

# GENDER EQUALITY PLAN



2022

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## I. EXECUTIVE SUMMARY

CIIMAR as a leading research and advanced training institution of the University of Porto, working at the frontier of Ocean Knowledge and Innovation, commits to its core values and high ethical standards, promoting equal access and treatment, regardless of gender and social issues, political, ethnic or religious. In this context CIIMAR was already disposed to carry out the proposes of this GEP, assuming that gender equality is a basic principle and urgent social demand.

Following the four mandatory process-related requirements from Horizon Europe (public documents, dedicated resources, data collection and monitoring, and training), as well as the five recommended content-related thematic areas, it was established a framework for understanding gender equality in CIIMAR R&I, setting aims and objectives to implement effective action to achieve the main goals in these essential topics.

Assuming the challenge of the equality benefits on research and innovation, by attracting and retaining talents, that establishes gender quality as a cross-cutting priority, CIIMAR took the opportunity to identify gaps and to reflect on the theme.

GEP comes into practice in 2022, for a 3 years' period, and will be actively communicated to all CIIMAR members, namely: researchers, technicians and students.

With the implementation of this plan, the Board of Directors, as the leading body, is the responsible for all the commitments set out and approves its content as duly signed herein:





## II. FRAMEWORK

CIIMAR is a leading research and advanced training institution of the University of Porto, established in 2000 that mobilises a multidisciplinary, highly skilled and motivated team (677 members, including 225 integrate members and 452 collaborators), working at the frontier of knowledge and innovation. CIIMAR's mission is to promote transdisciplinary research, technological development, and training, contributing to advances in scientific knowledge and sustainability of the marine and coastal environments.

CIIMAR constitutes a Research Unit from national scientific system, integrating an associated laboratory and participating in collaborative laboratories, evaluated and funded by FCT, with Excellent, for the period 2020-2023. **FCT** is the Portuguese public agency that supports science, technology and innovation, in all scientific domains, under responsibility of the Ministry for Science, Technology and Higher Education.

CIIMAR's legal form is a private association, non-governmental and non-profit, who was recently granted with public utility status. It's composed by individual and collective members (Institute of Biomedical Sciences Abel Salazar, Faculty of Sciences, Pharmacy, Law and Engineering, University of Porto and Polytechnic of Porto) that constitute the General Assembly. The associates elect a Board of Directors, composed of five elements, that supervises and defines the policy for scientific and technical activities and oversees the everyday management. The Centre has a Scientific Board, composed of all PhD members of the institution, which functions as an internal body with general responsibilities to advise and monitor the scientific and technical activities.

The organizational model of CIIMAR also includes an External Scientific Advisory Board that provides independent evaluation and advice on the scientific activity of the institution and is composed of four distinguished members of the international scientific community.

Another important advisory body is the Ethical Committee, composed professors of recognized merit from University of Porto, on the most varied areas: from sciences - biological, natural and pharmaceutical, to engineering and law.

The researchers are organised into three main Research Lines, each with one coordinator. Each Research Line is subdivided into several Research Groups and these into Research Teams, which are headed by one principal investigator.

CIIMAR's established Supporting Offices Units and Technological Platforms Services that, under the supervision of the Board of Directors, provide daily support and develop essential actions, from purely administrative matters to those supportive of general use of research facilities and services.

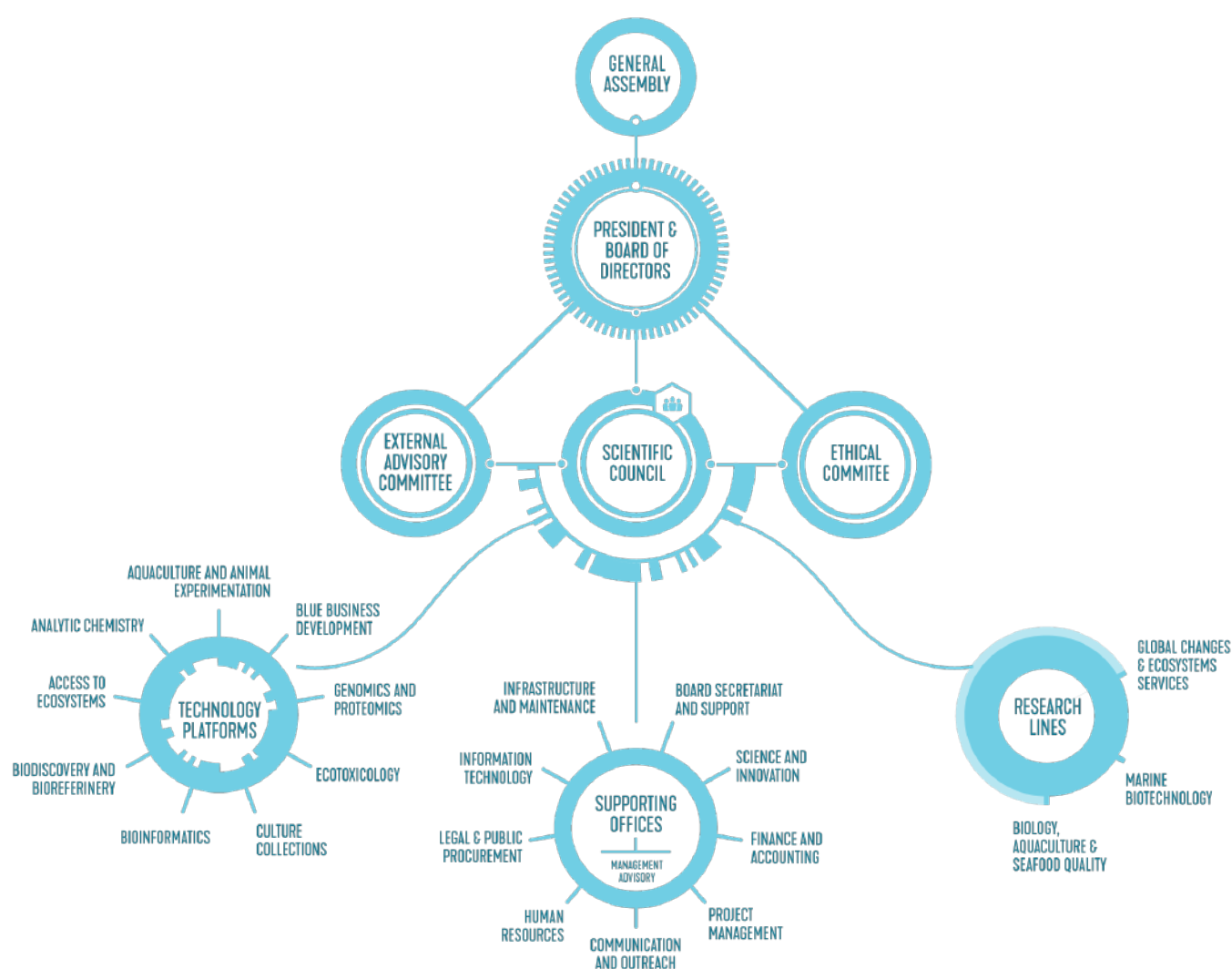


IMAGE 1: CIIMAR Organization.

The composition of the CIIMAR Team is very heterogeneous, besides the own resources, researchers and technicians, CIIMAR also integrates researchers/professors from other institutions, as well as research fellows and students from various study cycles.

CIIMAR provides innovative solutions towards the ocean's sustainability, driving oceans' value to tackle tomorrow's societal needs. CIIMAR fields of expertise cover three research domains: **Global Changes** and **Ecosystem Services, Biology, Aquaculture and Seafood Quality**, and **Marine Biotechnology**, addressing important economic and societal challenges and contributing to achieving UN Sustainable Development Goals.

To deliver its mission and build a shared understanding and valorisation of the ocean, CIIMAR is strongly committed to Excellence, Innovation, Partnerships, Public Engagement and Sustainability. In this perspective, CIIMAR conforms to the following Sustainable Development Goals: Life Under Water, Zero Hunger, Good Health and Well-Being, Quality Education, Clean Water and Sanitation, Affordable and Clean Energy, Climate Action, and, importantly Gender Equality.



IMAGE 2: CIIMAR Sustainable Development Goals.

Gender equality has gained major attention in the recent years, in particular from governing entities. Although an important progress is being achieved, through the implementation of national and institutional policies and measure, there is still a long way to walk towards gender equality.

Indeed, according to the *She Figures 2021*<sup>1</sup>, gender inequalities are still present in European R&I institutions:

- 32.8% of researchers were women in 2018;
- Women made up 26.2% of grade A (full professorship or equivalent) academic positions in 2018;
- The proportion of women heads of institutions in higher education was 23.6% in 2019;
- Women made up 31.1% of the members of scientific boards in 2019;
- There were twice as many men than women among authors of scientific publications between 2013 and 2017;
- Between 2013 and 2017 only 20% of international patent applications included a woman and 47% of inventors' teams were all men.

<sup>1</sup> [European Commission, Directorate-General for Research and Innovation, She figures 2021: gender in research and innovation : statistics and indicators, Publications Office, 2021](#)

CIIMAR understands the relevance of implementing the Gender Equality Plan and its contribution to the quality and impact of research and innovation, for the creation of a better working environment and to attract and retain talent.

CIIMAR believes, everyone and every institution has to contribute to change the actual panorama. In this perspective, CIIMAR embraces the compromise of adopting mechanisms that will allow the full recognition of parity between women and men through the implementation of a Gender Equality Plan (GEP), having as pillar the European Strategy for 2020-2025<sup>2</sup>, the Human Resources Strategy for Researchers (HRS4R) in accordance with the guidelines of the Universal Declaration of Human Rights, and, furthermore, the provisions of the Constitution of the Portuguese Republic (Article 13) and the Labor Code (Articles 23 to 65), promoting gender equality as an essential human right for the development of society and for the full participation in society of men and women as persons.

