

NEIKER

MEMBER OF
BASQUE RESEARCH
& TECHNOLOGY ALLIANCE

III GENDER EQUALITY PLAN 2023 - 2026

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CRÉDITOS

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1. COMPANY PRESENTATION

1.1 Profile, scope of action and relationship with the environment

NEIKER- Instituto Vasco de Investigación y Desarrollo Agrario S.A. (hereafter referred to as Neiker in this document) is a Public Company owned by the Basque Government.

NEIKER is a technology centre specialising in creating innovative solutions for the agriculture, livestock and forestry sectors. NEIKER's primary lines of work include promoting operations' sustainability and competitiveness, finding alternatives to mitigate the effects of the climate emergency on agriculture, driving the bioeconomy to reduce dependence on non-renewable raw materials and create new business activities, streamlining plant health protection in agriculture and reducing the use of antibiotics in livestock farming to minimise the impact of increased antibiotic resistance. As an institution dependent on the Basque Government Ministry of Agriculture, Fisheries and Food Policy, NEIKER's operations focus on providing answers and supporting the strategies designed by the Basque Government for promotion, development and management in the Basque Country's agriculture/livestock and forestry sector.

NEIKER is organised in 5 Scientific Departments:

- Plant Protection and Production
- Animal Production
- Animal Health
- Forestry Sciences
- Conservation of Natural Resources

supported by the Department of General Services, responsible for the administration and everyday management of the sites. In total the workforce is made up of approximately 190 professionals, 54% women and 46% men, 35% PhD holders, 37% university graduates.

In addition to R&D projects, Neiker undertakes actions of transfer and training, with its own resources and infrastructure, and extremely highly specialised and qualified staff to carry out these actions. The actions of transfer to the sector include laboratory analyses which aim to ensure the biosafety of the environment, guaranteeing the health of livestock farms and food safety and quality.

1.2 Background related to equality

This is not the first equality policy that NEIKER has developed.

In 2011 it began to take its first steps and drew up an initial diagnosis report centred on the quantitative data analysis of the workforce. Based on this report, in 2012 NEIKER drew up and approved its *I Gender Equality Plan*. This task was conducted via an Equality Board, which the NEIKER Management then commissioned to monitor the *I Equality Plan*.

In 2015, NEIKER drew up a diagnosis report covering the evolution of the first analysis conducted. Finally, in June 2017 the evaluation report on NEIKER's *I Gender Equality Plan* was drawn up.

Based on this experience, in 2018 NEIKER decided to make a qualitative leap in its progress regarding equality policies and contracted specialised external help [Oreka Sarrea S.L.].

NEIKER's Equality Board worked together with this consultancy to draw up:

- the Equality Diagnosis 2019,
- the II Equality Plan 2019-2022
- and the Protocol for prevention and action against sexual harassment, harassment due to gender, harassment due to sexual orientation and harassment due to identity and gender expression at NEIKER.

These documents were negotiated and approved by the Workers' Committee.

During the development of the II Equality Plan, the following are noteworthy:

- Registration of the Equality Plan in the Directorate of Work and Social Security of the Department of Work and Employment, File: 86/11/0021/2020.
- Creation of the Confidential Advice Service.
- Manual of inclusive language in Spanish.
- Training activities to promote organisational learning to implement the gender perspective across the board.
- Publication of the video "Women and Science" on 11 February 2021 on social networks.
- Definition and execution of joint events with other public companies in the sector (HAZI and ELIKA) held on 8 March, International Women's Day, and 25 November, International Day for the Elimination of Violence against Women.

With the help of the consultancy Bultz-Lan, a Negotiation Committee has been constituted with representatives for the company and the workers to draw up the Diagnosis with the data from 2021 and create the III Equality Plan.

1.3 Commitment



EQUALITY COMMITMENT

In recent years, by conducting various gender diagnoses, the implementation of the corresponding Equality Plans and their evaluation have consolidated a track record of continuing to work toward gender equality in this company and, by extension, society as a whole.

It is also a commitment to a participative effort that makes it possible to gather the opinions and proposals of a significant number of people working at NEIKER, through interviews, discussion groups, workforce surveys, and verification by the Negotiation Committee, responsible for leading the process.

Finally, the commitment of NEIKER's Management is to continue bringing to the entity the measures necessary to adapt its management and equality policies to the current legal guidelines, in particular Organic Law 3/2007, of 22 March, on effective gender equality, Law 1/2022 of 3 March amending Law 4/2005, of 18 February, on gender equality in the Basque Autonomous Community, Royal Decree-law 6/2019, of 1 March, on urgent measures to guarantee equal treatment and opportunities between women and men in employment and Decree 11/2014 for recognition as a Collaborating Entity by Emakunde.

In this regard, we understand that the continuous development of a strategy in the organisation to implement the gender perspective across the board must gain the implication of more and more people; guarantee the ongoing training and communication on equality, both inwardly (raising staff awareness at all levels of responsibility), and outwardly (remaining accountable to society and disseminating good practices); guarantee a respectful and empowering working environment for the whole workforce; and generate work within a network, by seeking alliances with other public companies and Basque institutions.

NEIKER declares its commitment to establishing equal opportunities between women and men as a strategic principle of our corporate and HR policy.

In each and every area in which this company's activity is conducted, from selection to promotion, including wage policy, training, working and employment conditions, occupational health and work-life balance, we assume the principle of equal opportunities between women and men, paying special attention to indirect discrimination, which is understood to be the situation in which an apparently neutral regulation, criterion or practice puts a person of one sex at a particular disadvantage compared to people of the other.

The principles listed will be put into practice through the implementation of the Gender Equality Plan, with legal representation for the workers throughout the whole process of development and evaluation of the different equality measures agreed.

Date:

13/06/22

Signature:

Leire Barañano
General Director



2. DEFINITION OF THE PARTIES

NEIKER's Committee consists of representatives for the company and for the workers.

Plan Negotiation Committee	
Representatives for the Company	Eva Ugarte Sagastizabal Director of Resources
	Yolanda Fernández Iglesias Head of Processes and Improvement
	Sonia Massip Moriarty Technician in the Human Resources Department
Representatives for the workers	Aitor Anitua Martinez Derio Workers' Committee. ELA
	Haritz Arriaga Sasieta Derio Workers' Committee. ELA
	Josune Arranz Arriola Arkaute Workers' Committee. Independent
	Endika Heppe Fernández Arkaute Workers' Committee. CCOO

→ This Negotiation Committee replaces to the previous Equality Board, valid for the company's previous Equality Plans.

Their key functions are:

- Negotiation and preparation of the Diagnosis Report and Equality Plan.
- Identification of the priorities for the Equality Plan, based on the diagnosis made.
- Promotion of the plan's implementation within the company.
- Definition of follow-up procedures and evaluation of the degree of compliance, based on the selected indicators.



3. STAFF, TERRITORIAL SCOPE AND DURATION

Staff

This plan applies to everyone in the company NEIKER: Basque Institute for Agricultural Research and Development, whose data was part of the prior diagnosis, who provide services within its duration.

The person responsible for equality is Yolanda Fernández Iglesias, Head of Processes and Improvement.

Territorial Scope

This plan is applicable to everyone in the company NEIKER: Basque Institute for Agricultural Research and Development, with address Berreaga 1, 48160 Derio (Bizkaia), in the Derio (Bizkaia) and Arkaute (Araba) work centres.



Ámbito Temporal

This Equality Plan is scheduled to last from 2023 to 2026.



