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# Equal Opportunities and Diversity Management Plan

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CERCA Institute

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April 2014

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## 1. Background

The activities of the CERCA centres and the people working in them are based on respect and equality among all those involved. The management of research together with policies on recruitment, employment opportunities, institutional representation, the allocation of resources and evaluation must be based on assessing people fairly and preventing any potential bias or discrimination.

In the European Union, 50% of university students and 45% of doctoral students are women, but only one third of research staff. This situation has seen practically no change in the last ten years.

Although women researchers are now entering some scientific fields in increasing numbers, this is not evidence of an absence of gender bias. To the extent that faculty gender bias impedes women's full participation in science, it may undercut not only academic meritocracy, but also the expansion of the scientific workforce needed for the next decade's advancement of national competitiveness (Corinne A. Moss-Racusin et al., 2012).

In some areas, analysis shows an unequal distribution of investments in research for men and women. There are fewer women receiving funding as principal investigators, with fewer studies funded with lower funding amounts when successful (Michael G Head et al., 2013).

The implementation of appropriate measures should bring about a situation in which the imbalance is corrected, leading to more outstanding creative work in science and technology at CERCA centres.

A committee was therefore set up, which met in the second half of 2013 and early 2014 to discuss and design the Equal Opportunities and Diversity Management Plan. This plan is intended as a guideline for the CERCA centres, each of which will adapt it and implement any measures needed.

## 2. Equal Opportunities and Diversity Management Committee

Members of the Committee:

**Mara Dierssen**

Group Leader. Centre for Genomic Regulation (CRG)

**Inés Garriga**

Director of Creativity and Innovation. Culture Institute of Barcelona (ICUB)

**Genoveva Martí**

ICREA research lecturer. Faculty of Philosophy, University of Barcelona

**Victòria Miquel**

Projects Director. Research and Assessment Department, Agency for Management of University and Research Grants (AGAUR)

**Begoña Navarrete**

Manager. Psychological Society of Catalonia (COPC)

**Lluís Rovira**

Director of the CERCA Institute

**Isabelle Vernós**

ICREA research lecturer and Group Leader at the Centre for Genomic Regulation (CRG). Member of the Standing Committee on Conflict of Interest, Scientific Misconduct and Ethical Issues