CIIMAR will also keep focused on applications evaluation procedures as well as on the funding decision processes and their results, concerning the impact of gender equality in research activities.

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<sup>2</sup> [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: A Union of Equality: Gender Equality Strategy 2020-2025](#)





#### IV. BASELINE ASSESSMENT AND ANALYSIS

Considering CIIMAR engagement on the development of a Gender Equality Plan and on the achievement of gender equality goals, the Research Team gender data were collected.

The objective was to identify gender inequalities, find their causes in order to review the actual practices or/and establish new actions and measures.

According to the organization context, several actors were considered, such as: Researchers, Supporting offices and Services and the students of different cycles.

The relevant indicators were selected according to CIIMAR's mission, responsibilities and core activities. Among others, CIIMAR's relevant data on gender equality includes:

- Team numbers by gender at all levels, including researchers, supporting offices and services and advanced training students, with or without a contractual relation to the institution;
- Country of origin;
- Proportion of women and men in leadership positions and in CIIMAR internal and external bodies;
- Proportion of men and women in research teams;
- Proportion of women and men among employed researchers/technicians;
- Proportion between women and men as first or last author of CIIMAR scientific publications;

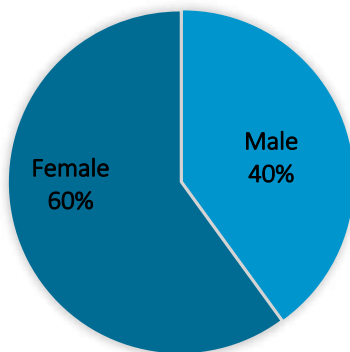


- Percentage of research projects conducted by men and women, and the corresponding funding amounts;
- Percentage of international patent applications proposed by women and the inventors' teams gender;

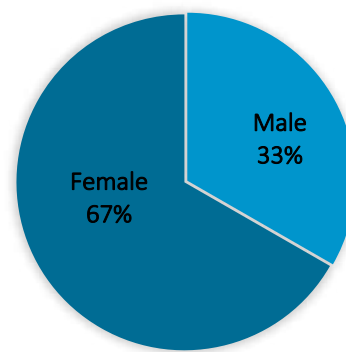
## LEADERSHIP

Considering the leadership in its different levels, the Board of Directors, the Fiscal Council and the Ethical Committee are representative of the female gender majority. On the opposite side is the External Scientific Advisory Board and the Board of the General Assembly. All the leadership levels are recommended for review and improvement in the next term.

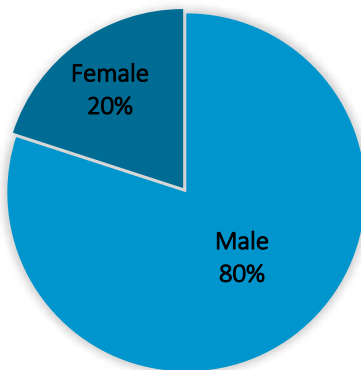
BOARD OF DIRECTORS



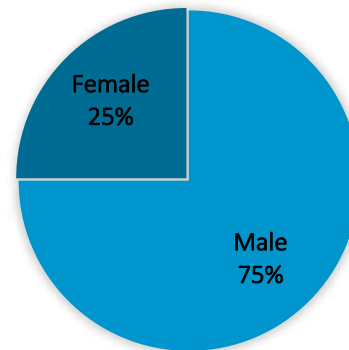
FISCAL COUNCIL



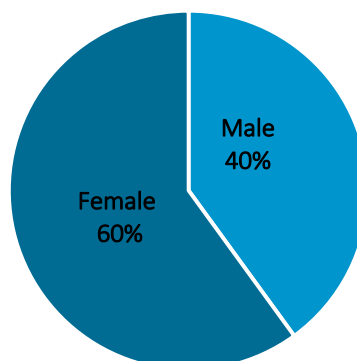
GENERAL ASSEMBLY



EXTERNAL SCIENTIFIC ADVISORY  
BOARD

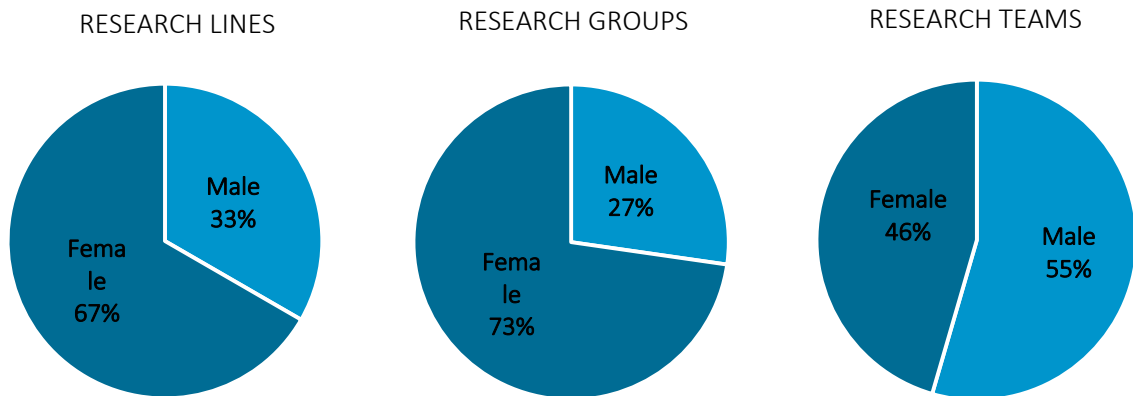


ETHICAL COMMITTEE

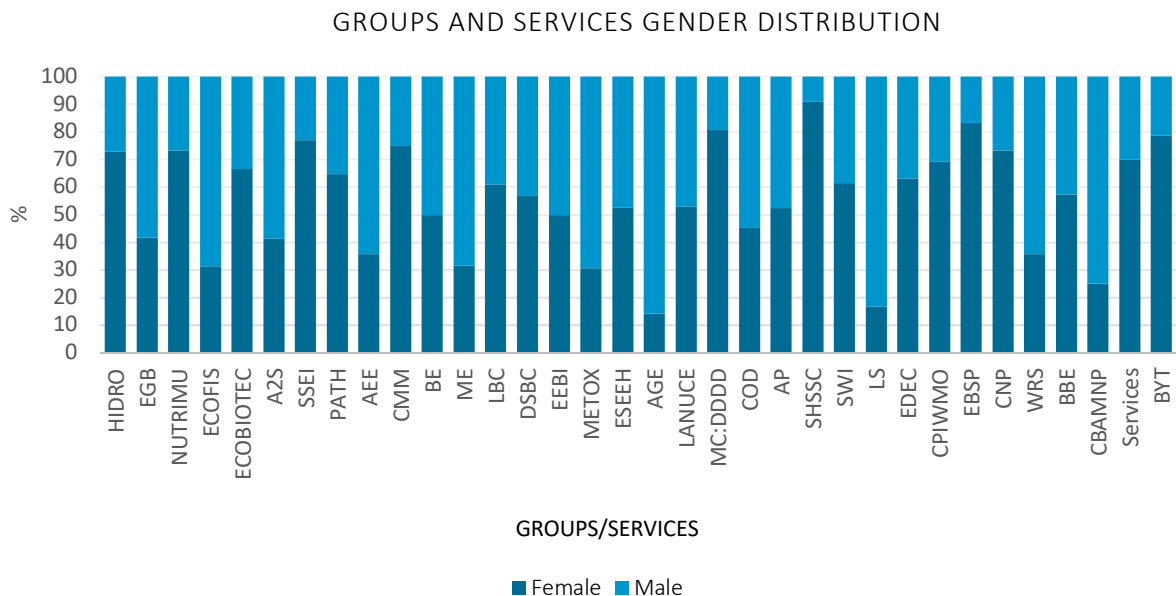


## RESEARCH ORGANIZATION

Taking a look at the research organization, and considering that the Centre is scientifically organized in three **Research Lines**, which are subdivided in eleven **Research Groups** and thirty-three **Research Teams**, the female gender is predominant in Research Lines, and Research Groups, and equivalent in Research Teams. To support all its structure CIIMAR has different professional Supporting Offices Units.



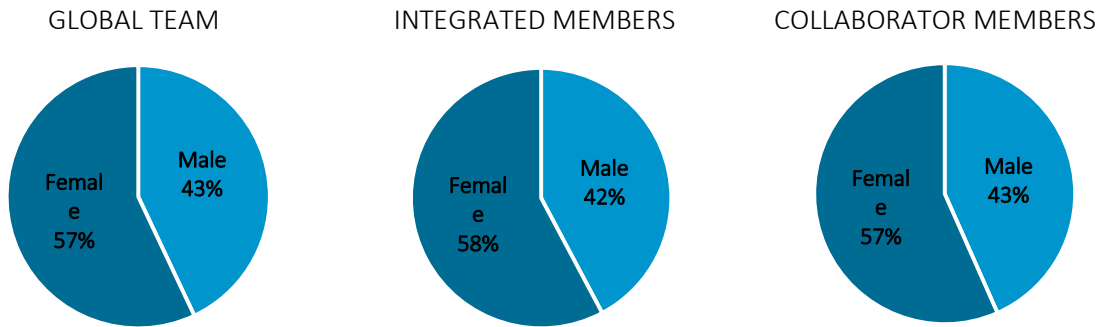
Although in general terms the number of women is superior to men, the gender distribution in the research teams and supporting offices is not uniform and do not seem to follow any kind of pattern, as we can see in the table below.



