
Universitat
Oberta
de Catalunya

Equality, Diversity and Inclusion Plan

Approved by the Governing Council
on 17 March 2026

2026-2029

Uoc

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INTRODUCTION



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When a university reflects on itself, it does more than define lines of action; it shapes the foundations of its way of being in the world. Through this exercise in responsibility and institutional coherence, the Universitat Oberta de Catalunya (UOC) presents its 2026-2029 Equality, Diversity and Inclusion Plan: a roadmap designed to consolidate its progress to date while opening new horizons in the pursuit of a fairer, more diverse and inclusive university.

The literary and critical perspective of Jeanette Winterson, who was awarded an honorary doctorate by the UOC during the period in which this plan was developed, highlights the importance of imagining alternative ways of living and relating in order to transform the structures that produce inequality. This idea, though rooted in literature, carries profound significance for universities: only by envisioning other forms of coexistence, knowledge and representation can we transform the structures that sustain inequality.

The 2026-2029 Equality, Diversity and Inclusion Plan embodies this exercise in critical imagination and collective responsibility, serving as the overarching framework that articulates and brings coherence to the UOC’s institutional equity policies. Rather than functioning as an isolated instrument, it is structured around four main pillars that span the full scope of university activity. The organization pillar addresses working conditions, governance and institutional culture, with the aim of ensuring an equitable, discrimination-free working environment. The teaching pillar focuses on access, content and the educational model to ensure that

the learning experience is inclusive and reflects diversity. The research and knowledge transfer pillar strengthens the university’s commitment to socially responsible knowledge production, integrating the equality, diversity and inclusion (EDI) perspective into its processes and outcomes. Finally, the coordination pillar serves as the backbone for the strategy to ensure the coherence and the effective monitoring and assessment of all measures undertaken.

Through this roadmap, the UOC reaffirms its ambition not only to meet legal requirements, but to take a proactive role in driving social transformation. Equality, diversity and inclusion are not merely declarative principles; they are essential conditions for generating relevant knowledge and for building a more open, critical and just academic community.

However, any strategy is, by nature, an evolving process. This document sets a clear direction while recognizing that the path will require learning, reflection and adaptation. Its success ultimately depends on the shared commitment of all members of the UOC community. It is within this collective engagement where we find its true transformative potential, which must drive continuous improvement.



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Background and context

The 2026-2029 Equality, Diversity and Inclusion Plan is a cornerstone of the UOC’s organizational strategy and reflects its commitment to creating a fair, equitable and fully inclusive working environment. This commitment is rooted in the UOC’s very *raison d’être*: a university conceived from its inception as an inclusive institution, where its fully online format and flexible teaching model serve as key drivers for the democratization of knowledge. Beyond legal obligations, the UOC understands equality, diversity and inclusion as sources of excellence, innovation and sustainability. Its model removes the physical, temporal and geographical barriers that have historically limited access to higher education for various groups, optimizing the development of talent and the well-being of all members of this great community.

The previous plan (the 2020-2025 UOC Gender Equality Plan) consolidated gender mainstreaming at the UOC, and marked the first steps in addressing inequalities affecting the LGBTIQ+ community at the UOC. In this new cycle, the institution takes a step further by embedding *the EDI perspective*, based on the idea that academic excellence can only be achieved by addressing inequalities through an intersectional approach. Thus, while continuing to strengthen the dimensions of gender and sexual orientation, gender identity and gender expression (LGTBIQ+), this new plan also structurally incorporates disability, cultural diversity and socioeconomic background as key cross-cutting dimensions of university equity.



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Background and context

This new stage is aligned with the following legislative frameworks:

- At **international level**, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979) and the Convention on the Rights of Persons with Disabilities (2006) both establish the need to adopt measures that ensure full and effective access to, and participation in, education for all individuals.
- At **European level**, the European Commission’s Horizon Europe 2021-2027 programme requires that higher education institutions implement a gender equality plan as a condition for access to funding. This reinforces Europe’s commitment to inclusive and equitable research. In addition, the EC published the *Framework for the Integration and Evaluation of Inclusive Gender Analysis in Research and Innovation Content* in 2025 to provide national authorities and research and innovation organizations with guidance on integrating and assessing an intersectional gender perspective within research and innovation programmes.

- At **national level**, regulations have been progressively and continuously implemented. In terms of gender equality, Organic Law 3/2007 of 22 March established the principle of effective equality between women and men. This framework was subsequently strengthened through Royal Decree 901/2020 of 13 October, which regulates equality plans and their registration, and Royal Decree 902/2020 of 13 October on equal pay, which introduced requirements for pay transparency and pay audits aimed at addressing gender pay gaps within organizations.

With respect to disability, particular reference should be made to Royal Legislative Decree 1/2013 of 29 November, which approves the General Law on the Rights of Persons with Disabilities and their Social Inclusion. This regulation established the obligation to ensure universal accessibility and universal design, principles that, in the university context, underpin the right to barrier-free education.



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Within the academic sphere, Organic Law 4/2007 of 12 April institutionalized the mandate of Organic Law 3/2007 of 22 March by requiring the creation of gender equality units. A significant milestone was the adoption of Law 15/2022 of 12 July on equal treatment and non-discrimination, which broadened protection against discrimination on any grounds, including origin, age, disability and sexual orientation. In line with this framework, Organic Law 2/2023 of 22 March on the University System (LOSU) further strengthened this mandate by requiring universities to adapt their equality units to effectively integrate diversity and inclusion considerations. As a result, universities are expected to implement cross-cutting policies to ensure academic environments are free from all forms of discrimination.

- At **Catalan level**, several regulations establish the obligation to promote equality, equity, diversity and inclusion within university institutions, including Law 1/2003 of 19 February on universities in Catalonia; Law 17/2015 of 21 July on effective equality between women and men; Law 11/2014 of 10 October, which guarantees the rights of lesbian, gay, bisexual, transgender and intersex people and seeks to eradicate homophobia, biphobia and transphobia; Law 19/2020 of 30 December on equal treatment and non-discrimination; and Law 9/2022 of 21 December on science. In addition, the Plan for Inclusion and Diversity in Catalan Universities (PIDUC) was approved by the Interuniversity Council of Catalonia in 2024 as a framework to guide university activity in promoting inclusion and respect for diversity.



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Background and context

The UOC’s 2026-2029 Equality, Diversity and Inclusion Plan serves as the overarching framework for the UOC’s four main pillars of action in the field of EDI:

Organization pillar (2026-2029 Equality in the Workplace Plan) This plan encompasses a set of workplace measures focused on staff and the organizational culture. It forms part of a collective bargaining process in accordance with regulatory requirements on equality plans within companies.	Teaching pillar This pillar addresses EDI in relation to teaching and learning, as well as support for UOC students with specific educational support needs.	Research and knowledge transfer pillar This pillar focuses on the generation of scientific knowledge, as well as its transfer and entrepreneurship applications. It reflects the UOC’s commitment to promoting socially impactful research aligned with the principles of responsible research and innovation (RRI).	Coordination pillar This pillar acts as the driver of the plan, ensuring governance, data collection, monitoring, assessment and the effective implementation of all actions.
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Background and context

Accordingly, this plan addresses equality from an EDI perspective, grounded in a core conviction: **equality** is the goal (the removal of barriers); **diversity** is the reality and richness to be safeguarded (the presence of all differences); and **inclusion** is the pathway and everyday practice (ensuring that everyone feels valued and is able to actively engage in the organization). Within this framework, **equity** functions as a cross-cutting principle underpinning all interventions, based on the premise that equal opportunities can only be achieved when historical and socioeconomic disadvantages are addressed from the outset, ensuring that no one is left behind throughout the lifelong learning process.

Through this roadmap, the UOC seeks to position itself as both a benchmark and a laboratory for new knowledge in the development of a higher education model in which diversity is recognized as an asset and inclusion as a fundamental right. Given the digital nature of the institution – and of this plan – it is intended to serve as a model and point of reference for the wider university system. At a time when digitalization is a cross-cutting process across all universities, the UOC seeks to transfer this knowledge to ensure that the digital perspective is structurally integrated into all EDI policies at university level.



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Methodology for designing the plan

Phase I. Assessment of the equality plan (2023-2025)

*What’s the background
and what do we want to
improve?*

The plan underwent an assessment (2023-2025) to identify key lessons.

Methodology: A predominantly qualitative approach, including individual interviews and focus groups with stakeholders involved in implementing the previous plan.

Dimensions analysed: Adaptation to needs or challenges; logic and plausibility of the design; alignment with the regulatory framework; degree of implementation of actions; factors facilitating or hindering implementation; and the results and changes achieved.

PHASE EXECUTION PERIOD	2024				2025				2026
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
			⦿	⦿	⦿				



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Methodology for designing the plan

FaPhase II. Analysis

What does the UOC community need?

An exhaustive analysis of the state of the institution was carried out to define the new objectives.

Methodology: A mixed-methods approach based on a combination of statistical analysis of quantitative data (from internal systems and surveys) and qualitative techniques, including semi-structured interviews with representative bodies of the UOC.

Scope: It encompassed the diverse experiences of the entire community, including students, teaching and research staff, research staff and administrative staff. The results of the analysis can be found on the Equality, Diversity and Inclusion Unit’s webpage.

PHASE EXECUTION PERIOD	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
				●	●	●	●			



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Methodology for designing the plan

Phase III. Action plan

How can we address the needs of the community?

The plan was structured through a **logical framework** to guarantee operational traceability from strategy to execution.

Macro-micro structure: Each action is linked to an operational objective, which in turn is linked to a strategic objective, to ensure the full operational and strategic coherence of the plan.

Participatory process: Five thematic working groups (on coordination, organization, communication, teaching and research) were organized with the participation of several of the university’s key stakeholders to define the more than 200 actions within the plan.

