												
Area 04	4.1 - Establishing a gender balance in decision-making bodies												
	4.2 - Developing a leadership programme												
	4.3 - Promoting greater diversity when filling new positions												
Area 05	5.1 - Ensuring OTM-R policy application												
	5.2 - Improving selection processes												
	5.3- Revising promotion and selection criteria												
Area 06	6.1 - Conducting work environment surveys with an intersectional gender perspective												
	6.2 - Distributing reminders about labour issues with a gender and diversity perspective												
	6.3 - Integrating a gender perspective into the new labour agreement												

		2023		2024			2025			2026			2027
		Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1
Area 07	7.1 - Addressing the prevention requirements of specific and/ or vulnerable groups												
Area 08	8.1 - Promoting a parents and carers group												
Area 09	9.1 - Revising the current harassment protocol and distributing it												
	9.2 - Running awareness-raising campaigns on male violence against women												
	9.3 - Training contact people												



MONITORING, EVALUATION AND PERIODIC REVIEW

07 MONITORING, EVALUATION AND PERIODIC REVIEW

07.1 JEDI Committee composition and operation

On 1 October 2021, with a view to encompassing other types of diversity in addition to gender diversity, CREAF's Gender Equality Committee (CIOG) was renamed the Justice, Equity, Diversity and Inclusion (JEDI) Committee.

The JEDI Committee's mission is to ensure equal opportunities within CREAF, advise the centre's senior management on issues related to justice, equity, diversity and inclusion, and promote an inclusive perspective in the institution's areas of research.

COMPOSITION

The JEDI Committee has seven members. Their participation in the body is voluntary. They comprise:

- One person (the gender officer) appointed by senior management.
- One person appointed by the CIC.
- Five people elected by all CREAF staff. Those five people must be representative of the centre's groups of workers, as listed in its collective agreement, and must therefore consist of the following:
    - two research staff representatives (one predoctoral and one postdoctoral/senior representative). Researchers attached to CREAF (UAB, UB, CSIC, ICREA) are deemed research staff and are therefore eligible to represent such workers.
    - two technical staff representatives.
    - one administrative and service staff representative.