4. METHODOLOGY

4.1 Orientation

For the diagnosis of NEIKER, the criteria established by the applicable legislation have been adopted:

- Organic Law 3/2007, of 22 March, on effective gender equality.
- Royal Decree-law 6/2019, of 1 March, on urgent measures to guarantee equal treatment and opportunities for women and men in employment.
- Royal Decree 901/2020 which regulates equality plans and their registration.
- Royal Decree 902/2020 on equal pay for women and men.
- Law 4/2005 of 18 February, on gender equality, modified by Law 1/2022 of 3 March.

In addition, other criteria considered critical in the field were incorporated:

- Access, selection and professional classification
- Promotion and training
- Underrepresentation of women
- Salary analysis Salary audit
- Shared responsibility in exercising the rights to work, personal and family life
- Prevention of sexual and gender harassment
- Communication and image of equality.

The following approaches have been used:

- **Quantitative** and **qualitative**, in which an analysis is carried out using the data separated by gender, and varied information from management, provided by the company.
- **Analysis of workforce opinion** gathered by a tailored survey to measure the perception of equality management within the organisation.
- The method for preparing the Diagnosis and Equality Plan in companies and private entities by **EMAKUNDE**/ the Basque Women's Institute has been used in combination with the **Consultancy's** own method.
- The company declares that all the information provided in the preparation process of the Diagnosis and Equality Plan is true, in accordance with the requirements established in the current legislation on equality and for the purpose of compliance with the goals stated therein.

When drawing up the Plan and defining its goals and relevant actions, it was decided to structure it based on the lines of intervention presented in the **VII Plan for Equality of Women and Men of the Basque Country**, due to the organisation's nature as a public company, linked to the Department of Development, Sustainability and Environment of the Basque Government, described below

- **Good governance** to integrate equality into the organisation and functioning of Basque public institutions.
- **Women's empowerment** to support women's and girls' empowerment at all personal, collective, social and political levels.
- **Transformation of economies and social organisation** to guarantee rights and contribute to a more sustainable social model.
- **Lives free from violence against women** working on prevention and comprehensive attention for surviving victims until their complete recovery.

For this purpose, the needs noted in the equality diagnosis have been oriented toward these 4 axes, to facilitate the identification of goals and actions in line with the reality of the organisation, and to maintain coherence with the lines it must maintain as a public company.

Similarly, the applicable **general principles** set out in article 3 of the **Law 4/2005 of 18 February on gender equality** have been taken into account.



4.2 Data sources

4.2.1. Descriptive data analysis of the workforce

An analysis was conducted of quantitative data, separated by sex, that was provided by the entity, obtained on **31 December 2021**.

1. Workforce characteristics:

- Distribution
- Organisation
- Age
- Care responsibilities
- Studies
- Equality training
- Seniority
- Diversity

2. Working conditions and people management:

- Contract and working day
- Schedules
- Salary analysis
- Accident rates and absenteeism
- Conciliation measures and flexibility for time and space
- Contracting
- Training
- Departures
- Internal promotions
- Health and safety, and prevention of gender and sexual harassment

3. Action of the entity and external dimensions:

- Clientele
- Development of products and services
- Subcontracting

4. Communication analysis:

- Content and use of language and images
- Web analysis
- Social networks
- Communication channels
- Corporate image



At the same time, as a comparison and to allow for trend analysis, in the corresponding sections, **data from 2018** was included, the date of the organisation's previous equality diagnosis.

4.2.2 Opinion:

Relevant information provided by the specifically designed survey provided to the workforce on issues related to equality was also included for the diagnosis.

4.2.3. Content analysis, and use of language and images:

The analysis of diverse documentation submitted by the company is included for this purpose:

- NEIKER collective agreement 2021-2023
- Organisational chart
- Strategic plan 2017-2020 (extended to 2021 due to the pandemic)
- Draft strategic plan 2022-2025
- Management manual
- Code of conduct (soon to be replaced by the Code of ethics)
- Code of ethics (in process of approval by the Board of Directors)
- Occupational risk prevention policy
- Deployment of Occupational risk prevention plan 2022
- Protocol for sexual harassment, and harassment due to gender, sexual orientation and identity and gender expression
- Executive report on the work environment 2020
- Welcome manual
- Staff selection procedure
- Functions and responsibilities procedure
- Training plan 2022
- Training procedure
- Training course schedule 2022
- Work promotion guide
- Internal and external communication procedure PGC SG-11
- Internal and external collaboration procedure PGC SG-18
- Website
- Social networks

5. PARTICIPATIVE PROCESS: ORIENTATION FOR THE III EQUALITY PLAN

To prepare this Equality Plan these main dimensions have been followed:

- Completion of a **quantitative and qualitative** diagnosis on equality and an evaluation of strong points and areas of improvement, with the aspects indicated in Royal Decree-Law 6/2019 that modifies Organic Law 3/2007 (and its current regulations 901/2020 and 902/2020) and Emakunde's recommendations and methods for companies and private entities taken as a reference.
- Identification of the **expectations, constraints and incentives** of the people in the work team (Negotiation Committee), made up of representatives for both the company and for the workforce.

In the participative process, with the Negotiation Committee and in the training sessions, the following lines of work have been identified as a priority for this Equality Plan:

- Disclose the specific content of the plan to the workforce for greater awareness
- Reinforce the use of inclusive language
- Analyse whether it is necessary to include a gender perspective in the requalification system
- Reinforce training on sexual and gender harassment
- Reinforce knowledge of the Confidential Advice Service





6. DIAGNOSIS REPORT: MAIN CONCLUSIONS



1. Strategy. Equality policy

- NEIKER has a solid strategic and management context on which to continue its commitment to equality, with experience in this area.
- The workforce is evenly distributed, with a notable female presence in intermediate decision-making positions.
- The workforce has people who are trained in equality.
- The workforce satisfaction index regarding equality is high. In addition, it is a workforce that is aware of the start-up of a plan of this type.
- It is planned to adapt existing tools to provide data segregated by gender, such as the workplace climate surveys, to facilitate approaches in this area.

2. Access, selection and contracting

- The company has defined procedures on various aspects related to this area that set out principles of non-discriminatory management.
- The favourable opinion of the workforce corresponds to these principles.
- The analysis of the variables corresponding to this axis does not present significant differences.
- The company carries out its activity with a stable workforce.
- Upcoming retirements (predominantly men) may have an impact with the loss of human capital and insufficient generational succession that will be advisable to monitor.



3. Training and promotion

- The company has defined procedures on various aspects related to this area of people management to work on to include the gender perspective in their development and application.
- It would be advisable to dedicate special attention to the promotion guide, introducing elements to evaluate to avoid potential gender bias.
- The organisation states its commitment to training its staff in various management documents.
- The general opinion of the workforce is positive with regard to promotion and the guarantee of equal opportunities.

4. Analysis of salaries

- The company has been keeping the compulsory salary records although it would be advisable to systematise the data collection to facilitate their preparation.
- The global difference between the means of women and men is -7.39% (in favour of women), and -13.69% in the case of the median.
- The prevailing opinion of the workforce regarding salary is that equal opportunities are guaranteed.

5. Promotion of occupational health. Prevention of sexual and gender harassment

- Significant deficiencies have not been detected in the variables analysed in this area.
- The company has a Protocol for prevention and action against this type of harassment and has set up the necessary tools for its management.
- Although the Protocol is recent, it is advisable to maintain a watchful attitude regarding its application to detect possible deficiencies.
- It is advisable to reinforce the diffusion and knowledge of the figure of Confidential Advice Service.



6. Shared responsibility in exercising the rights to work, personal and family life

- Conciliation provides information on the management policy, it is advisable develop it to include shared responsibility and develop measures to raise awareness along this same line.
- There are improvements in the Collective agreement regarding the general conciliation measures.
- There are measures of flexible scheduling that facilitate conciliation.
- They are highly valued by the workforce.

