

Gender Equality Plan | 2022-2026



Table of Contents

List of Tables	3
List of Acronyms.....	4
INESC TEC's Corporate Organisation.....	4
General Acronyms/Abbreviations	5
1. Introduction	7
1.1. Background.....	7
1.2. Main principles and objectives.....	10
1.3. Methodological approach for the GEP	11
1.4. Structure	11
2. Diagnosis of the current situation	13
2.1. Executive summary.....	13
2.2. Key indicators and gender figures	16
Collaborators' overview.....	16
Applications and selection.....	21
R&D performance	22
Rewarding and career advancement.....	25
Leadership and decision-making positions.....	31
Leaves and absences	32
Data to be collected in the future: what should we monitor?	33
2.3. Gender awareness, sensitivity, and perceptions	33
3. Action Plan	39
3.1. Introduction	39
3.2. Awareness-raising and competence development	40
3.3. Organisational culture and work-life balance.....	45
3.4. Recruitment, selection and career progressing support	48
3.5. Leadership and decision-making positions.....	50
3.6. Preventing and combating sexual and gender-based harassment.....	52
3.7. Integrating gender in research	54
4. Next steps	56
4.1. Time Scope and Revision	56
4.2. Monitoring	56
4.3. Common Goal and Responsibility	56
5. Glossary.....	58

List of Tables

Table 1 - Overview on INESC TEC collaborators by sex (September 2021)	17
Table 2 - Integrated HR by sex per domain/area (September 2021).....	17
Table 3 - Integrated HR by sex per centre/service (September 2021)	18
Table 4 - Students enrolled in the first year of the first degree in the University of Porto in 2020/2021 by sex and degree (ordered by the percentage of female students). The most relevant degrees for the areas of application of INESC TEC are highlighted.	19
Table 5 - Integrated HR by sex and academic qualification (September 2021).....	19
Table 6 - Collaborators per professional category by sex (September 2021).....	20
Table 7 - Collaborators per functional level by sex (September 2021).....	20
Table 8 - Academic staff per position in the academic career by sex (September 2021)	21
Table 9 - Applications and selected candidates by sex (calls open between January and September 2021)	22
Table 10 - Number of publications authored by INESC TEC collaborators by sex from January 2020 to September 2021.....	23
Table 11 - Number of INESC TEC collaborators by sex per number of publications (from January 2020 to September 2021)	23
Table 12 - Seniority of INESC TEC collaborators with at least 1 publication from January 2020 to September 2021 by sex	24
Table 13 - Project leaders by sex (projects that were active in 2021).....	24
Table 14 - Project revenue distribution by sex of the project leader ² (projects that were active in 2021).....	25
Table 15 - Seniority of project leaders of projects in Table 13 by sex (projects that were active in 2021)	25
Table 16 - Type of connection to INESC TEC of the profiles analysed (between 2019 and 2021).....	26
Table 17 – Average age, seniority and salary by sex and type of connection to INESC TEC (between 2019 and 2021)	26
Table 18 - Salary increase by sex (between 2019 and 2021).....	28
Table 19 – Salary by functional level and sex of the analysed profiles (between 2019 and 2021)	29
Table 20 - Yearly bonus by functional level and sex (in 2020 and 2021).....	30
Table 21 - Variation in functional level by sex (between 2019 and 2021).....	30
Table 22 - Collaborators in management positions by sex (September 2021).....	31
Table 23 - Statutory Bodies by sex (September 2021).....	32
Table 24 - Absences for medical and parental leaves by sex (from January to December 2021)	32

List of Acronyms

INESC TEC's Corporate Organisation

AG: Management Support	<i>(Apoio à Gestão)</i>
AJ: Legal Support	<i>(Apoio Jurídico)</i>
BoD: Board of Directors	
CA: Board of Directors	<i>(Conselho de Administração)</i>
CAP: Applied Photonics Centre	<i>(Centro de Fotónica Aplicada)</i>
CBER: Biomedical Engineering Research Centre	<i>(Centro de Investigação em Engenharia Biomédica)</i>
CE: Executive Board	<i>(Comissão Executiva)</i>
CEGI: Industrial Engineering and Management Centre	<i>(Centro de Engenharia e Gestão Industrial)</i>
CESE: Enterprise Systems Engineering Centre	<i>(Centro de Engenharia de Sistemas Empresariais)</i>
CF: Accounting and Finance	<i>(Contabilidade e Finanças)</i>
CG: Management Control	<i>(Controlo de Gestão)</i>
CITE: Innovation, Technology and Entrepreneurship Centre	<i>(Centro para a Inovação, Tecnologia e Empreendedorismo)</i>
CPES: Power and Energy Systems Centre	<i>(Centro de Sistemas de Energia)</i>
CRACS: Advanced Computing Systems Centre	<i>(Centro de Sistemas de Computação Avançada)</i>
CRAS: Robotics and Autonomous Systems Centre	<i>(Centro de Robótica e Sistemas Autónomos)</i>
CRIIS: Robotics in Industry and Intelligent Systems Centre	<i>(Centro de Robótica Industrial e Sistemas Inteligentes)</i>
CTM: Telecommunication and Multimedia Centre	<i>(Centro de Telecomunicações e Multimédia)</i>
DPO: Data Protection Office	
HASLab: High-Assurance Software Lab	<i>(Laboratório de Software Confiável)</i>
HumanISE: Human-Centred Computing and Information Science	<i>(Computação Centrada no Humano e Ciência da Informação)</i>
LIAAD: Artificial Intelligence and Decision Support Centre	<i>(Laboratório de Inteligência Artificial e Apoio à Decisão)</i>
RH: Human Resources	<i>(Recursos Humanos)</i>
SAAF: Funding Opportunities Office	<i>(Serviço de Apoio à Angariação de Financiamentos)</i>
SAL: Technology Licensing Office	<i>(Serviço de Apoio ao Licenciamento)</i>
SAS: Systems Administration Service	<i>(Serviço de Administração de Sistemas)</i>
SCOM: Communication Service	<i>(Serviço de Comunicação)</i>
SGL: Infrastructures Maintenance Service	<i>(Serviço de Gestão de Infraestruturas)</i>
SIG: Management Information Systems Service	<i>(Serviço de Informática de Gestão)</i>
SRC: Networks and Communications Service	<i>(Serviço de Redes e Comunicação)</i>
SRI: International Relations Service	<i>(Serviço de Relações Internacionais)</i>

General Acronyms/Abbreviations

Avg: Average

BIP: INESC TEC's magazine

Commission: Diversity & Inclusion Commission

D&I: Diversity & Inclusion

GEP: Gender Equality Plan

GTIG: Working Group for Gender Equality + Diversity and Inclusion (*Grupo de Trabalho para a Igualdade de Género*)

HR: Human Resources

O: Other typologies of projects (*Outras tipologias*)

OID: Other Research and Development projects (*Outros Investigação e Desenvolvimento*)

PN-FCT: National projects funded by FCT (*Projetos Nacionais Financiados pela Fundação para a Ciência e a Tecnologia*)

PN-P2020: National projects Portugal 2020 (*Projetos Nacionais Portugal 2020*)

PN-PICT: Integrated National Programmes for Science and Technology (*Programas Integrados de Ciência e Tecnologia*)

PUE-DIV: Miscellaneous European Projects (*Projetos Europeus Diversos*)

PUE-H2020: European Projects H2020 (*Projetos Europeus H2020*)

R&D: Research & Development

R&I: Research & Innovation

SERV-INT: Provision of services to international entities (*Prestação de Serviços com entidades internacionais*)

SERV-NAC: Provision of services to national entities (*Prestação de Serviços com entidades nacionais*)

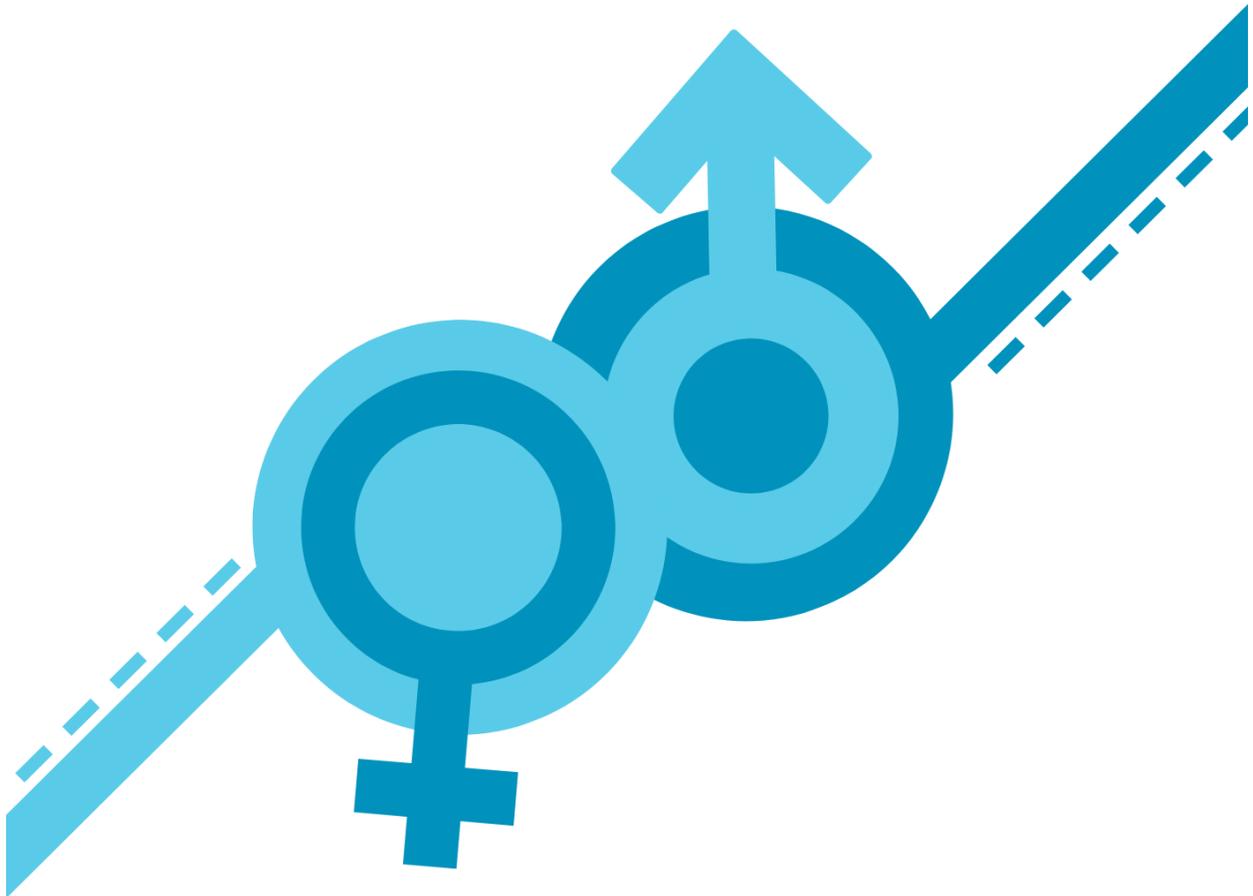
SERV-UE: Provision of services to entities from the European Union (*Prestação de Serviços com entidades da União Europeia*)

STEM: Science, Technology, Engineering and Mathematics

TRL: Technology Readiness Level

1

Introduction



1. Introduction

1.1. Background

According to the United Nations, gender equality "*refers to the equal rights, responsibilities and opportunities of women and men, girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.*"¹ It is, in essence, "*the absence of discrimination on the basis of a person's sex in opportunities, the allocation of resources and benefits, or access to services.*"²

Gender equality is, therefore, an essential human right.

At European level, Article 8 of the Treaty on the Functioning of the European Union states that "*in all its activities, the Union shall aim to eliminate inequalities, and to promote equality, between men and women.*"

The EU "**Gender Equality Strategy 2020-2025**" (COM (2020) 152 final, 5.3.2020) presents policy objectives and actions with the aim to instil substantial progress towards gender equality by 2025. The main goal is to have a Union where women and men, girls and boys are free to follow their selected path in life and have equal opportunities. The strategy uses a dual approach, whereby gender mainstreaming is combined with other targeted actions, while intersectionality remains a horizontal principle for its implementation. The key principles for this strategy are:

- End gender-based violence;
- Challenge gender stereotypes;
- Close the gender gap within the labour market;
- Attain equal participation across different sectors;
- Tackle the gender pay and pension gap;
- Tackle the gender care gap;
- Attain a gender balance in decision making and politics.