Acronyms	Research Teams designations
HIDRO	Hydrobiology
EGB	Evolutionary Genomics and Bioinformatics
NUTRIMU	Nutrition and Immunobiology
ECOFIS	Ecophysiology
ECOBIOTEC	Bioremediation and Ecosystem Functioning
A2S	Animal Health and Aquaculture
SSEI	Sustainability and Social and Educational Innovation
PATH	Histomorphology, Physiopathology and Applied Toxicology
AEE	Aquatic Ecology and Evolution
CMM	Coastal Monitoring and Management
BE	Benthic Ecology
ME	Marine Energy
LBC	Coastal Biodiversity
DSBC	Deep-Sea Biodiversity and Conservation
EEBI	Estuarine Ecology and Biological Invasions
METOX	Coastal and Marine Environmental Toxicology
ESEEH	Ecotoxicology, Stress Ecology and Environmental Health
AGE	Animal Genetics and Evolution
LANUCE	Nutrition, Growth and Quality of Fish
MC:DDDD	Medicinal Chemistry: Drug Discovery and Drug Design
COD	Coastal and Ocean Dynamics
AP	Animal Pathology
SHSSC	Safe and Healthy Seafood and Sustainable Consumption
SWI	Soil/Water Interactions
LS	Law of the Sea
EDEC	Endocrine Disruptors and Emergent Contaminants
CPIWMO	Contaminant Pathways and Interaction with Marine Organisms
EBSP	Emergent Biotechnologies and Seafood Processing
CNP	Cyanobacterial Natural Products
WRS	Water Resources Systems
BBE	Blue Biotechnology and Ecotoxicology
CBAMNP	Chemistry and Biological Activity of Marine Natural Products
Services	CIIMAR SERVICES
BYT	BYT Program

## RESEARCH TEAM AND SUPPORTING OFFICES

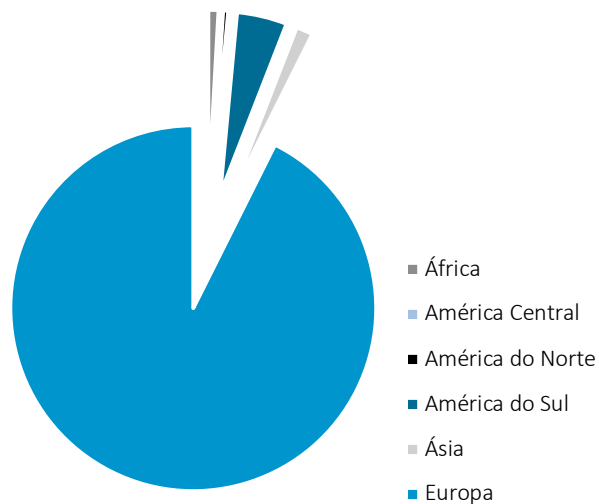
Analysing globally the Team it is clear the predominance of the female gender, such as when exploring only integrated or collaborator members.



## Nationalities

The nationality of CIIMAR members is heterogeneous. Although the majority is from the European Continent, there are also members from American, Asian and African Continents.

TEAM MEMBERS NATIONALITIES (%)

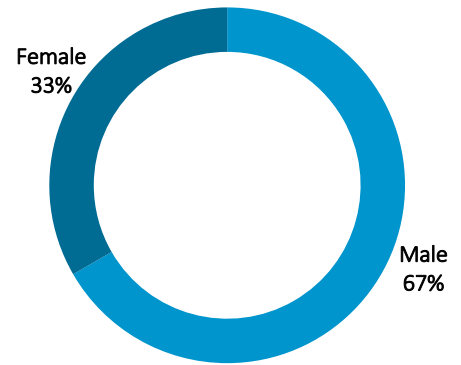
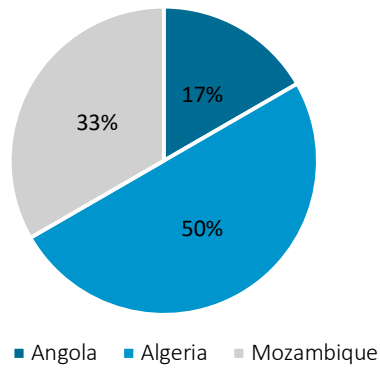


Considering only the more representative nationalities, it is possible to check the origin countries of CIIMAR members, organized by the different continents, and its corresponding division by gender.

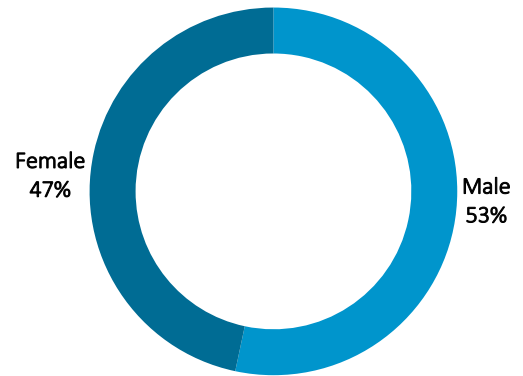
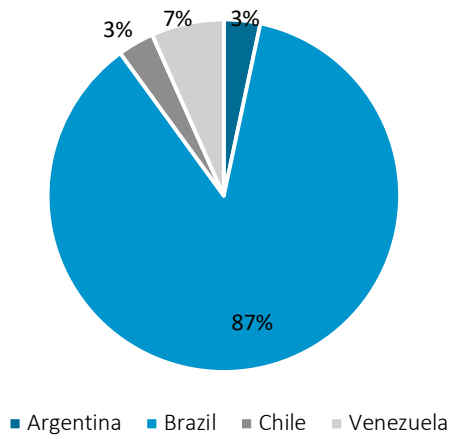
It is observed that the male gender is predominant in the Team members originated from America, Asia, Africa and Europe, in opposition to Portugal's case.



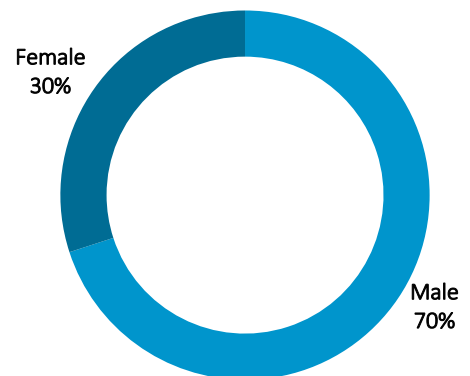
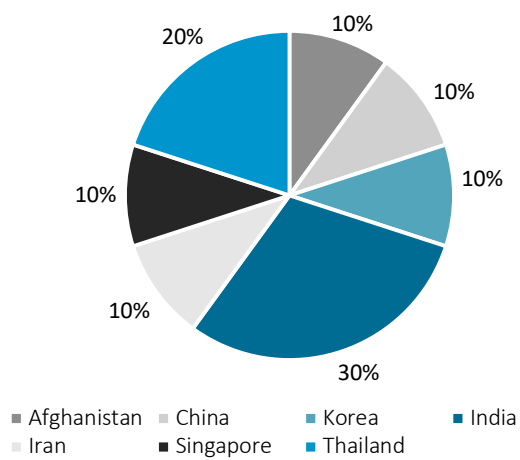
AFRICA