PHASE EXECUTION PERIOD	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
						●	●			

Methodology for designing the plan

Phase IV. Final verification and validation

Have we correctly implemented the strategic proposal?

Collective bargaining: The organization pillar was developed through a specific negotiation process with the workers' legal representatives, in accordance with the regulatory requirements (see Pillar 1. Organization).

Verification sessions: The remaining pillars underwent a participatory process, including technical validation of actions with the responsible departments to ensure operational feasibility.

Institutional approval: Presentation and final validation before the university's various vice rector committees and the Governing Council.

Phase Execution Period	2024				2025				2026
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1



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Methodology for designing the plan

Phase V. Monitoring and assessment system

How do we ensure that we are meeting the needs of our community?

Once the corresponding action plan was defined, a monitoring and assessment system was developed to establish the necessary mechanisms and processes for its effective implementation. A methodological description of this system is provided below.

PHASE EXECUTION PERIOD	2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
							●	●	●	



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Governance of the plan

Given the complexity and scope of the different pillars, both the design and the implementation process require the involvement of various governance bodies that operate cooperatively to ensure the proper deployment and implementation of all EDI policies. These are:

- **Negotiating Committee:** A joint committee made up of the Employees’ Committee and institutional representatives, responsible for designing and approving actions targeting the company’s staff (organization pillar).
- **Monitoring and Assessment Committee:** A joint committee made up of the Employees’ Committee and institutional representatives, responsible for ensuring that actions negotiated within the organization pillar are implemented, compliant and effective, according to the timelines and methods established by the Negotiating Committee.

Note: Both the Negotiating Committee and the Monitoring and Assessment Committee operate in accordance with the regulatory framework on company equality plans (RD 901/2020 and RD 902/2020).

- **Equality, Diversity and Inclusion Committee:** A committee made up of expert academics, responsible for ensuring the implementation, compliance and effectiveness of actions within the teaching and research pillars.
- **Pillar leaders:** Each pillar has one or two subject matter experts responsible for ensuring the coherence of all actions, as well as their proper implementation, and reporting any difficulties or shortcomings.
- **Equality, Diversity and Inclusion Unit:** The UOC’s reference body for EDI-related matters. It operates across all phases, from design to implementation, providing the various committees with the technical expertise and support needed to deploy the strategy effectively.



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Monitoring and assessment of the plan

The aim of this system is to ensure that the more than 200 actions within the plan are deployed effectively and to measure their real impact on the university community. The system is structured around the coordination pillar, which serves as a hub for information collection and accountability.

Operational tools. Monitoring is carried out using two complementary tools:

- **Monitoring matrix:** A centralized database containing all actions and allowing managers to report on their implementation status (pending, in progress or completed).
- **EDI dashboard:** A project to systematize EDI data and provide an open and intuitive visualization of the UOC’s EDI data.

Types of indicator. To distinguish administrative activity from structural change, the plan uses two metric types:

- **Monitoring indicators**
 - These collect quantitative or qualitative evidence to certify the execution of an action.
 - They are used to support internal operations and review the plan. They feed into the EDI Annual Report to identify any operational areas to be improved.
- **Assessment indicators or KPIs**
 - Strategic metrics to assess the evolution and quality of the changes achieved in terms of EDI.
 - They are used for strategic decision-making and form the basis for the plan’s mid-term and final assessment.



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Monitoring and assessment of the plan

Responsibilities. The system operates on two scales, coordinated by the Equality, Diversity and Inclusion Unit:

- **Micro scale** – executing agents. Each unit responsible for actions collects the necessary evidence to report on its monitoring indicators.
- **Macro scale** – supervisory agents:
 - Pillar leaders coordinate information within each pillar for the preparation of monitoring and assessment reports.
 - The Monitoring and Assessment Committee ensures compliance with the organization pillar (employment area).
 - The Equality, Diversity and Inclusion Committee oversees the proper functioning of the teaching and research pillars.

Accountability. The coordination pillar establishes clear milestones to ensure transparency to the community and governing bodies:

- **Semi-annual** – inter-pillar coordination meetings and status monitoring reports (pending/in progress/completed).
- **Annual** – preparation of the EDI Annual Report and presentation of the results to the Governing Council.
- Intermediate – mid-term assessment to adjust objectives based on achieved KPIs.
- **Final** – final assessment report for the plan and preparation of the new EDI analysis (2029) to design the next strategic cycle (2030-2033).



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Pillar 1. Organization



NOTE
As mentioned in the introduction, the organization pillar encompasses all measures related to the equality, diversity and inclusion of UOC employees.

The UOC’s 2026-2029 Equality in the Workplace Plan

Unlike the other pillars, it is indirectly governed by legislation that dictates its design process, methodology, structure and monitoring. These are *Royal Decree 901/2020 of 13 October, regulating equality plans and their registration, and amending Royal Decree 713/2010 of 28 May on the registration and deposit of workplace collective agreements*; and *Royal Decree 902/2020 of 13 October on equal pay between women and men*. These two royal decrees establish the requirements for company equality plans and define the approval process, given that such plans must be agreed through collective bargaining.

In short, while all pillars in this document comply with applicable regulations, the organization pillar is the only one whose structure and preparation process are fully regulated.

That said, to comply with the aforementioned legislation, the organization pillar has its own plan: the **UOC’s 2026-2029 Equality in the Workplace Plan**, which is structured in accordance with legislative requirements. This plan is part of a collective bargaining process led by the Negotiating Committee (see the section on governance bodies).

This document includes only the negotiated matrix of actions within the organization pillar. However, the full version of the 2026-2029 Equality in the Workplace Plan is available on the web page of the Equality, Diversity and Inclusion Unit, as well as on the [REGCON](#) website.



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Pillar 1. Organization

Strategic objective 1.
To consolidate an egalitarian, diverse and inclusive organizational culture at the UOC

Operational objective	Action
OO 1.1 To consolidate the regulatory framework, governance and bodies that allow for EDI mainstreaming across the entire institution	ORG_01. Approval of the Equality, Diversity and Inclusion Plan by the Governing Council Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026
	ORG_02. Publication of the approved Equality, Diversity and Inclusion Plan on the electronic noticeboard Owner: Legal Office Execution: Q2 2026
	ORG_03. Drafting and approval of the UOC’s equality, diversity and inclusion framework regulations Owners: Equality, Diversity and Inclusion Unit and Legal Office Execution: Q1 and Q2 2026
	ORG_04. Assessment of the gender impact of budgets in line with the provisions of Article 57.3 of the Organic Law for the University System Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, annually
	ORG_05. Contribution to the development of a tool enabling academic and administrative staff to self-assess their EDI competencies (OpenEU project) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 and Q2 2026
	ORG_06. Contribution, within the framework of OpenEU, to the creation of a guide on gender equity, inclusion, diversity and intersectionality Owner: Equality, Diversity and Inclusion Unit Execution: Q1 and Q2 2026
	ORG_07. Creation of a conceptual framework on disability and cultural diversity to define the UOC’s diversity and inclusion strategy Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q4 2026



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Operational objective	Action
OO 1.2 To disseminate and communicate the UOC's institutional commitments in the field of EDI to the whole university community	ORG_08. Conceptualization, commissioning and implementation of a communication plan for the 2026-2029 Equality, Diversity and Inclusion Plan Owners: Equality, Diversity and Inclusion Unit, Communications Department and Internal Communication Execution: Q1 2026, annually
	ORG_08_01. Communication actions to disseminate the equality, diversity and inclusion framework regulations Owners: Equality, Diversity and Inclusion Unit, Communications Department and Internal Communication Execution: Q2 2026, annually
	ORG_08_02. Communication actions to publicize the Equality, Diversity and Inclusion Unit and its regulations Owners: Equality, Diversity and Inclusion Unit, Communications Department and Internal Communication Execution: Q1 2026, annually
	ORG_08_03. Communication actions to publicize the protocol for preventing, detecting and responding to sexual harassment and harassment on the grounds of sex, gender identity/expression, LGBTIQ+phobia, disability or cultural diversity Owners: Equality, Diversity and Inclusion Unit, Communications Department, Internal Communication and User Experience Execution: Q1 2026, quarterly
	ORG_08_04. Communication actions to publicize the name and gender change protocol for trans and non-binary people Owners: Equality, Diversity and Inclusion Unit, Communications Department, Internal Communication and User Experience Execution: Q3 2026, six-monthly
	ORG_08_05. Communication actions to publicize lactation/breastfeeding facilities at the UOC Owners: Equality, Diversity and Inclusion Unit, Communications Department and Internal Communication Execution: Q4 2026, annually
	ORG_09. Communication and dissemination of EDI aspects linked to the HRS4R (Human Resources Strategy for Researchers) seal Owners: Equality, Diversity and Inclusion Unit, Personnel Department, Communications Department and Internal Communication Execution: Q4 2026, annually



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Operational objective	Action
	ORG_10. Reorganization of institutional content and resources on EDI on the UOC website Owners: Equality, Diversity and Inclusion Unit, Internal Communication and User Experience Execution: Q4 2026 - Q4 2027
	ORG_11. Reorganization of institutional content and resources on EDI on the UOC Campus, in both student and UOC staff areas Owners: Equality, Diversity and Inclusion Unit, Communications Department, Internal Communication and User Experience

Strategic objective 2. To position the UOC as a university that understands and leads non-discriminatory online education through its policy advocacy and communication at Catalan, national and European levels	
Operational objective	Action
OO 2.1 To promote awareness-raising activities and communication channels that foster EDI values across all areas of the institution	ORG_12. Creation and dissemination of an annual calendar of key dates with an EDI perspective Owners: Equality, Diversity and Inclusion Unit and Communications Department Execution: Q1 2026, annually
	ORG_13. Awareness-raising actions for 11 February (International Day of Women and Girls in Science) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q1 2026, annually
	ORG_14. Awareness-raising actions on 8 March (International Women’s Day) Owners: Equality, Diversity and Inclusion Unit, Communications Department, Social Media, Research Communication, Library and Office of the Deputy General Manager for Research and Knowledge Transfer Execution: Q1 2026, annually
	ORG_15. Awareness-raising actions on 21 March (International Day for the Elimination of Racial Discrimination) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q1 2026, annually