7. Communication and image in equality

- The organisation maintains an explicit commitment to communication and management procedures in this area, which are the basis for development with a gender perspective.
- There has been an evident effort to use inclusive language and images, but there is still room for improvement, so it is advisable to implement actions that systematise its use.

8. Action of the company and external dimensions

- The organisation is committed to its environment and has identified its interest groups, with which it can work to gain ground in equality.
- It is present in forum, at events, etc. that can serve as a platform to transmit its commitment.



7. REPORT ON THE SALARY AUDIT

Analysis of the salary policy

The Salary Audit aims to obtain the necessary information to check whether the company's salary system fully and transversally complies with the effective application of the principle of equality between women and men regarding salary. Similarly, it must make it possible to define the needs to avoid, correct and prevent any existing or possible difficulties and obstacles to guarantee equal pay, and ensure transparency and monitoring of this salary system.

To analyse NEIKER's salary policy, the criteria set out in Organic Law 3/2007, of 22 March, on effective gender equality, modified by RD 902/2020, of 13 October, on equal pay between women and men, that develops RD-L 6/2109, of 1 March, on urgent measures to guarantee equal treatment and opportunities between women and men in employment have been taken as a reference. Art. 6 of the aforementioned Royal Decree 902/2002 establishes that:

Companies that conduct salary audits under the terms established in the following section of this chapter will keep a remuneration register with the following characteristics with respect to article 5.2:

- a) a) The register must reflect, in addition, the arithmetic means and medians of the groupings of the jobs with equal value in the company, according to the results of the job evaluation described in articles 4 and 8.1.a) although they belong to different sections of the vocational classification, broken down by gender and segregated in accordance with the aforementioned article 5.2.
- b) The register must include the rationale mentioned in article 28.3 of the Workers' Statute, when the arithmetic mean or median of the total remuneration within the company for the workers of one gender is higher than that of the other by at least 25%.

The company has drawn up a salary register according to the vocational classification indicated in the company's collective agreement. This system classifies staff in professional groups, defined with similar criteria to the guidance set out for the purpose of job evaluation in Royal Decree 902/2020, defined in virtue of the functions and responsibilities effectively assigned, as well as the requirements of qualifications and experience (art. 15 and Appendix II of the Company Collective Agreement).

The figures have been analysed as a whole, but given the existence of jobs with no women or no men at all, and jobs with very few people or unique cases, where the mean is not a mean, but reflects the salary of one person, only the comparative group data between women and men is included when it is possible to analyse differences between means and medians.

The request, in accordance with current legislation, refers to data **really received and broken down** (depending on the working day or the time worked).

With the above in context, we started the analysis with an observation of the **unadjusted pay gap**, that measures the gross percentage difference between the pay of women and men. This is data that is “not adjusted” to any working conditions, so it tells us of the different effective compensation received by women and men, not wage discrimination.

The wage difference has been calculated with the formula:

$$\frac{\text{Men's salary} - \text{Women's salary}}{\text{Men's salary}}$$

In this case the unadjusted pay gap of the comparable mean data is **-7.39%**, which means that the women's mean is 7.39 higher than that of men (a value that is very far from the 25% stated in the law).

If instead of mean data we obtain the median data, the difference is **-13.69%**. The median indicates a more static position than the mean, as it refers to the salary that occupies the central position in the distribution of men and the salary that occupies the central position in the distribution of women. This provides a more realistic indication than the mean.

Concept	Mean diff.	Median diff.
Total effective salary	-7,39%	-13,69%
Base salary	-9,65%	-16,60%
Position supplement	-11,25%	-11,90%
Personal supplement	-750%	-746,94%
Special dedication	-180,46%	-180,66%
Staffing supplement	27,04%	51,19%
Role assignment	81,72%	86,03%
Transport	-1,62%	-0,38%
Seniority	1,69%	5,01%

These differences correspond to the history of the people in the organisation (temporary contracting, unpaid leave, partial retirements, etc.), as well as the different responsibilities taken on and supplements received.

Therefore, to complete the analysis, we have also shown the differences in the main **salary concepts**. The chart does not include the arduousness and safety bonuses received by men only

Position supplement: this is a supplement received by people who access an discretionary position, due to the difference between their category and the position assigned. We see that this has a difference in favour of women, which is in line with the workforce distribution data at the tactical level of the organisation [middle management] seen previously, made up of 61% women.

Special dedication: this compensates the availability in terms of time to come to the facilities to attend to emergencies. This payment affects women positively, with a gap of -180.46%.

Role assignment: this remunerates the role assignment corresponding to a higher occupational classification [generally due to substitutions]. In this case we observed a gap that notably favours men, with 81.72% in the mean and 86.03% in the median, a situation that must be monitored.

No differences were observed in the **seniority supplement**.



Finally, we must indicate that there are supplements that correspond to rights acquired by people who at the time belonged to other organisations [for example the Ministry of Agriculture] that were maintained when they joined NEIKER. Others, such as the staffing supplement is derived from subsidies assigned by other official bodies. They are supplements that are therefore beyond the scope of the company. We observed gaps in favour of both women, such as the personal and transport supplements, and men, for example the staffing supplement.

With regard to the analysis of the **adjusted pay gap**, we refer to it as the calculation of the difference in remuneration of women and men, taking into account the characteristics both women and men share according to the groups identified.

As previously indicated, the comparative group data between women and men is only incorporated in this document where it is possible to analyse differences between means and medians, so the groups in which there are only people of one of the two genders are not included:

Concept	Difference in mean	Difference in median
Saileko Burua - Head of Department	0%	0%
Iker. Elkartua - Associate Researcher	-4%	-7%
Iker. Laguntzailea - Collaborating Researcher	8%	7%
Iker. Nagusia - Lead Researcher	3%	1%
B Kudeaketa GMailako Tek.- Sup. Management Tech. B	-30%	-13%
Teknikaria – Técnico/a	-20%	-2%
Oinarrizko teknikaria - Técnico/a básico/a	-10%	-7%
B Teknologoa – Tecnólogo/a B	-2%	1%
B Laborategi Espe. – Espec. de Laboratorio B	-5%	-7%
Administraria - Administrativo/a	9%	4%
Ikerketa Laguntzailea - Auxiliar Investigación	48%	75%
Laborategiko Analista - Analista Laboratorio	-4%	-14%
Lehen mailako Ofiziala - Oficial/a de Primera	-8%	-9%
Operarioa - Operario/a	-23%	0%

In light of the data in the chart, we observed different situations.

In several of the groups, the differences in both the means and the medians were at values around 0, with both positive and negative values; this is the case for *Head of Department*, *Lead Researcher* and *Technologist B*.

In others we observed negative differences, in other words in favour of the subgroup of women in a range from -4% to -8% in the mean values, such as for *Associate Researcher*, *Lab. Specialist B*, *Laboratory Analyst* and *Skilled Worker*, where the impact of the seniority and position supplements (received only by women in these jobs) explains these differences.

In the case of *Sup. Management Tech. B*, with a gap in the mean of -30%, the difference is principally in the base salary (-34%). It must be taken into account that it is effective salary received, in which the specific circumstances of time worked (conciliation measures, recent incorporation, part-time work, etc.) can have a direct impact on the differences identified. If we take the median data, the difference decreases to -13%.

The same situation seems to affect the difference identified in *Operator*, -23% in the mean, which is principally explained by the influence of the effective base salary.

In the case of *Technician*, with a difference in mean of -20%, we found differentiated impacts from 5 supplements, in addition to effective base salary, that with both positive and negative values give a general result of -20%. The difference decreases to -2% if we obtain the data of the median.