More recently, the **Ljubljana Declaration on Gender Equality in Research and Innovation**, in the scope of the Slovenian Presidency of the Council of the EU, reinforces that "*achieving gender equality is one of the core, shared values of the **new European Research Area (ERA)**. Combatting existing gender inequalities has the full support of the endorsing parties of the Ljubljana Declaration, to ensure that Research and Innovation (R&I) policies on all levels, European, national, and regional, are fair and inclusive in the broadest sense, through open and transparent involvement of all relevant actors.*

¹ Source: UN Women, *Concepts and definitions*.

www.un.org/womenwatch/osagi/conceptsanddefinitions.htm#:~:text=Equality%20between%20women%20and%20men,men%20and%20girls%20and%20boys

² Source: WHO Regional Office for Europe, *Gender: definitions*. www.euro.who.int/en/health-topics/health-determinants/gender/gender-definitions

*We stress the importance of gender equality objectives, including gender equality in research careers, gender balance in decision-making, and the integration of the gender dimension in research and innovation content. We recognise gender equality as a driver for optimal and sustainable research and technological systems. We, therefore, must ensure that gender equality and inclusiveness are central to the **Pact for R&I in Europe**, and across its links with complementary European initiatives such as through higher education, innovation ecosystems, international cooperation and Cohesion policy funds.”*

At the Portuguese national level, several legal instruments towards gender equality have been approved along the years, with increasing scope of its application and mandatory nature, however limited to the state business sector, followed by recommendations to the private sector in the scope of social responsibility, combined with diffusion of best practices and Equality awards. RCM no. 19/2012, of 8 March, determined for the first time the obligation of companies in the state business sector (SEE) to adopt Plans for Equality *"tending to achieve (...) an effective equality of treatment and opportunities between men and women, eliminating discrimination and allowing conciliation of personal, family and professional life"*. This Resolution also included, for the first time in Portugal, a recommendation to private sector listed companies to adopt *"(...) Plans for Equality and measures, namely self-regulation and evaluation, that lead to the objective of plural presence of women and men in management and supervisory positions"*. Law no. 62/2017, in force since January 1st, 2018, establishes the regime of balanced representation between women and men in the management and supervisory bodies of entities in the State business sector and listed companies. In the specific context of research organisations and higher education institutions, the concerns with gender equality have gained a significantly higher importance over the last years, although there is still much to be done.

At INESC TEC, the Board of Directors (BoD) has made a commitment to ensure gender equality, reinforcing the need to have this concern run deeply throughout the institution's policies and culture, paving solid paths in matters of gender balance³, bearing in mind the promotion of equal opportunities for all its collaborators in the pursuit of their professional ambitions, well-being, and work-life balance. This need has been reinforced by the European Commission's requirement for the Horizon Europe funding programme for research and innovation, which now requires R&D institutions to have a Gender Equality Plan (GEP) in order to be eligible for funding opportunities.

The first step towards that direction was the creation of a Diversity & Inclusion (D&I) Commission at INESC TEC. Following the presentation of the Report of the Working Group for Gender Equality + Diversity and Inclusion (GTIG), which took place on the 15th of July 2021, the BoD of INESC TEC approved the creation of the Commission and its governance model, whose main objective is to propose and implement a D&I program, with gender equality as a priority concern.

The Diversity & Inclusion Commission of INESC TEC is composed by five elements:

- President: Beatriz Brito Oliveira (R&D Academic Staff - CEGI)
- Ana Lopes (Structure Employee - HR)

³ Gender balance is defined as *"human resources and equal participation of women and men in all areas of work, projects or programmes."* Source: European Institute for Gender Equality, *Glossary & Thesaurus: gender balance*.
<https://eige.europa.eu/thesaurus/terms/1148>

- Nuno Moniz (R&D Employee - LIAAD)
- Tiago Silva (Structure Employee - CG)
- Sheila Góis Habib (Structure Employee - SRI)

To support the Commission's work, two Advisory Groups were created, composed of internal and external members. The Internal Advisory Group is composed by ten members that were specifically chosen to ensure the representativeness of the various diversity dimensions that exist in the organisation. These members are:

- Ahmed Adel Fares (LIAAD)
- Duarte Dias (CBER)
- Francisco Azevedo (SCOM)
- Joana Dumas (LIAAD)
- João Marco Silva (HASLAB)
- Mafalda Reis Pereira (CRIIS)
- Nabila A'sad (CEGI)
- Nayara Freitas (CPES)
- Paula Raissa (LIAAD)
- Tiago Gonçalves (CTM)

The main mission of this Internal Advisory Group is to support the Commission, through regular brainstorming sessions, where the proposed lines of action can be discussed and validated. As this GEP is being presented, the Commission has obtained feedback on the survey conducted prior to its release, as well as on some of the measures that are included in the Action Plan (Section 3 of this document).

On the other hand, there is the External Advisory Group. This group is composed by key players in the diversity and inclusion field. With their support, the Commission aims to get strategic counselling, benefiting from their vast experience. The external members are:

- Luísa Pinto ([School of Economics and Management of the University of Porto](#))
- Mafalda Ferreira ([Associação Plano i](#))
- Mamadou Ba ([SOS Racismo](#))
- Marisa Matias ([RESET Project, Faculty of Psychology and Education Sciences of the University of Porto](#))
- Rodrigo Santos ([ACAPO](#))
- Teresa Summavielle ([i3S](#))

The Diversity & Inclusion Commission will have a mandate of two years, which started on the 24th of September of 2021. The Commission reports directly to the BoD and its activities are closely monitored by Graça Barbosa, as the member responsible for the Diversity and Inclusion area in INESC TEC's Board of Directors.

One of the first activities of the Commission was the development and proposal of this GEP, which aims to promote good practices within the scope of gender equality, in order to attain the defined gender equality objectives.

Besides the current plan, the Commission will also propose and implement a D&I Program at INESC TEC, focusing on other diversity dimensions. Through that Program, as well as this GEP, the Commission aims to promote and incorporate a culture of diversity and inclusion, based on the promotion of gender equality and respect for human rights in all activities of INESC TEC.

Based on the Commission's Proposal, the BoD approved the present Gender Equality Plan of INESC TEC, as a commitment instating concrete measures focused on the gender dimension, applicable to several organisational levels, which will be constantly monitored.

1.2. Main principles and objectives

In line with the above referred EU Gender Equality Strategy 2020-2025 and the Ljubljana Declaration on Gender Equality in Research and Innovation, the BoD commits INESC TEC and its community with the promotion of the following **Gender Equality Objectives**:

- Increase gender equality in all careers, with special focus on research careers;
- Increase gender balance in decision-making positions;
- Improve awareness and training on gender issues across the organisation;
- Challenge gender stereotypes and attain equal participation across different functions;
- Tackle the gender pay gap;⁴
- Tackle the gender care gap;⁴
- Improve the work-life balance of all members of INESC TEC community;
- Integrate the gender dimension in research and innovation content;
- Assume gender equality as a driver for optimal and sustainable research and technological systems;
- Prevent and combat gender-based violence and harassment.

Based on a diagnosis of gender concerns at INESC TEC, this GEP intends to suggest adequate measures and practices to be implemented within the institution, in a coordinated action between the BoD, INESC TEC's services, centres and TEC4s. These measures will serve the current mandate and will be subject to intermediate analysis on a yearly basis, as a mean to monitor their progress. Additionally, this GEP will be completely reviewed every two years – to be in line with the current BoD and the next elected Commission mandates, so that its members have the opportunity to review and re-define its priorities, if need be. However, considering its ambitious scope, it is expected that the current plan will be valid for a total duration of four years.

⁴ Defined in the Glossary (Section 5).

It is also desirable that this GEP covers all INESC TEC locations, to guarantee that these practices are applied and monitored in the whole institution, resulting in a cross-cut approach throughout the institute's various instruments and channels.

1.3. Methodological approach for the GEP

In the elaboration of the diagnosis section of this GEP, the Commission examined the sex-disaggregated indicators available and analysed the collaborators' perceptions obtained through a survey conducted.

For the Action Plan, the Commission looked at best practices, collaborators' suggestions submitted via e-mail and an anonymous suggestion box, and insights from the diagnosis conducted by the Commission to create a combination of careful, well-thought-out measures to be implemented at INESC TEC.

Taking into consideration the additional efforts that INESC TEC will allocate to executing the Action Plan, and dependent on the importance and urgency of the issues to be addressed, the priority are the measures that will be implemented in the course of this GEP's timeframe.

Being the first plan of its kind to be produced and carried out in the institute, the document proposes measures considered to be imperative. It is important to stress that, throughout its first mandate, this Commission will be focusing on measures classified as high priority, followed by the medium priority ones. As for the low priority measures, despite more likely being addressed in following GEPs, they were still included in this plan.

1.4. Structure

This GEP is divided into three main sections: **Diagnosis of the current situation**, **Action Plan** and **Next Steps**.

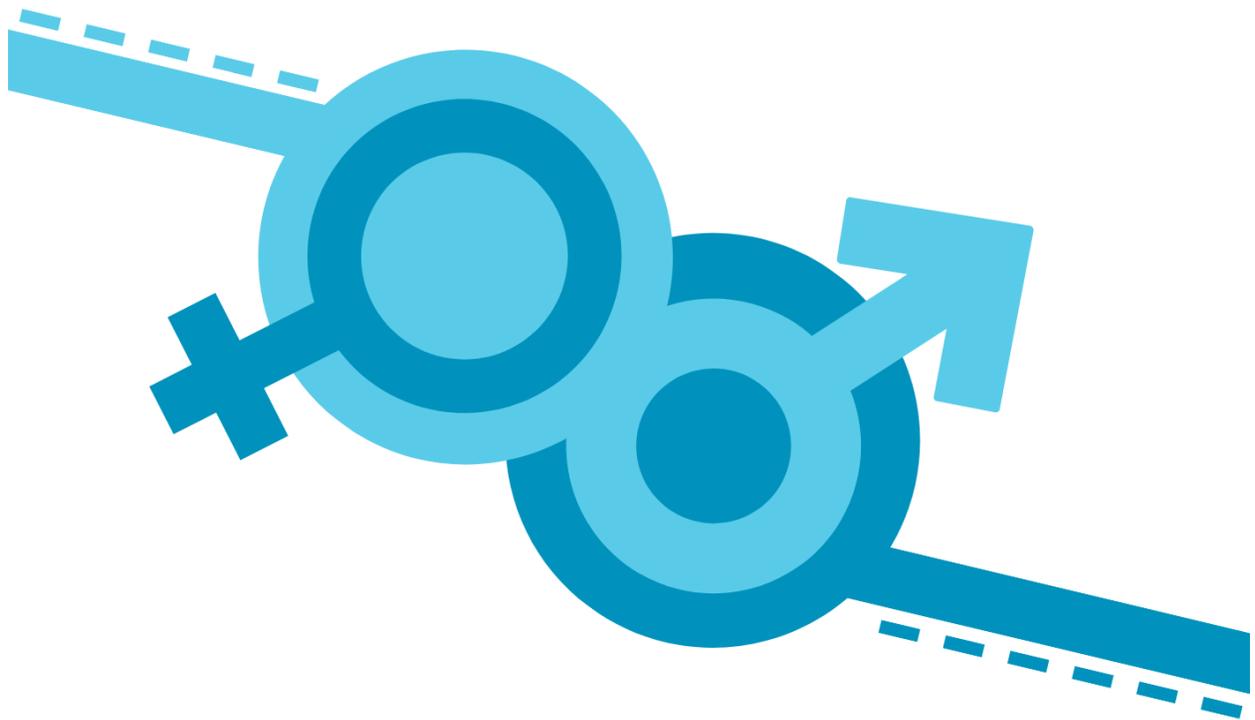
As the Commission began its work on this subject, it became clear that a deeper understanding on the perception of gender representation and inclusion at INESC TEC was necessary. For this purpose, the Commission started by analysing existing data inside the institute, namely through a detailed overview of INESC TEC's human resources groups and its representation levels. More on this can be found in Section 2) *Diagnosis of the current situation*, where key figures, indicators and current practices were explored to constitute the baseline for the Commission's work. This section also presents some results on gender awareness, sensitivity and perceptions, obtained by an online survey conducted at the end of 2021.

As a result of this study, from both prior data and new, a set of measures were proposed, which are detailed in Section 3) *Action Plan* and aggregated them in specific sections that are expected to promote equality of treatment and opportunities at INESC TEC, whilst improving work-life balance. These measures have been thoroughly discussed with the BoD, and were approved

Once this work and proposed measures were presented, further steps and call to action were identified in Section 4) *Next Steps*, which were also approved by the BoD.

2

Diagnosis of the current situation



2. Diagnosis of the current situation

This chapter presents a diagnosis of INESC TEC's current situation regarding gender equality. This assessment sits on three main components: a comprehensive analysis of key sex-disaggregated indicators and gender figures of the institution, with a focus on recent data depicting the current landscape (Section 2.2); an overview on existing formal and informal practices supporting gender equality (Section 2.3); and a review of the collaborators' perceptions collected by a survey, focusing on gender awareness and sensitivity (Section 2.4).

2.1. Executive summary

The diagnosis of INESC TEC's gender equality landscape is based on three main elements: the collection of sex-disaggregated indicators, current gender equality practices, and collaborators' perceptions. This executive summary presents the main conclusions, supported by the gathered data, of such diagnosis, with the details further discussed in the subsequent sections.

Key indicators and gender figures

Overview:

Overall, there is a significant difference in female representation between R&D (22%) and Structure (39%) positions. These values also vary amongst centres and domains in R&D, apparently in line with the pool of talent from which INESC TEC usually recruits. Another significant conclusion is that females are less represented in higher-ranking categories. The lack of female representation in higher positions in INESC TEC can be related to seniority and the evolution of the number of females in STEM in the past years. Nevertheless, this issue alone may not fully explain the situation.

Applications and selection:

Overall, the percentage of females selected matches the percentage of females applying to the analysed positions. However, there is a significant variation among centres and services, depending on the area. It should be noted that this data excludes management positions that are filled by appointment and not by open call.

R&D performance:

The Commission analysed R&D performance according to two important metrics: publications and projects. In summary, female collaborators publish less than what their overall representation would suggest. However, this may be explained by the fact that females at INESC TEC belong mostly to "junior" positions in R&D, which may not be directly translated from the years they have been conducting research at INESC TEC. Regarding projects, the difference between male and female project leaders is especially prominent for R&D services and consulting projects, which usually have higher technology readiness levels. Again, these results can also be explained by females being in more "junior" positions.