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Operational objective	Action
	ORG_16. Awareness-raising actions on 8 April (International Romani Day) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q2 2026, annually
	ORG_17. Awareness-raising actions on 20 June (World Refugee Day) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q2 2026, annually
	ORG_18. Awareness-raising actions on 28 June (International LGBT Pride Day) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q2 2026, annually
	ORG_19. Awareness-raising actions on 25 November (International Day for the Elimination of Violence Against Women) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q4 2026, annually
	ORG_20. Awareness-raising actions on 3 December (International Day of Persons with Disabilities) Owners: Equality, Diversity and Inclusion Unit, Communications Department and Social Media Execution: Q4 2026, annually
	ORG_21. Expansion of the #GenderUOC YouTube collection and the new #Equitat hashtag Owners: Equality, Diversity and Inclusion Unit, Communications Department and Audiovisual Communication Execution: Q1 2027, six-monthly
	ORG_22. Recording of more episodes of the UniCorners podcast that covers EDI issues Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027, six-monthly



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Pillar 1. Organization

Operational objective	Action
OO 2.2 To promote a communication image at the UOC with an EDI perspective, thereby ensuring that all institutional communication channels and materials apply this perspective	ORG_23. Implementation of a campaign to showcase role models who promote EDI, in line with the OpenEU project’s “Role Model Campaign” Owners: Equality, Diversity and Inclusion Unit, OpenEU and Communications Department Execution: Q1 2026, six-monthly
	ORG_24. Thread on inclusive and diverse events Owner: Equality, Diversity and Inclusion Unit Execution: Q2 2026, monthly
	ORG_25. Review of the Equality, Diversity and Inclusion Unit’s social media strategy and identification of key points to implement Owners: Communications Department and Social Media Execution: Q1 2026 - Q4 2026
	ORG_26. Completion of an annual audit of communication channels and institutional materials to identify gaps in accessibility and diversity representation Owners: Equality, Diversity and Inclusion Unit and Communications Department Execution: Q1 2027, annually
	ORG_27. Creation of a style manual with criteria for inclusive, non-sexist and accessible language for the OpenEU alliance Owners: Equality, Diversity and Inclusion Unit and OpenEU Execution: Q1 and Q2 2026
	ORG_28. Creation of a style manual with criteria for inclusive, non-sexist and accessible language Owners: Equality, Diversity and Inclusion Unit and Culture Department Execution: Q2 and Q3 2027
	ORG_29. Promotion of a bank of images and audiovisual resources that reflect diversity in terms of culture, gender, age, ability and sexual orientation, accompanied by a user guide (avoiding stereotypes, tokenism, etc.) Owners: Communications Department and Audiovisual Communication Execution: Q2, Q3 and Q4 2027



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Operational objective	Action
OO 2.3 To participate in interuniversity networks at regional, national and international level in the field of EDI	ORG_30. Participation in the Women and Science Committee of the Interuniversity Council of Catalonia (CIC) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, quarterly
	ORG_31. Participation in the Social and Community Engagement Committee of the Interuniversity Council of Catalonia (CIC) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, quarterly
	ORG_32. Participation in the Inclusive Universities in Catalonia (UNINCAT) Technical Network of the Interuniversity Council of Catalonia (CIC) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, quarterly
	ORG_33. Participation in the Vives Network gender equality programme Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, annually
	ORG_34. Participation in the Network of Gender Equality Units for University Excellence (RUIGEU) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, annually
	ORG_35. Participation in the Network of Diversity Units (RUD) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, annually
	ORG_36. Participation in the CRUE gender equality policy group Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, annually



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Operational objective	Action
OO 2.4 To organize events with an EDI perspective, thus guaranteeing the accessibility and participation of the entire university community	ORG_37. Development of an accessibility policy for UOC events (physical, hybrid and online), with measures adapted to each event format or type Owners: Equality, Diversity and Inclusion Unit and Event Coordination and Protocol Office Execution: Q1 and Q2 2027
	ORG_38. Creation of a list of key principles for organizing and holding events with an EDI perspective in the OpenEU alliance (OpenEU Action) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 and Q2 2026
	ORG_39. Design and presentation, within the Communications Department, of an EDI checklist to ensure that EDI criteria are met during events held at the UOC, including proposed minimum and maximum standards that can be adapted to each event format or type Owners: Equality, Diversity and Inclusion Unit and Event Coordination and Protocol Office Execution: Q3 and Q4 2027
	ORG_40. Establish a protocol for incorporating Catalan Sign Language into institutional speeches Owners: Equality, Diversity and Inclusion Unit and Alliances, Community and Equity Department Execution: Q1 2026 - Q4 2027



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Strategic objective 3.

To review professional classification systems and establish a transparent and fair remuneration policy

Operational objective

Action

OO 3.1

To ensure that the
various job evaluation
systems incorporate
an EDI perspective

ORG_41. Drafting of a specific chapter on EDI in the UOC’s new collective agreement

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Employment Relations and Compensation
Execution: Q2 2026

ORG_42. Review of the chapters within the new collective agreement with an EDI perspective and, where appropriate, provision of technical guidance for the committee in charge of negotiation

Owner: Equality, Diversity and Inclusion Unit
Execution: Q2 2026

ORG_43. Assessment of the feasibility of defining minor, serious and very serious offences regarding harassment and discrimination on the grounds of sex, sexual orientation, gender identity, LGBTIQ+phobia, ableism and/or racism in the new collective agreement

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Employment Relations and Compensation
Execution: Q2 2026

ORG_44. Review of job descriptions with an EDI perspective and preparation of a report with conclusions and, where applicable, recommendations

Owner: Specialization Centre for Employment Relations and Compensation
Execution: Q2 and Q3 2028

ORG_45. Improvement of access to existing and currently published information on job evaluation and classification criteria for consultation

Owner: Specialization Centre for Employment Relations and Compensation
Execution: Q2 2027



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Operational objective	Action
OO 3.2 To correct wage gaps arising from inequalities based on gender, disability and cultural diversity	ORG_46. Preparation of the annual salary register with a gender perspective and its dissemination with employees’ legal representatives Owners: Specialization Centre for Employment Relations and Compensation and employees’ legal representatives Execution: Q1 2026, annually
	ORG_47. Review of the analysis report on the existing salary register and, where appropriate, a proposal to incorporate EDI-related aspects of the analysis, with particular attention to parameters that affect the pay gap (salary supplements, contract type, working hours, etc.) Owner: Specialization Centre for Employment Relations and Compensation Execution: Q4 2026, annually
	ORG_48. Communication of the findings of the salary register analysis report to the Executive Board and employees’ legal representatives Owners: Specialization Centre for Employment Relations and Compensation and employees’ legal representatives Execution: Q4 2026, annually



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Strategic objective 4.

To guarantee recruitment, selection and hiring processes free from bias based on gender, gender identity and expression, disability, sexual orientation or cultural diversity

Operational objective

Action

OO 4.1

To strengthen alignment between the Equality, Diversity and Inclusion Plan and the HRS4R seal, within the framework of the OTM-R principles

ORG_49. Review of the OTM-R principles from an EDI perspective and assessment of their application in selection and recruitment processes to ensure equal opportunities at all times

Owner: Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 and Q2 2026

ORG_71. Implementation of a training course on unconscious bias for individuals responsible for decision-making in selection and recruitment processes, aligned with the OTM-R principles

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 2026, annually

ORG_74. Development of a training pathway on the EDI perspective aimed at management staff

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 2028 - Q4 2029

OO 4.2

To incorporate an EDI perspective into talent attraction strategies (both job offers and applications), and to highlight the value of the UOC model for work-life balance and talent retention

ORG_50. Review of how the EDI perspective is applied to the posting and content of UOC job offers, and, where appropriate, development of recommendations for improvement to be implemented by the responsible teams

Owner: Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 and Q2 2026

ORG_51. Application of salary ranges to UOC job offers to guarantee the principles of transparency in selection processes

Owner: Specialization Centre for Talent Attraction and Recruitment
Execution: Q2 2026 - Q4 2029

ORG_52. Review of how the EDI perspective is applied in content and documents that position the UOC as an attractive institution for potential candidates, as well as in recruitment stages such as call screening, and, where necessary, recommend improvements for the teams involved

Owner: Specialization Centre for Talent Attraction and Recruitment
Execution: Q2 2026

ORG_53. Creation of a dossier of external alliances with key stakeholders (organizations, associations, CSOs) to attract female talent in the field of STEM, members of the LGBTIQ+ community, migrants and people with disabilities

Owner: Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 2027



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Operational objective	Action
OO 4.3 To promote EDI practices in selection and recruitment processes to foster a balanced representation of all groups within the UOC's areas of work	ORG_54. Design of a programme for the selection and recruitment of women in strategic male-dominated sectors such as technology, data management, and computer science, multimedia and telecommunications Owner: Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2028 - Q4 2028
	ORG_55. Design of a programme for the selection and recruitment of people with disabilities in underrepresented areas Owner: Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2028 - Q4 2028
	ORG_56. Creation of a report on good practices in the areas of research staff and teaching/research staff, with a focus on the stages of access, retention and academic career development Owner: Equality, Diversity and Inclusion Unit Execution: Q1 and Q2 2028
	ORG_57. Application of the EDI perspective to the induction website and welcome pack for new hires Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q3 and Q4 2027
	ORG_58. Prioritization of full-time, permanent contracts for people from underrepresented groups Owner: Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026 - Q4 2029
	ORG_59. Promotion and presentation of a manual and checklist of good EDI practices in selection and recruitment processes to support the teams involved and promote the inclusion of women, LGBTIQ+ members, people with disabilities and people from diverse cultures Owner: Equality, Diversity and Inclusion Unit Execution: Q2 2026 - Q4 2026
	ORG_60. Review and, if necessary, adaptation of procedures/protocols within selection and recruitment processes to promote the use of inclusive, non-discriminatory language and ensure respect for the social names and pronouns of LGBTIQ+ individuals Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q3 2026, annually