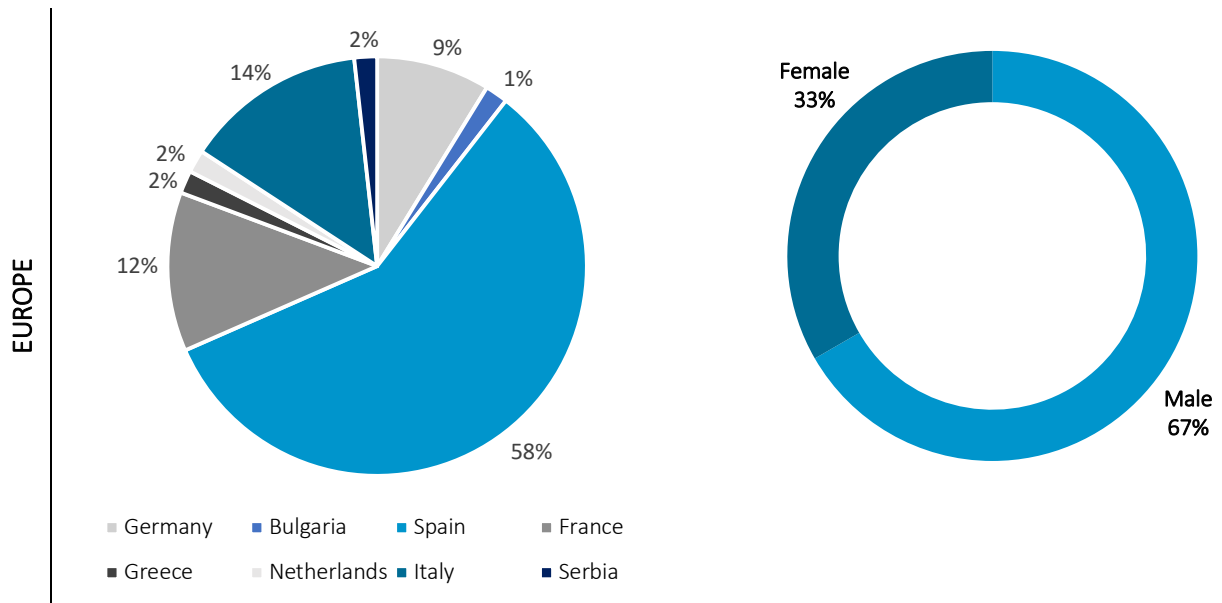


SOUTH AMERICA

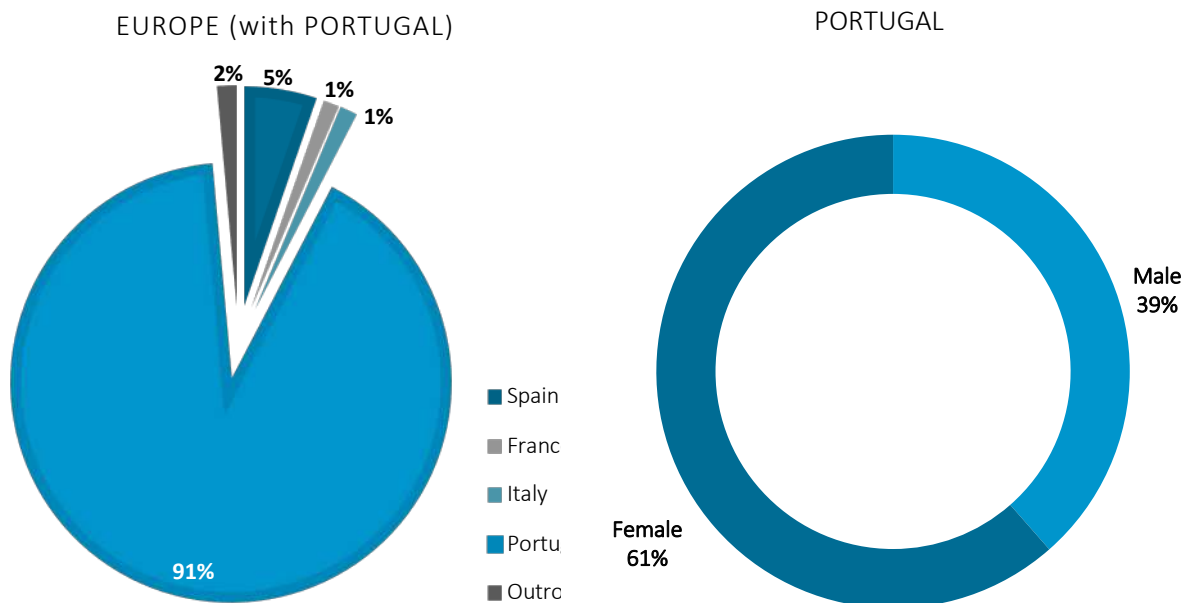


ASIA





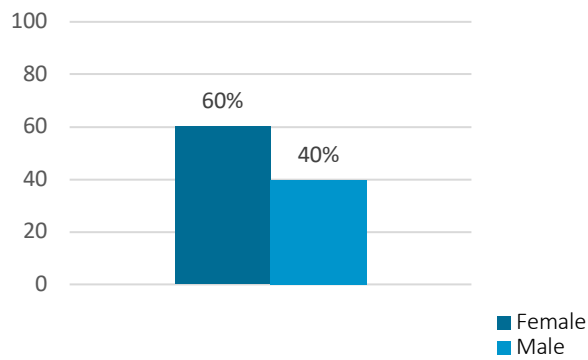
According to the analysed data, and concerning the European Team members only, Portugal is, as expectable, the country of origin most frequent in its members and the number of women is superior to men.



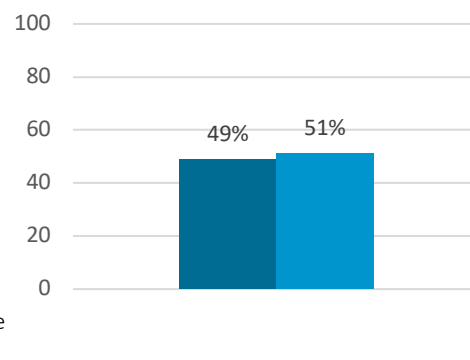
### Professional situation

CIIMAR Team members have various and different professional situations, almost all composed with a superior percentage of women, with the exception of the University Staff, composed mainly with academic career members.

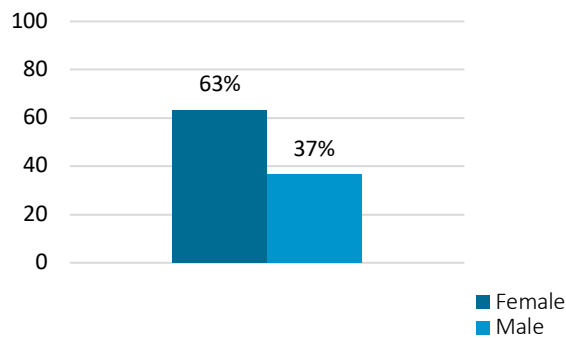
### RESEARCHERS



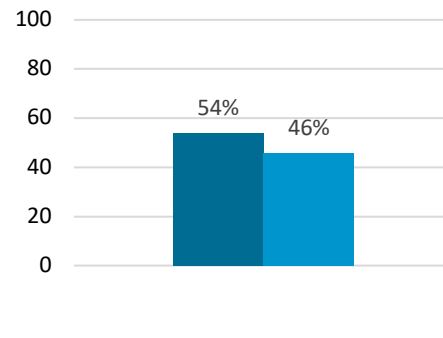
### UNIVERSITY STAFF



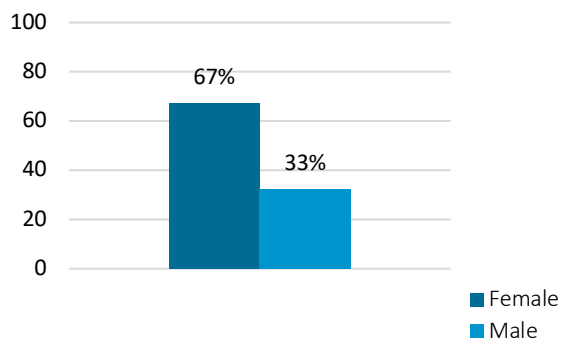
### SUPPORTING OFFICES AND SERVICES



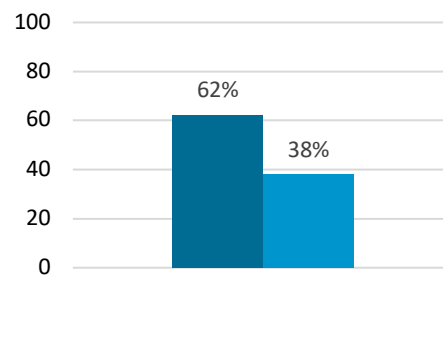
### OTHER PROFESSIONAL SITUATIONS



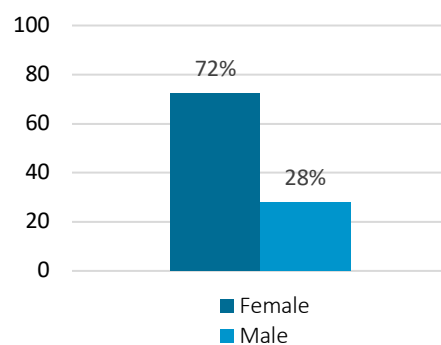
### CIIMAR RESEARCH FELLOWS



### PHD RESEARCH FELLOWS

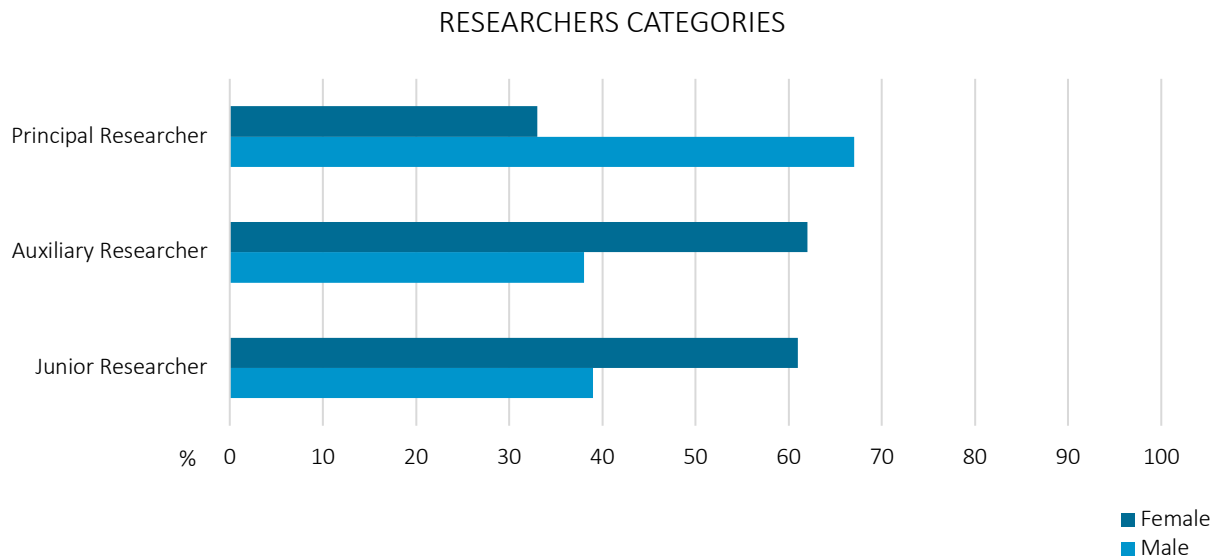


### POST-DOCTORAL RESEARCH FELLOWS

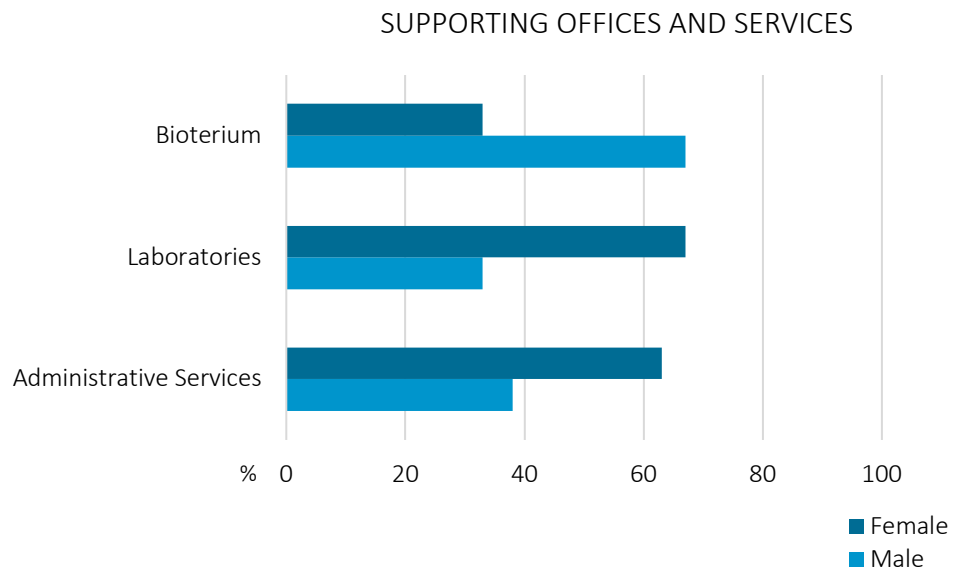


## Professional Categories

Regarding the distribution of hired researchers by professional category, excluding the “Principal Researcher”, the female gender is predominantly. It’s worth of note that the number of “Principal Researcher” is very reduced compared with the other categories (Junior Researcher 61, Auxiliary Researcher 29 and 3 Principal Researcher).

