



**IPN**

**INSTITUTO PEDRO NUNES**

ASSOCIAÇÃO PARA A INOVAÇÃO E DESENVOLVIMENTO EM CIÊNCIA E TECNOLOGIA

**GENDER EQUALITY  
ANNUAL REPORT  
2023**

INSTITUTO PEDRO NUNES  
**GENDER EQUALITY - ANNUAL REPORT  
2023**

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## 1. EXECUTIVE SUMMARY

This report outlines the actions carried out in 2023 to directly or indirectly promote Gender Equality (GE) in alignment with the Gender Equality Plan of the Instituto Pedro Nunes (IPN) for the 2021-2023 triennium, hereafter referred to as the Plan.

In 2023, IPN continued its commitment to fostering initiatives that highlight GE in R&D and Innovation activities. It organized a session aimed at encouraging reflection among staff and the broader society about the role of women in technological and leadership activities in Portugal, especially in the space economy, where women remain underrepresented. Additionally, it provided internal training for its communication team on neutral and inclusive language to update their knowledge and emphasize the importance of communication in promoting equality within the organization.

Analyzing the gender distribution of IPN staff, the proportions remain balanced (52% men and 48% women). This is noteworthy considering that most activities and services are in engineering and technology—fields where men traditionally dominate.

Regarding access to funding, an analysis of 22 proposals submitted to the Horizon Europe program in 2023 revealed that most participating researchers were men (77%).

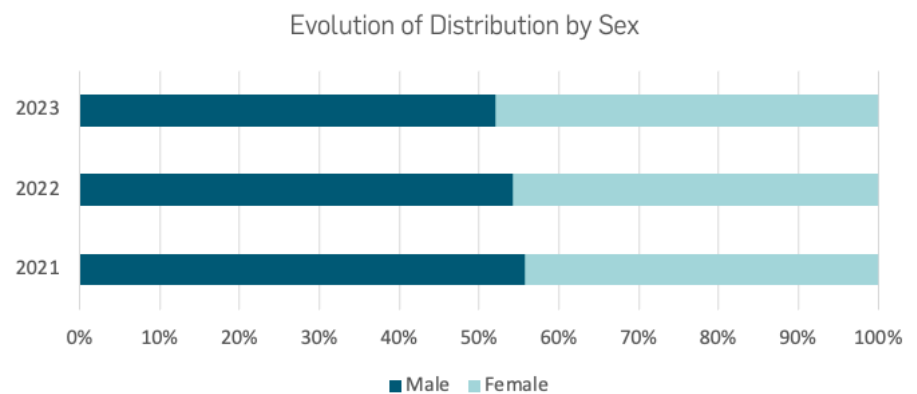
IPN also shared and encouraged its teams' participation in initiatives promoting personal and professional development. It participated in eight projects aimed at addressing gender imbalances, particularly in leadership, decision-making, and entrepreneurship. Furthermore, IPN adhered to all applicable national and European legislation related to GE.

Although this structured approach to GE is relatively recent, the initiatives already demonstrate a positive impact by increasing awareness of GE among IPN staff and the broader community, both professionally and personally.

## 2. STATISTICS DISAGGREGATED BY SEX

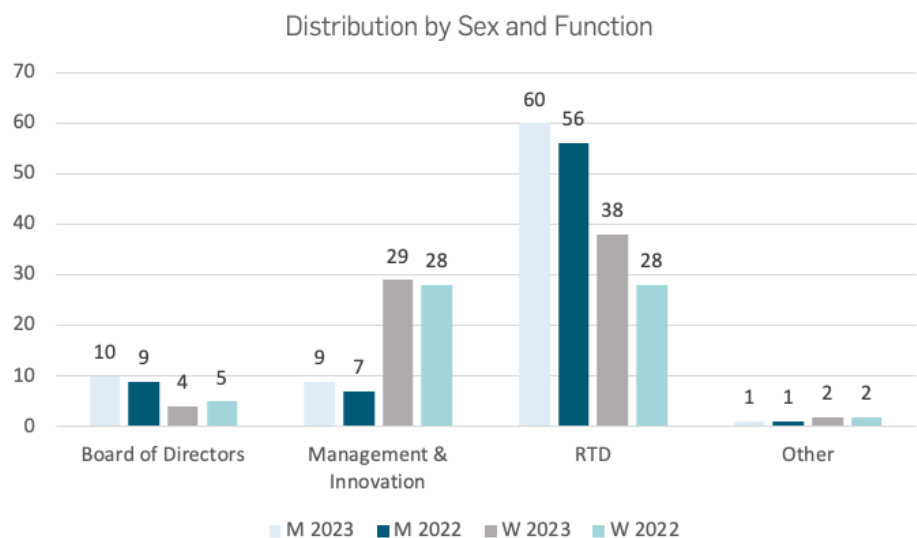
IPN conducted a quantitative data survey to monitor the gender distribution among staff employed under work contracts. The data analyzed and presented here are from December 31<sup>st</sup> 2023, compared with data collected in 2021 and 2022, as detailed in the Gender Equality Reports of the respective years.