Rewarding and career advancement:

To provide a sex-disaggregated overview on salary and career advancement, the Commission looked at the data concerning employees that kept the type of connection to INESC TEC between 2019 and 2021. Regarding salary, on average males receive more than female collaborators throughout the three years. Age and time working at INESC TEC do not seem to fully explain these differences. Additionally, this gender pay gap is maintained within nearly all functional levels, with the exception of the lower-paying group, the only one where female collaborators have a higher average salary. There seems to be an opposite trend in yearly performance-related bonuses, which nevertheless represent less than a monthly salary. The reasons for these differences need to be further investigated. Regarding career advancement, there seems to be no significant difference between males and females both in salary increases and in changes in functional levels in 2019-2020 and 2020-2021.

Leadership and decision-making positions:

Despite some recent improvements, as stated before, in higher management and decision-making positions, female representation decreases. The reduced share of female collaborators in leadership can be related to female representation vis-à-vis seniority, as discussed, yet not exclusively. Looking at INESC TEC's Statutory Bodies, the absence of females in the Business Advisory Board is striking, and females are still underrepresented in BoD (11% vs. 27% within the institution). Otherwise, there is an adequate representation in the remaining Statutory Bodies.

Leaves and absences:

Overall, the institution's number of formal paid absences is significantly low when considering the number of collaborators (approximately 6% of collaborators in this scope applied for formal leaves). These results suggest that collaborators seize the working time flexibility that the institution offers for less extended absences (e.g., medical appointments or children caring duties). The main differences between male and female collaborators concern the duration of parental leaves. At INESC TEC, we can see that, on average, female collaborators had longer parental leaves (over five months, on average) than male collaborators (one month, on average). These results are expected since they correspond to the usual practices in Portugal concerning parental leaves. Nevertheless, it should be highlighted that the total parental leave of 120 days can be, by law, seized by either of the parents.

Data to be collected in the future:

Some important indicators were not yet developed or detailed due to the lack of relevant data or the ability to collect it in an adequate timeframe, namely concerning longer time series, disabilities, and finer details on medical and parental leaves. Additional efforts to develop tailored mechanisms to collect this data would be highly valuable to support future Action Plans.

Current practices for gender inclusion:

The most important gender inclusion practices in INESC TEC are related to providing a better work-life balance and flexibility to all collaborators, such as the flexible working hours in place at the institution.

Regarding parental leaves, the collaborators can require part-time or home office after maternity or paternity leave, and, for grant holders, INESC TEC provides the parental leave payment. Regarding data availability, recently, the overall sex-disaggregated figures of INESC TEC collaborators were made available to the community.

Gender awareness, sensitivity, and perception:

The D&I Commission designed and launched a confidential and anonymous survey proposed to all integrated collaborators in INESC TEC regarding their perceptions on diversity and inclusion at the institution. The analysed results presented in this GEP focus on 215 full responses corresponding to 25% of the integrated collaborators, and it delves into a characterisation of its most direct conclusions. It is divided into two parts: the characterisation of the responding population, and their opinion on several dimensions of Diversity & Inclusion at INESC TEC, especially focusing on gender.

The characterisation of the population of respondents focuses on seven dimensions: country of origin, connection to INESC TEC, religion, sex, gender, sexual orientation and disabilities. The opinions collected focused on perceptions and experiences, personal feelings, work-life balance, experiences of improper behaviour and D&I priorities for INESC TEC are:

- Overall, most respondents agree that INESC TEC offers a diverse and inclusive environment that is, in comparison with other organisations they have worked with/in, above average. Nevertheless, while most male respondents agree that gender equality is a reality in the organisation, most females either disagree or are unsure. There is also a relevant part of respondents that is either unsure or disagree that INESC TEC leaders are trained and committed to inclusion and diversity in all interactions. It should also be highlighted that, although the majority of both sexes agree they feel comfortable in reporting inappropriate comments, most respondents are unsure or do not know where such reports should be reported.
- Most respondents from both male and female groups agree (although with some differences in specific issues) that they feel they belong at INESC TEC, that their personal beliefs and identity are respected, their opinions count, their contributions are recognised, and that they are treated equally. Nevertheless, there is a share of respondents (more female than male) that report having been discriminated and/or having witnessed an act of discrimination (or more) towards a colleague.
- Regarding work-life balance, most respondents feel like they have a good work-life balance. A majority is comfortable in taking absent days when needed, although that is a feeling more prevalent with male than female respondents.
- Regarding observed or first-person experiences of harassment or improper behaviour throughout the entire duration of the collaborators' connection to INESC TEC, the most reported behaviours (observed and/or experienced) are offensive jokes or comments of a sexual nature, intrusive questions, and workplace bullying. Across these, the results indicate that females experience and observe more than males these types of harassment experiences.
- An analysis of topic priorities for INESC TEC shows that gender equality/equity is, overall, the D&I topic most times selected as a priority for INESC TEC by the respondents of both sexes.

2.2. Key indicators and gender figures

This section describes the key sex-disaggregated figures and indicators of INESC TEC. The following subsections describe in detail the collaborator's *"life cycle"* at the institution. An initial **overview** and context on the Human Resources of INESC TEC is provided, describing the different types of connections and positions, to allow having a realistic *"picture"* of the institution. Then, the Commission analysed **applications and selection processes** under a gender lens. Due to its importance in INESC TEC, a discussion on **R&D performance** metrics in sex-disaggregated data was also proposed. Additionally, there was a focus on **rewarding and career advancement**, as well as on **leadership and decision-making** positions. Finally, the Commission looked at sex-disaggregated data regarding **leaves and absences** for INESC TEC employees. At the end of this section, a proposal for discussing important **data that can be additionally collected in the future** and that should be monitored in the next edition of INESC TEC's GEP is presented.

Collaborators' overview

The goal of this section is to provide an overview of INESC TEC collaborators with data disaggregated by sex. Overall, the human resources (HR) in INESC TEC are divided into **integrated** and **non-integrated** HR. This division distinguishes those that have a stronger link with the institution (integrated HR) and those whose collaboration is more sporadic or context-dependent (non-integrated HR). The goal of this GEP is to reach out to all INESC TEC collaborators, regardless of the duration and magnitude of their connection, since the institution is made for and by all. Nevertheless, due to their more enduring links to the institution and easier access to key actionable elements such as compensation, integrated HR are the main focus of this analysis and a key target of the policies and measures proposed.

There are two main groups of integrated HR that should be considered, depending on the focus of their activities: R&D and Structure (support services and management). Within R&D and Structure, the activities of INESC TEC are organized in R&D Centres and Services, as well as broader Scientific Domains and Areas, respectively.

Regardless of the activity group, the type of connection to INESC TEC leads to another group division: employees (with an employment contract with INESC TEC), academic staff (higher education faculty employed by Universities or Polytechnic Institutes, connected to INESC TEC for their research activities), grant holders, and interns. Additionally, affiliated researchers do not have a job contract with INESC TEC yet are still connected for their research activities.

The next tables present the overall collaborators' data disaggregated by sex, focusing on the type of connection, centre or service, and domain or area. It should be noted that, although some collaborators are assigned to more than one service or centre with different time dedication, in these tables they appear only in one of the organisational elements to avoid duplication.

Table 1 - Overview on INESC TEC collaborators by sex (September 2021)

			Number		Percentage		
			Male	Female	Male	Female	
Integrated HR	Core Research Team	Employees	130	34	79%	21%	
		Academic Staff	156	29	84%	16%	
		Grant holders and Trainees	251	82	75%	25%	
		Sub-Total	537	145	79%	21%	
	Structure HR (Administrative and technical)	Employees	41	54	46%	54%	
		Grant holders and Trainees	1	0	100%	0%	
		Sub-Total	42	54	46%	54%	
	Affiliated Researchers		68	8	89%	11%	
	Total Integrated HR			647	207	76%	24%
	Total Non-Integrated HR			292	134	69%	31%
Total HR			939	341	73%	27%	

Table 2 - Integrated HR by sex per domain/area (September 2021)

			Number		Percentage	
			Male	Female	Male	Female
<i>R&D</i>	Networked Intelligent Systems	NIS	169	43	80%	20%
	Power and Energy	PE	77	12	87%	13%
	Industrial and Systems Engineering	ISE	126	48	72%	28%
	Computer Science	CS	218	65	77%	23%
	Total R&D			590	168	78%
<i>Structure</i>	Board and Advisors		14	5	74%	26%
	TEC4		10	0	100%	0%
	Business Development Services		8	9	47%	53%
	Organisation and Management Services		6	23	21%	79%
	Technical Support Services		19	0	100%	0%
	Total Structure			57	37	61%

Table 3 - Integrated HR by sex per centre/service (September 2021)

Domain / Area	Centre/ Service	Number		Percentage		
		Male	Female	Male	Female	
<i>R&D</i>	Networked Intelligent Systems	CTM	60	15	80%	20%
		CAP	35	7	83%	17%
		CRAS	60	11	85%	15%
		CBER	14	10	58%	42%
	Power and Energy	CPES	77	12	87%	13%
	Industrial and Systems Engineering	CESE	34	15	69%	31%
		CRIIS	54	5	92%	8%
		CEGI	32	24	57%	43%
		CITE	6	4	60%	40%
	Computer Science	HumanISE	81	19	81%	19%
		LIAAD	39	25	61%	39%
		CRACS	29	6	83%	17%
		HASLAB	69	15	82%	18%
<i>Structure</i>	Board and Advisors		14	5	74%	26%
	TEC4		10	0	100%	0%
	Business Development Services	SAL	3	0	100%	0%
		SAAF	1	1	50%	50%
		SRI	1	3	25%	75%
		SCOM	1	5	17%	83%
		DPO	2	0	100%	0%
	Organisation and Management Services	AG	0	1	0%	100%
		AJ	0	2	0%	100%
		CF	3	6	33%	67%
		CG	2	9	18%	82%
		RH	1	5	17%	83%
	Technical Support Services	SAS	4	0	100%	0%
		SIG	6	0	100%	0%
		SRC	3	0	100%	0%
		SGI	6	0	100%	0%

Looking in detail at Table 3 and Table 2, one can observe that there is a significant difference in female representation between R&D (22%) and Structure (39%). This is expected, mainly due to the usual ratios of females seen in STEM and, more specifically, in the areas of expertise of INESC TEC. This is also reflected on the differences between centres and domains, in R&D. In fact, these values are in line with the current picture in Portugal for the areas of expertise considered. Looking at the student population of the Faculty of Engineering of the University of Porto (Table 4), we can obtain a proxy of the “pool of talent” from which INESC TEC recruits. From Electrical and Informatics Engineering, the percentage of female students enrolling is still to this day below 20%, despite the increase in the past decades. On the other hand, looking

at Industrial Engineering and Management and Bioengineering (which also have a significant position in INESC TEC, although not as prominent as the other two), the percentage of female students ranges from 45% to 64%.

Table 4 - Students enrolled in the first year of the first degree in the University of Porto in 2020/2021 by sex and degree⁵ (ordered by the percentage of female students). The most relevant degrees for the areas of application of INESC TEC are highlighted.

<i>Degree</i>	Female	%	Male	%	Total
<i>Bioengineering</i>	285	64%	157	36%	442
<i>Chemical Engineering</i>	268	64%	148	36%	416
<i>Environmental Engineering</i>	106	57%	79	43%	185
<i>Industrial Engineering and Management</i>	226	45%	277	55%	503
<i>Materials Engineering</i>	58	36%	103	64%	161
<i>Civil Engineering</i>	226	27%	597	73%	823
<i>Mining and Geo-Environmental Engineering</i>	14	23%	46	77%	60
<i>Mechanical Engineering</i>	239	22%	868	78%	1 107
<i>Informatics and Computing Engineering</i>	172	19%	753	81%	925
<i>Electrical and Computer Engineering</i>	188	15%	1082	85%	1 270
<i>Faculty of Engineering Total</i>	1 782	30%	4 110	70%	5 892

When considering the academic qualifications of the HR, Table 5 shows that the percentage of females that are PhDs or PhD candidates is in line with the representation in R&D (see Table 2). The representation of females with MSc degrees is higher, probably due to the prominence of this sex and degree in the Structure positions.

Table 5 - Integrated HR by sex and academic qualification (September 2021)

		Number		Percentage	
		Male	Female	Male	Female
<i>Academic qualification</i>	3rd cycle (PhD)	279	68	80%	20%
	2nd cycle (MSc)	264	116	69%	31%
	1st cycle (BSc)	70	16	81%	19%
	Other levels	34	7	83%	17%
<i>On-going qualification</i>	3rd cycle (PhD)	156	65	71%	29%

Table 6 shows the disaggregated data by sex when considering the professional category of collaborators with an employee or academic staff type of connection, and Table 7 summarizes the results of Table 6 per functional level. Additionally, Table 8 focuses on the position of academic staff within the academic career.

⁵ Source: University of Porto (2021), *Estudantes inscritos na U.Porto em ciclos de estudos (cursos conferentes de grau) no ano letivo 2020/2021*. Gabinete de Avaliação e Qualidade (12 novembro de 2021).

https://sigarra.up.pt/up/pt/conteudos.service.conteudos_cont?pct_id=34039&pv_cod=27M9aaa4UyJa

These three tables aim to show how both sexes are represented according to the career advancement, for these two types of connection. Table 6 and Table 7 highlight that higher-ranking categories have lower female representation (such as Directors, or the highest functional levels N0 and N1), which is a topic that will be further discussed. There is a similar trend in Table 8: among academic staff, only one in twenty-nine Full Professors or Principal Coordinating Professors is a female (3%). However, it should be noted that, while INESC TEC can have influence on the career advancement of its employees, the institution cannot control the advancement in the academic career of academic staff.