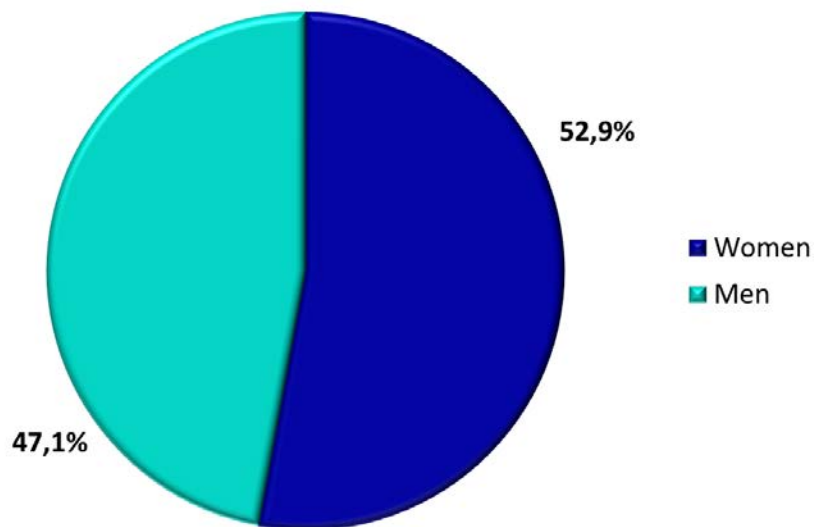
### 3. Starting point and analysis

ACRONYM	Total			WOMEN						MEN					
	staff	% women	Field	ACAD.	Staff			Other		ACAD.	Staff			Other	
					scientists	Postdoc	Predoc	researchers	Others		scientists	Postdoc	Predoc	researchers	Others
CED	78	50,00%	SC	29	1	1	26	1	10	36	12	7	17	0	0
CIMNE	233	24,46%	E	34		5	14	15	23	165	17	39	30		12
CRAG	312	43,91%	LS	92	28	22	35	7	45	135	26	40	38	31	40
CREAF	155	36,13%	LS	25	6	2	16	1	31	68	37	7	18	6	11
CREAL	107	66,36%	MS	32	5	13	14		39	18	8	5	5		0
CREI	28	32,14%	SC	3	0	1	1	1	6	19	6	5	6	2	16
CRESA	114	54,39%	LS	30	17		13		32	34	22		11	1	21
CRESIB	148	63,51%	MS	54	10	11	20	13	40	41	19	4	10	8	42
CRG	417	50,84%	MS	150	5	42	51	52	62	166	24	71	49	22	0
CRM	29	41,38%	S	6		2	3	1	6	12	1	2	3	6	31
CTFC	147	52,38%	LS	42	2	5	0	35	35	50	4	11	2	33	20
CTTC	131	20,61%	E	15	8		6	1	12	97	62	2	15	18	4
CVC	131	26,72%	E	21	3	5	11	2	14	80	18	21	37		
IBEC	243	49,79%	MS	103	9	17	46	31	18	114	26	15	46	27	3
IC3	41	48,78%	S	12		8	2	2	8	14	4	7	2	1	3
ICAC	53	56,60%	H	15	3	4	8		15	17	6	5	6		6
ICCC	94	70,21%	MS	34	8	5	14	7	32	14	4	2	3	5	14
ICFO	294	26,19%	S	50	3	19	23	5	27	186	22	82	70	12	1
ICIQ	318	43,71%	S	104	1	45	38	20	35	158	17	71	56	14	40
ICN	191	40,84%	S	53	4	14	20	15	25	82	16	27	21	18	31
ICP	52	48,08%	S	12	1	4	5	2	13	22	5	8	3	6	0
ICRA	93	47,31%	S	34	2	8	16	8	10	39	9	9	18	3	0
ICRPC	11	54,55%	H	4	0	2	2		2	3	2	1	0		31
IDIBAPS	368	72,83%	MS	233	43	28	104	58	35	90	28	12	44	6	39
IDIBELL	481	67,78%	MS	145	31	44	69	1	181	81	13	28	40	0	74
IDIBGI	73	69,86%	MS	32	0	10	9	13	19	15	1	1	6	7	7
IEEC	266	26,32%	S	56	11	23	22	0	14	160	67	35	57	1	36
IFAE	110	20,00%	S	17	4	3	8	2	5	66	16	15	23	12	22
IG	26	50,00%	E	7		1	3	3	6	10	3	1	1	5	0
IGTP	146	80,82%	MS	56	19	6	29	2	62	18	8	2	7	1	10
IISPV	60	83,33%	MS	37	33		4		13	9	6		3		5
IJC	21	76,19%	MS	12	2	4	6	0	4	5	2	0	2	1	22
IMIM	663	61,54%	MS	224	21	24	50	129	184	201	29	14	12	146	41
IMPPC	68	57,35%	MS	21	6	5	9	1	18	19	9	5	5	0	0
IPHES	62	50,00%	H	27	12	2	6	7	4	27	12	2	6	7	0
IR ST. PAU	788	51,14%	MS	231	192	4	35		172	332	301	2	29		26
IRB	420	55,00%	MS	144	18	51	75		87	147	37	47	63		53
IRB LLEIDA	314	50,96%	MS	116	50	8	38	20	44	113	86	3	15	9	79
IREC	115	36,52%	E	16	3	3	7	3	26	61	20	12	19	10	20
IRSICAIXA	61	72,13%	MS	17	1	9	7	0	27	14	6	4	2	2	3
IRTA	567	50,79%	LS	136	69	16	30	21	152	139	80	12	33	14	140
MOVE	53	35,85%	SC	17	13		4		2	33	27	3	3		7
VHIO	205	75,12%	MS	70	2	18	4	46	84	25	7	10	3	5	18
VHIR	573	72,95%	MS	142	28	27	87		276	76	31	16	29		13
<b>TOTAL</b>	<b>8817</b>	<b>52,91%</b>		<b>2710</b>	<b>674</b>	<b>521</b>	<b>990</b>	<b>525</b>	<b>1955</b>	<b>3211</b>	<b>1156</b>	<b>665</b>	<b>868</b>	<b>439</b>	<b>941</b>
Sciences			S												
Life Sciences			LS												
Social Sciences			SC												
Humanities			H												
Health and Medical Sciences			MS												
Engineering			E												