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Operational objective	Action
	ORG_61. Revision and adaptation, in collaboration with employees’ legal representatives, of the section included in all UOC job offers to encourage individuals from traditionally underrepresented groups to apply Owners: Equality, Diversity and Inclusion Unit, Personnel Department and employees’ legal representatives Execution: Q1 and Q2 2027

Strategic objective 5.
To ensure that promotion and retention processes are free from bias, and to guarantee balanced representation of women, LGBTIQ+ people, people with disabilities and people from diverse cultural backgrounds in decision-making and leadership bodies

Operational objective	Action
OO 5.1 To incorporate an EDI perspective into the UOC’s promotion processes	ORG_62. Proposal of measures to incorporate the EDI perspective into the People Review process (rubric and value conversation) Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2028
	ORG_63. Integration of the EDI perspective into promotion processes for teaching and research staff (exemptions for maternity/paternity leave periods, victims of gender-based violence) Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2028
	ORG_64. Where feasible, promotion of full-time, permanent employment for members of underrepresented groups currently employed under interim, temporary or part-time contracts Owner: Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026 - Q4 2029
	ORG_65. Integration of the EDI perspective into accreditation processes for teaching and research staff as part of Docentia Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2028



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Operational objective	Action
OO 5.2 To promote the presence of underrepresented groups in leadership positions and positions of responsibility within the institution	ORG_62. Proposal of measures to incorporate the EDI perspective into the People Review process (rubric and value conversation) Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2028
	ORG_63. Integration of the EDI perspective into promotion processes for teaching and research staff (exemptions for maternity/paternity leave periods, victims of gender-based violence) Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2028
	ORG_66. Qualitative study on barriers and opportunities related to promotion to leadership positions at the UOC, with due regard for gender, LGBTIQ+ diversity, disability and cultural diversity, and implementation of measures or actions arising from the study Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2028 - Q4 2028
OO 5.3 To promote talent retention measures that integrate an EDI perspective	ORG_67. Promotion of employee resource groups (ERGs) among the workforce to foster a sense of belonging (e.g. a group for LGBTIQ+ staff) Owners: Equality, Diversity and Inclusion Unit, Community and Civic Engagement and Alumni Execution: Q4 2026, monthly
	ORG_83. Assessment of the feasibility of introducing and expanding caregiving leave allowances during the working day to minimize the need to take unpaid leave or reduce working hours Owner: Personnel Department Execution: Q1 2026 - Q4 2026
	ORG_84. Review of the current process to support employees’ reintegration following a leave of absence for caregiving, from an EDI perspective Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2027



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Operational objective	Action
	ORG_85. Assessment of the current lactation/breastfeeding facilities with an EDI perspective (privacy, accessibility, etc.) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027
	ORG_87. Assessment of the UOC’s physical and online spaces with a focus on EDI (e.g. accessibility barriers, inclusion of gender identities, accommodation of religious diversity) and well-being (e.g. lighting, noise, disconnection), with a final report presenting conclusions and recommendations Owners: Equality, Diversity and Inclusion Unit and Health and Safety Service Execution: Q1 2027 - Q4 2027

Strategic objective 6. To continue promoting and designing training activities that foster EDI-related skills within the workforce	
Operational objective	Action
OO 6.1 To ensure that the UOC’s current continuing education system continues to promote accessibility and inclusion across the entire UOC community	ORG_68. Systematization of the training indicators laid out in Royal Decree 901/2020 to identify inequalities in training, with the addition of indicators to detect inequalities due to disability or cultural diversity Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q2 2026 - Q1 2027
	ORG_69. Expansion of the existing training evaluation survey through the addition of one or two questions with an EDI perspective Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q2 2026
	ORG_70. Review of the accessibility of lifelong learning channels and platforms to promote the full participation of people with disabilities Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 and Q2 2027



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Operational objective	Action
OO 6.2 To continue promoting training activities on EDI-related issues for all UOC staff (according to profile) and to incorporate a cultural diversity perspective	ORG_71. Implementation of a training course on unconscious bias for individuals responsible for decision-making in selection and recruitment processes, aligned with the OTM-R principles Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually
	ORG_72. Updating of the existing training course on the protocol for sexual harassment and harassment on the grounds of sex, including new content relevant to the workforce Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026, annually
	ORG_73. Implementation of a training course on the management of the protocol for preventing, detecting and responding to sexual harassment and harassment on the grounds of sex, aimed at groups involved in its execution Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026, annually
	ORG_74. Development of a training pathway on the EDI perspective aimed at management staff Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2028 - Q4 2029
	ORG_75. Development of a training pathway on the EDI perspective aimed at teaching and research staff Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually
	ORG_76. Development of a training pathway on the EDI perspective aimed at research staff (including predocs and postdocs) Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually
	ORG_77. Implementation of an OpenEU training course on EDI skills for the workforce (OpenEU project action) Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026 - Q4 2028



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Operational objective	Action
	ORG_78. Updating and continuation of gender equality training for the entire workforce Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2026, annually
	ORG_79. Implementation of a training course on disability in the workplace for the entire workforce Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually
	ORG_80. Implementation of a training course on LGBTIQ+ in the workplace for the entire workforce Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually
	ORG_81. Implementation of a training course on cultural diversity in the workplace for the entire workforce Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment Execution: Q1 2027, annually



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Strategic objective 7.

To promote egalitarian, diverse and inclusive working conditions for all UOC staff and to foster a work-life balance based on shared responsibility without negatively affecting career development

Operational objective

Action

OO 7.1

To ensure that the design and implementation of measures related to the UOC’s working conditions incorporate an EDI perspective

ORG_41. Drafting of a specific chapter on EDI in the UOC’s new collective agreement

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Employment Relations and Compensation
Execution: Q2 2026

ORG_42. Review of the chapters within the new collective agreement with an EDI perspective and, where appropriate, provision of technical guidance for the committee in charge of negotiation

Owner: Equality, Diversity and Inclusion Unit
Execution: Q2 2026

ORG_44. Review of job descriptions with an EDI perspective and preparation of a report with conclusions and, where applicable, recommendations

Owner: Specialization Centre for Employment Relations and Compensation
Execution: Q2 and Q3 2028

ORG_45. Improvement of access to existing and currently published information on job evaluation and classification criteria for consultation

Owner: Specialization Centre for Employment Relations and Compensation
Execution: Q2 2027

ORG_83. Assessment of the feasibility of introducing and expanding caregiving leave allowances during the working day to minimize the need to take unpaid leave or reduce working hours

Owner: Personnel Department
Execution: Q1 2026 - Q4 2026

ORG_84. Review of the current process to support employees’ reintegration following a leave of absence for caregiving, from an EDI perspective

Owners: Equality, Diversity and Inclusion Unit and Personnel Department
Execution: Q1 and Q2 2027

ORG_86. Implementation of a study with an EDI perspective on the impact of telework, aimed at identifying inequalities for women, people with disabilities and individuals from diverse cultural backgrounds in relation to the use of this working arrangement

Owner: Equality, Diversity and Inclusion Unit
Execution: Q2 2028 - Q4 2028



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Operational objective	Action
OO 7.2 To continue promoting telework, shared responsibility and work-life balance and caregiving rights, while minimizing implementation gaps and ensuring that exercising these rights does not negatively impact career development	ORG_82. Design and implementation of actions to promote shared responsibility, aimed at rethinking masculinity and its role in the workplace and in personal and family life; these could take the form of awareness-raising measures in various formats, based on an assessment of their suitability Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2026, annually
	ORG_83. Assessment of the feasibility of introducing and expanding caregiving leave allowances during the working day to minimize the need to take unpaid leave or reduce working hours Owner: Personnel Department Execution: Q1 2026 - Q4 2026
	ORG_84. Review of the current process to support employees’ reintegration following a leave of absence for caregiving, from an EDI perspective Owners: Equality, Diversity and Inclusion Unit and Personnel Department Execution: Q1 and Q2 2027
	ORG_85. Assessment of the current lactation/breastfeeding facilities with an EDI perspective (privacy, accessibility, etc.) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027
	ORG_86. Implementation of a study with an EDI perspective on the impact of telework, aimed at identifying inequalities for women, people with disabilities and individuals from diverse cultural backgrounds in relation to the use of this working arrangement Owner: Equality, Diversity and Inclusion Unit Execution: Q2 2028 - Q4 2028



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Strategic objective 8.
To promote a culture of health and well-being at work with a gender, diversity and inclusion perspective that incorporates the needs of the entire UOC community

Operational objective	Action
OO 8.1 To ensure that EDI criteria are fully incorporated into the UOC’s comprehensive health strategy	ORG_87. Assessment of the UOC’s physical and online spaces with a focus on EDI (e.g. accessibility barriers, inclusion of gender identities, accommodation of religious diversity) and well-being (e.g. lighting, noise, disconnection), with a final report presenting conclusions and recommendations Owners: Equality, Diversity and Inclusion Unit and Health and Safety Service Execution: Q1 2027 - Q4 2027
	ORG_88. Proposal of a mechanism to complement the ISTAS21 method with additional tools that integrate disability and LGBTIQ+ perspectives into psychosocial risk prevention Owner: Health and Safety Service Execution: Q4 2026
	ORG_89. Creation of a resource on healthy menopause with a gender perspective for the Healthy <i>UOC website</i> Owner: Health and Safety Service Execution: Q2 2026
	ORG_90. Review of the UOC’s emergency plan through an EDI lens, with a focus on the inclusion of the disability perspective Owner: Health and Safety Service Execution: Q4 2026
	ORG_91. Incorporation of EDI topics into the various occupational health and safety documents (or the occupational health and safety management system) Owner: Health and Safety Service Execution: Q4 2026



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Strategic objective 9.