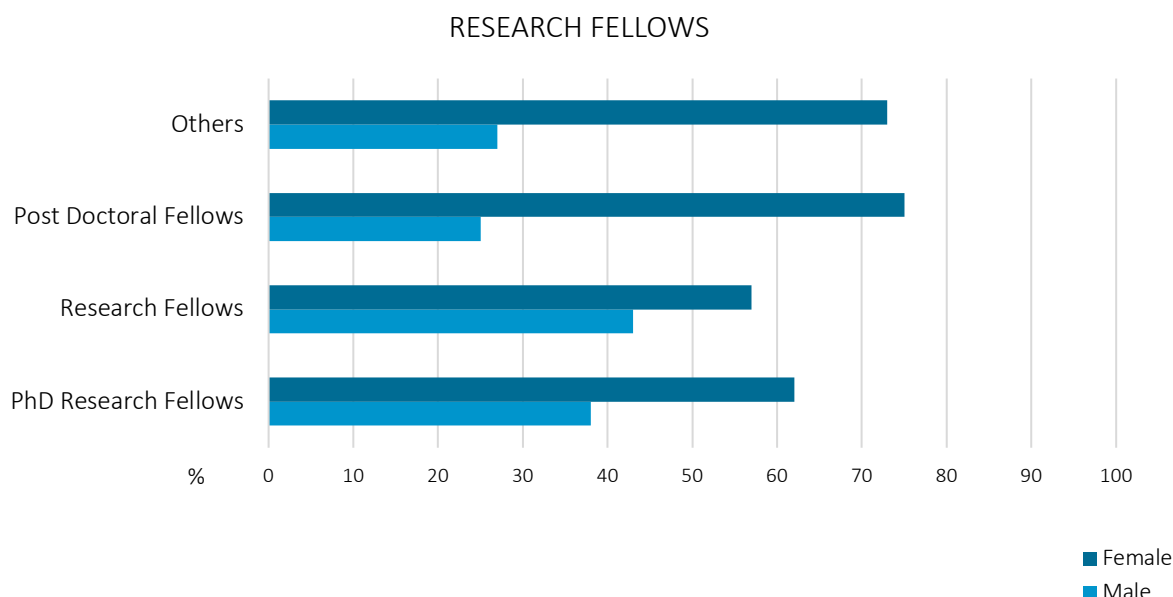


In the same line, and regarding the support and services staff, excepting for the *Bioterium*, the remaining services are also composed by a higher number of women.

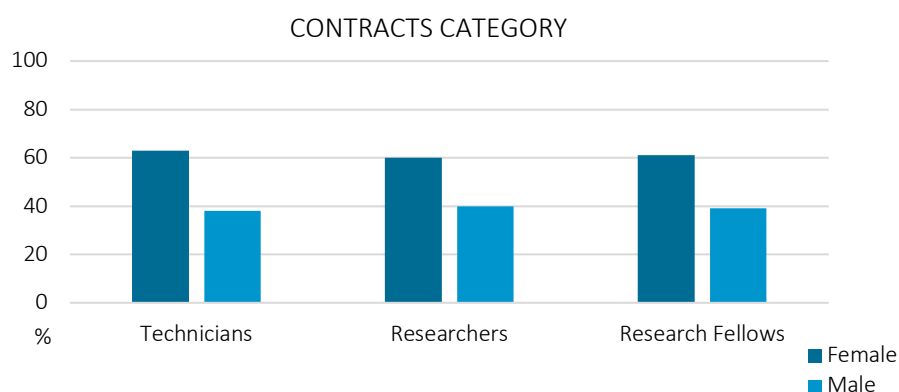




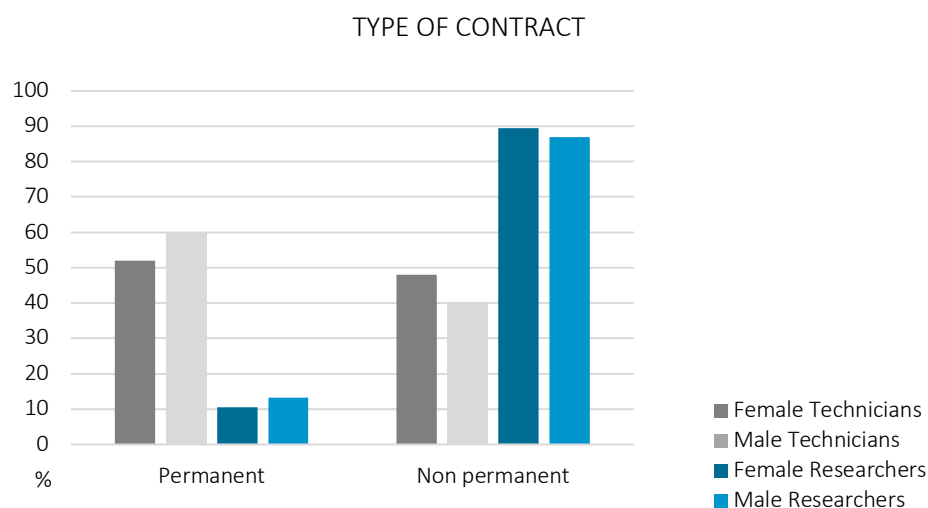
Concerning CIIMAR PhD Research Fellows and other Research Fellows, the dispersion remains, being the number of women on the top.



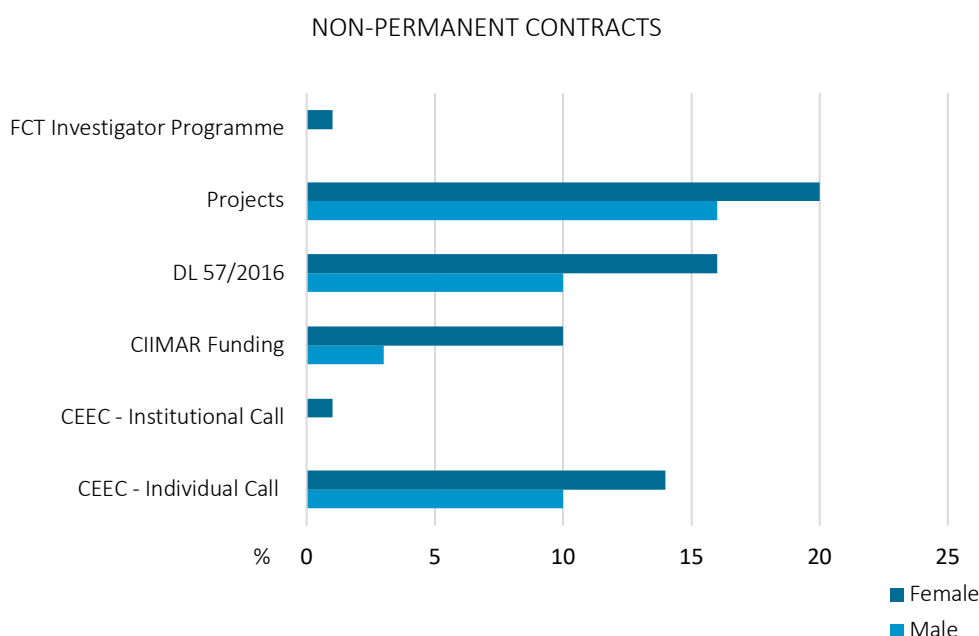
Considering only the work contracts with CIIMAR it is possible to indicate that in all the categories there are more women than men.



Studying the type of contracts, we recognize that the male gender has a highest percentage of permanent contracts in all the categories.



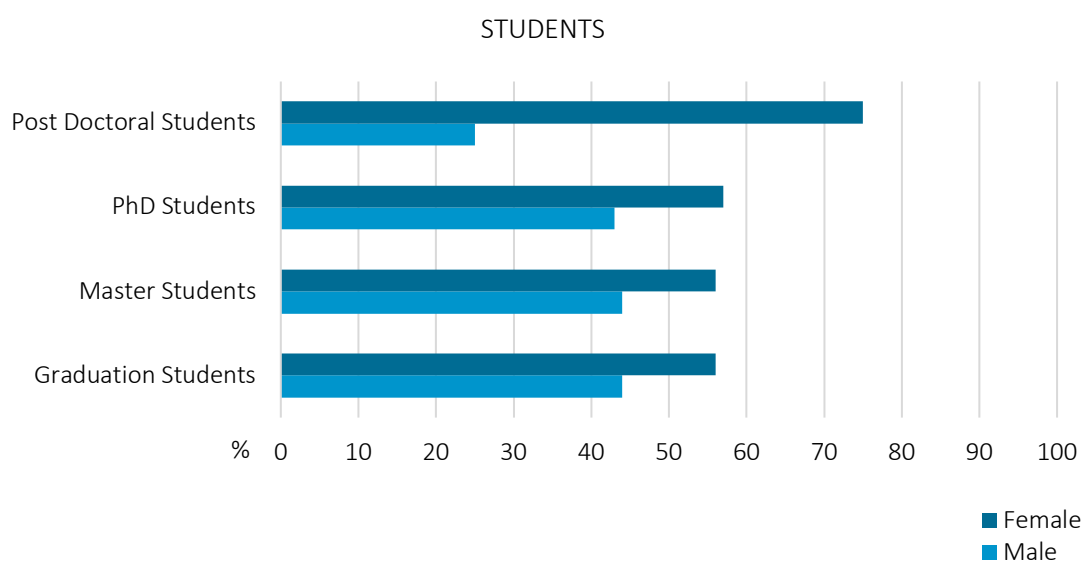
Mainly non-permanent contracts were established in the scope of projects or funding programs, as shows the chart below.