Table 6 - Collaborators per professional category by sex (September 2021)

<i>Professional Category</i>	Functional Level	Number		Percentage	
		Male	Female	Male	Female
<i>Director</i>	N0	15	1	94%	6%
<i>Coordinating Researcher</i>	N1	44	5	90%	10%
<i>Coordinating Specialist Technician</i>	N1	1	1	50%	50%
<i>Senior Researcher</i>	N2	126	31	80%	20%
<i>Senior Specialist Technician</i>	N2	4	2	67%	33%
<i>Assistant Researcher</i>	N3	47	23	67%	33%
<i>Specialist Technician III</i>	N3	6	5	55%	45%
<i>Executive Assistant</i>	N4		5	0%	100%
<i>Researcher</i>	N4	60	6	91%	9%
<i>Development Technician II</i>	N4	2		100%	0%
<i>Specialist Technician II</i>	N4	8	9	47%	53%
<i>Administrative Assistant</i>	N5		10	0%	100%
<i>Development Technician I</i>	N5	2		100%	0%
<i>Specialist Technician I</i>	N5	12	21	36%	64%
<i>Operational Technician II</i>	N5	3		100%	0%
<i>Operational Technician I</i>	N6	3		100%	0%

Table 7 - Collaborators per functional level by sex (September 2021)

<i>Functional Level</i>	Number		Percentage	
	Male	Female	Male	Female
<i>N0</i>	15	1	94%	6%
<i>N1</i>	45	6	88%	12%
<i>N2</i>	130	33	80%	20%
<i>N3</i>	53	28	65%	35%
<i>N4</i>	70	20	78%	22%
<i>N5</i>	17	31	35%	65%
<i>N6</i>	3	0	100%	0%

Table 8 - Academic staff per position in the academic career by sex (September 2021)

<i>Position in the academic career</i>	Number		Percentage	
	Male	Female	Male	Female
<i>Full Professor or Principal Coordinating Professor</i>	28	1	97%	3%
<i>Associated Professor or Coordinating Professor</i>	81	13	86%	14%
<i>Assistant Professor or Adjunct Professor</i>	159	46	78%	22%
<i>Teaching Assistant</i>	11	5	69%	31%

The lack of female representation in higher positions in INESC TEC, especially in R&D functions, can be related to seniority and to the evolution of the number of females in STEM in the past years. However, this issue alone may not explain the entire situation, since higher positions at INESC TEC are often by appointment and do not require open calls and selection processes. Moreover, seniority is not necessarily connected to appointments: the process is designed to be more merit-based. Nevertheless, these processes could be revised to further promote transparency and accountability. Recently, an additional attention to this situation has been devoted to new appointment cases, and the need to expand the pool of possible female candidates has been recognised as critical.

Applications and selection

The goal of this section is to understand whether there are signs of gender biases in selection processes. For that, the data presented is disaggregated by sex and domain/area concerning applications and selected candidates in all calls opened between January and September 2021. Additionally, it would be interesting to understand whether there are issues with targeting both sexes equally in the application processes. Nevertheless, there is, for now, a lack of data to conduct that analysis.

In Table 9, it is possible to notice that, overall, the percentage of females selected matches the percentage of females applying to the positions. However, there is a large variation among centres and services, depending on the area. It should be noted that this data only concerns positions filled by an open call, where people can apply and there is a jury that selects the best candidate. This excludes management positions that are filled by appointment and not open call.

Table 9 - Applications and selected candidates by sex (calls open between January and September 2021)

			Number				Percentage			
			Applications		Selected		Applications		Selected	
			Male	Female	Male	Female	Male	Female	Male	Female
R&D	Networked Intelligent Systems	CTM	41	9	11	5	82%	18%	69%	31%
		CAP	17	5	3	1	77%	23%	75%	25%
		CRAS	33	10	18	1	77%	23%	95%	5%
		CBER	10	4	4	3	71%	29%	57%	43%
	Power and Energy	CPES	175	31	19	5	85%	15%	79%	21%
	Industrial and Systems Engineering	CESE	38	7	5	5	84%	16%	50%	50%
		CRIIS	15	5	8	0	75%	25%	100%	0%
		CEGI	15	5	3	1	75%	25%	75%	25%
	Computer Science	HumanISE	62	21	12	6	75%	25%	67%	33%
		LIAAD	48	16	9	4	75%	25%	69%	31%
		CRACS	6	5	2	0	55%	45%	100%	0%
		HASLAB	80	16	36	8	83%	17%	82%	18%
	Special projects	PE	17	42	0	1	29%	71%	0%	100%
	Total R&D			557	176	130	40	76%	24%	76%
Structure	Business Development Services	SRI	31	48	0	2	39%	61%	0%	100%
		SCOM	32	55	1	1	37%	63%	50%	50%
	Total Structure			63	103	1	3	38%	62%	25%
Total			620	279	131	43	69%	31%	75%	25%

R&D performance

In this section, an analysis to the differences in performance (within R&D roles) between male and female collaborators is provided. The focus is on two key metrics in R&D: the number of publications and project management as project leaders.

Table 10 shows the number of publications authored by INESC TEC collaborators between January 2020 and September 2021, disaggregated by sex. These results seem to indicate that females publish less than expected: there are only 14% of publications authored by female collaborations vs 22% females in R&D (see Table 2). However, this may be explained by females being less represented in higher-ranking positions (see Table 6) and not a direct result of an under-performance in research. In fact, when only the first author is considered (usually the person that invests more time in the paper and is usually less advanced in the career, e.g., a PhD candidate), the percentage is in line with female representation (Table 10).

Table 10 - Number of publications authored by INESC TEC collaborators by sex from January 2020 to September 2021

Author order	Number		Percentage	
	Male	Female	Male	Female
<i>1st author</i>	467	122	79%	21%
<i>Other order</i>	2161	318	87%	13%
Total	2628	440	86%	14%

Table 11 shows the number of collaborators whose publications appear in Table 10, disaggregated by sex and number of publications. Adding to the previous point, we see that female representation in the category “1 paper” (more common for more junior positions) is higher. More specifically, if we consider collaborators that have “published up to 4 papers”, females represent 80 in 310 (26%), which is the expected percentage considering women’s representation in R&D.

Table 11 - Number of INESC TEC collaborators by sex per number of publications (from January 2020 to September 2021)

Number of publications	Number		Percentage	
	Male	Female	Male	Female
<i>1</i>	88	38	70%	30%
<i>2</i>	64	14	82%	18%
<i>3</i>	41	12	77%	23%
<i>4</i>	37	16	70%	30%
<i>5 to 10</i>	102	22	82%	18%
<i>11 to 20</i>	51	10	84%	16%
<i>More than 20</i>	20	0	100%	0%

When considering the seniority of the collaborators that have published in this period (Table 12), it can be seen that female representation decreases for higher seniority levels (more than 15 years). However, it should be noticed that female representation in the category “5 to 10 years” is higher than the average and this category represents a middle-level position where publication metrics are usually significant. This may indicate that females are in more junior positions than males are (and publish according to that level) despite being in the institution for a reasonable number of years. These results should be analysed in more detail in future diagnoses.

In conclusion, females publish less than what their overall representation would suggest. However, this may be explained by the fact that females belong more to “junior” positions in R&D, which may not be directly translated from the years they have been conducting research at INESC TEC.

Table 12 - Seniority of INESC TEC collaborators with at least 1 publication from January 2020 to September 2021 by sex

Seniority (years in INESC TEC)	Category size	Number		Percentage	
		Male	Female	Male	Female
0 to 5	25%	103	28	79%	21%
5 to 10	38%	140	57	71%	29%
10 to 15	23%	100	18	85%	15%
15 to 40	13%	60	9	87%	13%

Regarding projects and their leaders, we considered funding and projects whose leader is independent of the management position (e.g., pluriannual funding that is assigned to Centre Coordinators), so that we could provide an independent metric of performance. Table 13 shows that females lead fewer projects than expected: only 13% of project leaders are females (vs. 22% females in R&D - see Table 2). Additionally, when considering the revenues or budget size associated with the projects (Table 14), this conclusion holds. The difference between male and female project leaders is especially prominent for R&D services and consulting projects, which are projects usually with higher technology readiness levels (TRL).

Table 13 - Project leaders⁶ by sex (projects that were active in 2021)

Project Type	Project typology	Number		Percentage	
		Male	Female	Male	Female
<i>National projects</i>	PN-FCT	55	12	82%	18%
	PN-P2020	42	10	81%	19%
	PN-PICT	1	0	100%	0%
<i>European projects</i>	PUE-DIV	18	2	90%	10%
	PUE-H2020	53	12	82%	18%
<i>R&D services and consulting</i>	SERV-INT	7	0	100%	0%
	SERV-NAC	133	9	94%	6%
	SERV-UE	13	0	100%	0%
<i>Others</i>	O	14	4	78%	22%
	OID	17	2	89%	11%
Total		353	51	87%	13%

**Acronyms detailed in List of Acronyms*

⁶ In projects with more than one participating Centre, the Commission only considered the principal leader in the institution.

Table 14 - Project revenue distribution by sex of the project leader⁶ (projects that were active in 2021)

Project type	Project typology	Percentage			
		Total project revenue		INESC TEC revenue	
		Male	Female	Male	Female
<i>National projects</i>	PN-FCT	91%	9%	89%	11%
	PN-P2020	76%	24%	82%	18%
	PN-PICT	100%	0%	100%	0%
<i>European projects</i>	PUE-DIV	99%	1%	86%	14%
	PUE-H2020	92%	8%	92%	8%
<i>R&D services and consulting</i>	SERV-INT	100%	0%	100%	0%
	SERV-NAC	97%	3%	95%	5%
	SERV-UE	100%	0%	100%	0%
<i>Others</i>	O	96%	4%	98%	2%
	OID	88%	12%	98%	2%
Total		88%	12%	91%	9%

Females being in more “junior” positions can also explain these results. Table 15 shows that the majority of projects led by less senior collaborators (0 to 5 years in INESC TEC) are led by males (although these represent only 4% of the projects).

Table 15 - Seniority of project leaders of projects in Table 13 by sex (projects that were active in 2021)

Seniority (years in INESC TEC)	Category size	Number		Percentage	
		Male	Female	Male	Female
0 to 5	5%	18	1	95%	5%
5 to 10	15%	48	14	77%	23%
10 to 15	40%	139	21	87%	13%
15 to 40	40%	148	15	91%	9%

Rewarding and career advancement

The aim of collecting the following indicators was to assess possible differences, especially those concerning salaries, mainly focusing on the gender dimension. In order to achieve this goal, a set of profiles of INESC TEC collaborators that cumulatively presented the following three characteristics was analysed:

- Had a connection to INESC TEC simultaneously in 2019, 2020 and 2021;
- Their connection type did not change in the three-year period;
- Received a salary in the three-year period, which excludes, for example, academic staff.

The following analysis was performed by applying the previous criteria.

Table 16 shows the disaggregated data by connection type to INESC TEC in the three-year period.

A total of 170 profiles were analysed, 72 of those were structure employees working in the institute's structure, representing 42%, followed by 52 (31%) PhD employees working in R&D, and finally by 46 (27%) R&D employees.

Table 16 - Type of connection to INESC TEC of the profiles analysed (between 2019 and 2021)

Connection type	Number	Percentage
Structure Employee	72	42%
R&D PhD Employee	52	31%
R&D Employee	46	27%
Total	170	100%

Regarding the distribution of the individuals by sex, their characterization is presented as far as average age, average seniority, average salary, and salary increase are concerned in Table 17. For confidentiality reasons, the average salary is presented in relation to the maximum value per column (here corresponding to male R&D PhD Employees).

Table 17 – Average age, seniority and salary by sex and type of connection to INESC TEC (between 2019 and 2021)

	Number	2019			2021			
		Avg Age	Avg Seniority	Avg Salary / maximum	Avg Salary / maximum	Avg Salary Increase (%)	Avg Salary / maximum	Avg Salary Increase (%)
Female	63	40	11	0.63	0.64	1,64%	0.65	4.19%
R&D PhD Empl.	15	39	7	0.88	0.88	0,68%	0.87	1.01%
Structure Empl.	42	41	14	0.55	0.56	2,27%	0.58	5.33%
R&D Employee	6	35	7	0.57	0.58	1,14%	0.61	8.58%
Male	107	42	13	0.83	0.85	2,34%	0.86	3.96%
R&D PhD Empl.	37	40	10	1.00	1.00	0,79%	1.00	1.83%
Structure Empl.	30	46	16	0.73	0.75	3,16%	0.76	3.44%
R&D Employee	40	40	13	0.76	0.78	3,64%	0.82	6.86%
Total	170	41	12	0.76	0.77	2,13%	0.79	4.03%

From the 170 individuals under analysis, 107 were males and 63 were females, representing 63% and 37%, respectively. In 2019, females were on average 40 years old and had an average seniority in the Institution of 11 years, while males were on average 42 years old and had an average seniority also slightly higher than females, of 13 years, to be precise.

In 2019, in this population, females had an average salary of around 76% of the average salary of men, despite being only two years younger than these males and had two years less of seniority in INESC TEC. In 2020, males had an increase of 2.34%, while females had one of 1.64%, representing an increase in the gap between the average salary of males and females, from 2019 to 2020. In 2020, females received 75% of the average salary of men. In 2021, the average salary for males increased 3.96%. Regarding females, their average salary increased 4.19%. Compared to males, females had a higher increase in percentage than males, although the increase in absolute value, is higher in males, which means that, in 2021, females continued to have an average salary that represented about 75% of the average salary of men. Additionally, it should be noted that the average salary of males is higher than that of females across all types of connection. This difference may be explained by the fact that the functional level of males is on average higher, as will be discussed later. In fact, as the management of functional levels and corresponding salary, as well as promotion proposals, has been delegated in the Centre Coordinators and Service Managers, there have been some apparent inequalities, mainly resulting from the inexistence of a homogenous perspective of the criteria to evaluate progression and promotion. Some effective inequalities, once detected, have been progressively corrected by the Executive Board, in order to attain the functional equity, regardless of gender, age, or even seniority at INESC TEC, as well as across R&D Centres. It should also be noticed that the current work being developed at HR will tend to create mechanisms that support equality in a systematic way. However, one must note that the data presented concerns only salary and not bonuses, which will be further analysed later. Nevertheless, these conclusions (pertaining to salaries) hold since bonuses represent less than a monthly salary in a collaborator's remuneration.