Based on the information gathered, the following indicators have been updated:



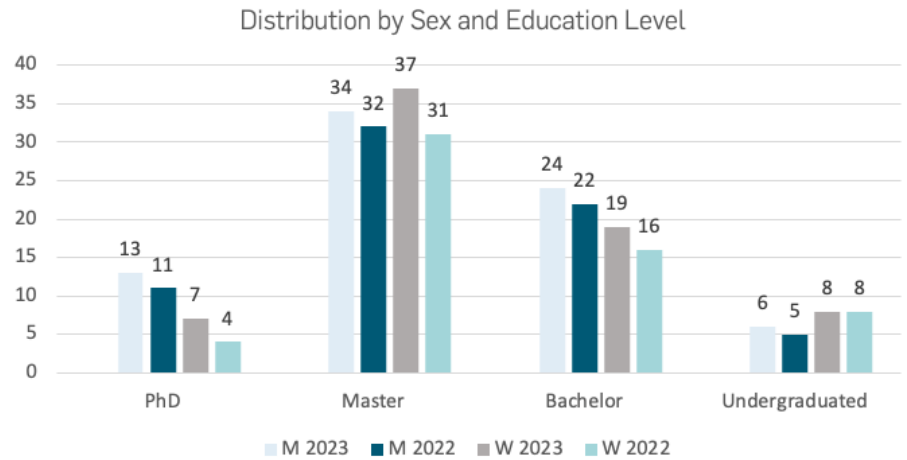
**Chart 1** - Evolution of distribution by sex 2022-2023

The analysis shows a consistent balance in gender distribution at IPN over the last three years, with a slight increase in female representation in 2023 compared to the previous year.



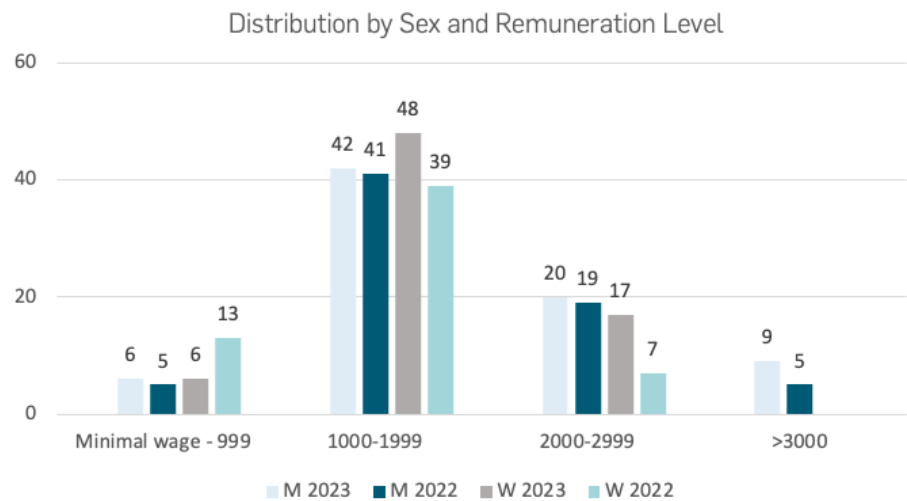
**Chart 2** - Distribution by sex and function 2022-2023

The analysis of Chart 2 highlights significant growth in the number of women in research positions, although this growth is still insufficient to reverse the overall trend. In other roles, the distribution remains unchanged.



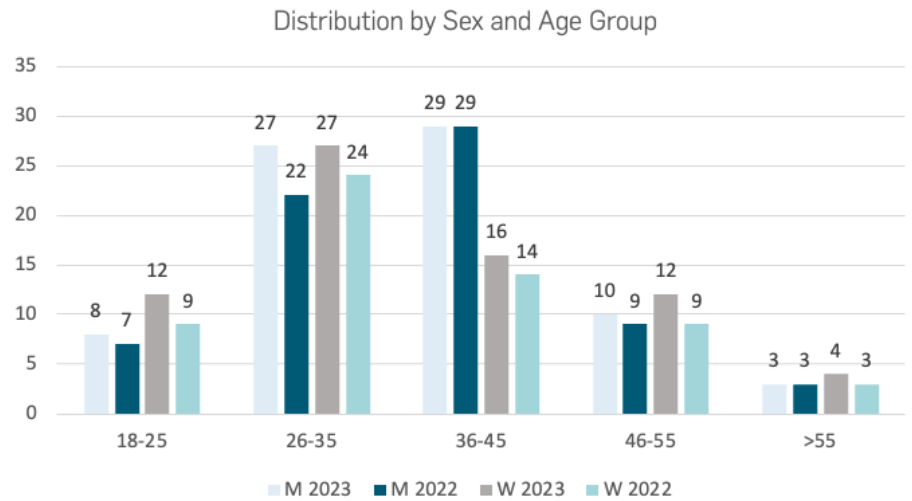
**Chart 3** - Distribution by sex and education level 2022-2023