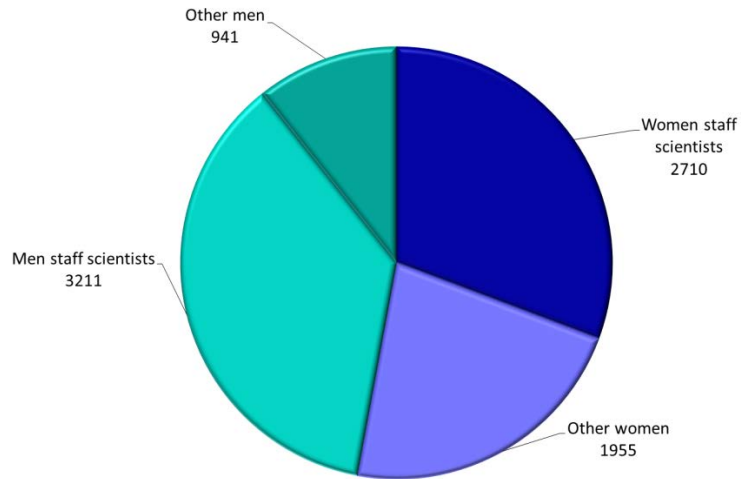
I2CAT has not provided broken down figures. No assessment was carried out for CMRB and AGROTECNIO and no figures are available for them which are comparable with those of other CERCA centres.

The figures in the table above show the data collected from CERCA assessments carried out in 2012 and 2013. There are fewer women than men employed in CERCA research centres. The proportion is higher in the medical sciences, while the lowest numbers are found in engineering and sciences.

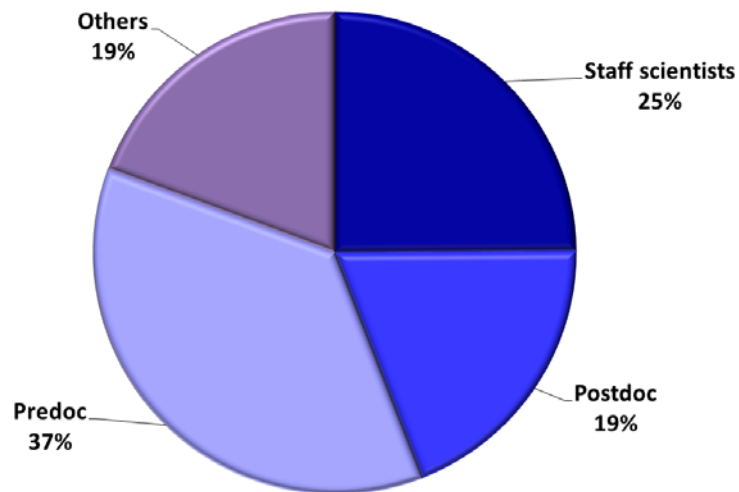
In 2014 only 2 centres of the 46 had women directors. We can see, therefore, that the proportion of women in more technical disciplines remains as low as it was many years ago, while the number of women in senior roles has in fact fallen rather than increased in CERCA centres compared with the scientific community in general.



An analysis of the number of permanent research staff and postdoctoral and predoctoral students shows that men make up 63% of the total.