Comparing monthly salaries or allowances, in the Technicians contracts case, the salary of men is 10% higher, but in Researchers and Researcher Fellows it is equivalent.

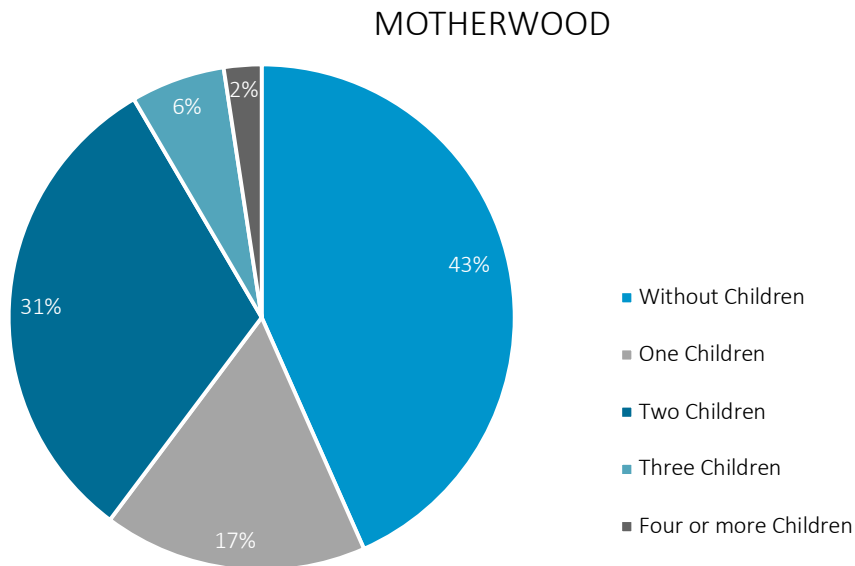
## Students

Regarding the different study cycles, the student's distribution is presented below. According to the data, and once again, the female gender corresponds to the majority of students of the different cycles.



## FAMILY CARING AND EDUCATIONAL RESPONSIBILITIES

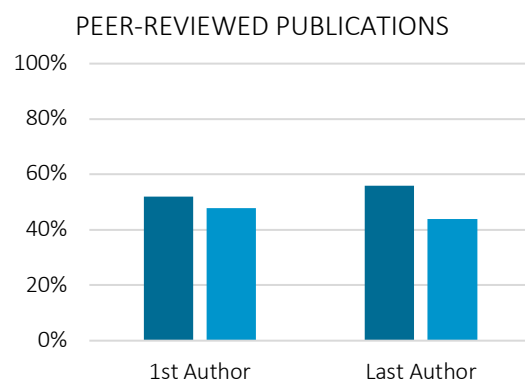
Focusing in the female gender and motherhood, more than fifty percent has children, mainly two.

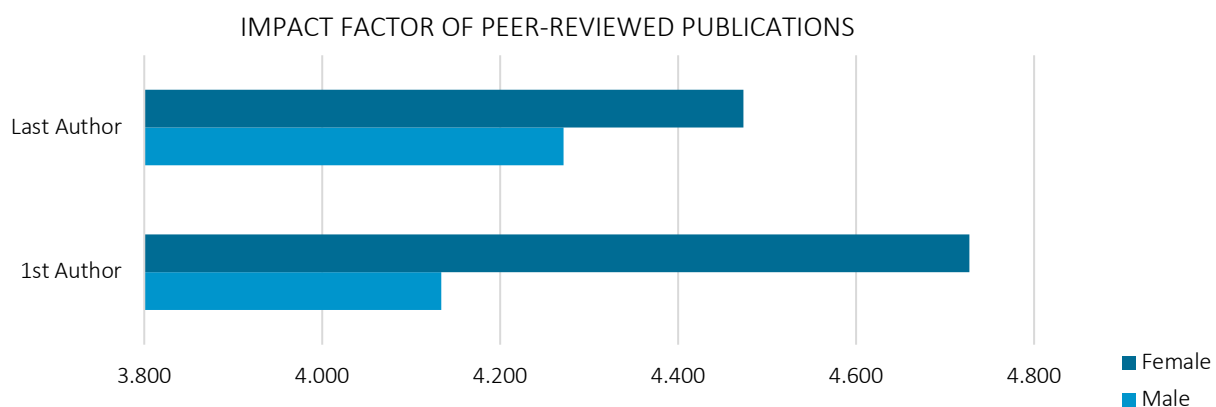


## SCIENTIFIC INDICATORS

### Publications

Analysing the scientific production of CIIMAR researchers, considering books and peer-reviewed publications in which the first or last author had affiliation to CIIMAR, it is easily confirmed that women published more than men. inclusively, the average impact factor of women is higher than men.





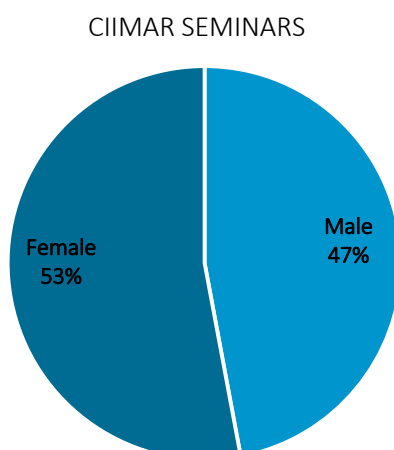
### Advanced Training

According to the data of the conclusion of study cycles, the number women that completed is higher.



### Oral Communications

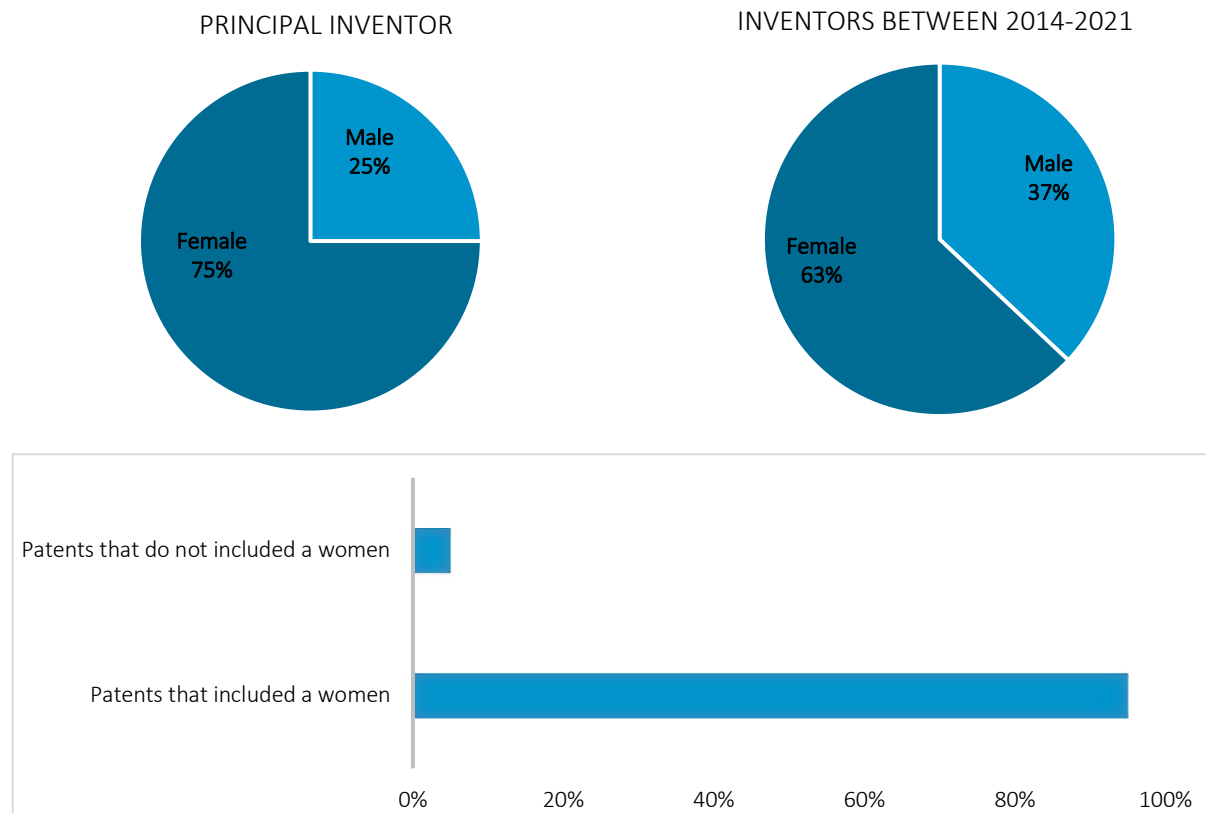
As to the CIIMAR Seminars (NEPTUNE, OCEANUS and NAUTILUS) the difference between the gender participants seems irrelevant.