To promote a violence-free environment through mechanisms for preventing, detecting, addressing and remedying any form of harassment or discrimination based on sex, gender, gender expression or identity, sexual orientation, disability or cultural diversity

Operational objective

Action

OO 9.1

To strengthen awareness and training for the entire UOC community to promote zero tolerance for harassment and discrimination through accessible formats and channels

ORG_08_03. Communication actions to publicize the protocol for preventing, detecting and responding to sexual harassment and harassment on the grounds of sex, gender identity/expression, LGBTIQ+phobia, disability or cultural diversity

Owners: Equality, Diversity and Inclusion Unit, Communications Department, User Experience and Internal Communication
Execution: Q1 2026, quarterly

ORG_08_04. Communication actions to publicize the name and gender change protocol for trans and non-binary people

Owners: Equality, Diversity and Inclusion Unit, Communications Department, User Experience and Internal Communication
Execution: Q3 2026, six-monthly

ORG_72. Updating of the existing training course on the protocol for sexual harassment and harassment on the grounds of sex, including new content relevant to the workforce

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 2026, annually

ORG_73. Implementation of a training course on the management of the protocol for preventing, detecting and responding to sexual harassment and harassment on the grounds of sex, aimed at groups involved in its execution

Owners: Equality, Diversity and Inclusion Unit and Specialization Centre for Talent Attraction and Recruitment
Execution: Q1 2026, annually

ORG_92. Updating of the protocol to ensure that its mechanisms for detection, prevention, response and remediation also address harassment and discrimination on the grounds of disability or cultural diversity

Owners: Equality, Diversity and Inclusion Unit and Legal Office
Execution: Q2 2026 - Q1 2027



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Operational objective	Action
	ORG_93. Creation and publication of new graphic and audiovisual materials on the protocol in accessible formats, in line with universal design principles Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2026 - Q1 2027
OO 9.2 To ensure the full and effective administrative inclusion of trans and non-binary groups through the design, approval and implementation of a name and gender change protocol across 100% of the UOC's internal identification systems	ORG_94. Design and approval of the UOC's name and gender change protocol Owners: Equality, Diversity and Inclusion Unit and Technology Department Execution: Q1 and Q2 2026
	ORG_95. Technical and operational implementation of the name and gender change protocol Owners: Equality, Diversity and Inclusion Unit and Technology Department Execution: Q3 2026 - Q4 2029
OO 9.3 To continue improving the capacity to receive and manage complaints, queries and reports related to any form of harassment or discrimination	ORG_96. At the start of the year, the scheduling of meetings with the protocol's technical committee to ensure that it is constantly reviewed and improved Owners: Equality, Diversity and Inclusion Unit and the protocol's technical committee Execution: Q1 2026, annually
	ORG_97. Promotion and wider dissemination of the CoResol tool, its channels and its communications, with the support of employees' legal representatives Owners: Equality, Diversity and Inclusion Unit and technical committee Execution: Q3 2026, six-monthly
	ORG_98. Reflection on the needs and usefulness of the consultation channels related to the protocol for sexual harassment, with the support of employees' legal representatives Owners: Equality, Diversity and Inclusion Unit, Personnel Department and employees' legal representatives Execution: Q1 and Q2 2028



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Operational objective	Action
	ORG_99. Maintenance of protocol coordination spaces (technical committee and investigation board) and proposal of new methods for facilitation and coordination to further improve efficiency and communication, especially in relation to complex cases Owners: Equality, Diversity and Inclusion Unit, technical committee and investigation board Execution: Q1 2026, quarterly
	ORG_100. Definition of intervention templates tailored to the different types of intervention (support, informal management, complaint) and to the application of the various protocol phases in the event of a complaint, designed to help those responsible for implementing the tool act appropriately, consistently, efficiently and in accordance with legal requirements Owners: Equality, Diversity and Inclusion Unit, technical committee and investigation board Execution: Q3 and Q4 2026
	ORG_101. Review of the CoResol tool and integration of improvements identified during the implementation of the 2023-2025 plan Owners: Equality, Diversity and Inclusion Unit, technical committee and investigation board Execution: Q1, Q2 and Q3 2026



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Strategic objective 1.

To continue promoting equitable access for groups traditionally underrepresented in the university system and to foster the reduction of barriers to their admission and inclusion

Operational objective

Action

OO 1.1

To develop and consolidate actions to promote equitable access to the UOC for new students (up to enrolment)

DOC_01. Definition of an institutional framework for the promotion of equity via scholarships, grants and discounts (systematized via the Grants Committee) in alliance with the public administration, organizations and companies

Owner: Grants Committee

Execution: Q1 2026, annually

DOC_02. Annual implementation of the UOC grant programme for refugees

Owner: Equality, Diversity and Inclusion Unit

Execution: Q2 2026, annually

DOC_03. Strengthening participation in the Prometeus programme to promote university access for students from disadvantaged socioeconomic backgrounds

Owner: Equality, Diversity and Inclusion Unit

Execution: Q2 2026, annually

DOC_04. Strengthening participation in the Migrant Up programme to promote university access for students from migrant backgrounds

Owner: Equality, Diversity and Inclusion Unit

Execution: Q1 2026, annually

DOC_05. Application of new scholarships, grants, discounts or partnerships with initiatives aimed at improving access for other traditionally underrepresented student groups (e.g. Roma communities, former fostered individuals, women in male-dominated STEM fields, students with disabilities, etc.)

Owners: Equality, Diversity and Inclusion Unit, Grants Committee, Student Support and Guidance, and Internships and Mobility Services

Execution: Q1 2027 - Q1 2028

DOC_06. Creation of a map of organizations promoting equitable university access and establishment of partnerships

Owners: Equality, Diversity and Inclusion Unit and Alliances

Execution: Q2 2026 - Q2 2027



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Operational objective	Action
OO 1.2 To promote equitable university induction processes that address the needs of traditionally underrepresented groups (during enrolment and the first few days)	DOC_07. Continuation of existing actions to support equity during the induction process (reservation of places for specific groups, international excellence grants, flexibility in enrolment, etc.) and assessment of new actions to further ensure equitable integration into the UOC Owner: Admissions and Learning Support Services Execution: Q3 2026 - Q4 2029
	DOC_08. Organization of virtual welcome meetings with students with specific educational needs to inform them about the UOC teaching model and strengthen their sense of belonging to the community (e.g. refugees, Prometheus students, Migrant Up students, etc.) Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2026, annually
	DOC_09. Range of training activities to promote digital skills, specifically targeting traditionally underrepresented groups (OpenEU project action) Owner: Faculty of Psychology and Education Sciences Execution: Q1 2026 - Q1 2028
	DOC_10. Assessment of a mechanism to speed up the process to legalize and accredit the degrees of students from outside Spain Owner: Office of the Deputy General Manager for Teaching and Students Execution: Q4 2026 - Q2 2027
	DOC_11. Analysis of the role that tutoring should play in the induction process for students with specific educational support needs Owner: Student Support and Guidance (Tutoring) Execution: Q1 2026 - Q4 2027



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Operational objective	Action
OO 1.3 To position the UOC as an inclusive environment for prospective students and to showcase the resources available throughout their university journey	DOC_12. Creation of a web resource to foster equitable university access by addressing frequently asked questions about the admissions process and clearly present the available resources (OpenEU project action) Owner: OpenEU Execution: Q1 2028 - Q4 2028
	ORG_29. Creation of a bank of images and audiovisual resources that reflect diversity in terms of culture, gender, age, ability and sexual orientation, accompanied by a user guide (avoiding stereotypes, tokenism, etc.) Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2026, annually
	DOC_13. Design of new EDI icons for the UOC’s graphic resources catalogue Owner: Equality, Diversity and Inclusion Unit Execution: Q3 2026 - Q2 2027
	DOC_14. Creation of a specific new section on accessibility on the Library website Owner: Library Execution: Q3 2026 - Q1 2027
	ORG_23. Implementation of a campaign to highlight role models that promote EDI, in line with the OpenEU project’s Role Model Campaign action Owner: OpenEU and Communications Execution: Q1 2026, six-monthly



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Operational objective	Action
Strategic objective 2. To promote a range of training activities and teaching content in the areas of gender equality, LGBTIQ+ diversity and cultural diversity	
OO 2.1 To ensure that teaching processes and content mainstream the gender, LGTBIQ+ and cultural diversity perspectives	DOC_15. Creation of manuals with accessibility guidelines for authors of the UOC’s own learning resources (textual and audiovisual) Owner: Library Execution: Q1 2026 - Q4 2026
	DOC_16. Review of the guidelines for teachers on selecting learning resources that mainstream the gender, diversity and inclusion perspectives Owner: Library Execution: Q2 2026 - Q4 2026
	DOC_17. Review and potential integration of AQU (Catalan University Quality Assurance Agency) requirements on integrating the gender perspective in teaching for institutional accreditation Owner: Quality Execution: Q1 2026 - Q3 2026
	DOC_18. Promotion of the visibility of women writers in Catalan, Spanish, Galician and Basque literature through collaborations with other institutions (Shared Stories campaign) Owners: Library and Equality, Diversity and Inclusion Unit Execution: Q3 2026, annually
	DOC_19. Implementation of final project awards to foster the ability to carry out research with a gender perspective Owner: Equality, Diversity and Inclusion Unit Execution: Q3 2026, annually
	DOC_20. Expansion of the Library’s special collection about the Equality, Diversity and Inclusion. Owner: Library Execution: Q3 2026, annually
	DOC_21. Webinars aimed at students on the mechanisms for including the gender perspective in final projects Owner: Equality, Diversity and Inclusion Unit Execution: Q3 2026, six-monthly