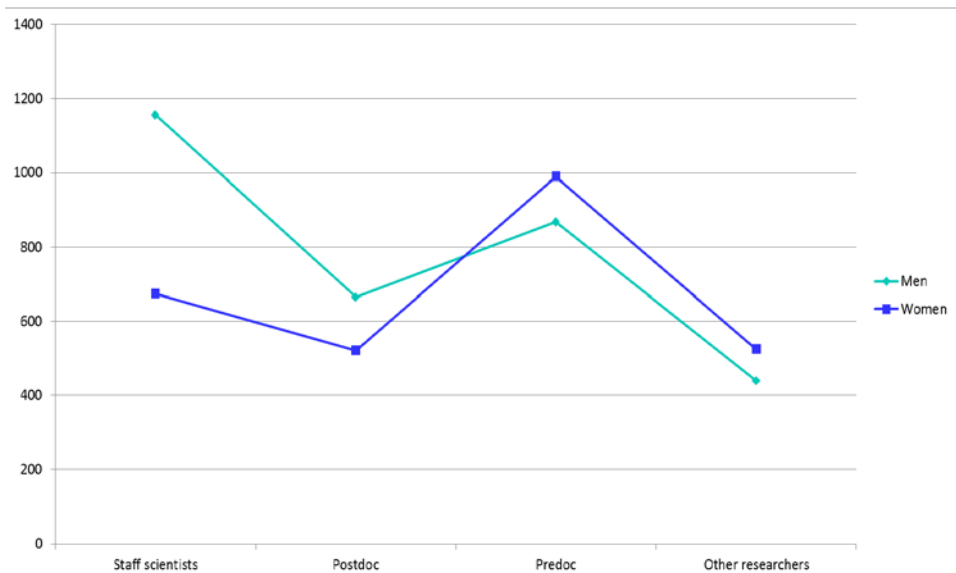
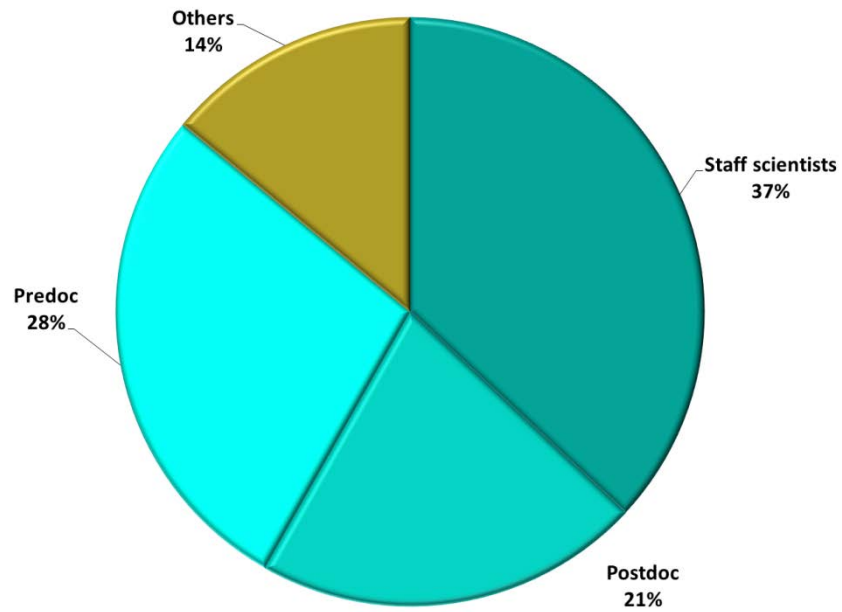