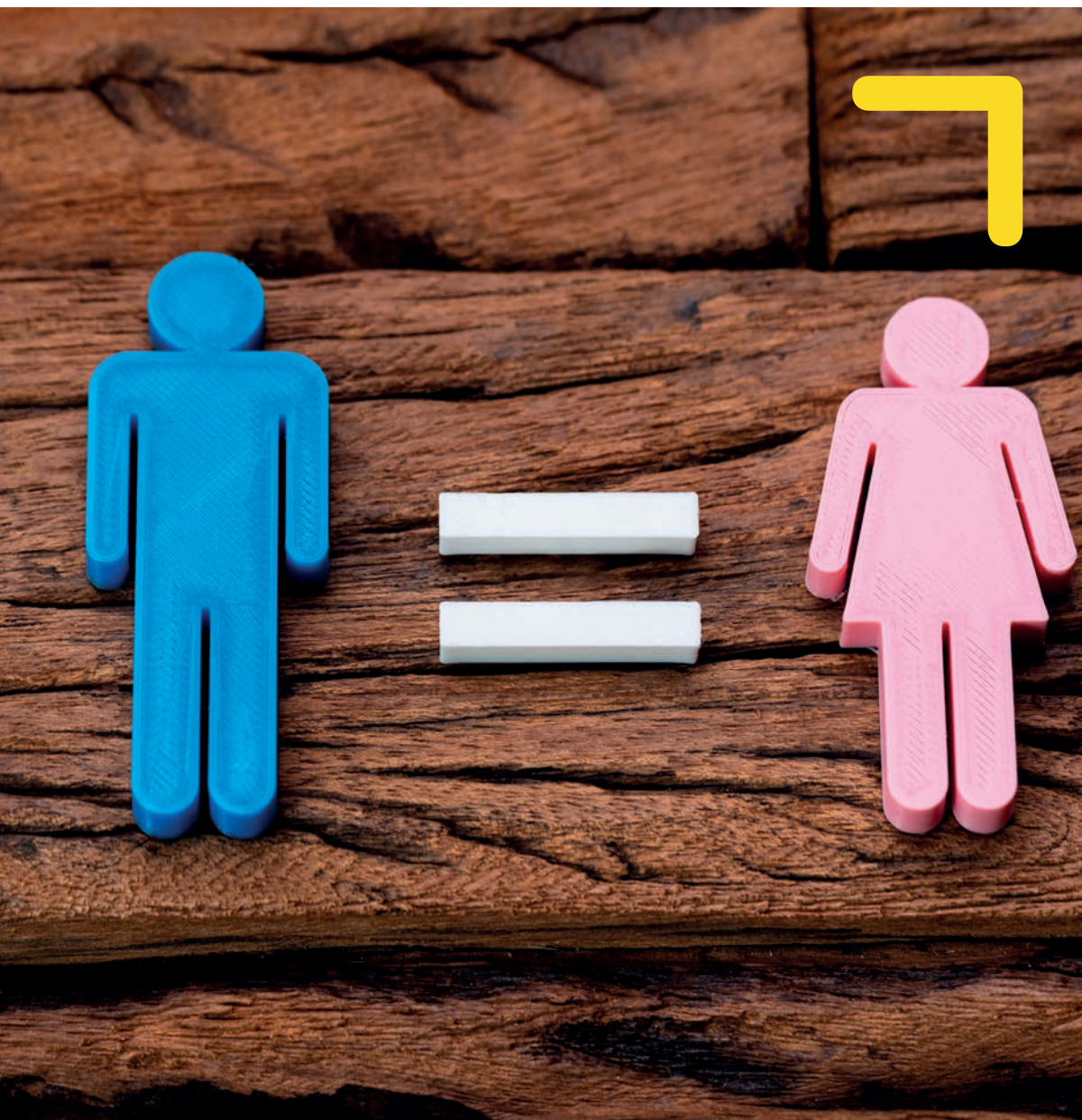
For *Basic Technician*, the difference is -10% for the mean [-7% for the median], a difference that is explained by the greater seniority of the women in this group.

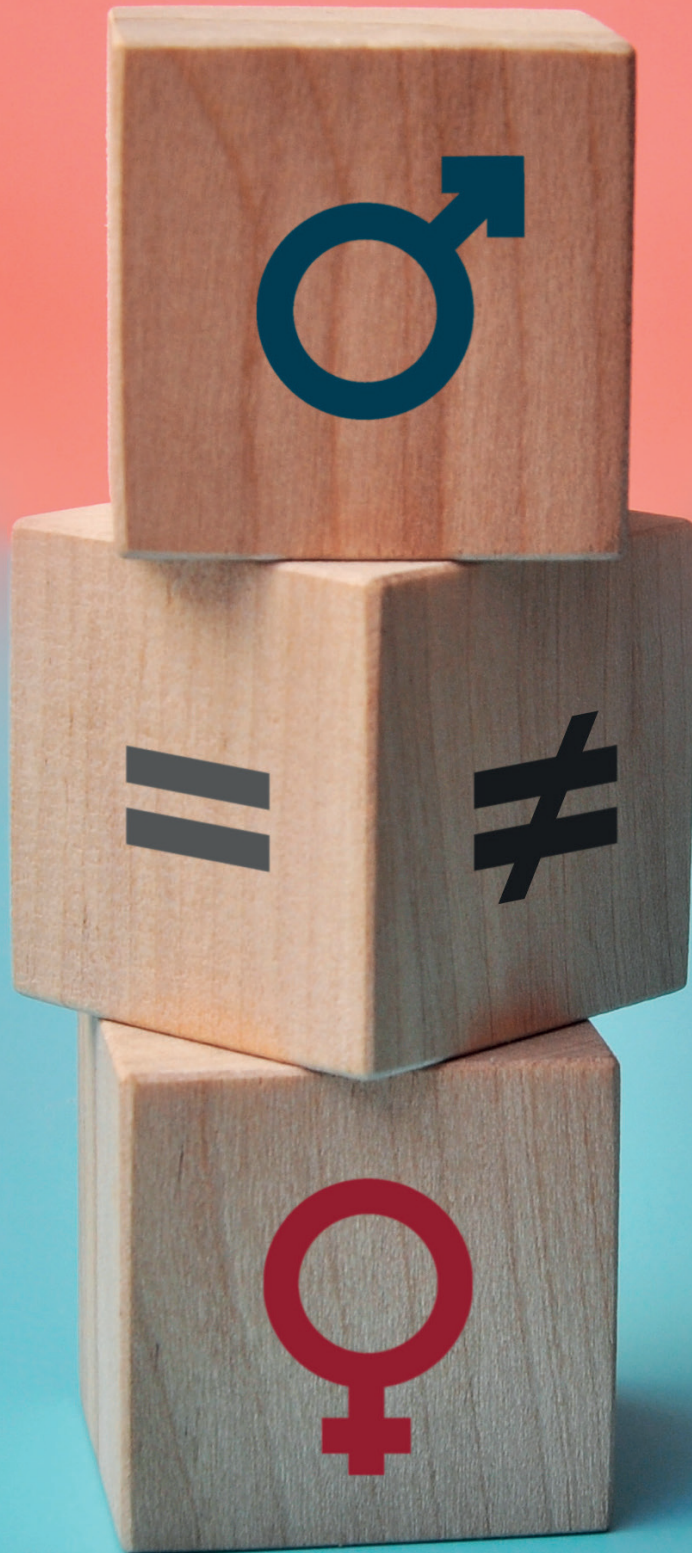
Likewise, we observed positive gaps, in other words in favour of the subgroup of men, as is the case of *Research Assistant*, with a difference in the mean of 48% (75% in the median) with higher values for men in effective base salary and seniority and where only men are paid supplements for transport, arduousness and role assignment.