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Operational objective	Action
	DOC_22. Implementation of initiatives to foster training on the ethical and responsible use of generative AI in programmes and courses Owners: Faculty of Computer Science, Multimedia and Telecommunications, and Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q3 2026
	DOC_23. Conducting an analysis of cultural diversity, global epistemic justice and global content in teaching materials, and assessing and designing a teacher’s guide, incorporating new content where appropriate Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2028 - Q4 2028
	DOC_24. Preparation of library guides aimed at the entire UOC community on EDI-related disciplines Owner: Library Execution: Q1 2027, annually
OO 2.2 To promote training options in the areas of gender equality, LGTBIQ+ diversity and cultural diversity	DOC_25. Compilation of the UOC’s educational offering (programmes and courses) on gender equality, LGTBIQ+ diversity and cultural diversity to facilitate overall monitoring Owner: Office of the Deputy General Manager for Teaching and Students Execution: Q4 2026, annually
	DOC_26. Assessment of new training proposals in the areas of equality, diversity and inclusion, ensuring that they are aligned with the range of programmes and meet market and sustainability criteria Owner: Office of the Deputy General Manager for Teaching and Students Execution: Q4 2026, annually
	DOC_27. Design of a microcredential called “Who designs the future? Gender, technology and the challenge of equity”, aimed at primary and secondary school teachers in collaboration with STEAMcat Owners: Faculty of Computer Science, Multimedia and Telecommunications, and Equality, Diversity and Inclusion Unit Execution: Q4 2026 - Q4 2027
	DOC_28. 2025/2026 Responsible STEM Awards from the UOC - VASS Foundation Chair in Digital Transformation without Barriers: Employability and Inclusion Owner: UOC-VASS Foundation Chair in Digital Transformation without Barriers: Employability and Inclusion Execution: Q2 2026, annually
OO 2.3 To promote the EDI perspective and an ethical commitment to STEM disciplines	DOC_29. Continuation of awards and recognitions granted by the UOC to STEM research incorporating the gender perspective (Cecilia Castaño Awards, Equit@t Awards, etc.) Owners: Faculty of Computer Science, Multimedia and Telecommunications, and GenTIC (UOC-TRÀNSIC) Execution: Q1 2026 - Q3 2029



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Strategic objective 3. Foster an inclusive teaching model

Operational objective

Action

OO 3.1

To establish a dedicated training and awareness plan for all UOC teaching staff, teaching support staff and students services staff on supporting students with specific educational support needs

ORG_75. Development of a training pathway on the EDI perspective aimed at teaching and research staff

Owners: Equality, Diversity and Inclusion Unit and Talent
Execution: Q1 2027, annually

DOC_30. Design and dissemination of the self-training course: Universal Design for Learning (UDL) (date to be determined)

Owner: eLearning Innovation Center
Execution: Q2 2026, annually

DOC_31. On-site awareness workshop: Let’s understand diversity: from individualized support models to design for all (UDL)

Owner: eLearning Innovation Center
Execution: Q2 2026, annually

DOC_32. Design and dissemination of the self-training course: Support for diversity and adaptations for people with specific educational support needs

Owner: eLearning Innovation Center
Execution: Q3 2026, annually

DOC_33. Continuation of the “Diversity and Inclusion: Building the UOC of the Future” conference series, aimed at UOC staff

Owners: Student Support and Guidance, and Equality, Diversity and Inclusion Unit
Execution: Q3 2026, annually

DOC_34. Advice and guidance for teachers, tutors and other staff on from Student Support and Guidance in relation to supporting students with specific educational support needs (e.g. change to Canvas, new protocols)

Owner: Student Support and Guidance (Inclusion and Well-Being Service)
Execution: Q1 2026, annually



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Operational objective	Action
OO 3.2 To enhance participation and foster a sense of belonging among students with specific educational support needs	ORG_35. Development and dissemination of awareness materials and strategies to promote the rights of students with specific educational support needs, as well as the resources and processes provided by the UOC Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q4 2026 - Q4 2029
	DOC_36. Evaluate mechanisms to foster the representation of traditionally underrepresented student groups (women, LGTBQ+, people with disabilities, migrants and refugees, etc.) in decision-making and teaching design processes to ensure that the diversity of the student body is reflected Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027 - Q4 2028
	DOC_37. Creation of regular coordination meetings with the Universities Council and students with specific educational support needs to identify needs and good practices Owners: Equality, Diversity and Inclusion Unit, and Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q4 2026 - Q4 2029
	DOC_38. Fostering volunteering among student groups traditionally underrepresented at the university Owners: Community, and Equality, Diversity and Inclusion Unit Execution: Q4 2026 - Q4 2028
	DOC_39. Design and facilitation of virtual or on-site meetups for students with specific educational support needs to encourage the exchange of experiences and peer support Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q4 2026, annually
	DOC_40. Establishment of collaboration agreements with leading Catalan or national organizations in the field of specific educational support needs Owners: Equality, Diversity and Inclusion Unit and Alliances Execution: Q3 2026 - Q4 2029



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Operational objective	Action
OO 3.3 To progressively implement universal design for learning (UDL) in courses and programmes	ORG_41. Provision of support to teachers to improve course design, including guidance and advice on implementing key elements of UDL to make learning design more inclusive (course development plan) Owner: eLearning Innovation Center Execution: Q3 2027 - Q4 2029
	DOC_42. Definition of standardized criteria for teaching adaptations across all faculties for students with specific educational support needs Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q1 2027 - Q4 2027
	DOC_43. Application of priority UDL guidelines within the framework of the course development plan promoted by the eLearning Innovation Center Owner: eLearning Innovation Center Execution: Q3 2026 - Q4 2029
	DOC_44. Preparation of a guide to adaptations and inclusive teaching for teachers and tutors, with gender, specific educational support needs and disability criteria, including practical examples Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q3 2026 - Q1 2027
	DOC_45. Design and publication of the Guide for Students with Specific Educational Support Needs, focused on promoting autonomy, co-responsibility in the adaptation process and academic empowerment Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q3 2026 - Q2 2027



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Strategic objective 4.

To provide coordinated support and guidance to students with specific educational support needs

Operational objective

Action

OO 4.1

To deploy the resources required to provide students with disabilities and/or specific educational support needs with specialized support

ORG_03. Drafting and approval of the UOC’s equality, diversity and inclusion regulatory framework

Owners: Equality, Diversity and Inclusion Unit and Legal Office

Execution: Q1 2026 - Q4 2026

DOC_46. Establishment of a coordinated system to support students with specific educational support needs, involving teachers, tutors, the Inclusion and Well-Being Service and the Equality, Diversity and Inclusion Unit

Owners: Student Support and Guidance, and Equality, Diversity and Inclusion Unit

Execution: Q2 2027 - Q1 2028

DOC_47. Consolidation and structural deployment of the Inclusion and Well-Being Service: stabilization of the specialist team, definition of the internal governance model and provision of the human and financial resources required to provide comprehensive support for diversity and mental health

Owner: Student Support and Guidance (Inclusion and Well-Being Service)

Execution: Q1 2026 - Q1 2027

DOC_48. Roll-out of the Inclusion and Well-Being Service’s communication plan

Owners: Student Support and Guidance (Inclusion and Well-Being Service), User Experience and Communications

Execution: Q1 2026 - Q4 2026

OO 4.2

To review communication with students in support and feedback processes

DOC_49. Development of a set of key messages for the Help Service regarding student queries and complaints relating to gender equality, LGBTIQ+ diversity, cultural diversity and disability

Owners: Student Support and Guidance (Help Service), Equality, Diversity and Inclusion Unit, User Experience and Communications

Execution: Q1 2027 - Q2 2027

DOC_50. Review of existing student support protocols with an EDI perspective, incorporation of an approach that fosters student autonomy and active participation, and improvements to the available information and its accessibility where appropriate

Owners: Student Support and Guidance, User Experience and Communications

Execution: Q1 2027 - Q2 2027



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Operational objective	Action
	DOC_51. Consolidation of the communication model and roll-out of the information plan for students with specific educational support needs: review of Salesforce flows and templates based on accessibility and empathy criteria, and execution of communication actions to improve the visibility of Inclusion and Well-Being Service resources and student feedback Owners: Student Support and Guidance (Inclusion and Well-Being Service), User Experience and Communications Execution: Q2 2026 - Q1 2028
	DOC_52. Establishment of a continuous support system for teachers to improve the quality of feedback for students (both synchronous and asynchronous) and provision of tools to deliver feedback and support through various formats (written, audio, video, etc.), including the use of AI tools Owners: Student Support and Guidance, User Experience and Communications Execution: Q3 2026 - Q4 2029
	DOC_53. Design of internship placements with an EDI perspective for students with specific educational support needs Owner: Student Support and Guidance (Internship and Mobility Services)
OO 4.3 To ensure support for students with specific educational support needs throughout their time at the UOC	DOC_54. Review of the mobility system to ensure it incorporates an EDI perspective and considers students with specific educational support needs Owner: Student Support and Guidance (Internship and Mobility Services) Execution: annually
	DOC_55. Implementation of the OpenEU mentoring programme for students with specific educational support needs (OpenEU project action) Owners: Community, Equality, Diversity and Inclusion Unit, and Student Support and Guidance Execution: Q2 2026 - Q4 2028
	DOC_56. Continuation of the mentoring programme for students participating in the refugee grant programme Owner: Community Execution: Q1 2026 - Q4 2029
	DOC_57. Consolidation of the monitoring protocol for students with specific educational support needs: implementation of contact points within the tutoring network throughout the academic journey to identify changing needs and ensure the continuity of adaptations Owner: Student Support and Guidance Execution: Q3 2026 - Q4 2027



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Operational objective	Action
	DOC_58. Cross-cutting coordination with Career and Employment Services and Internship and Mobility Services: establishment of joint action protocols to provide personalized guidance and support for the employability of students with disabilities Owner: Student Support and Guidance Execution: annually
	DOC_59. Preparation of a joint working document by the Inclusion and Well-Being Service; the Equality, Diversity and Inclusion Unit; and Career and Employment Services to review the integration of an inclusion perspective into career guidance activities Owners: Student Support and Guidance, and Equality, Diversity and Inclusion Unit Execution: Q3 2026 - Q3 2027
OO 4.4 To systematize the collection of data on students with specific educational support needs to propose and develop positive actions	DOC_60. Identification of possible ways of integrating the instrument developed by eLearning Innovation Center to diagnose the implementation of the gender perspective into the systematization of EDI data in teaching, within the framework of the coordination pillar Owners: Equality, Diversity and Inclusion Unit and data protection officer Execution: Q3 2026 - Q4 2029
	DOC_61. Optimization and governance of data on specific educational support needs in Salesforce for the operational management of the Inclusion and Well-Being Service: improvement of the systematization and analysis of information collected for the service’s internal use to facilitate the monitoring of cases, the generation of internal management indicators and the definition of personalized support actions Owner: Student Support and Guidance (Inclusion and Well-Being Service) Execution: Q2 2026 - Q4 2027



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Strategic objective 1.