Table 18 details the average salary increase by sex, between 2019 and 2021, dividing the analysed profiles into collaborators that received a salary increase and those that did not in each year. For confidentiality reasons, the average salary is presented in relation to the maximum value per column (here corresponding to males without salary increase).

Regarding salary increase, between 2019 and 2021, as shown in the previous table, females considered in this population had an average salary lower than males. In 2020, 22 (51%) females had a salary increase, while 31 (49%) females had no salary increase in 2020. In 2020, females with a salary increase were on average those with a higher average salary. Regarding males, in the same year, 63 (59%) had a salary increase, while 44 (41%) did not. Males with a salary increase were those with a lower average salary (yet with only a slight difference), contrarily to what was observed in women. In 2021, 41 (65%) females had a salary increase, while 22 (35%) females did not have one. Contrarily to what happened in 2020, it was on average females with a lower average salary who had an increase. Regarding men, in 2021, 64 (60%) had a salary increase, while 43 (40%) males did not obtain a salary increase.

Table 18 - Salary increase by sex (between 2019 and 2021)

	Number (#)	2019	2020			2021		
		Avg Salary / max	#	Avg Salary / max	Avg Salary Increase (%)	#	Avg Salary / max	Avg Salary Increase (%)
Females	63	0.76	63	0.75	1.64%	63	0.68	4.04%
With salary increase	-	-	32	0.82	2.88%	41	0.66	6.35%
Without salary increase	-	0.76	31	0.67	0.00%	22	0.71	0.00%
Males	107	1.00	107	0.99	2.30%	107	0.90	3.80%
With salary increase	-	-	63	0.99	3.88%	64	0.83	6.89%
Without salary increase	107	1.00	44	1.00	0.00%	43	1.00	0.00%
Total	170	0.91	170	0.90	2.08%	170	0.82	3.87%

As discussed, these results may be explained by the differences in functional levels of males and females.

Table 19 presents the salary by functional level and sex, from 2019 to 2021, of the analysed profiles. Functional levels identified with “C” correspond to Structure and non-PhD R&D employees, while levels “I” corresponds to R&D PhD Employees, who have a separate salary table, aligned with the public research career. In order to guarantee that no functional level group analysed had less than 5 individuals and to avoid their potential identification, some functional levels were grouped. One individual was excluded from the analysis due to a change in functional level classification, i.e., in 2019 and 2020 their functional level was not considered, whereas in 2021 their functional level was reclassified to one of the categories considered on this table. For confidentiality reasons, the average salary is presented in relation to the maximum value per column (here corresponding to males in the highest functional level).

Group I had the highest number of individuals, with more than 50 individuals over the period under analysis, followed by Group C4, which had an average of 39 individuals, in the three-year period. Of the five groups, only Group C5+C6 had a higher number of females than males, with females representing 57%. In the remaining groups, males were in majority, with emphasis on Groups C0+C1+C2, Group C3 and I, where males represented 74%, 73% and 71% of the individuals, respectively. In 2019, it was observed that Group C0+C1+C2 had the highest average salary, as a consequence of including most of the management positions, as provided for in Table 22. Additionally, only the Group C5+C6 presented a higher average salary in females than in males, which is also the group that had the lowest average salary of all the groups considered. This fact is again verified for the years 2020 and 2021 where males are always the sex with the highest average salary in all other groups, except in Group C5+C6.

Table 19 – Salary by functional level and sex of the analysed profiles (between 2019 and 2021)

Functional level	Number (#)	2019	2020			2021		
		Avg Salary / max	#	Avg Salary / max	Avg Salary Increase (%)	#	Avg Salary / max	Avg Salary Increase (%)
C0+C1+C2	18	0.95	19	0.96	1.29%	20	0.96	3.48%
Females	5	0.83	5	0.84	0.76%	5	0.85	2.79%
Males	13	1.00	14	1.00	1.47%	15	1.00	3.68%
C3	20	0.62	21	0.63	3.14%	26	0.62	6.09%
Females	5	0.53	6	0.56	3.54%	7	0.56	8.70%
Males	15	0.66	15	0.67	3.04%	19	0.65	5.25%
C4	38	0.43	41	0.44	4.74%	38	0.44	7.20%
Females	14	0.40	16	0.39	2.30%	17	0.41	6.36%
Males	24	0.45	25	0.47	6.17%	21	0.48	7.82%
C5+C6	42	0.30	37	0.30	2.42%	34	0.31	4.83%
Females	24	0.31	21	0.31	1.94%	19	0.32	4.91%
Males	18	0.29	16	0.30	3.02%	15	0.30	4.78%
I	51	0.72	51	0.73	0.77%	52	0.73	1.63%
Females	15	0.66	15	0.66	0.68%	15	0.66	1.03%
Males	36	0.74	36	0.75	0.81%	37	0.75	1.82%
Total	169	0.57	169	0.58	2.13%	170	0.59	4.03%

Table 20 analyses the performance-based yearly bonuses attained by collaborators in the same period. Data for 2021 was not available at the time of this report. For confidentiality reasons, the average bonus is presented in relation to the maximum value per column (here corresponding to females in the highest functional level). This table presents the number of collaborators considered each year, the number of those who received a yearly performance-based bonus, the average bonus value and the average relative bonus value (as a fraction of the monthly salary). It can be observed that the trend in Table 19 is reversed, with female employees receiving higher average bonuses than male, also representing a higher portion of their monthly salary, except for the last category (I). This may indicate a compensation mechanism towards employees with smaller salaries or less progression. Nevertheless, it should be noted that these bonuses have a limited effect in the total yearly compensation, since in every case they represent less than a monthly salary. Also, as will be discussed later, there is no clear difference between sexes when considering progression.

Table 21 analyses the career progression of the analysed profiles, in terms of changes in functional level in the three-year period considered. It can be seen that the majority of collaborators (females and males) did not have any change in their functional level between 2019 and 2020. For both sexes, the proportions of individuals changing functional levels were similar. In the case of females, of the 63 individuals in question, only 8 (13%) had a change in their functional level against 53 females (87%) who did not have any change in their functional level. As for males, of the 107, only 12 had a change in their functional level (11%), while 95 males (89%) had no change in their functional level.

Table 20 - Yearly bonus by functional level and sex (in 2020 and 2021)

Functional level	2019				2020			
	Number (#)	# with bonus	Avg bonus / max	Avg relative bonus	#	# with bonus	Avg bonus / max	Avg relative bonus
C0+C1+C2	25	16	0.79	0.64	23	19	0.86	0.93
Female	8	5	1.00	0.82	7	7	1.00	1.14
Male	17	11	0.69	0.56	16	12	0.78	0.80
C3	23	22	0.52	0.58	24	22	0.48	0.67
Female	7	7	0.70	0.86	5	4	0.66	1.07
Male	16	15	0.43	0.45	19	18	0.44	0.58
C4	57	44	0.34	0.54	83	58	0.32	0.64
Female	19	16	0.35	0.61	21	18	0.33	0.72
Male	38	28	0.34	0.50	62	40	0.31	0.60
C5+C6	42	41	0.21	0.46	50	46	0.17	0.49
Female	25	24	0.22	0.47	29	27	0.18	0.50
Male	17	17	0.20	0.44	21	19	0.17	0.48
I	71	52	0.50	0.39	83	58	0.50	0.57
Female	19	13	0.29	0.23	27	18	0.33	0.43
Male	52	39	0.57	0.44	56	40	0.58	0.63
Total	218	175	0.42	0.49	263	203	0.41	0.62

Table 21 - Variation in functional level by sex (between 2019 and 2021)

Year	Sex	Variation in functional level (vs previous year)	Number of collaborators	Average Age (years)	Average Seniority (years)
2019	Females		63	40	11
	Males		107	42	13
2020	Females	No	55 (87.3%)	41	12
		Yes	8 (12.7%)	40	16
	Males	No	95 (88.8%)	44	14
		Yes	12 (11.2%)	38	12
2021	Females	No	55 (87.3%)	43	13
		Yes	8 (12.7%)	38	14
	Males	No	92 (86.0%)	45	15
		Yes	15 (14.0%)	38	12

As for 2021, the results for females were exactly the same, only 8 females had a change in their functional level versus the 55 females who had no change in their functional level. As for males, the results were also similar, with 15 males with a change in their functional level (14%) while 92 (86%) males had no change in their functional level. In the profiles analysed, there was no apparent difference in progression between both sexes.

Leadership and decision-making positions

As discussed before, as we increase in higher-ranking positions in INESC TEC, female representation decreases. In this section, the disaggregated data by sex concerning management positions (Table 22) and governing bodies (Table 23) is analysed.

Regarding management positions, females are more represented in positions related to the Structure (e.g., Service Manager). In R&D and higher positions, the representation of females is below their overall representation of 24% integrated HR (see Table 1). For example, the role of the Centre Coordinator is key for the institution's organisational structure and female representation is within 11%. It should also be noted that there are 13 Centres and 19 Centre Coordinators since some centres have a shared leadership role. The reduced share of females in leadership can be related to female representation *vis-à-vis* seniority, as discussed, yet not exclusively. On a positive note, it should be highlighted the balanced representation of 20% females in the Executive Board (considering members of the Executive Board and CEO), which is a recent advancement.

Table 22 - Collaborators in management positions by sex (September 2021)

Management position	Functional level	Number		Percentage	
		Male	Female	Male	Female
President of BoD	N0	1		100%	0%
Chief Executive Officer (CEO)	N0	1		100%	0%
Member of the Executive Board	N0	4	1	80%	20%
Member of BoD	N0	8	1	89%	11%
Associated Director	N0	5		100%	0%
Advisor to the President	N0	1		100%	0%
Executive Advisor to BoD	N1		1	0%	100%
Centre Coordinator	N1, N2	17	2	89%	11%
TEC4 Coordinator	N1, N2	3		100%	0%
Service Manager	N1, N2, N3, N4	5	5	50%	50%
Assistant Centre Coordinator	N2	5		100%	0%
Area Manager	N2, N3	25	4	86%	14%
Assistant Service Manager	N2, N3		3	0%	100%
Data Protection Officer	N3	1		100%	0%
Assistant to the Centre Coordination	N3	3		100%	0%
Board Secretariat Coordinator	N3		1	0%	100%
Secretariat Coordinator	N4		1	0%	100%
Executive Assistant to BoD	N4		2	0%	100%

Table 23 - Statutory Bodies by sex (September 2021)

	Number		Percentage	
	Male	Female	Male	Female
General Council (GC)	13	6	68%	32%
Scientific Advisory Board (SAB)	9	3	75%	25%
Business Advisory Board (BAB)	5	0	100%	0%
Board of Directors (BoD)	8	1	89%	11%
Scientific Council (SC)	19	10	66%	34%
Audit Committee (AC)	2	1	67%	33%

Looking in more detail at the Statutory Bodies (Table 23), it should be noticed that while Table 22 refers to “internal” management positions, Table 23 includes bodies with only collaborators (BD, SC), with exclusively external members (SAB, BAB, AC), and a body composed of members appointed by INESC TEC’s Associates (GC). The absence of females in the Business Advisory Board is striking, even though the composition for the next mandate will take gender balance into account. Females are still underrepresented in BoD (11% vs. 27% within the institution). Nevertheless, when contrasted with the number of senior females at INESC TEC, which is a much lower number than the number of senior males, there is an adequate representation in the remaining Statutory Bodies of the institution, considering the objective of 33% of the underrepresented sex, defined in Portugal for gender quota purposes.

Leaves and absences

This chapter analyses the formal requests for leaves and absences, namely formal absences for medical and parental leaves. Table 24 shows the disaggregated data by sex concerning absences for medical and parental leaves.

Table 24 - Absences for medical and parental leaves by sex (from January to December 2021)

	Absences due to	Number		Percentage	
		Male	Female	Male	Female
Number of collaborators in absence	Medical leave	9	8	55%	45%
	Parental leave	7	12	38%	62%
Total days of absence	Medical leave	154	654	16%	84%
	Parental leave	253	1920	11%	89%
Average days of absence	Medical leave	17	82	14%	86%
	Parental leave	36	160	16%	84%

Overall, the number of formal paid absences is significantly low in the institution. A total of 35 collaborators (one collaborator had both parental and medical leaves) were formally on medical or parental leaves from January to December 2021. Within these, only 17 collaborators required medical leave, which represent less than 3% of collaborators paid by INESC TEC (employees, grant holders and trainees - see Table 1). These results suggest that collaborators seize the working time flexibility that the

institution offers for less extended absences (e.g., medical appointments or children caring duties). Despite this being a friendly practice for work-life balance, it makes monitoring these practices difficult, namely sex-disaggregated data.