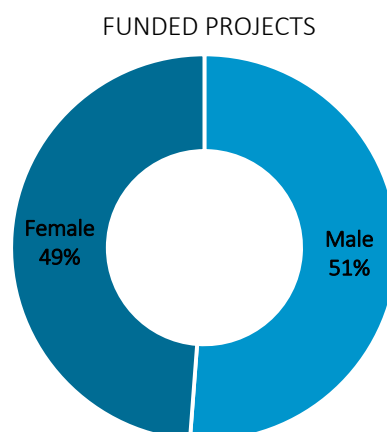
## Patents

Regarding the patent application, analysing the historical of CIIMAR, it is possible to conclude that most patents have a woman as the main inventor, and that only a small percentage of patents do not have women on the team.

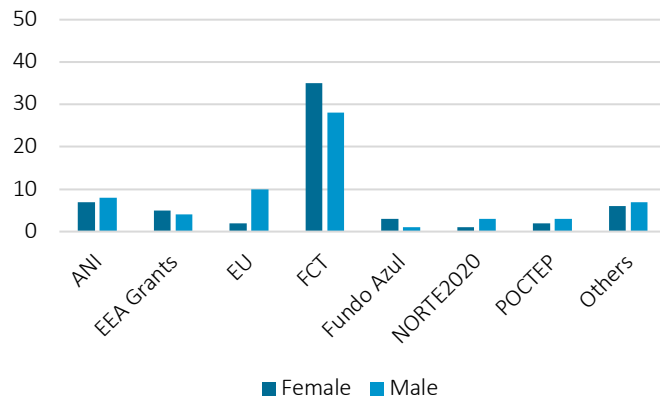


## Competitive R&D Project Funding

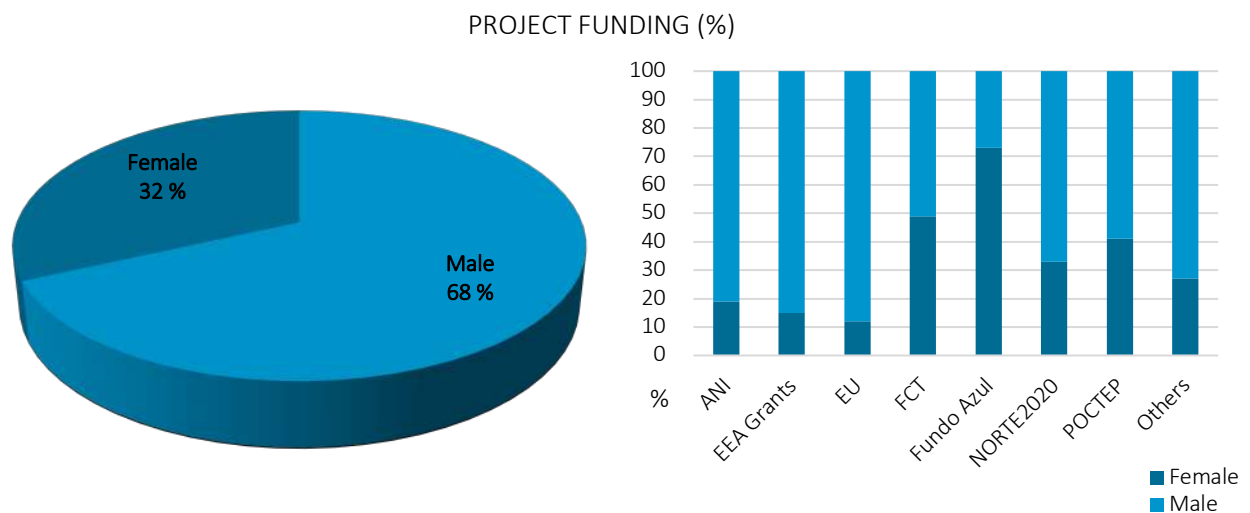
Looking over competitive R&D project funding it is possible to figure that the percentage of approved and funded projects is similar in terms of gender.



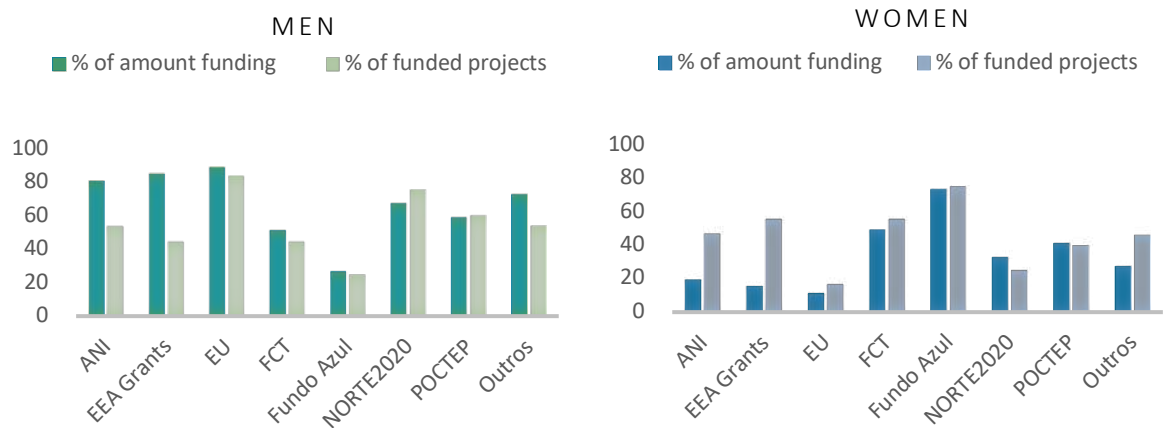
It is also possible to analyse the approved projects by the different founding institutions/Programs.



In terms of funding amounts percentage, although the number of projects funded is similar in both genders, it is clear that men gathers a highest percentage of the global CIIMAR projects funding.



Corroborating the above conclusions, it is possible to compare the percentages of funding amounts with the funded projects in the following charts.



## COVID BALANCE

Since march 2020, CIIMAR has been adapting services and research to the pandemic context. However, initially, the laboratory work got compromised either because of the impossibility to use the infrastructure, but also, for the burden of family caring and education responsibilities.

The necessary adaptations to new ways of working were taken, including online management and collaboration. the conditions for the remote work were created and encouraged.

Progressively, and in order to restart the laboratory activities several measures were implemented:

- implementation of two daily and alternative six-hour shifts;
- registration with CIIMAR identification card mandatory, in order to detect the possible contacts in case of positive covid-19 cases;
- hands disinfection with an alcohol-based solution;
- definition of maximum capacity of each laboratory and offices;
- use of mask mandatory;

After an initial period of adaptations, with implications for the scientific and financial execution of projects, it was possible to continue working.



## V. ACTION PLANNING

CIIMAR's Gender Equality Plan is based on the analysis of the representation of female and male genders in the universe of researchers and employees.

Having now an understanding of the key differences and gaps between women and men and having a good panorama on CIIMAR's gender balance, it's possible to set well defined objectives and measures for each thematic area, according to the recipient group, as well as the articulation with the United Nations 2030 Agenda for Sustainable Development, which aims to create a new global model to end poverty, promote prosperity and well-being for all, protect the environment and combat climate change.

The plan will focus on Gender Equality - goal 5 of the 17 SDGs that realize a common vision for Humanity and which aims to adopt and strengthen the promotion of gender equality and the empowerment of all women and girls, at all levels , namely: ending all forms of discrimination; eliminating all forms of violence; recognizing and valuing work; promoting social protection policies; promoting shared responsibility within the home and family; ensuring the full and effective participation of women and equal opportunities for leadership at all levels of decision-making; carrying out reforms to give women equal rights to economic resources; increasing the use of basic technologies, in particular information and communication technologies, in order to promote the empowerment of women.



Aiming to cover all the recommended content areas that affect gender equality in R&I institutions, such as work life balance, recruitment and career progression, gender equality in decision-making processes and prevention of harassment, CIIMAR's Action Plan for Gender Equality takes into account the 5 principal areas:

- 01) **Work-life balance and organisational culture:** promote gender equality on the organizational culture, ensuring an open and inclusive working environment and work-life balance;
- 02) **Gender balance in leadership and decision-making:** continue to guarantee the share of woman in leadership and decision making;
- 03) **Gender equality in recruitment and career progression:** ensure that women and men get equal chances to develop their careers;
- 04) **Integration of the gender dimension into research and advanced training contents:** incorporate sex and gender in the research targets and developing methodologies that incorporate sex and gender analysis;
- 05) **Measures against gender-based violence including sexual harassment:** ensure clear institutional policies on sexual harassment and other forms of gender-based violence.

As part of it's Gender Equality Plan (GEP) CIIMAR commits to the following:

1. Public document: The GEP is available and public on the CIIMAR's website (<http://www2.ciimar.up.pt/>), which was actively communicated within the institution.
2. Dedicated resources: A Gender Equality Committee with dedicated resources and expertise in gender equality was created to ensure a good implementation of the plan. This committee, balanced in terms of gender, includes representatives of: Board of Directors; Human Resources Office; Legal Office; Staff; PhD Students; Research Line Global Changes and Ecosystem Services; Research Line Biology, Aquaculture and Seafood Quality; Marine Biotechnology.
3. Data collection and monitoring: Relevant gender disaggregated data on personnel will be collected and analysed annually.
4. Training: Awareness-raising activities and training actions on gender equality are planned. These activities and actions will cover unconscious gender biases training aimed at staff and decision-makers, including communication activities that focuses on specific topics relevant for CIIMAR context.

To achieve the proposed goals, CIIMAR establishes the actions defined in the following tables, and considering the timeline from now until the first monitoring process.