### Women Staff Scientists





### Men Staff Scientists



Centre CERCA	% Women in senior posts
Agrotecnio – Centre for Research in Agrotechnology	29%
CED – Centre for Demographic Studies	50%
CIMNE – International Center for Numerical Methods in Engineering	25%
CMR[B] – Centre of Regenerative Medicine in Barcelona	75%
CRAG – Centre for Research in Agricultural Genomics	40%
CREAF – Centre for Ecological Research and Forestry Applications	50%
CREAL – Center for Research in Environmental Epidemiology	43%
CREI – Centre for Research in International Economics	50%
CReSA – Centre for Animal Health Research	0%
CRESIB – Barcelona Centre for International Health Research	25%
CRG – Centre for Genomic Regulation	40%
CRM – Centre for Mathematical Research	0%
CTFC – Forest Sciences Centre of Catalonia	50%
CTTC – Telecommunications Technological Center of Catalonia	30%
CVC – Computer Vision Center	38%
i2CAT – Internet and Digital Innovation in Catalonia	0%
IBEC – Institute for Bioengineering of Catalonia	30%
IC3 – Catalan Climate Sciences Institute	14%
ICAC – Catalan Institute of Classical Archaeology	29%
ICCC – Catalan Institute of Cardiovascular Sciences	60%
ICFO – Institute of Photonic Sciences	16%
ICIQ – Institute of Chemical Research of Catalonia	10%
ICN2 – Catalan Institute of Nanoscience and Nanotechnology	20%
ICP – Catalan Institute of Palaeontology Miquel Crusafont	13%
ICRA – Catalan Institute for Water Research	0%
ICRPC – Catalan Institute for Cultural Heritage Research	0%
IDIBAPS – August Pi i Sunyer Biomedical Research Institute	40%
IDIBELL – Bellvitge Biomedical Research Institute	25%
IDIBGI – Girona Biomedical Research Institute	33%
IEEC – Institute of Space Studies of Catalonia	20%
IFAE – Institute for High Energy Physics	11%
IGTP – Health Sciences Research Institute of the Germans Trias i Pujol Found	69%
IISPV – Pere Virgili Health Research Institute	5%
IJC – Josep Carreras Leukemia Research Institute	0%
IMIM – Hospital del Mar Medical Research Institute	30%
IMPPC – Institute of Predictive and Personalized Cancer Medicine	18%
IPHES – Catalan Institute for Human Palaeoecology and Social Evolution	0%
IR-Sant Pau – Sant Pau Institute of Biomedical Research	31%
IRB Barcelona – Institute for Research in Biomedicine	38%
IRB Lleida – Biomedical Research Institute of Lleida	0%
IREC – Catalonia Institute for Energy Research	0%
IrsiCaixa – Institute for AIDS Research	29%
IRTA – Institute of Agrifood Research and Technology	27%
MOVE – Markets, Organizations and Votes in Economics	67%
VHIO – Vall d'Hebron Institute of Oncology	25%
VHIR – Vall d'Hebron Research Institute	10%
<b>Total</b>	<b>26%</b>

The following table shows the modified Human Resources table to be used in future CERCA assessments, proposed by the Equal Opportunities and Diversity Management Committee. It is designed to obtain data that will give details not just on the number of women, but on the numbers in senior posts. If necessary, a table for collecting data on the number of people from ethnic minorities employed in CERCA centres should also be designed.

	Total no. of full-time equivalents	Total no. of people	Women	
			Number	%
<b>Total</b>				
<b>1. Academic staff<sup>1</sup></b>				
GL senior				
GL junior				
Staff scientists				
Postdoctoral				
Predocctoral				
Others				
<b>2. Non-academic staff</b>				
- Administration				
- Core scientific platforms				
- Laboratory support				
IT staff				
Other				
<b>TOTAL</b>				

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<sup>1</sup> Personnel assigned to the Institute, but not necessarily paid by the Institute.

The CERCA centres are currently inputting their research management data into the UNEIX database. Once these data are available, it will be possible to analyse the profiles of centre employees in greater detail. This information is expected to be available at the end of 2014.

#### **4. Challenges for the next four years**

- To ensure each centre carries out a self-assessment process which will form the basis for an action plan.
- To close the gender gap globally and in each individual centre, including their governing bodies, centre representatives and salaries, where necessary.
- To include measures in the Plan for obtaining data on minorities employed in CERCA centres in order to ensure the Plan is a useful tool for managing diversity.
- To be a leading Catalan institution with respect to this issue.

#### **5. Recommendations on equality and diversity management plans in CERCA centres**

##### **a) Commitment**

The CERCA centres recognise that cultural, demographic and social diversity, and specifically gender diversity, improve the quality of research and contribute to excellence.

Diverse work groups are more innovative, generate more effective, viable ideas, develop new approaches and carry out more critical analysis.

Diversity and equality of opportunities are also important in terms of social justice and to ensure the centres are competitive.

The CERCA centres also agree on the need to attract and retain the best researchers and consider that the unequal representation of women in key management and research posts is a challenge that must be met for society and in order to strive for excellence in research.

Based on this vision, each CERCA centre is committed to implementing an equality and diversity management plan, to be assessed every four years, aimed at:

- Promoting diversity, in particular gender diversity, and equality of opportunities for men and women as strategic factors for achieving greater effectiveness, innovation, creativity and competitiveness.
- Creating an environment that prevents discrimination and harassment.
- Carrying out regular reviews.