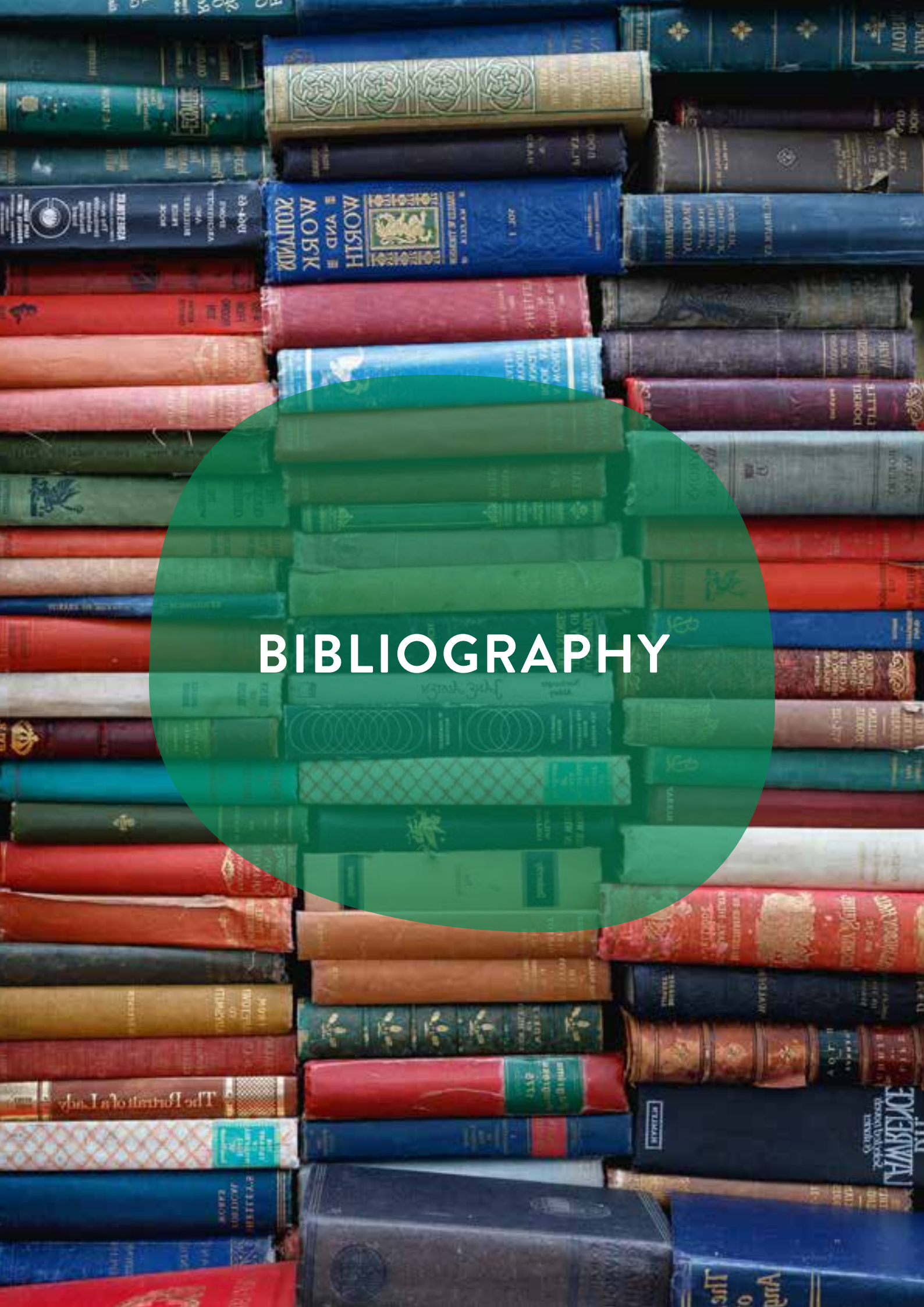
INTERNAL OPERATION

- JEDI Committee meetings must be held at least once per quarter.
- A 'jedi@creaf.uab.cat' email account will be created for all the committee members. All staff will be informed of the existence of the account, so it can be the means for communication between them and the committee.
- The roles of the different members within the committee are to be agreed upon when it is installed in office.

- One person from the JEDI Committee will also be part of CREAF's Training Committee, to convey the former body's ideas regarding training to the latter.
- JEDI Committee decisions are to be made through consensus in the first place and consent in the second; if neither is possible, a simple majority vote will suffice.
- A changeover of committee members must take place, at the latest, whenever a new plan is implemented, to ensure a degree of dynamism, obtain the widest variety of ideas possible, and encourage people to participate in the committee, bearing in mind that such participation is not remunerated. Changeovers will be staggered rather than affecting all committee members at once (ideally, a third of the members will stay on and two thirds will be replaced).
- If a committee member leaves the committee before a changeover takes place, be it voluntarily or owing to their contract ending, they will be replaced by their reserve from the group of workers they were representing. If the reserve is unable to take the outgoing member's place on the committee, a reserve from another group of workers may do so.

07.2 JEDI Plan monitoring system and modification procedure

Monitoring is part of the design of the JEDI Plan and will be carried out while the plan's actions are being implemented. At the end of each year, checks will be performed to ensure that the actions are progressing as envisaged in the plan, and data corresponding to the indicators specified in the design of the actions will be set out in a presentation. The main results will be presented at CREAF's annual meeting and made available to all staff via the intranet. The JEDI Committee will then meet to identify any misalignments and take corrective measures or propose changes to the plan. Details of modifications will be set out in the minutes of the meeting, which will be posted on the intranet. If necessary, a meeting with CREAF's senior management and/or the offices involved in the implementation of actions will be arranged.



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