For *Administrative* group the difference is 9% with higher values for the subgroup of men, in effective base salary, transport and seniority. The difference in the median is 4%.

In the *Collaborating Researcher* group the difference is 8% for the mean and 7% for the median, which is found in the effective base salary, with a gap of 7%.

The company will remain vigilant to guarantee non-discriminatory remuneration, monitoring the annual wage registers, as established in the actions mentioned in area 4 of this plan: Wage analysis.





8. GOALS (QUALITATIVE AND QUANTITATIVE) AND ACTIONS

8.1 Chart of goals and actions

AXIS 1: Good governance

- Goal 1.1: Consolidate the principle of equality and its development within the company.
- Goal 1.2: Reinforce the tools for implementing, monitoring and evaluating the Equality Plan.
- Goal 1.3: Ensure inclusive use of communication as a tool for generating equality.
- Goal 1.4: Guarantee non-discriminatory people management.

AXIS 2: Women's empowerment

- Goal 2.1: Boost the empowerment of the women in the organisation.

AXIS 3: Transform the economy and social organisation

- Goal 3.1: Promote shared responsibility in caretaking.
- Goal 3.2: Externally reinforce the entity's commitment to equality.

AXIS 4: Lives free from violence against women

- Goal 4.1: Guarantee an environment free from violence and sexual and gender harassment.



8.2 Presentation of goals and actions by area

AXIS 1: Good governance				
Goal 1.1: Consolidate the principle of equality and its development within the company				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.1.1 Maintain its commitment to equality in all strategic planning	Management	For the duration of the Plan	Workforce Interest groups	Strategic Plan Code of Ethics Collective Agreement
1.1.2 Request recognition as Collaborating Entity for gender equality (Decree 11/2014) and participation in Bai Sarea Network of Collaborating Entities for gender equality.	Head of Processes and Improvement	3rd quarter 2023	Workforce Interest groups	Recognition as a Collaborating Entity Access to Bai Sarea
1.1.3 Include the corresponding current Equality Plan of the Basque Country as a reference for the Strategic Plan.	Management	1st quarter 2023	Workforce Interest groups	Strategic Plan
1.1.4 Take part in the meetings of the Equality Department Group of the Dept. of Economic Development, Sustainability and Environment.	Head of Processes and Improvement	For the duration of the Plan	Workforce Basque Government	Minutes or records of communication
1.1.5 Align NEIKER's actions regarding equality with the Department Plan	Head of Processes and Improvement	For the duration of the Plan	Workforce Basque Government	Plan monitoring minutes
1.1.6 Inform the Board of Directors regarding the obligation to comply with the principle of balanced representation in art. 3.9 of Law 4/2005 on gender equality.	Management	For the duration of the Plan	Board of Directors	Record of communication, minutes of the Board Meeting
1.1.7 Segment the workplace climate surveys and all their variables and use by gender.	Resource Management	For the duration of the Plan	Workforce	Survey Itemised report on conclusions
1.1.8 Reserve a specific budget entry for equality training.	Resource Management	Annual	Workforce	Programming and content Principal itemised indicators
1.1.9 Communicate the approval of the III Equality Plan to the workforce and the actions implemented.	Head of Communication	For the duration of the Plan	Workforce	Communication records
Budget			Internal cost External cost	100 hours*€80 €4000

AXIS 1: Good governance				
Goal 1.2: Reinforce the tools for implementing, monitoring and evaluating the Equality Plan				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.2.1 Definition the Plan Monitoring and Evaluation Schedule.	Monitoring Committee (MC)	1st quarter 2023	Monitoring Committee (MC)	Monitoring and evaluation Schedule
1.2.2 Execute the Plan Monitoring and Evaluation Schedule.	CS	For the duration of the Plan	CS	Minutes signed
1.2.3 Create an instrument to monitor and evaluate the actions (scorecard, chronograms, etc).	Head of Processes and Improvement	1st quarter 2023	CS	Herramienta Principales indicadores desagregados
1.2.4 Draw up an annual report with the Plan monitoring.	Head of Processes and Improvement	2023, 2024, 2025	CS Workforce	Tools
1.2.5 Draw up a final report on the degree of compliance and impact of the Plan.	Head of Processes and Improvement	1st quarter 2027	Management Workforce	Informe final Indicadores principales desagregados
1.2.6 Communicate the plan to the departments or areas involved to ensure its deployment.	Management	1st quarter 2023	Depts. involved	Actas
			Budget	Internal cost External cost
				132 hours*€80 €200



AXIS 1: Good governance

Goal 1.3: Ensure inclusive use of communication as a tool for generating equality

Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.3.1 Revise the procedure for communication from a gender perspective.	Head of Communication	2025	Workforce	Procedure for communication revised
1.3.2 Share the guide for inclusive use of language (Spanish) and images.	Head of Communication	2nd quarter 2023	Workforce	Dissemination record
1.3.3 Identify methods to evaluate the use of the manual on inclusive language	Head of Processes and Improvement	2026	Workforce	Methods identified
1.3.4 Evaluate the application and dissemination of a guide to non-sexist use of Euskera.	Resource Management	2023	Workforce	Minutes
Budget			Internal cost	20 hours*80€
			External cost	7000€



AXIS 1: Good governance				
Goal 1.4: Guarantee non-discriminatory people management				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.4.1 Periodically monitor the workforce distributions by sex and age to anticipate the need for action related to generational succession, maintenance of a balanced workforce distribution, etc.	Resource Management	For the duration of the Plan	Workforce	Principal itemised indicators
1.4.2 Set the internal tool for the annual wage records according to the requirements of Royal Decree 902/2020, systematising the necessary data gathering.	Resource Management	1st quarter 2023	Workforce	Established criteria
1.4.3 Draw up annual records in compliance with legal requirements.	Resource Management	2023, 2024,	Workforce	Wage records
1.4.4 Conduct the wage audits in accordance with the requirements of Royal Decree 902/2020.	Resource Management	2025, 2026	Workforce	Conclusions
1.4.5 For this purpose, take into account the guidance set out in the aforementioned RD on workstations of equal value in the update of the functional map.	Resource Management	1st quarter 2024	Workforce	Functional map
1.4.6 Revise the Training Plan and Procedure from a gender perspective to ensure equal access opportunities for women and men.	Resource Management	2025	Workforce	Training Plan and Procedure revised
1.4.7 Revise the Promotion Guide from a gender perspective avoiding factors of subjective assessment that may result in unconscious gender bias.	Resource Management	2025	Workforce	Procedure revised
1.4.8 Revise gender aspects of the Occupational Risk Prevention Plan and the company policy in this area.	Resource Management	2025	Workforce	Occupational Risk Prevention Plan and policy revised
1.4.9 Carry out health awareness campaigns with a gender perspective.	Health and Safety Committee	For the duration of the Plan	Workforce	Principal indicators
			Budget	Internal cost External cost
				200 hours*80€



AXIS 2: Women's empowerment

Goal 2.1: Boost the empowerment of the women in the organisation

Action	Responsible parties	Date	Target Audience	Records/ Indicators
2.1.1 Encourage the proportional representation of women in positions of decision-making and leadership (strategic and tactical levels).	Management	For the duration of the Plan	Workforce	Appointments
2.1.2 Maintenance of participation of women in work groups.	Resource Management	For the duration of the Plan	Workforce	Name of the work groups
2.1.3 Encourage the participation of women in the organisation in forums, events, etc.	Scientific Management	For the duration of the Plan	Workforce	Events
			Budget	Internal cost External cost
				20 hours*80€