The main differences between male and female collaborators concern the duration of parental leaves. In fact, parental leaves represent 62% of absence time for males and 75% for females. On average, male collaborators spent 36 days on parental leave while female collaborators spent 160 days. It should be noted that to provide financial support for parental leaves, the Portuguese law requires a mandatory period of 42 calendar days for mothers and 20 business days for fathers (plus 5 optional business days). In practice, the requirements are similar to both sexes and translate 4 to 5 weeks of parental leave. Without prejudice to the benefit received, the leave of one of the parents can last up to 120 days, or 150 if the leave is shared amongst both, without loss of remuneration. Otherwise, extended parental leaves can last up to 240 days. In INESC TEC, we can see that, on average, female collaborators had longer parental leaves (160 days) while male collaborators spent on average one month in parental leave. It should be highlighted that, as mentioned before, the total parental leave duration of 120 days can be, by law, seized by either of the parents, not only the mother. Overall, these results are expected since they correspond to the usual practices in Portugal concerning parental leaves.

Data to be collected in the future: what should we monitor?

As previously mentioned, it is important to develop an automatic monitoring system that generates appropriate indicators to support diversity and inclusion analysis, namely gender equality. In this sense, although there was previously presented in Section 2.2 a set of indicators relevant to the GEP, it becomes clear that there are several other indicators that will have to be developed and monitored internally, namely indicators referred to in the measures presented in Section 3.

For the purpose of this GEP, it would be valuable to further develop the following indicators (although the list may not be limited to these):

- Longer time series where the evolution of careers takes into account the gender dimension, age of the employee and their seniority in the institution can be measured;
- Number of INESC TEC members with some type of disability or impairment, whether formal or informal;
- Finer detail of medical and parental leaves, namely the classification according to the reasons for the leave, disaggregated by sex, to assess whether there are effective policies to implement within those.

2.3. Gender awareness, sensitivity, and perceptions

This section presents the results of a survey proposed to all integrated collaborators in INESC TEC regarding their perceptions on diversity and inclusion at the institution. This survey was prepared by the Diversity & Inclusion Commission, with the support and validation of the Data Protection Officer and the Data Protection Team at INESC TEC. The survey was confidential and anonymous, and several measures

were taken, following the recommendations and measures to guarantee anonymity to the maximum extent possible, without compromising the survey's goals. The survey was open between December 17, 2021, and January 24, 2022. It targeted all integrated collaborators in INESC TEC, namely employees, academic staff and grant holders working on both R&D and support services (with an active connection at the time the survey was launched). This section briefly presents the main findings in what concerns gender issues, awareness, sensitivity and perceptions.

The main benefit of this kind of assessment is that it focuses on the perceived feelings of the community, complementing the specific and objective indicators previously presented. This allows a deeper understanding of the community experience and a more complete evaluation of the potential impact of proposed measures in the Action Plan. Nevertheless, it is important to recall the limitations of this type of study, as respondents are only a portion of the overall community, namely those that already show more sensitivity to these issues.

The survey received 378 responses. Of these, 229 (61%) were full responses, and 149 (39%) were incomplete. For the purpose of this analysis, incomplete responses were discarded. Also, privacy-preserving actions were taken to guarantee a very low level of re-identification risk. In addition, as the survey is directed towards integrated HR, all responses concerning those identified as Intern, External Researcher, Affiliated Researcher, External Student or Other Connection were removed – 13 full responses. Accordingly, the Commission will focus on the 215 (60%) full responses. This first analysis of the responses to the survey delves into a characterisation of its most direct conclusions. It is divided into two parts: the characterisation of the responding population, and their opinion on several dimensions of Diversity & Inclusion at INESC TEC, especially focusing on gender.

Characterisation

The characterisation of the population of respondents focuses on seven dimensions: country of origin, connection to INESC TEC, religion, sex, gender, sexual orientation, and disabilities. Options such as "no answer", "I prefer not to say" will not be analysed extensively, unless they have an obvious interest to the general analysis.

85% of respondents have Portugal as their country of origin, comparing to those that have another country of origin. Concerning the type of connection to INESC TEC, the most representative group is that of employees (59%), followed by grant holders (24%) and faculty (15%). Adherence to religious beliefs or communities is fairly balanced within our survey population, with those participating in religion representing 50%.

Representation concerning sex is somewhat balanced towards Male (58%), and a similar representation is observed concerning gender with 42% identifying as Women and 57% as Men. Sexual orientation is highly skewed, with 93% of the population identifying themselves as heterosexual and 4% self-identifying as non-heterosexual (3% chose the option of *I prefer not to say*).

Finally, 9% of respondents stated they have a disability, disorder and/or impairment.

Perceptions and Experiences

As stated, one of the main objectives of this survey was to assess the community's perceptions on the Diversity and Inclusion landscape at INESC. In fact, the majority of the respondent population agrees that INESC TEC offers a diverse and inclusive environment, that people at INESC TEC are educated about the importance of diversity and inclusion and, in comparison to other organisations they have worked with, INESC TEC is above average. The majority of female and male respondents also agree that work flexibility plays an important role in work-life balance and the inclusion of different backgrounds at INESC TEC. Regarding equality of opportunities, a portion of respondents disagrees that the organisation is capable of providing it to them (16% of males and 33% of females). In addition, 49% of male respondents agree or strongly agree that gender equality is a reality in the organisation; however, 50% of females disagree or strongly disagree, and 19% are unsure.

The majority of respondents recognise leaders in INESC TEC with whom they identify at a considerable level. It should be noted, nonetheless, that 72% of males agree or strongly agree with the previous statement, while for females this number is 63%. Also, regarding leadership, 47% of males and 66% of females are either unsure or disagree that INESC TEC leaders are trained and committed to inclusion and diversity in all interactions.

Positively, 78% of total respondents agree that INESC TEC could be recommended to friends/colleagues of underrepresented groups. Nevertheless, there is a need to further work on the D&I organisational processes and capabilities as respondents of both sexes display a similar split orientation between agreeing (35%) and being unsure (30%) that INESC TEC is able to plan and host diversity-related initiatives.

Regarding processes, 58% of male and 53% of female respondents say they feel comfortable in reporting inappropriate comments about race, ethnicity, gender identity, sexual orientation, and disabilities. However, 73% of all respondents are unsure or do not know where such reporting should be made, which shows a need to systematize and promote such reporting channels.

About the person

Most respondents from both sexes agree that they feel they belong to INESC TEC and that their personal beliefs are respected. They feel comfortable to talk about or share their social identity, cultural background, personal life, or personal experiences at INESC TEC, as well as feel like they have a good work-life balance. Most people responded that their opinions seem to count and are taken into consideration at INESC TEC, and that their colleagues look for their opinions about ideas and work problems. Most respondents also feel comfortable in expressing a contrary opinion in a meeting, and state they have the opportunity to participate in important meetings/projects. Most people believe they will be recognised if they contribute to INESC TEC's success. In summary, most respondents feel they are treated equally as their colleagues regardless of age, race, ethnicity, sex, gender identity, disabilities, sexual orientation, nationality, or other characteristics.

Regarding work-life balance, most respondents are comfortable in taking absent days when needed (88%), although the feeling is more prevalent with male respondents (92%) than females (85%).

Regarding discrimination, roughly 13% of male respondents and 22% of female respondents agree or strongly agree that they have been discriminated and/or have witnessed an act of discrimination towards a colleague.

Harassment or improper behaviour

This section presents the questions where respondents could highlight if they have, at any point of their time at INESC TEC, observed or experienced in first-person situations regarding harassment or improper behaviour. In Portugal, a few recent studies were developed to assess the reality of moral and sexual harassment in the workplace. Some of this work stand out, such as the study developed by the Portuguese Association for Victim Support published in 2022. Here, 824 online questionnaires were surveyed; of these, 18% reported having been a victim of sexual harassment in the workplace, of which 80% were women. Also in 2022, a report prepared by the Faculty of Law of the University of Lisbon was published, in which 50 cases of harassment were validated and subsequently referred to the Public Prosecutor's Office, targeting around 10% of the faculty.

In the questions regarding harassment or improper behaviour in INESC TEC's survey, the respondents were asked to indicate if they had at any time working at INESC TEC observed and experienced a number of behaviours that are improper or constitute harassment, presented by the expressions here presented in italics (e.g. *offensive jokes or comments of a sexual nature*).

The behaviours most reported were *offensive jokes or comments of a sexual nature*, followed by *intrusive questions* and *workplace bullying*, as will be further explained. Across the issues, the results indicate that female respondents experienced and observed more than their male counterparts these types of experiences.

Specifically, in what concerns *offensive jokes or comments of a sexual nature*, over a quarter of respondents has either observed (23%), experienced (2%) or both (5%) this type of behaviour. The overall values are consistent for both sexes and throughout different groups of respondents. Nevertheless, it should be noted that female respondents report significantly more having experienced this type of situation (8% of females vs 2% of males).

Intrusive questions are behaviours that have been experienced and/or observed by 18% of the respondents. There is a difference between sexes in this aspect, with females reporting more these behaviours - 11% of males vs 27% of females.

Workplace bullying is reported by 16% of respondents, either experienced and/or observed. Once again, this number increases when the female population is considered (19% of female respondents).

The following situations were reported by a smaller portion of the respondents as observed and/or experienced. The improper behaviour of *pursuing* has been experienced and/or observed by 6% of the respondents, with no apparent significant difference in sex-disaggregated data. 4% of respondents has either experienced and/or observed *explicit, unwanted and repetitive proposals of a sexual nature*. In these questions, male collaborators only report having observed (3%) whereas female collaborators (5%) report having observed and/or experienced this type of behaviour. *Unwanted physical contact* is reported by 3% of respondents, either experienced and/or observed, with a slightly higher percentage in the female

population. Less than 1% of the respondents indicated that they have experienced and/or observed situations *of phone calls, letters, SMS, emails, or offensive sexual images*. In addition, no respondents have reported observing or experiencing *sexual assault or attempted sexual assault, or requests for sexual favours*.

Priorities

An analysis of priority topics for INESC TEC shows that gender equality/equity is, overall, the D&I topic most selected as a priority by the respondents (66%)., This is the most preferred topic for both sexes, although with a significant difference in scale – it was selected by 56% of males and by 80% of female respondents. Other top-rated topics are the inclusion of people with disabilities and cultural diversity.

3

Action Plan



3. Action Plan

3.1. Introduction

Based on the D&I Commission proposal to implement this GEP, the BoD approves an action plan with a total of 57 measures. These are divided into six lines of action, each with a specific main objective. They are:

- 1) Awareness-raising and competence development;
- 2) Organisational culture and work-life balance;
- 3) Recruitment, selection and career progressing support;
- 4) Leadership and decision-making positions;
- 5) Combating sexual and gender-based harassment;
- 6) Integrating gender in research.

The ultimate aim of the planned measures is to achieve equality of treatment and opportunities between sexes at INESC TEC and to improve the work-life balance of all collaborators. These measures are a combination of rules, procedures, policies, and internal mechanisms to be created and/or further developed at INESC TEC. Although most of these measures are still to be implemented, some of them are already in place or in discussion internally, with that information presented in the "Implementation Stage" columns in the table below.

For all measures, a target audience and a unit responsible for the implementation of that measure have been identified. Nevertheless, the D&I Commission will be responsible for letting each responsible unit/department at INESC TEC know about these measures and to do the respective follow up and monitorization.

Additionally, it was decided to categorise all measures in three priorities ranging from low, medium to high. These priorities serve the D&I Commission as a means to guide their activities and work plan. All measures classified as high priority are the ones the Commission aims to achieve in the next six to twelve months. The medium priority measures will be addressed in the next one to two years, depending on the time and resources available, but will also be contingent on the implementation stage of the high priority ones. Lastly, the Commission foresees that all low priority measures will transition to the next GEP, so they might only be implemented in the next two to four years or further into the future.