To promote the equality, diversity and inclusion perspective within the research strategy

Operational objective

Action

OO 1.1

To incorporate the
equality, diversity and
inclusion dimension
in internal calls for
research funding

REC_01. Study on the integration of the EDI perspective and social engagement in internal research funding calls

Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship

Execution: Q1 2026 - Q1 2028

REC_02. Analysis of the feasibility of establishing dedicated funding to promote research in gender, disability, inclusion and cultural diversity studies

Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship

Execution: Q3 2026 - Q4 2026

REC_03. Creation of a collection of cross-cutting criteria with an EDI perspective to be incorporated into all internal calls for research funding

Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship

Execution: Q3 2026 - Q1 2026

REC_04. Review of criteria and assessment methods for internal funding calls to analyse weighting approaches that account for career breaks due to maternity leave, caregiving responsibilities and experiences of gender-based violence

Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship

Execution: Q1 2026 - Q4 2026

REC_05. Establishment of criteria to promote gender parity in the composition of internal grant assessment committees

Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship

Execution: Q1 2026 - Q4 2026



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Operational objective	Action
00 1.2 To promote equal opportunities in research careers and leadership	REC_06. Assessment of the implementation of co-leadership (co-PIs) in projects, research groups and theses to promote the leadership of women, people with disabilities, individuals born outside Spain and early-career researchers Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship Execution: Q1 2027 - Q4 2027
	REC_07. Study of actions tailored to the specific situation of the UOC to promote gender parity in research leadership positions, especially with regard to centre directors Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship Execution: Q1 2027 - Q4 2027
	REC_08. Review of the assessment of funding calls for internal UOC research positions to account for career breaks due to maternity leave, caregiving responsibilities and experiences of gender-based violence Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship Execution: Q1 2027 - Q4 2027
	REC_09. Analysis of the accessibility status of the UOC’s external portal, with a focus on the sections deployed in the DXP, including the research subportal, to include an initial audit, an action plan, accessibility training and the implementation of key corrections or improvements Owner: External Portal Operating Committee Execution: Q1 2026 - Q4 2026
	REC_10. Creation of a specific working group for the collaborative design of training measures aimed at research staff Owners: Talent, Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship, and Equality, Diversity and Inclusion Unit Execution: Q4 2026



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Operational objective	Action
OO 1.3 To foster an equality, diversity and inclusion perspective in doctoral and postdoctoral careers	REC_11. Promotion of a support and guidance programme for women researchers who have just completed their doctorates within the framework of the Career and Employment Services Owners: Doctoral School and Student Support and Guidance Execution: Q1 2027 - Q4 2027
	REC_12. Continuation of the mentoring programme for UOC doctoral students and expansion of its scope and resources, as well as training for those providing mentoring and tutoring Owner: Doctoral and Research Technical Office Execution: Q4 2026, annually
	REC_13. Implementation of a support programme for international doctoral students to foster their employability Owners: Doctoral School and Student Support and Guidance Execution: Q1 2027 - Q4 2027
	REC_14. Promotion of the Inclusion and Well-Being Service among doctoral students with disabilities Owner: Student Support and Guidance Execution: Q4 2026, annually
	REC_15. Promotion of inclusive community activities (hybrid, online and on-site) aimed at predoctoral students Owner: Doctoral and Research Technical Office Execution: Q3 2027, quarterly
	REC_16. Study of potential housing support measures that the UOC can provide to predoctoral and postdoctoral students and visiting scholars Owner: Doctoral and Research Technical Office Execution: Q3 2028 - Q4 2028
	REC_17. Expansion of the welcome toolkit with an EDI perspective for predoctoral and postdoctoral students (available training, UOC resources for students and staff, etc.) Owner: Doctoral and Research Technical Office Execution: Q4 2026 - Q4 2029



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Operational objective	Action
OO 1.4 To guarantee equal opportunities in scientific publishing, ensure the presence of women and other traditionally underrepresented groups as lead authors and integrate an EDI perspective into publication review processes	REC_18. Analysis with a gender perspective of the UOC’s open-access digital journals Owner: Academic Publications Execution: Q1 2027 - Q3 2027
	REC_19. Promotion of fair authorship through training on the Contributor Roles Taxonomy (CRediT): ensure visibility of all contributions to prevent the invisibilization of women’s contributions Owner: Academic Publications Execution: Q2 2027 - Q3 2027
	REC_20. Review of editorial policies on gender equality practices (not only to make authors visible, but also to encourage consideration of gender differences where relevant in research results, and include gender-related aspects in publication guidelines) Owner: Academic Publications Execution: Q2 2026 - Q1 2027
	REC_21. Generation of bibliographic citations for documents published in the UOC institutional repository, O2, to ensure that women authors are visible and international guidelines are followed Owner: Open Science Execution: Q1 2026, annually
OO 1.5 To raise the visibility of research content produced at the UOC on gender equality, LGBTIQ+, disability and cultural diversity	REC_22. Development of materials (such as guides and infographics) on how to conduct research with an EDI perspective, at all stages, in line with Stanford University’s “Gendered Innovations” model Owners: GenTIC and Equality, Diversity and Inclusion Unit Execution: Q1 2027 - Q4 2027
	REC_23. Design of specific communication actions to disseminate the results of research on gender, LGBTIQ+, disability and cultural diversity produced at the UOC Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship Execution: Q1 2027 - Q4 2027



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Operational objective	Action
	REC_24. Establishment and consolidation of awards and recognitions for research in gender, LGTBIQ+, disability or cultural diversity at all educational levels (bachelor’s, master’s and doctoral degrees) Owners: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship, and Equality, Diversity and Inclusion Unit Execution: Q1 2027, annually
	REC_25. Expansion of the existing collection of final projects related to gender and LGTBIQ+ issues to also include projects linked to cultural and functional diversity Owners: Open Science, Library and Equality, Diversity and Inclusion Unit Execution: Q1 2027, annually

Strategic objective 2. To promote the equality, diversity and inclusion perspective in the knowledge transfer and entrepreneurship strategy	
Operational objective	Action
OO 2.1 To strengthen the equitable, diverse and inclusive transfer of knowledge	REC_26. Incorporation of an EDI perspective in all knowledge transfer and innovation content Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026 - Q4 2027
	REC_27. Transfer of knowledge produced by the UOC’s research groups, in both EDI strategies and gender, LGTBIQ+, cultural diversity and disability studies Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually
	REC_28. Visibility and support for entrepreneurial projects with social impact on EDI Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually



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Operational objective	Action
	REC_29. Identification of women and individuals from traditionally underrepresented groups serving as principal investigators (PIs) in knowledge transfer projects to allow for comprehensive and longitudinal monitoring across different types of transfer activity, branches of knowledge and other relevant variables Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2027 - Q4 2027
	REC_30. Collection of data from entrepreneurial and knowledge transfer projects to establish a system of indicators for assessing actions aimed at fostering diverse and inclusive projects Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026 - Q4 2029
OO 2.2 To consolidate knowledge transfer strategies and alliances to promote the EDI perspective in innovation and entrepreneurship projects	REC_31. Development and consolidation of strategic alliances in EDI (chairs), particularly with civil society organizations in the field of EDI to promote internal and external knowledge transfer Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually
	REC_32. Incorporation of diversity and inclusion in knowledge transfer and entrepreneurship events (diversity of speakers and accessibility, including subtitles, sign language, posters with audio transcription, etc.) Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually
	REC_33. Promotion of awards and recognitions for knowledge transfer projects that take EDI into account or are promoted by traditionally underrepresented groups (SpinUOC Dona, Dona Rural, etc.) Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually
	REC_34. To establish communication and visibility actions for science and technology-based EDI entrepreneurship Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026, annually



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Operational objective	Action
	REC_35. Promotion of industrial doctoral degrees to achieve greater diversity of profiles, taking EDI factors into account Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026 - Q4 2029
	REC_36. Analysis of the creation of new training and entrepreneurship programmes to drive projects led by women and other underrepresented groups (In-Lab, PRIMER Dona proposal study) Owner: Knowledge Transfer, Entrepreneurship and Open Science Execution: Q1 2026 - Q4 2026
	REC_37. Support for integrating the EDI perspective into the development and roll-out of UOC Nexus Owners: Equality, Diversity and Inclusion Unit, Alliances and Community Execution: Q1 2027 - Q4 2027
OO 2.3 To contribute to the roll-out of OpenEU’s WP3 at the UOC and lead its community of practice	REC_38. Leadership in the mainstreaming of the Inclusive Gender Equality Plan and Policy in the OpenEU consortium (OpenEU project action) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q4 2029
	REC_39. Support and guidance in the implementation of the OpenEU WP3 actions at the UOC (OpenEU project action) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q4 2029
	REC_40. Coordination and facilitation of the OpenEU IGEP community of practice Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q4 2029



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System for monitoring and assessing the strategy

To address this, the 2026-2029 plan includes a core set of specific actions aimed at coordinating the monitoring and assessment of all actions (coordination pillar). This includes 9 operational objectives and more than 30 actions specifically aimed at defining, collecting, processing and publishing all monitoring and assessment data related to the UOC’s EDI policies. This information must be systematized and presented through digital platforms to enable intuitive and interactive data visualization. At the same time, it includes measures to strengthen the coordination of the Monitoring Committee, foster interdepartmental cooperation and ensure effective planning of the transition from current equality plans to the design of future equality plans.