AXIS 3: Transform the economy and social organisation

Goal 3.1: Promote shared responsibility in caretaking

Action	Responsible parties	Date	Target Audience	Records/ Indicators
3.1.1 Include shared responsibility for conciliation as a value of the organisation.	Management	2026	Workforce Interest groups	New formulation of values
3.1.2 Conduct action to raise awareness of shared responsibility for the workforce.	Resource Management	For the duration of the Plan	Workforce	Programming and content Principal itemised indicators
3.1.3 Evaluate the inclusion of the Gizonduz programme by Emakunde on awareness-raising, participation and involvement of the men in favour of gender equality in the NEIKER training plan.	Resource Management	For the duration of the Plan	Workforce	Programming and content Principal itemised indicators
			Budget	Internal cost External cost
				10hours*80€



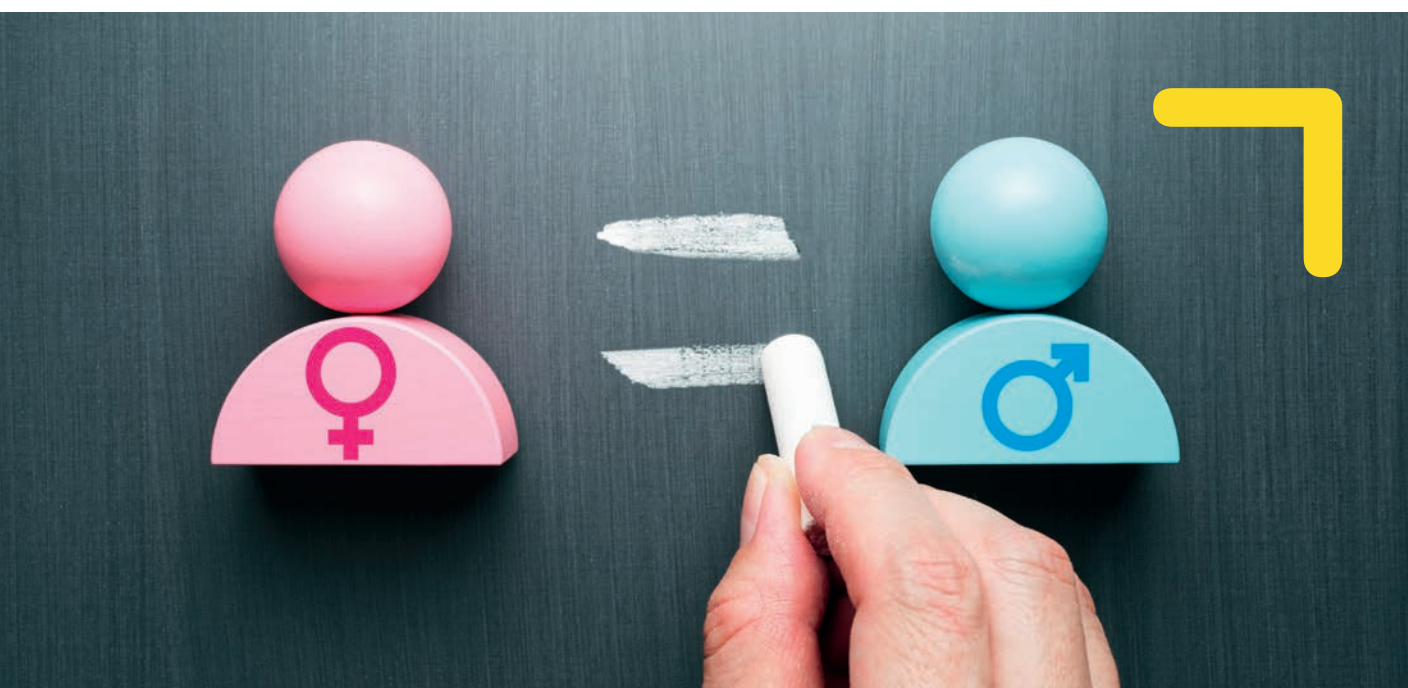
AXIS 3: Transform the economy and social organisation Goal 3.2: Externally reinforce the entity's commitment to equality with the aim of contributing to its impact on society				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
3.2.1 Develop its corporate social responsibility with a gender perspective.	Management	1st quarter 2026	Workforce Interest groups	CSR Documentation
3.2.2 Revise the procedure for internal and external collaboration to include references to equality.	Scientific Management	2nd quarter 2026	Workforce Interest groups	Collaboration procedure revised
3.2.3 Creation on the web of a specific equality section to provide better visibility for the commitment and work in this area.	Head of Communication	3rd quarter 2023	Workforce Interest groups	Web
3.2.4 Maintain a presence in the Network of Public Entities for Equality.	Head of Processes and Improvement	For the duration of the Plan	Workforce Interest groups	Record of attendance Minutes
3.2.5 Identify leading entities and organisations in equality with which to develop alliances.	Head of Processes and Improvement	For the duration of the Plan	Workforce Interest groups	Inventory of entities
3.2.6 Transmit the organisation's equality policy at events, conferences, etc. to gain ground in equality with other organisations.	Head of Communication	For the duration of the Plan	Workforce Interest groups	Indicators on no. of events
3.2.7 Identify and schedule the commemorative actions indicated [8 March, 25 November, 11 February, women and science, women in agriculture, etc.].	Head of Communication	For the duration of the Plan	Workforce Interest groups	Actions scheduled Related indicators
			Budget	
			Internal cost	125*80€
			External cost	5000 €



AXIS 4: Lives free from violence against women

Goal 4.1: Guarantee an environment free from violence against women and sexual and gender harassment

Action	Responsible parties	Date	Target Audience	Records/ Indicators
4.1.1 Schedule regular promotion of the Protocol against sexual and gender harassment.	Head of Communication	For the duration of the Plan	Workforce	Record of scheduling
4.1.2 Promote the figure of the Confidential Advice Service and the people that comprise it.	Head of Processes and Improvement	For the duration of the Plan	Workforce	Record of communication
4.1.3 Conduct actions to raise awareness of this type of harassment along the lines of work already completed.	Head of Communication	For the duration of the Plan	Workforce	Programming and content Broken-down indicators
4.1.4 Include an express reference to the Protocol in the Welcome Manual.	Resource Management	2nd quarter 2024	New staff	Welcome manual revised
4.1.5 Regularly evaluate the practical application of the Protocol to detect any possible corrective measures.	Confidential Advice Service	2024 2026	Workforce	Evaluation reports
4.1.6 Continue conducting regular surveys on sexual and gender harassment to consider potential action to be taken.	Confidential Advice Service	4th quarter 2025	Workforce	Surveys
4.1.7 Inform on the labour rights that assist victims of gender violence as well as the main public resources for assistance.	Resource Management	4th quarter 2024	Workforce	Record of communication
			Budget	Internal cost External cost
				52 hours*80€



8.3 Budget summary

Goals	Estimated budget	Real budget
AXIS 1: Good governance	€47,360	
Goal 1.1: Consolidate the principle of equality and its development within the company.	€12,000	
Goal 1.2: Reinforce the tools for implementing, monitoring and evaluating the Equality Plan.	€10,760	
Goal 1.3: Ensure inclusive use of communication as a tool for generating equality.	€8,600	
Goal 1.4: Guarantee non-discriminatory people management.	€16,000	
AXIS 2: Women's empowerment	€1,600	
Goal 2.1: Boost the empowerment of the women in the organisation.	€1,600	
AXIS 3: Transform the economy and social organisation	€15,800	
Goal 3.1: Promote shared responsibility in caretaking.	€800	
Goal 3.2: Externally reinforce the entity's commitment to equality.	€15,000	
AXIS 4: Lives free from violence against women	€4,160	
Goal 4.1: Guarantee an environment free from violence against women and sexual and gender harassment.	€4,160	
Total	€61,800	