- Ensuring that executive committees show clear, transparent and visible leadership on managing diversity as a strategic factor for achieving greater effectiveness, innovation, creativity and competitiveness.

#### **b) Strategic lines**

The CERCA centres have identified four priority areas or lines of action around which specific measures to promote diversity and equality will be designed.

- Leadership, vision and strategy in CERCA centres.
- Recruitment, promotion and the organisation of work. Measures to prevent bias.
- Encouraging gender awareness in research.
- Accountability and monitoring.

#### **c) Objectives**

##### **Leadership, vision and strategy in CERCA centres**

Leadership and encouragement by the governing bodies and executive committees to develop diversity and equality policies and publicise the measures taken.

The development and implementation of measurable, quantifiable diversity and equality management policies and action plans with transparent monitoring systems. The assessment of the impact of these measures, linking equality and diversity management indicators to research quality, taking into account the possibility that the base could be skewed.

The cross-cutting management of diversity and gender awareness at every level in the organisation, including management, and through the centres' policies.

The appointment of a person or committee in every CERCA centre to be responsible for diversity management in the centre and drafting the equality and diversity management plan. Wherever possible, this person will be invited to take part in any meeting where gender issues may arise (including recruitment processes, job offers, etc.).

Increasing the number of women and other minorities represented on CERCA Executive Boards and the Scientific Advisory Board (SAB).

Ensuring men and women are equally represented at institutional and research-linked events (conferences, committees, meetings, etc.).

Providing information and training on the prevention of discrimination.

Raising the profile of women and minorities within CERCA centres and in their external communications (general media and scientific publications).

### **Recruitment, promotion and the organisation of work. Measures to prevent bias**

Respectful, egalitarian recruitment processes. Selection and quality criteria, including the advertising of posts, must be systematically and permanently supervised. When the number of female applicants is lower than male applicants, the procedure must be reviewed. Methods to actively encourage women to apply will be designed when it is likely that there will be fewer women candidates than men.

The development of a special recruitment programme should be considered in each case, along the lines of the *Targets of Opportunity Programs (Recruiting Members of Underrepresented Groups)* applied and, in some places still being applied, around the world.

The implementation of training and guidance measures to help women researchers develop their careers and be involved on an institutional level.

Ensuring women researchers are aware of their right to negotiate working conditions that allow them to balance their home life and research careers and receive the same pay and incentives as men.

Making a significant contribution to the development of a model that balances family and work so that care and responsibility are equally shared.

### **Encouraging gender awareness in research**

Training researchers involved in the design of policies and action plans and in the allocation of research funding, as well as the reviewers and editors of scientific publications and magazines, on the need to develop gender awareness in research and on measures for doing this, in particular in fields where gender may be an issue.

Building gender awareness into the strategic research lines of the CERCA centres while respecting the specific characteristics of each field.

### **Transparency, accountability and monitoring**

Publicising and communicating equality and diversity management policies and action plans.

Designing a specific system of indicators to effectively monitor the impact of implementing the action plans and measure results.

Ensuring the indicators and statistics collected by the CERCA centres are broken down by gender, in particular data on governance, research and administration.

Including a section on equal opportunities and diversity management in annual reports.

### **Specific measures to implement immediately**

A support committee will be set up which will receive consultations and proposals from the centres, and propose solutions to any conflicts which arise. The members of the committee will be drawn on a rotating basis from the people responsible for managing diversity in each centre and a yet to be determined number of external researchers, preferably people with research and teaching experience in high-profile international centres with a strong understanding of equal opportunities policies and diversity management.

A person will be designated in every CERCA centre to be responsible for diversity management in the centre and for ensuring that an equality and diversity management plan is drafted in accordance with these guidelines and in coordination with the members of the Equal Opportunities and Diversity Management Committee described in point 2.

A section on equal opportunities and diversity management will be included in the annual report of each centre from 2014. The support committee will also review the annual reports and propose improvements where needed, ensuring that the different centres' policies are consistent.

A section in the CERCA website will be developed setting out the contents of this Plan.

Support will be provided to CERCA centres to help them obtain the HR Excellence in Research Award. This strategy will include explicit reference to gender issues in each CERCA centre.