3.2. Awareness-raising and competence development

This specific objective and respective measures relate to the perception and improvement of INESC TEC's commitment to gender equality through various actions and activities.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Publicly state (internally and externally) the commitment to the promotion of gender equality.	Signing " <i>Carta Portuguesa para a Diversidade</i> ", which represents a commitment to a set of principles that promote respect and appreciation of differences between people enhancing equal treatment and opportunities, combating discrimination and fostering a culture of inclusion.	High	In place since November 2021	D&I Commission + BoD	All collaborators	To communicate this, an article has been published in INESC TEC's digital magazine
	Actively participate in relevant working groups within " <i>Carta Portuguesa para a Diversidade</i> ", ensuring INESC TEC's visibility and participation in sharing and developing best practices.	Medium	Not started	D&I Commission + Others	Those involved	The D&I Comm. will be responsible for promoting the opportunities within INESC TEC and matching units/ people with an adequate fit for each working group. The participation in each working group is the responsibility of each unit/person involved
	Evaluate the possibility of becoming a member of the " <i>Associação Portuguesa para a Diversidade e Inclusão.</i> "	Medium	In progress	D&I Commission	Top management + D&I Commission	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Explicitly mention the commitment to the promotion of gender equality in INESC TEC's Code of Conduct.	High	Not started	AJ + CA	All collaborators	
	Publication and promotion of the GEP, on INESC TEC's external communication channels (such as the website and BIP magazine).	High	In progress	D&I Commission + SCOM	External stakeholders	
	Publication and promotion of the GEP, with a focus on the diagnosis findings, amongst the INESC TEC community through internal communication channels (such as the website, intranet, e-mail, internal newsletters) and dissemination sessions open to all collaborators, with the presence of the top management and the D&I Commission, and opportunity for Q&A.	High	Not started	D&I Commission	All collaborators	
	Promote gender equality visibility in all INESC TEC's events, by promoting a proper representation of both sexes in panels and speakers' lists. If necessary, invite external female speakers.	Medium	In progress (<i>informally</i>)	SCOM + AG + CA + All units organizing events	All collaborators	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Promote the institutions' commitment to gender equality on the website, intranet, strategic documents (activity report e.g.), e-mails, and also in INESC TEC's locations.	High	Not started	SCOM	All collaborators & external bodies	
	Create a list of female speakers at INESC TEC according to their area of expertise.	High	Not started	SCOM + D&I Commission	All collaborators	Open the list of female speakers /experts to the INESC TEC community with open suggestions through a form.
	Monitor gender representation in panels of events organized by INESC TEC and/or in which INESC TEC participates.	Low	Not started	SCOM	Top management + D&I Commission	
Raise awareness for and promote the use of inclusive, unbiased and ungendered language at INESC TEC	Ensure that all official communications (reports, website, intranet, emails, social media) use inclusive language.	Medium	Not started	SCOM + AG + AJ	All collaborators	
	Provide training to all staff on the importance of inclusive language and how to ensure inclusive language is employed in everyday communications, such as our social media channels, job calls, internal communications, among others.	High	Not started	HR + SCOM	All collaborators	To implement this, the responsible units may contract externally.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Provide training on unconscious bias to all staff.	Provide training & hands-on workshops on unconscious bias (including gender biases in recruitment) to all collaborators, with the aim of raising awareness in collaborators to the notion that, often, we condition our decisions based on preconceived ideas.	High	Not started	HR + SRI	All collaborators	Topics to be addressed may include: (i) how to recognize and combat unconscious, implicit, overt, prejudicial and any other kinds of bias; (ii) ally training; (iii) inclusive communications and work progress; (iv) reconciliation; (v) intercultural competence; (vi) accessibility; (vi) champions for change.
Ensure the continuous monitoring and sharing of key indicators on gender equality	Disaggregation of data by sex in relevant internal and external documents, such as the Annual Report.	High	In progress since September 2021	AG	All collaborators	Recently the overall sex-disaggregated figures of INESC TEC collaborators were made available in the internal communication platform for HR (Iris@INESC TEC). Nevertheless, in the main reports and communications, the data are still usually not disaggregated by sex.
	Promote frequent (e.g. annual) surveys and/or focus groups to the INESC TEC community to assess the perceptions and development of gender equality issues.	Medium	In progress since December 2021	D&I Commission	All collaborators	
	Development of an automatic monitoring system for gender equality indicators.	High	Not started	SIG + AG + D&I Commission	D&I Commission + All collaborators	Evaluate the possibility of proposing a Master's dissertation for this.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Encourage the participation of all collaborators in the promotion of gender equality.	Gather inputs from an internal advisory group, composed of INESC TEC members, to provide feedback and support to decision-making in topics of gender equality.	High	In progress since November 2021	D&I Commission	All collaborators	
	Promote debates, workshops and events in the community about current topics within gender equality.	Low	Not started	D&I Commission + SCOM	All collaborators	
	Implement, promote and monitor an anonymous suggestion box.	High	In progress since December 2021	D&I Commission	All collaborators	
	Provide training for top management on the importance of gender equality, unconscious bias, and other relevant topics.	High	Not started	HR	Top management	To implement this, the responsible unit may contract externally.
	In INESC TEC's BIP magazine, encourage and advertise work by females in STEM, and ensure female representation in the success stories of collaborators.	Medium	In progress (<i>informally</i>)	SCOM	All collaborators	
	Recognize efforts to advance equity and diversity through diversity awards. These awards will be given by INESC TEC's President of the Board, to underscore the importance of advancing equity and diversity.	Low	Not started	Top management	All collaborators	

3.3. Organisational culture and work-life balance

Through the proposed measures under this objective, the Commission aims to implement good practices that foster a family-friendly environment and promote a healthy work-life balance at INESC TEC.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Implement family-friendly practices to promote work-life balance for all collaborators	Performance requirements (such as research outcomes) must be adjusted following parental/absence/sick leave.	Low	In discussion in HR	HR	All collaborators	
	Performance evaluation should introduce proper accounting (e.g. 12 months per child) for child-care responsibilities when evaluating candidates in hiring and promotions processes.	Low	Not started	HR	Collaborators with young children and/or who took parental leave	
	To promote a good work-life balance, all collaborators have a flexible working regimen, where the minimum periods of mandatory attendance (the “core time”) are from 10:30 a.m. to 12:00 p.m. (morning) and from 3:00 p.m. to 4:30 p.m. (afternoon). Provided that the core time periods are respected, employees can manage their remaining time, concerning the beginning and the end of working time. They may also compensate absence times during the week, so that the weekly work time is complete without having to report an absence.	High	In place	HR	All collaborators	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Create awareness in leaders so that meetings & work-appointments are scheduled, taking into consideration the flexible work schedule in place, whenever possible, so collaborators with young children and/or other dependents, regardless of their sex, are able to deal with commuting and care.	High	Not started	Top management + HR + SIG	All collaborators	Meetings with people from different time-zones are common, so meetings at irregular times can be usual. This should be carefully considered when planning this measure.
	Possibility of requiring part-time or home office after parental leave, which allows collaborators to better manage the demanding period after the end of the parental leave and return to work.	High	In place (<i>even before the normalization of home offices with the COVID-19 pandemic.</i>)	Top management + HR	All collaborators	An informal practice has also been the possibility to work from home for pregnant collaborators or after legal leave (upon request and analysed on case by case).
	For grant holders, INESC TEC secures the payment of maternity/paternity leave.	High	In place	HR	All collaborators	In general, grant holders do not have access to the parental subsidies provided by the Portuguese Social Security. INESC TEC provides the payment of the leave in these months in such cases, which represents a significant investment from INESC TEC.
	Establish a “Family Day,” where staff with children, are encouraged to bring their kids to work.	Low	Not started	HR + SCOM	All collaborators	
Improve the organisation	Provide menstrual hygiene products in INESC TEC's bathrooms.	Medium	Not started	D&I Commission	All collaborators	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
culture according to the principle of gender equality	Establish a calendar with relevant dates, such as the International Day of Women and Girls in Science and promote those dates to raise generalized awareness for lack of representation for females in science.	Low	Not started	SCOM + D&I Commission	All collaborators	
	Create a women's network within the organisation, to promote networking, mentoring and knowledge-sharing initiatives.	Medium	Not started	D&I Commission	Female collaborators	
	Recommend the indication of pronouns in INESC TEC's e-mail signatures and IRIS platform.	Low	Not started	D&I Commission	All collaborators	
	Keep track of national and international networks for female researchers and encourage our female collaborators to take part in these networks.	Low	Not started	D&I Commission	Female collaborators	

3.4. Recruitment, selection and career progressing support

To implement these measures, in matters standardly addressed by the Human Resources, the D&I Commission will coordinate internally with the existing Working Groups created by the service: Performance Appraisal Group; Careers Group; Job Descriptions and Competencies Group and Welcome and Training Group.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Improve recruiting materials and processes to include the commitment to D&I.	Use inclusive, unbiased, ungendered language in all job ads.	High	Not started	HR	Candidates who wish to work at INESC TEC.	The D&I Commission encourage the use of the platforms Gender Decoder, Texti and Alex.
	Stating our commitment to building a diverse and inclusive culture in our job descriptions and “work with us” page.	High	In progress (<i>informally</i>)	HR	Candidates who wish to work at INESC TEC.	Include a D&I statement in all template job calls.
	Recommend that the composition of hiring committees is as gender-balanced as possible.	Medium	Not started	Top management + HR	Hiring Committees members	
	Review and establish selection criteria to consider D&I issues in recruitment, such as encouraging applicants to identify their strengths and experiences in increasing D&I.	Low	In discussion in HR	Top management + HR	Hiring Committees members	
Include D&I perspective in INESC TEC career plans.	Conduct exit interviews to everyone who leaves INESC TEC.	Medium	In place	HR	Candidates who retire, whose contracts are not renewed or who leave INESC TEC for a job elsewhere.	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Ensure transparency and make information available regarding the policies of career and salary progression.	High	Not started	HR	All collaborators	
	Monitor any salary/benefits disparity that might persist among minorities, including the gender salary gap.	High	Not started	HR + D&I Commission	All collaborators	
	Track how long it takes for females to progress professionally at INESC TEC.	High	Not started	HR + SIG + D&I Commission	Female collaborators	
	Create a mentorship program, where senior staff will guide junior staff through their professional journeys.	Low	In progress (<i>informally</i>)	HR + D&I Commission	All collaborators	

3.5. Leadership and decision-making positions

This specific objective and its measures address the commitment of the top management and leadership groups of INESC TEC to gender equality.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Promote top management commitment to D&I, including gender issues	Address D&I (for instance by highlighting gender balance) in all institutional policies and processes.	Low	Not started	BoD + All services	All collaborators	This must include: (i) Effective implementation of all necessary institutional policies and processes for D&I; (ii) Periodical reviews of these policies, procedures, and practices; (iii) Adopting corrective measures whenever required.
	Ensure the adequate level and profile of HR dedicated to the D&I Commission and/or the implementation of this GEP.	High	In progress	Top management	D&I Commission	Currently, each member of the D&I Commission is dedicated in 10% of their time to these activities. However, this commitment is limited to the goals proposed.
Ensure transparency, accountability and universal access in INESC TEC's leadership positions	Foster and promote "Calls for Expressions of Interest" before the appointment of INESC TEC leadership and management positions. As these appointment processes become public knowledge in the institution, all interested parties can manifest their interest.	High	Not started	BoD + HR	Top management	This will allow amplifying the talent pool and identifying diverse potential candidates besides the close networks of decision-makers. The list of people manifesting their interest should be open to the community after the appointment is made.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Ensure the criteria for the appointment of all positions at INESC TEC is clear, including top management ones, to foster diversity and ample access to leadership positions.	High	Not started	BoD + HR	Top management	
	Increase the gender-balance in both top management and leadership positions.	High	Not started	BoD + HR	Top management	
	Adoption of a term-limitation policy to all top management and leadership positions.	Low	Not started	BoD + HR	Top management	Limiting the time in leadership positions fosters diversity, innovation and renovation in access to top positions for all collaborators.

3.6. Preventing and combating sexual and gender-based harassment

These measures seek to prevent and combat sexual and gender-based harassment at INESC TEC, through the creation of a new body as well as new procedures and training activities for that effect.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Publicly state (internally and externally) the commitment to the combat of sexual and gender-based harassment	Create a Code of Conduct that prohibits sexual or moral harassment, whether individual or collective, including that motivated by gender.	High	In progress	AJ + CE + HR + D&I Commission	All collaborators	
	Include in the Code of Conduct the creation of a complaints procedure for reporting all types of harassment.	High	Not started	AJ + CE + HR	All collaborators	
	Include in the Code of Conduct that offences to freedom, honour or dignity of workers, as well as cases of harassment, will result in disciplinary infractions at INESC TEC. Additionally, in cases where harassment may be considered a misdemeanour or crime, INESC TEC reserves the right to forward the cases to the competent authorities.	High	Not started	AJ + CE + HR	All collaborators	
	Include in the Code of Conduct the creation of an independent body (e.g., Specialised Unit) that will be responsible for receiving, screening, forwarding and monitoring all harassment complaints.	High	Not started	AJ + CE + HR	All collaborators	
Provide training on sexual and gender-based harassment	Provide training for all collaborators on INESC TEC's sexual and moral harassment policy and their responsibilities under it, as well as on the Code of Conduct, including raising awareness about the different types of harassment.	High	Not started	Independent body (e.g., Specialised Unit) + SCOM + HR	All collaborators	

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
	Inform all collaborators of the procedures to be taken for reporting acts of moral and/or sexual harassment.	High	Not started	Independent body (e.g., Specialised Unit)	All collaborators	
Ensure the continuous monitoring of sexual and gender-based harassment complaints	Support in the formalization of harassment complaints, if requested/necessary.	High	Not started	Independent body (e.g., Specialised Unit)	All collaborators	
	Investigate all claims of moral or sexual harassment.	High	Not started	Independent body (e.g., Specialised Unit)	All collaborators	
	Provide a specific email address and anonymous form for collaborators to seek clarification or put questions about harassment at work.	High	Not started	Independent body (e.g., Specialised Unit)	All collaborators	
Encourage victims to report by providing them with the necessary support.	Refer victims of sexual and/or moral harassment to healthcare services (e.g., psychologists, doctors) and/or legal professionals, if necessary.	High	Not started	Independent body (e.g., Specialised Unit)	All collaborators	

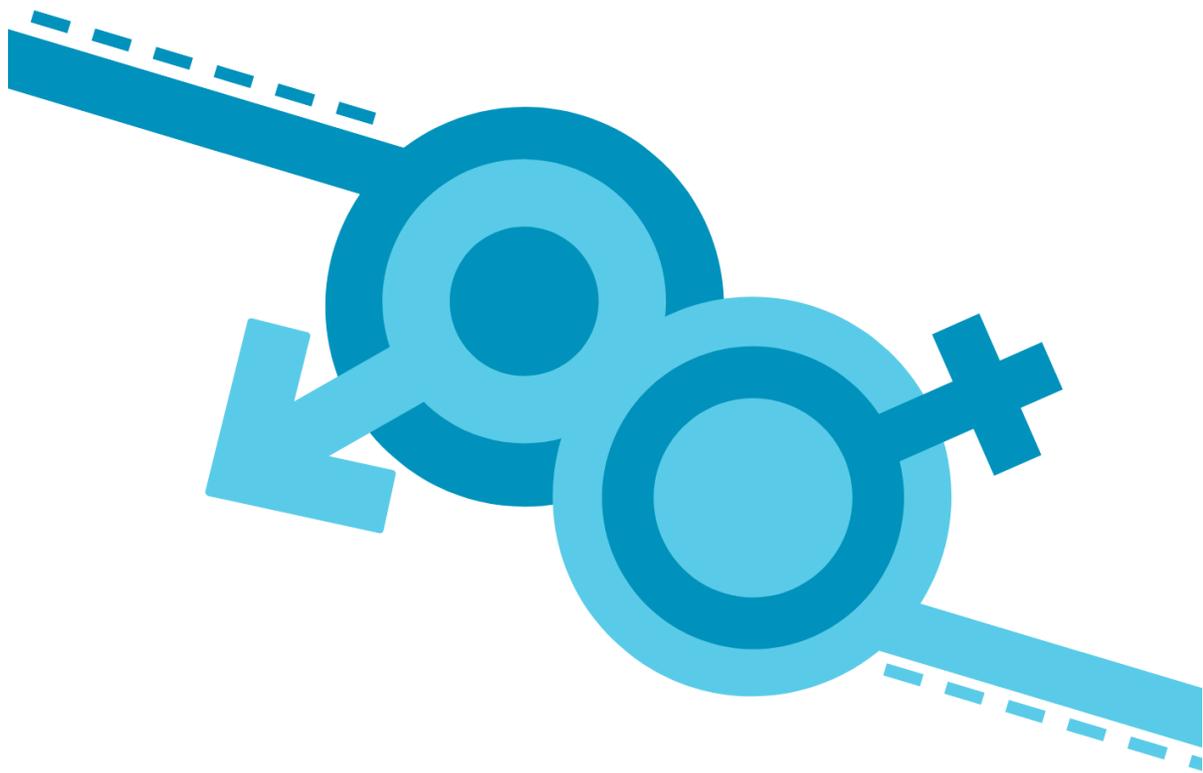
3.7. Integrating gender in research

Lastly, in the mission to promote gender equality, it must be promoted the integration of the gender perspective in research, and the two measures below seek to do just that.

