

IE EQUAL OPPORTUNITIES AND DIVERSITY PLAN

Introduction

IE believes that the existence of persons of diverse origins, competences, culture, gender, sexual orientation or any other characteristics, forms part of the day-today fabric of our community, and is an asset which enhances performance and results in a creative and innovative learning environment.

IE sees the diversity of talent among its faculty, student body and the professionals that work here as a key resource.

IE's core values include respect for and promotion of equal opportunities. We are committed to the elimination of discrimination, harassment in all forms, as well as any circumstance that might hinder the professional development of the men and women that comprise the organization.

IE wishes to enable access to employment, education, promotion and remuneration policy in conditions of strict equality. We aim to provide a discrimination-free work environment, and to enable a work/lifestyle balance.

The EQUAL OPPORTUNITIES PLAN was drawn up in accordance with the abovestated values and with the principles and directives laid out in Spanish law "LEY ORGANICA 3/2007 de 22 de marzo para la igualdad efectiva de hombres y mujeres" and it was approved by the IE Executive Committee on the 29th of July 2009.

Description

The Equal Opportunities and Diversity Plan comprises a series of measures based on the results of a full investigation into the current situation at IE, and designed to achieve equal treatment for men and women in the organization and to eliminate all forms of discrimination.

Objective

The main aim of the plan is to promote equal opportunities among men and women throughout the organization, and to instill the principles of equal opportunities and non-discrimination. The plan also comprises measures that foster the inclusion, retention and career development of all persons at IE.

In order to achieve this, the plan comprises both short-term and medium-term objectives.

Lines of action

The IE Equal Opportunities Plan comprises the following:

- a) Objectives in the field of equality
- b) Specific actions designed to achieve objectives in the following areas:

1. Employment and hiring processes
2. Promotion and training
3. Professional classification
4. Remuneration policies
5. Prevention of any form of harassment
6. Work/lifestyle balance and structuring of work schedules

1. Equality in employment and hiring processes

IE guarantees and promotes equal opportunities among women and men in employment and hiring processes.

Selection processes are objective and unbiased, and free from discrimination or preferential treatment.

The hiring of personnel at IE is carried out in accordance with the requirements of the organization, and the different types of contract use do not depend on the gender of the employee in question.

1.1. Plans of action to promote equal opportunities in selection processes:

In order to ensure objectivity and transparency in selection processes at IE the following lines of action will be applied:

- ✓ Positions will be established using analytical evaluation systems that guarantee neutrality.
- ✓ Selection, qualification and evaluation of candidates for different work positions will be based on objective criteria, competences (knowledge and skills), effort (physical and mental), responsibility, and work conditions which do not discriminate against any person in terms of sex or any other motive that is not strictly related to the person's suitability for the position.

1.2. Publication of job offers

Job offers published by IE, regardless of the channels used, will be free of references that could suggest constraints on candidates of either gender.

Particular attention will be paid to how job offers are written to ensure that they are not offered exclusively to one sex in particular.

Selection processes used to cover any position or function will be identical for men and women, and will be carried out in exactly the same conditions.

The above stated principles will be applied to both selection process carried out by IE and to outsourced selection processes.

If IE hires external consultants or collaborating firms for selection and hiring processes, said firms will be informed of the equal opportunities criteria that must be applied. IE will employ controls to ensure said criteria is respected.

1.3. Equal opportunities in selection processes

In order to avoid discrimination in any form of work contract at IE, be it permanent, temporary, part-time, etc., the following norms will be applied.

- ✓ There will be no prior decisions or discrimination for reasons of gender or any other motive other than the suitability of the candidate, regardless of the schedule, for hiring, contract renewal or termination of contract.
- ✓ Priority will be given to contract formats that bring security and a long-term project.
- ✓ There will be a periodic analysis of work contracts to monitor percentages in terms of gender and permanent/temporary contract formats.

2. Equal opportunities in promotion and training:

The following lines of action are designed to promote and further strengthen equal opportunities in the promotion and training of both women and men at IE:

- ✓ Use of objective criteria for the promotion of women and men, taking into consideration their training, merits, qualifications, knowledge of the position and professional record.
- ✓ Equal opportunities in terms of promotion to enable both men and women to build a career.

2.1. In-company promotion, career planning and training:

Promotion within IE, career planning and training programs will continue to be based on objective criteria designed to foster both the promotion of both men and women in accordance with their training and merits, qualifications, knowledge of the position, and professional track record, coupled with the knowledge and skills that a person should have for a particular position and to advance in the organization.