8.4 Prioritisation of goals and actions

In the participative process, with the Negotiation Committee, the following lines of work have been identified as a priority for this III Equality Plan:

AXIS 1: Good governance				
Goal 1.1: Consolidate the principle of equality and its development within the company				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.1.1 Maintain its commitment to equality in all strategic planning	Management	For the duration of the Plan	Workforce Interest groups	Strategic Plan Code of Ethics Collective Agreement

AXIS 1: Good governance				
Goal 1.3: Ensure inclusive use of communication as a tool for generating equality				
Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.3.2 Share the guide for inclusive use of language (Spanish) and images.	Head of Communication	2nd quarter 2023	Workforce	Dissemination record

AXIS 1: Good governance

Goal 1.4: Guarantee non-discriminatory people management

Action	Responsible parties	Date	Target Audience	Records/ Indicators
1.4.2 Set the criteria to draw up the annual wage records according to the requirements of Royal Decree 902/2020, systematising the necessary data gathering.	Resource Management	1st quarter 2023	Workforce	Established criteria

AXIS 2: Women's empowerment

Goal 2.1: Boost the empowerment of the women in the organisation

Action	Responsible parties	Date	Target Audience	Records/ Indicators
2.1.3 Encourage the participation of women in the organisation in forums, events, etc.	Scientific Management	For the duration of the Plan	Workforce	Events

AXIS 3: Transform the economy and social organisation

Goal 3.2: Externally reinforce the entity's commitment to equality with the aim of contributing to its impact on society

Action	Responsible parties	Date	Target Audience	Records/ Indicators
3.2.3 Creation on the web of a specific equality section to provide better visibility for the commitment and work in this area.	Head of Communication	3rd quarter 2023	Workforce Interest groups	Web
3.2.7 Identify and schedule the commemorative actions indicated (8 March, 25 November, 11 February, women and science, women in agriculture, etc.).	Head of Communication	For the duration of the Plan	Workforce Interest groups	Actions scheduled Related indicators

AXIS 4: Lives free from violence against women

Goal 4.1: Guarantee an environment free from violence against women and sexual and gender harassment

Action	Responsible parties	Date	Target Audience	Records/ Indicators
4.1.2 Promote the figure of the Confidential Advice Service and the people that comprise it.	Head of Processes and Improvement	For the duration of the Plan	Workforce	Record of communication
4.1.6 Continue conducting regular surveys on sexual and gender harassment to consider potential action to be taken.	Confidential Advice Service	4th quarter 2025	Workforce	Surveys

9. CHRONOGRAM OF ACTION

AXIS 1: Good governance				
Goal 1.1: Consolidate the principle of equality and its development within the company	2023	2024	2025	2026
1.1.1 Maintain its commitment to equality in all strategic planning				
1.1.2 Request recognition as Collaborating Entity for gender equality (Decree 11/2014) and participation in Bai Sarea Network of Collaborating Entities for gender equality.				
1.1.3 Include the corresponding current Equality Plan of the Basque Country as a reference for the Strategic Plan.				
1.1.4 Take part in the meetings of the Equality Department Group of the Dept. of Economic Development, Sustainability and Environment.				
1.1.5 Align NEIKER's actions regarding equality with the Department Plan				
1.1.6 Inform the Board of Directors regarding the obligation to comply with the principle of balanced representation in art. 3.9 of Law 4/2005 on gender equality.				
1.1.7 Segment the workplace climate surveys and all their variables and use by gender.				
1.1.8 Reserve a specific budget entry for equality training.				
1.1.9 Communicate the approval of the III Equality Plan to the workforce and the actions implemented.				
AXIS 1: Good governance				
Goal 1.2: Reinforce the tools for implementing, monitoring and evaluating the Equality Plan.	2023	2024	2025	2026
1.2.1 Definition the Plan Monitoring and Evaluation Schedule.				
1.2.2 Execute the Plan Monitoring and Evaluation Schedule.				
1.2.3 Create an instrument to monitor and evaluate the actions (scorecard, chronograms, etc).				
1.2.4 Draw up an annual report with the Plan monitoring.				
1.2.5 Draw up a final report on the degree of compliance and impact of the Plan.				
1.2.6 Communicate the plan to the departments or areas involved to ensure its deployment.				
AXIS 1: Good governance				
Goal 1.3: Ensure inclusive use of communication as a tool for generating equality	2023	2024	2025	2026
1.3.1 Revise the procedure for communication from a gender perspective.				
1.3.2 Share the guide for inclusive use of language (Spanish) and images.				
1.3.3 Identify methods to evaluate the use of the manual on inclusive language				
1.3.4 Evaluate the application and dissemination of a guide to non-sexist use of Euskera.				



AXIS 1: Good governance				
Goal 1.4: Guarantee non-discriminatory people management	2023	2024	2025	2026
1.4.1 Periodically monitor the workforce distributions by sex and age to anticipate the need for action related to generational succession, maintenance of a balanced workforce distribution, etc.				
1.4.2 Set the internal tool for the annual wage records according to the requirements of Royal Decree 902/2020, systematising the necessary data gathering.				
1.4.3 Draw up annual records in compliance with legal requirements.				
1.4.4 Conduct the wage audits in accordance with the requirements of Royal Decree 902/2020.				
1.4.5 For this purpose, take into account the guidance set out in the aforementioned RD on workstations of equal value in the update of the functional map.				
1.4.6 Revise the Training Plan and Procedure from a gender perspective to ensure equal access opportunities for women and men.				
1.4.7 Revise the Promotion Guide from a gender perspective avoiding factors of subjective assessment that may result in unconscious gender bias.				
1.4.8 Revise gender aspects of the Occupational Risk Prevention Plan and the company policy in this area.				
1.4.9 Carry out health awareness campaigns with a gender perspective.				
AXIS 2: Women's empowerment	2023	2024	2025	2026
Goal 2.1: Boost the empowerment of the women in the organisation				
2.1.1 Encourage the proportional representation of women in positions of decision-making and leadership (strategic and tactical levels).				
2.1.2 Maintenance of participation of women in work groups.				
2.1.3 Encourage the participation of women in the organisation in forums, events, etc.				
AXIS 3: Transform the economy and social organisation	2023	2024	2025	2026
Goal 3.1: Promote shared responsibility in caretaking				
3.1.1 Include shared responsibility for conciliation as a value of the organisation.				
3.1.2 Conduct action to raise awareness of shared responsibility for the workforce.				
3.1.3 Evaluate the inclusion of the Gizonduz programme by Emakunde on awareness-raising, participation and involvement of the men in favour of gender equality in the NEIKER training plan.				
AXIS 3: Transform the economy and social organisation	2023	2024	2025	2026
Goal 3.2: Externally reinforce the entity's commitment to equality with the aim of contributing to its impact on society				
3.2.1 Develop its corporate social responsibility with a gender perspective.				
3.2.2 Revise the procedure for internal and external collaboration to include references to equality.				
3.2.3 Creation on the web of a specific equality section to provide better visibility for the commitment and work in this area.				
3.2.4 Maintain a presence in the Network of Public Entities for Equality.				
3.2.5 Identify leading entities and organisations in equality with which to develop alliances.				
3.2.6 Transmit the organisation's equality policy at events, conferences, etc. to gain ground in equality with other organisations.				
3.2.7 Identify and schedule the commemorative actions indicated (8 March, 25 November, 11 February, women and science, women in agriculture, etc.).				
AXIS 4: Lives free from violence against women	2023	2024	2025	2026
Goal 4.1: Guarantee an environment free from violence against women and sexual and gender harassment				
4.1.1 Schedule regular promotion of the Protocol against sexual and gender harassment.				
4.1.2 Promote the figure of the Confidential Advice Service and the people that comprise it.				
4.1.3 Conduct actions to raise awareness of this type of harassment along the lines of work already completed.				
4.1.4 Include an express reference to the Protocol in the Welcome Manual.				
4.1.5 Regularly evaluate the practical application of the Protocol to detect any possible corrective measures.				
4.1.6 Continue conducting regular surveys on sexual and gender harassment to consider potential action to be taken.				
4.1.7 Inform on the labour rights that assist victims of gender violence as well as the main public resources for assistance.				