Specific Objective	Measure	Priority Degree	Implementation Stage	Responsible Units involved	Target Audience	Comments
Promoting the integration of gender in research	Establish adequate gender balance thresholds for research teams, whenever possible.	High	Not started	Centres & TEC4s	All R&D collaborators	
	Promote workshops about integrating gender in research, focused on the areas of research at INESC TEC. The workshops should also address requirements and criteria in competitive funding related to the integration of gender in research.	High	Not started	SAAF + SCOM	All collaborators	The inclusion of the sex/gender dimension means that differences, whether biological or social, are taken into account in research.

4

Next Steps



4. Next steps

The GEP presented in this document is the first to be proposed and implemented at INESC TEC. It aims to systematise and promote good practices in this field so that gender equality in the institution is, in a near future, an evident reality, acknowledged overall by collaborators and external stakeholders.

4.1. Time Scope and Revision

This GEP aims to implement change throughout the next four years (2022-2026). Nevertheless, this plan will be reviewed, as a whole, every two years – in line with the mandates of the D&I Commission and the BoD, so that its new members have a chance to review it as well as re-define its priorities, if needed.

4.2. Monitoring

As for monitoring, annual intermediate reports will describe the status and implementation stage of each proposed action, as well as provide an overview on the evolution of INESC TEC's gender landscape, with updated sex-disaggregated figures and, whenever possible, updated studies of gender awareness, sensitivity and perceptions amongst collaborators.

4.3. Common Goal and Responsibility

At the core of this plan, there is the commitment to apply concrete actions at several organisational levels focused on the gender dimension and of monitoring the evolution and status of gender equality in INESC TEC. The Action Plan here proposed is to be driven by the D&I Commission, coordinated with the BoD, yet requires the (pro)active participation of all INESC TEC's services, centres and TEC4s, even in a leadership role in specific actions.

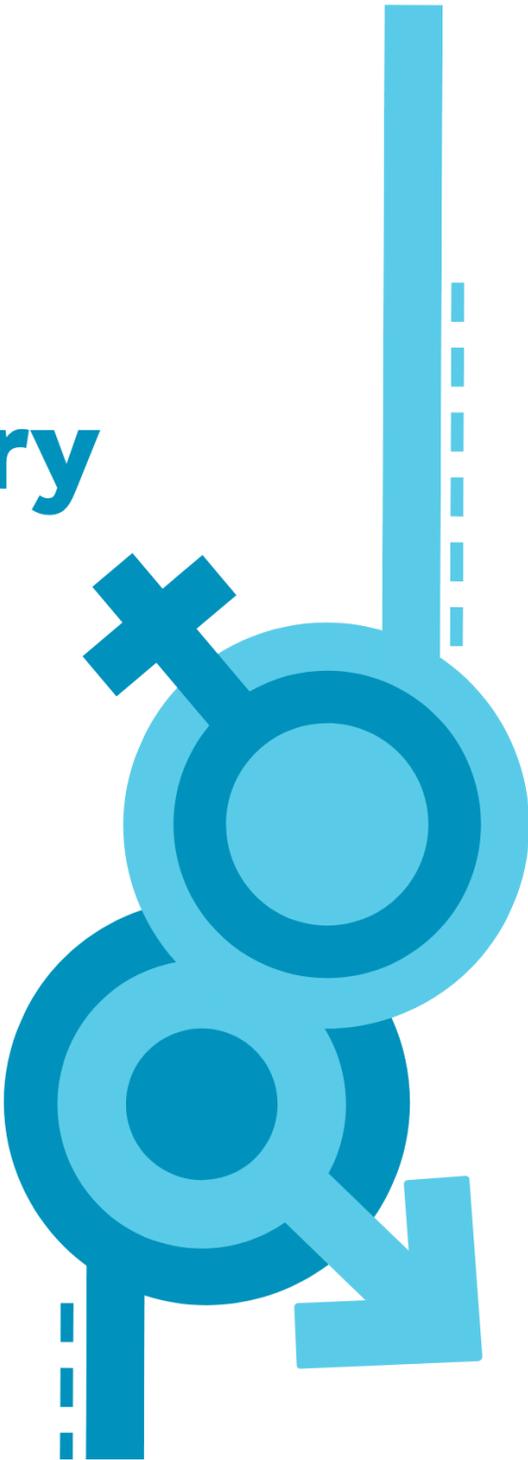
In fact, this GEP was designed to reflect the need to decentralise the responsibility for gender equality. It is a common goal and responsibility of the entire INESC TEC community, and especially its leaders, to cause a significant and clear improvement in INESC TEC's inclusiveness and equality in the next four years and to start a continuous growth path in this field.

In the words of Ban Ki-Moon, *“Achieving gender equality requires the engagement of females and men, girls and boys. It is everyone’s responsibility.”* If the ambition expressed in this plan echoes beyond organisational boundaries, then the work and commitment of the D&I Commission and INESC TEC community will be even more successful, having powerful repercussions.

So, let's begin?

5

Glossary



5. Glossary

Direct discrimination: Discrimination where one person is treated less favourably on grounds such as sex and gender, age, nationality, race, ethnicity, religion or belief, health, disability, sexual orientation or gender identity, than another person is, has been or would be treated in a comparable situation.

Diversity: Differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge, and life experiences of each individual in any group of people.

Double standards: Defining the content of formal and informal behavioural cultures, which means that the criteria or standards used to evaluate and regulate women often differ from those for men, benefiting the latter.

Empowerment of women: Process by which women gain power and control over their own lives and acquire the ability to make strategic choices.

Equal opportunities for women and men: Absence of barriers to economic, political and social participation on grounds of sex and gender.

Equal pay for work of equal value: Equal pay for work to which equal value is attributed, without discrimination on grounds of sex or marital status, with regard to all aspects of pay and conditions of remuneration.

Gender awareness: Ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men.

Gender balance: Human resources and equal participation of women and men in all areas of work, projects or programmes.

Gender bias: Prejudiced actions or thoughts based on the gender-based perception that women are not equal to men in rights and dignity.

Gender budgeting: Application of gender mainstreaming in the budgetary process. It entails a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process, and restructuring revenues and expenditures in order to promote gender equality.

Gender care gap: The difference between the amount of time that women and men spend on unpaid care work. These activities include housework, the care and supervision of children and the elderly, as well as voluntary work and unpaid help for other households. Gender care gaps are calculated between employees as the difference between the mean time spent every day on unpaid care by women and men involved in everyday care, as a percentage of the mean time spent by employed men.

Gender dimension: Ways in which the situation and needs of, and challenges facing, women and men (and girls and boys) differ, with a view to eliminating inequalities and avoiding their perpetuation, as well as to promoting gender equality within a particular policy, programme or procedure.

Gender discrimination: Any distinction, exclusion or restriction made on the basis of sex and gender that has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, and on a basis of equality between women and men, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

Gender disparities: Differences in women's and men's access to resources, status and well-being, which usually favour men and are often institutionalised through law, justice and social norms.

Gender equality: Principles of equality of women and men, equal recognition and the enjoyment and exercise of all human rights and fundamental freedoms, as well as measures providing for equal treatment of, and equal opportunities for, women and men in the political, economic, social, cultural, civil, domestic or any other field.

Gender equity: Provision of fairness and justice in the distribution of benefits and responsibilities between women and men.

Gender issue(s): Any issue or concern determined by gender-based and/or sex-based differences between women and men.

Gender parity: refers to the numerical concept of same proportions in representation and participation. Gender (or sex) parity does not necessarily imply gender equality, because only addresses the quantity not quality of men and women in a certain context.

Gender pay gap: Percentage of men's earnings and represents the difference between the average gross hourly earnings of female and male employees.

Gender-neutral language: Language that is not gender-specific and which considers people in general, with no reference to women and men. More information [here](#).

Gender-sensitive language: Realisation of gender equality in written and spoken language attained when women and men and those who do not conform to the binary gender system are made visible and addressed in language as persons of equal value, dignity, integrity and respect. More information [here](#).

Gender: Social attributes and opportunities associated with being female and male and to the relationships between women and men and girls and boys, as well as to the relations between women and those between men.

Glass ceiling: Artificial impediments and invisible barriers that militate against women's access to top decision-making and managerial positions in an organisation, whether public or private and in whatever domain.

Harassment: Unwanted conduct related to the sex of a person occurring with the purpose or effect of violating the dignity of that person, and of creating an intimidating, hostile, degrading, humiliating or offensive environment

Human Rights: The indivisibility of civil and political rights and economic, social, and cultural rights is a fundamental tenet of international human rights law, in the Universal Declaration of Human Rights (1948).

Inclusion: Refers to any organisational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organisational tenure, even personality, such as introverts and extroverts.

Indirect discrimination: Discrimination occurring where an apparently neutral provision, criterion or practice would put persons of one sex at a particular disadvantage compared with persons of the other sex, unless that provision, criterion or practice is objectively justified by a legitimate aim, and the means for achieving that aim are appropriate and necessary.

LGBTQ: Umbrella term used to denote individuals from the Lesbian, Gay, Bisexual, Trans and Queer/Questioning Community.

Minority: A non-dominant group which is usually numerically less than the majority population of a State or region regarding their ethnic, religious or linguistic characteristics and who (if only implicitly) maintain solidarity with their own culture, traditions, religion or language.

Multiple discrimination: Any combination of forms of discrimination against persons on the grounds of sex, racial or ethnic origin, religion or belief, disability, age, sexual orientation, gender identity or other characteristics, and to discrimination suffered by those who have, or who are perceived to have, those characteristics.

Non-sexist use of language: Avoidance of both an ambiguous generic masculine gender in the grammatical forms of nouns and discriminatory expressions which describe women and men in terms of their physical appearance, or the qualities and gender roles attributed to their sex.

Sex-disaggregated statistics: Data collected and tabulated separately for women and men allowing the measurement of differences between women and men in terms of various social and economic dimensions and are one of the requirements to obtaining gender statistics.

Sex: refers to the biological and physiological characteristics that define humans as female or male.

Sexual harassment: Any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

Sexual orientation: Each person's capacity for profound emotional, affectional and sexual attraction to, and intimate and sexual relations with, individuals of a different gender, the same gender or more than one gender.

Tokenism: Policy or practice that is mainly symbolic and involves attempting to fulfil one's obligations with regard to established targets, such as voluntary or mandated gender quotas, with limited efforts or gestures, especially towards minority groups and women, in ways that will not change men-dominated power and/or organisational arrangements.

Unconscious biases: Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multi-tasking or working under time pressure.

Work-life balance: Achieving balance between not only domestic tasks and caring for dependent relatives, but also extracurricular responsibilities or other important life priorities.

Sources:

<https://coface-eu.org/mind-the-gap-the-eu-care-strategy-must-promote-gender-equality/>

https://ec.europa.eu/info/policies/justice-and-fundamental-rights_en

<https://eige.europa.eu/thesaurus/>

<https://globaldiversitypractice.com>

<https://www.ceps.eu/wp-content/uploads/2020/05/Gender-equality-and-industrial-relations-in-the-EU-an-analytical-framework.pdf>

Aprovação do Plano para a Igualdade de Género do INESC TEC

O Plano para a Igualdade de Género do INESC TEC para o período de 2022-2026 foi aprovado pelo Conselho de Administração na sua reunião de 10 de maio de 2022, para entrar em vigor imediatamente após a sua divulgação a toda a comunidade do INESC TEC e a sua publicação no sítio institucional na internet.

Approval of the Gender Equality Plan of INESC TEC

The Gender Equality Plan of INESC TEC for the period 2022-2026 was approved by the Board of Directors in its meeting of 10th May, 2022, to come into force immediately after its disclosure to the whole INESC TEC community and its publication on the institutional website.

O Presidente do Conselho de Administração / The Chairman of the Board



José Manuel de Araújo Baptista Mendonça