## 01) WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

OBJECTIVES	TARGET	MEASURES	AUDIENCE	INDICATORS	OFFICES	ODS(S)
Implement the commitment and policy for gender equality	Engaging the whole organization	Promote and publicize the policy for gender equality	Researchers, Collaborators and Fellowships	Publicize the plan on several platforms	HR; Communication and outreach	ODS5 ODS16
Training related to gender equality	Awareness raising on gender equality	Training/Awareness Sessions	Researchers, Collaborators and Fellowships	Number of training actions	HR	ODS5 ODS16
Promote measures of flexibility of space and time	Contribute to a policy of reconciling professional and family life	Remote work Flexible schedule Continuous time schedule	Researchers, Collaborators and Fellowships	Number of workers in special regimes	HR	
Disseminate and encourage the use of parenting support measures and their combination with professional life	Contribute to a policy of reconciling professional and family life parenting promotion	Informative contents regarding parenting rights and legal protection regimes Full Christmas allowance for the year in which the worker was on maternity - no need to request compensatory benefit at social security Worker's birthday Celebration of the birthdays of the month Welcome email: "Look who's new!" Benefits: yoga, football team; UP/CMM benefits for collaborators and family Commemorative days, e.g.: CIIMAR's anniversary; Family day; International Women's Day; International Day for the Elimination of Violence against Women; International Women's Equality Day International Day of Women and Girls in Science – BLUE WOMAN Talent - Award	Researchers, Collaborators and Fellowships	Monitoring CIIMAR initiatives; Satisfaction surveys	HR; Juridical; Communication and outreach; Science and Innovation Office	ODS5, ODS10, ODS6

## 02) GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING

OBJECTIVES	TARGET	MEASURES	AUDIENCE	INDICATORS	OFFICES	ODS(S)
Promote parity on governance bodies and top positions	Contribute to a policy of parity	Regulation and good practices development	Board of Directors; Team leaders	Share of women and men in leadership positions	Board of Directors	ODS5, ODS10, ODS6
Promote parity on advisory internal and external bodies						
Commit to gender equality issues internally and externally		Parity policies Conferences		Number workshops realized; Number of participants	HR; Juridical	

## 03) GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

OBJECTIVES	TARGET	MEASURES	AUDIENCE	INDICATORS	OFFICES	ODS(S)
Define the recruitment and progression policy	Contribute to equality in recruitment and career	Recruitment Code of Conduct Career's Regulation	Researchers; Collaborators	Available documents	Board of Directors; HR; Juridical	ODS5, ODS10, ODS6
Promote gender equality in the recruitment of researchers, technicians and grants	Contribute to a policy of gender equality in recruitment	Provide guidelines to the jury Propose the constitution of joint juries Review the announcements according to equality criteria Gender-inclusive language in internal and institutional communications	Researchers; Jurys	Impact of good practice guides; Share of Women and men in evaluation committees	Board of Directors; HR	ODS5, ODS10, ODS6
Promote gender equality in the career assessment and progression	Contribute to a policy of gender equality	Propose the constitution of joint juries	Researchers; Collaborators	KPI; Satisfaction surveys	Board of Directors; HR	ODS5, ODS10, ODS6

#### 04) INTEGRATION OF THE GENDER DIMENSION INTO RESEARCH CONTENT

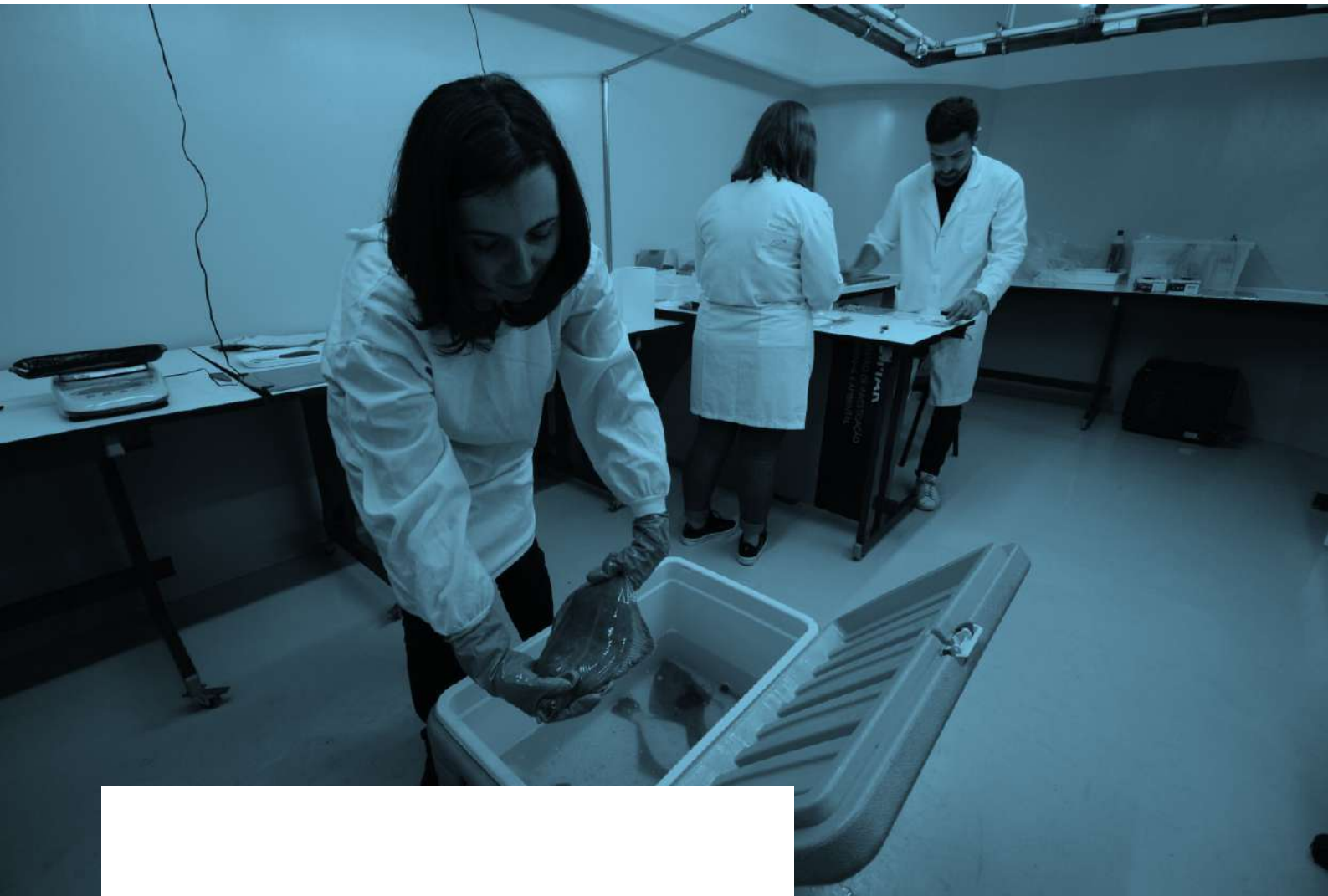
OBJECTIVES	TARGET	MEASURES	AUDIENCE	INDICATORS	OFFICES	ODS(S)
Promote the discussion about equality issues in science	Contribute to a policy of gender equality	Promote a balanced level of representation between genders	Researchers; Collaborators and Fellowships	Share of women and men in research teams	Science and Innovation Office; HR	ODS5, ODS10,
Ensure the gender dimension in research and teaching	Incorporate sex and gender analyses in research	Promote an award to projects focused on the gender dimension	Researchers; Fellowships	Number of projects proposed; CIIMAR initiatives	Science and Innovation Office; Communication and outreach	ODS6

#### 05) MEASURES AGAINST GENDER-BASED VIOLENCE INCLUDING SEXUAL HARASSMENT

OBJECTIVES	TARGET	MEASURES	AUDIENCE	INDICATORS	OFFICES	ODS(S)
Promoting a culture of mutual respect and of Zero Tolerance Toward Sexual Harassment And Violence	Contribute to a policy of gender equality	Regulations and good practices	Researchers; Collaborators and Fellowships	Participation in events	HR; Communication and outreach	ODS5, ODS10, ODS6
Alert for harassment issues and its different dimensions	Reduce inequalities	Communication and dissemination channels	Researchers; Collaborators and Fellowships	Site views	HR; Communication and outreach	ODS5, ODS10, ODS6
Receive and direct complaints	Support the victims	Constitution of a support committee Make available an email for complaints	Researchers Collaborators Fellowships	Number of cases followed up by the committee	HR; Committee; TI	ODS5, ODS10, ODS6



IMAGE 3: Sustainable Development Goals.



## VI. METHODOLOGY, MONITORING AND EVALUATION

CIIMAR GEP is a result of a process to improve gender equality in which the leadership is fully compromised.

It started with the audit phase, the collection of gender-disaggregated data of processes and practices, essential for the planning phase of setting objectives and targets for the GEP alongside a roadmap of actions and measures.

The next step is the implementation phase. In order to ensure a good implementation of the GEP, CIIMAR will carry out monitoring and reporting of the data collected on an annual basis, reviewing the progress in agreement with GEP aims and objectives. GEP includes a set of indicators which will allow monitoring the success of the implementation of the plan and provide space for learning and feedback to enable adjustments and improvements to future interventions.

GEP is a formal document published on CIIMAR's website and signed by the top management that will be continuously disseminated and communicated across the institution. Regular reports will allow ongoing organizational review of GEP's impact and engage all the institution.

Effective monitoring will depend on developing relevant indicators for each measure. CIIMAR intends to be able to consider new data for the next monitoring/reviewing process like:

- Number of female and male candidates applying for research positions;
- Number of women and men having left the institution in past years, specifying the number of years spent in the organisation;

- Numbers of staff by gender applying for/taking parental leave, for how long and how many returned after taking the leave;
- Number of training hours/credits attended by women and men;
- Wage gaps by gender and job;
- Number of news in the media of research activities of women and men;
- Share of women and men among reviewers, heads of panels, scientific events organization and participation.





## VII. TEAM

Isabel Regal Teixeira | Juridical Support

Joana Moreira da Silva | Science and Innovation Office

Marlene Cruz | Human Resources Office

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