3. Transparency in professional categories

The criteria used to classify professional levels at IE are objective and avoid the use of terms, language or labels that could infer that certain positions are for a particular gender

Specific actions:

- ✓ Professional categories at IE are neutral, and defined regardless of gender with no mention of such.
- ✓ IE will run awareness programs designed to identify stereotypes related with certain positions, associated negative consequences, and how to avoid them.
- ✓ Criteria will be established to identify in-house personnel among the employees of the same professional category.

4. Equal opportunities and remuneration:

IE's remuneration policy is based on objective principles and criteria and on no account employs differentiating factors with regard to gender or any reason other than the suitability of the candidate for the position. In order to consolidate its remuneration policy, IE will adopt the following measures:

- ✓ An analysis of statistics related to remuneration of women and men at IE carried out on an annual basis.
- ✓ If a difference of salary is detected an investigation is held to determine whether or not there are objective reasons for this, or if it can be considered a form of discrimination.
- ✓ IE's remuneration system is based on objective criteria, which include the evaluation of work positions and results obtained, regardless of the gender of the person or persons who hold the position. Bonuses are also based on clear and objective criteria.

4.1. Principles on which equal opportunity remuneration at IE is based:

Equal opportunity remuneration at IE will be based on the following principles:

- ✓ Principle of neutrality: gender-based reasoning is banned.
- ✓ Principle of equivalence: the need to adhere to the professional profile and requirements when evaluating positions.
- ✓ Principle of proportionality: the numerical weighting of each of the factors in proportion to its usefulness in the organization and the production process, coupled with the concurrence of other factors.

4.2 Payscale Equity, Living Wage and Unions

IE University monitors the pay scale equity through an internal database that includes all IE employees. Each employee has a personalized evaluation plan which aims to determine the fairest pay scale and measures pay equity across the University. All wage disparities between genders are recorded in the document "Non-Financial Information" (Estado de Información No Financiera) which is presented yearly, by law. Considering the nature of the higher education sector in Spain, all IE University employees and professors receive a competitive salary above the national living wage. There is a very strict legislation in Spain regarding union rights and the freedom to belong to a workers union and IE University follows the policies of the sectoral and local collectives.

5. Sexual harassment and discrimination

IE condemns and sanctions any form of harassment in the organization, in particular that of a gender-based or sexual nature.

In order to prevent and stamp out harassment in the organization, and in parallel to the implementation of this equal opportunities plan, IE has established the "IE Code for the Prevention of Harassment".

5.1. Specific action against harassment of a sexual and discriminatory nature.

5.1.1. Preventative measures and training programs to prevent harassment at IE

- ✓ IE has implemented the "IE Code for the prevention of harassment", which sets out the organization's commitment to eradicate all forms of harassment, with a special focus on sexual harassment and gender harassment, making a clear statement that harassment will not be tolerated and will be subject to sanctions, and that workers have a fundamental right to complain about harassment.
- ✓ Information for all workers about the content of the IE Code for the Prevention of Harassment, explaining what type of behavior is seen as being inappropriate and specifying that senior management has a real duty to ensure that anti-harassment policies are applied.

5.1.2 Line of action

- ✓ The Code for the Prevention of Harassment at IE sets out procedures and protocols that clearly state how to file a complaint about harassment and to whom. It also explains the rights and responsibilities of the alleged victim and the alleged harasser during the period of consideration of the facts.
- ✓ Preservation and protection of privacy. Investigations will be conducted with total respect for all parties involved. Persons investigating complaints about harassment will have no previous connection with any of the parties involved.

6. Work/lifestyle balance and work schedules

IE is aware of the importance of the work/lifestyle of its employees, and of the key role of work schedules in achieving this.

In order to consolidate these aspects, IE has adopted the following lines of action:

- ✓ The guarantee that opting for part-time work will not make a person's chances of promotion suffer, nor will they be relegated to positions of little responsibility or decision making capacity.
- ✓ Exploration of different ways to adapt work schedules and apply the most suited to the position in question, the specific characteristics of the organization or work unit, and workforce situation.
- ✓ Recommendation that work meetings should be held between 9am and 6pm.

The aim is to communicate to IE personnel the importance of effective equal opportunities and how the plan will be implemented.

Equal opportunities policies will be communicated to every level and area of IE.

IE's HR Department will oversee the fulfillment of all related principles, objectives and actions stated in this Equal Opportunities Plan.

Monitoring and evaluation:

A global analysis of the situation regarding equality between men and women will be carried out on an annual basis by the HR Department. The analysis will evaluate areas included in the original study of the situation, and may also include surveys, focus groups, etc.

These evaluations will examine the degree to which the objectives stated in the Equal Opportunities Plan are being attained.

Moreover, the HR Department will monitor selection and hiring processes on a quarterly basis to ensure that they are free from any type of discrimination.