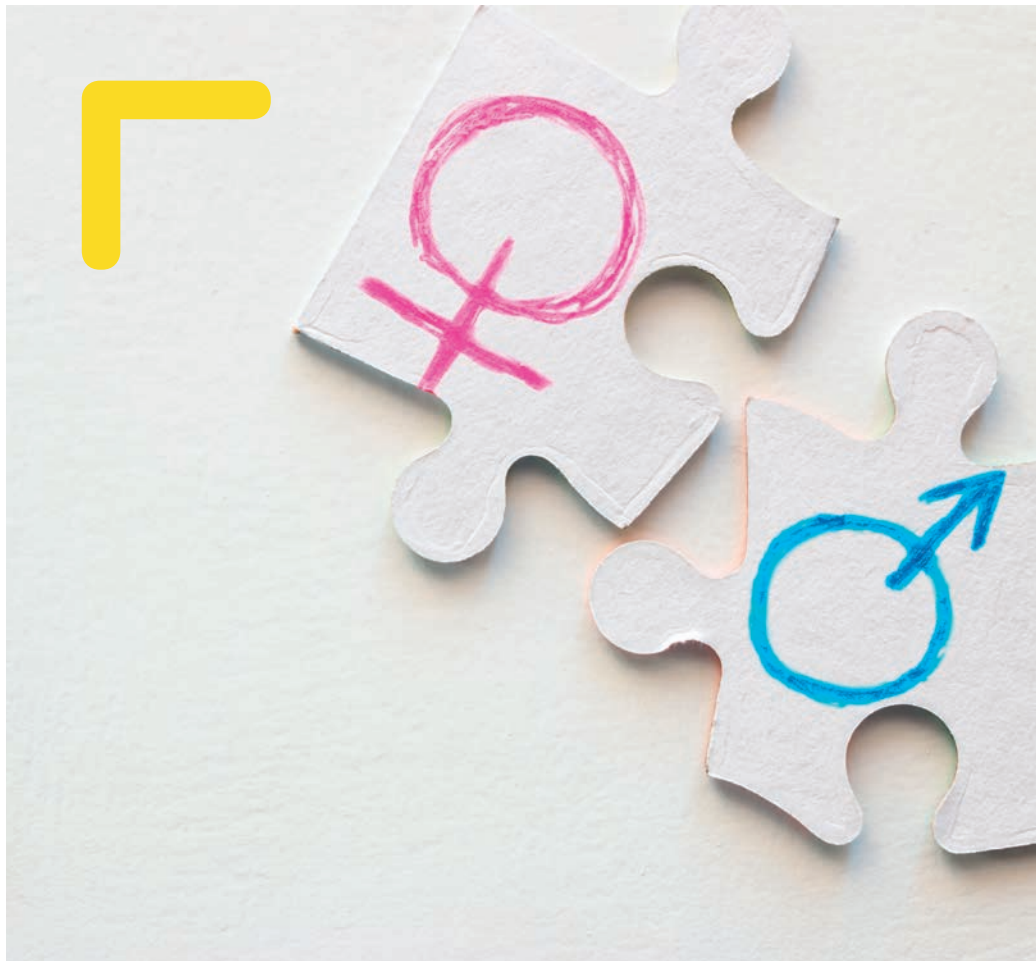
10. SYSTEM FOR MONITORING, EVALUATION AND PERIODICAL REVISION

The Monitoring Committee will meet every six months, without detriment to other specific meetings held, when the development of the plan requires it.

The person responsible for equality will call the meeting and take minutes. This will be done with sufficient forewarning and the measures in the plan will be sent in advance so they can be read prior to the meeting, for operational meetings focused on contributing solutions to the problems that it has been possible to identify and the evolution of the indicators, regarding the reduction of the gender gaps in the Equality Plan.

The company will have of annual chronograms to show the plan for each year, aiding its implementation, monitoring and evaluation and the preparation of annual progress reports. A global report will be included when the plan comes to an end.

The Committee will meet, when required by any of the parties, outside of its ordinary meetings, within a maximum of six weeks from the presentation of the request.





11. COMPOSITION AND FUNCTION OF THE COMMITTEE RESPONSIBLE FOR MONITORING AND EVALUATING THE MEASURES IN THE EQUALITY PLAN

The committee responsible for monitoring and evaluating the plan is the **Negotiation Committee** itself. This is made up of representatives for the company management and representatives for the workers.

Their main functions in this scope are:

- Hold 2 meetings per year, every six months for the duration of the Plan.
- Ensure compliance with the Equality Plan, in the analysis of the evolution of the gap indicators, and in the decision-making on the matter.
- Promote equality within the organisation.
- Draw up annual and final progress reports.
- Organise the preparation of a new plan once this one comes to an end.

Plan Negotiation Committee	
Representatives for the Company	Eva Ugarte Sagastizabal Director of Resources
	Yolanda Fernández Iglesias Head of Processes and Improvement
	Sonia Massip Moriarty Technician in the Human Resources Department
Representatives for the workers	Aitor Anitua Martinez Derio Workers' Committee. ELA
	Haritz Arriaga Sasieta Derio Workers' Committee. ELA
	Josune Arranz Arriola Arkaute Workers' Committee. Independent
	Endika Heppé Fernández Arkaute Workers' Committee. CC00





12. PROCEDURE FOR MODIFICATION AND RESOLUTION OF DISCREPANCIES

This Equality Plan shall be subject to revision under the circumstances specified in art 9 of RD 901/2020:

2. Without detriment to the revision timelines that can be considered specifically, and that must be coherent with content of the measures and goals established, the equality plans must be revised, in any event, when the following circumstances arise:

- a) When it is needed as a consequence of the monitoring and evaluation results set out in sections 4 and 6 below.
- b) When it becomes evident that it does not align with the legal and regulatory requirements or is insufficient as a result of a Work and Social Security Inspection.
- c) In cases of mergers, absorption, transmission or modification of the legal status of the company.
- d) In the event of any incident that very substantially modifies the company workforce, its working methods, organisation or remuneration systems, including non-applications of the collective agreement and the substantial modifications of working conditions or the situations analysed in the situation diagnosis that was used as a basis for its preparation.
- e) When a judicial resolution is made against the company for direct or indirect gender discrimination or when the Equality Plan is deemed not to meet the legal or regulatory requirements.

In any event, it may be subject to modification at the suggestion of the members of the Monitoring Committee, within the course of their responsibilities.

The agreements and resolution of discrepancies shall be carried out by majority ballot within the Committee, always with vote from the Management and the majority of the representation for the workers.

In the event of disagreement, the Committee may turn to the autonomous conflict resolution procedures and organisations, if agreed as such, prior to intervention by the joint committee of the corresponding collective agreement, if it has been stipulated therein for these cases.



13. PRIORITY INDICATORS

Indicator	Goal	Schedule
Satisfaction of people with the entity regarding equality [survey]	9/10	2026
Wage gap (mean)	< = 5	2026
% of women in leadership positions	>=50%	2026
% of hours of women that receive training compared to the total of all people	>=50%	2026
% of conferences organised by NEIKER with women as speakers	>=60%	2026
No. of incidents reported to the Confidential Counselling	0	2026