### **Assessment system**

CERCA will review the equality and diversity policies and measures in each research centre every four years.

Definition of indicators.

## 6. Approximate timetable

February-March 2014	Equality Plan
March 2014	Public consultation with CERCA centres
28 April 2014	Presentation at CERCA Conference 2014
June 2014	Appointment of person responsible in each centre
December 2014	Preparation of equality plans in all CERCA centres
2016-2017	CERCA assessment

## 7. Bibliography and related websites

Silvia Knobloch-Westerwick et al. 'The Matilda Effect in Science Communication: An Experiment on Gender Bias in Publication Quality Perceptions and Collaboration Interest'. *Science Communication*. October 2013, vol. 35, no. 5, 603-625.

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Corinne A. Moss-Racusin et al. 'Science faculty's subtle gender biases favor male students'. *PNAS*. 2012; vol. 109, no. 41.

Victòria Miquel. 'Dones i Ciència: Pla d'Acció a Catalunya. Propostes d'actuació per a superar les desigualtats de gènere en l'àmbit científic'. July 2005.

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<http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0022590>

<http://www.the-scientist.com/?articles.view/articleNo/29068/title/Are-Women-Better-PIs/>

<http://www.nature.com/nature/journal/v505/n7482/full/505160b.html>

<http://www.ncbi.nlm.nih.gov/pubmed/23251502>

<http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0066212>



## 8. Glossary

AGAUR	Agency for Management of University and Research Grants
Agrotecnio	Centre for Research in Agrotechnology
CED	Centre for Demographic Studies
CERCA	Research Centres of Catalonia
CIMNE	International Center for Numerical Methods in Engineering
CMR[B]	Centre of Regenerative Medicine in Barcelona
CRAG	Centre for Research in Agricultural Genomics
CREAF	Centre for Ecological Research and Forestry Applications
CREAL	Center for Research in Environmental Epidemiology
CREI	Centre for Research in International Economics
CReSA	Centre for Animal Health Research
CRESIB	Barcelona Centre for International Health Research
CRG	Centre for Genomic Regulation
CRM	Centre for Mathematical Research
CTFC	Forest Sciences Centre of Catalonia
CTTC	Telecommunications Technological Center of Catalonia
CVC	Computer Vision Center
i2CAT	Internet and Digital Innovation in Catalonia
IBEC	Institute for Bioengineering of Catalonia
IC3	Catalan Climate Sciences Institute
ICAC	Catalan Institute of Classical Archaeology
ICCC	Catalan Institute of Cardiovascular Sciences
ICFO	Institute of Photonic Sciences
ICIQ	Institute of Chemical Research of Catalonia
ICN2	Catalan Institute of Nanoscience and Nanotechnology
ICP	Catalan Institute of Palaeontology Miquel Crusafont
ICRA	Catalan Institute for Water Research

ICREA	Catalan Institution for Research and Advanced Studies
ICRPC	Catalan Institute for Cultural Heritage Research
IDIBAPS	August Pi i Sunyer Biomedical Research Institute
IDIBELL	Bellvitge Biomedical Research Institute
IDIBGI	Girona Biomedical Research Institute
IEEC	Institute of Space Studies of Catalonia
IFAE	Institute for High Energy Physics
IGTP	Health Sciences Research Institute of the Germans Trias i Pujol Foundation
IISPV	Pere Virgili Health Research Institute
IJC	Josep Carreras Leukemia Research Institute
IMIM	Hospital del Mar Medical Research Institute
IMPPC	Institute of Predictive and Personalized Cancer Medicine
IPHES	Catalan Institute for Human Palaeoecology and Social Evolution
IR-Sant Pau	Sant Pau Institute of Biomedical Research
IRB Barcelona	Institute for Research in Biomedicine
IRB Lleida	Biomedical Research Institute of Lleida
IREC	Catalonia Institute for Energy Research
IrsiCaixa	Institute for AIDS Research
IRTA	Institute of Agrifood Research and Technology
MOVE	Markets, Organizations and Votes in Economics
UAB	Universitat Autònoma de Barcelona
UNEIX	University and Research Information System of Catalonia
VHIO	Vall d'Hebron Institute of Oncology
VHIR	Vall d'Hebron Research Institute





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