NOTE
The assessment of the previous plan identified a need for more systematized and automated equality and diversity data at the UOC. Given that this is a critical need affecting several operational groups, it was deemed essential that the databases related to the plan be integrated into a shared, agile, accessible and transparent dashboard.



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Strategic objective 1.

To ensure efficient and cross-cutting governance of the Equality, Diversity and Inclusion Plan

Operational
objective

Action

OO 1.1

To create a stable and cross-cutting structure to coordinate the EDI Plan

COOR_01. Design of the governance of the Equality, Diversity and Inclusion Plan based on the UOC organizational chart

Owner: Equality, Diversity and Inclusion Unit
Execution: Q1 2026

COOR_02. Creation of the Equality, Diversity and Inclusion Committee

Owner: Equality, Diversity and Inclusion Unit
Execution: Q2 2026 - Q3 2026

COOR_03. Preparation, at the beginning of the year, of an annual calendar with key milestones and scheduled meetings, including meetings of pillar leaders, the Monitoring and Assessment Committee and the EDI Committee, and a review of the work of each pillar

Owner: Equality, Diversity and Inclusion Unit
Execution: Q1 2026, annually

COOR_04. Organization of semi-annual coordination meetings with the Monitoring and Assessment Committee (follow-up with trade unions is conducted only in the organization pillar)

Owner: Equality, Diversity and Inclusion Unit
Execution: Q1 2026, six-monthly

COOR_05. Organization of coordination meetings with pillar leaders

Owner: Equality, Diversity and Inclusion Unit
Execution: Q1 2026, six-monthly

COOR_06. Organization of meetings of the Equality, Diversity and Inclusion Committee

Owner: Equality, Diversity and Inclusion Unit
Execution: Q1 2026, six-monthly

COOR_07. Organization of meetings of the Negotiating Committee for the 2030-2033 Equality, Diversity and Inclusion Plan

Owner: Equality, Diversity and Inclusion Unit; Personnel, Employees’ Legal Representatives
Execution: Q4 2028 - Q4 2029



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Operational objective	Action
OO 1.2 To facilitate inter-pillar communication and accountability to institutional bodies	COOR_08. Design of a semi-annual monitoring report for each pillar (pillar, action and status: pending, in progress, completed) Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026, six-monthly
	COOR_09. Establishment of a drive with shared access to: monitoring reports, minutes of sessions, documents, resources and ongoing cross-cutting projects Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026
	COOR_10. Preparation of the UOC’s Equality, Diversity and Inclusion Annual Report Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2026 (annual)
	COOR_11. Organization of an annual accountability session during which the annual report is presented and distributed to everyone involved in implementing the plan Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027, annually
	COOR_12. Organization of an accountability session with the Governing Council through the annual report Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2027, annually
	COOR_13. Organization of an annual feedback session led by each pillar leader with their team to assess and improve the governance and implementation of their respective pillars of the Equality, Diversity and Inclusion Plan Owners: Equality, Diversity and Inclusion Unit and pillar leaders Execution: Q4 2026, annually



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Strategic objective 2.

To ensure a coordinated and participatory monitoring and assessment system on the state of equality, diversity and inclusion at the UOC

Operational objective	Action
OO 2.1 To identify a set of indicators, metrics and definitions to design a data-based monitoring and assessment model	COOR_14. Development of a glossary of concepts, which will be subject to monitoring and assessment, to provide unequivocal, agreed and consistent definitions throughout the data system Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q3 2026
	COOR_15. Definition and consensus of the KPIs for the Equality, Diversity and Inclusion Plan and the state of EDI at the UOC, including a definition of each of these indicators Owner: Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q2 2026
OO 2.2 To ensure that KPI data exist and are properly located, and that mechanisms are in place for regular collection and monitoring	COOR_16. Mapping and documentation of data and data owners to identify the correct data sources Owners: Data protection officer and Equality, Diversity and Inclusion Unit Execution: Q1 2026 - Q2 2026
	COOR_17 Definition of the Discovery work team that assesses and identifies challenges and limitations in data availability Owner: Data protection officer Execution: Q1 2026 - Q4 2026
	COOR_18. Establishment of governance mechanisms to ensure data quality and control Owners: Equality, Diversity and Inclusion Unit and Data Office Execution: Q1 2026 - Q2 2026
OO 2.3 To transform the raw data collected into useful, structured information, ready to be analysed and presented	COOR_19. Qualification and validation of data sources Owner: Data protection officer Execution: Q3 2026 - Q3 2027
	COOR_20 Definition and integration of the data flow Owner: Data protection officer Execution: Q3 2026 - Q3 2027



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Operational objective	Action
	COOR_21 Design of the data structure and model Owner: Data protection officer Execution: Q3 2026 - Q3 2027
	COOR_22 Ensuring data availability in an accessible, useful and scalable format for analysis and use Owner: Data protection officer Execution: Q4 2026 - Q3 2027
	COOR_23 Definition and implementation of security rules to control which users and groups can view, interact with and edit reports (access levels) Owners: Equality, Diversity and Inclusion Unit and Data Governance Execution: Q1 2027 - Q4 2027
	COOR_24. Design of a report (dashboard) to monitor and assess the actions set out in the plan and ensure transparency Owners: Data protection officer and Equality, Diversity and Inclusion Unit Execution: Q3 2027 - Q4 2027
	COOR_25. Definition of indicators for inclusion in the annual monitoring (EDI Annual Report) and mid-term assessment reports Owners: Equality, Diversity and Inclusion Unit and Quality Office Execution: Q1 2026 - Q2 2026
	COOR_10. Preparation of the UOC’s Equality, Diversity and Inclusion Annual Report Owner: Equality, Diversity and Inclusion Unit Execution: annual
	COOR_26. Preparation of the mid-term assessment of the plan (2027) Owner: Equality, Diversity and Inclusion Unit Execution: Q2 2027 - Q4 2027
OO 2.4 To present indicators and KPIs in a clear and accessible way for decision-making and assessment	COOR_27. Incorporation of the EDI perspective within the research area’s internal dashboard Owner: Office of the Deputy General Manager for Research, Knowledge Transfer and Entrepreneurship Execution: Q1 2027 - Q1 2028



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Strategic objective 3.
To ensure proper coordination between the implementation of the 2026-2029 plan and the development of the 2030-2033 plan

Operational objective	Action
OO 3.1 To assess the implementation of the 2026-2029 plan and draw conclusions to inform the development of the new plan	COOR_28. Design of the objectives and structure of the final assessment report for the 2026-2029 plan, including collective bargaining of the organization pillar within the framework of the Monitoring and Assessment Committee Owners: Equality, Diversity and Inclusion Unit and Personnel Execution: Q2 2028
	COOR_29. Preparation of the final assessment report for the 2026-2029 Equality, Diversity and Inclusion Plan, including collective bargaining of the organization pillar within the framework of the Monitoring and Assessment Committee Owners: Equality, Diversity and Inclusion Unit and Personnel Execution: Q2 2028 - Q4 2028
	COOR_30. Dissemination of the results of the final assessment report on the Equality, Diversity and Inclusion Plan among the UOC community Owner: Equality, Diversity and Inclusion Unit Execution: Q4 2028
OO 3.2 To diagnose the UOC’s situation from an EDI perspective prior to the development of the new plan	COOR_31. Identification of indicators, data to be collected and qualitative and quantitative methodologies for the development of the 2029 EDI analysis, including collective bargaining of the organization pillar within the framework of the Monitoring and Assessment Committee Owners: Equality, Diversity and Inclusion Unit and Personnel Execution: Q3 2028
	COOR_32. Development of the 2029 EDI analysis, including collective bargaining of the organization pillar within the framework of the Monitoring and Assessment Committee Owners: Equality, Diversity and Inclusion Unit, Personnel and Negotiating Committee Execution: Q4 2028 - Q1 2029
	COOR_33. Dissemination of the 2029 EDI analysis Owner: Equality, Diversity and Inclusion Unit Execution: Q2 2029



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Operational objective	Action
OO 3.3 To develop the 2030-2033 Equality, Diversity and Inclusion Plan in alignment with the results of the EDI assessment and analysis	COOR_34. Development of the matrix of actions, governance and timeline, including collective bargaining of the organization pillar within the framework of the Negotiating Committee Owners: Equality, Diversity and Inclusion Unit, Personnel and Negotiating Committee Execution: Q2 2029 - Q3 2029
	COOR_35. Proposal for the new monitoring and assessment system, taking the results of the previous assessment into account Owners: Equality, Diversity and Inclusion Unit, Personnel and Negotiating Committee Execution: Q3 2029
	COOR_36. Drafting of the definitive plan, including collective bargaining of the organization pillar within the framework of the Negotiating Committee Owners: Equality, Diversity and Inclusion Unit, Personnel and Negotiating Committee Execution: Q3 2029 - Q4 2029

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