The analysis of Chart 3 reveals a predominance of women with a Master's degree. Additionally, there has been an increase in the number of women with Bachelor's and Doctoral degrees, though not enough to change the overall trend.



**Chart 4** - Distribution by sex and remuneration level (in euros) 2022-2023

There is notable growth in female representation in the €1000-€1999 salary range and a significant increase in the €2000-€2999 range, indicating a trend toward salary convergence in these categories. It is also worth noting the reduction in the number of women in the lowest salary range, a result of IPN's revised salary policy, which now defines a minimum salary for roles requiring at least a Bachelor's degree. It should be noted that men predominate in the highest salary range.



**Chart 5** - Distribution by sex and age group 2022-2023

The gender distribution by age group confirms a balance in the 26-35 age range. In the 18-25, 46-55, and >55 age groups, women are predominant.

This analysis confirms a general trend toward balance, with positive signs of greater female representation in some salary brackets and educational levels. Additionally, IPN's revised salary policy has contributed to salary convergence.

### 3. YEAR HIGHLIGHTS BY DIMENSION

A summary of the activities carried out by dimension is listed below.

#### **DIMENSION 1 - ORGANIZATIONAL**

Continued the collection and sharing of information and best practices to update knowledge relevant to IPN's activities.

#### **DIMENSION 2 - COMMUNICATION**

Efforts focused on raising awareness among IPN staff and the external community about gender dimensions through various communication channels, including the Internal Information System (SI), email, and the website. Key highlights include:

— **Specialized Training for the Communication Team:**

The communication team participated in training on inclusive and neutral language. The goal was to update knowledge on inclusive communication practices to promote equality within the organization, aligned with its mission and areas of intervention. The training identified strategies and practices to make organizational communication a driver of gender equality.

— **Meet-Up Women in Space (2<sup>nd</sup> Edition):**

IPN organized an event attended by 70 participants to discuss the role of women in technological activities and leadership in Portugal, particularly in the space economy, where women remain underrepresented.

#### **DIMENSION 3 - RTD ACTIVITIES**

An analysis of 22 proposals submitted to the Horizon Europe program in 2023 showed a predominance of male researchers (77%), a reversal from the previous year's balance (42% women and 58% men). This shift may be due to non-standardized proposal submission forms (not all require this information) and the diversity of IPN's roles beyond research. As such, this indicator may not fully represent the broader reality.

#### **DIMENSION 4 - PREVENTING HARASSMENT IN THE WORKPLACE**

IPN has established a mechanism for reporting and addressing internal violations, in compliance with Portuguese Law No. 93/2021 of December 20. This reporting channel is accessible on the IPN website: <https://www.ipn.pt/canaldenuncias>. This channel was complemented by the implementation of a Plan for the Prevention of Risks of Corruption and Related Infringements (PPR), also available online: <https://www.ipn.pt/planoprevencao>.

#### **DIMENSION 5 - WORK-LIFE BALANCE**

Documentation on employees' rights, including parental leave and family care leave, is available in the SI. In 2023, four staff members returning from parental leave were supported and reintegrated into their respective departments.

#### **DIMENSION 6 - RECRUITMENT AND CAREER DEVELOPMENT**

As part of the process of welcoming new hires, it was introduced to IPN's gender equality policies during onboarding sessions. The plan is available for consultation in the SI.

Participation in training activities was also promoted, aiming the personal and professional development of all staff in their different areas of interest.

#### **DIMENSION 7 - BALANCE IN LEADERSHIP AND DECISION MAKING**

IPN facilitated and participated in initiatives promoting entrepreneurship, female empowerment, and leadership. It implemented eight projects or activities focused on entrepreneurship, including modules on leadership, pitching, communication, and negotiation.



## 4. DESCRIPTION OF IMPLEMENTED ACTIONS

### DIMENSION 1 – ORGANISATIONAL

<b>Action 1</b>	<b>Setting up the GE team</b>
Measurement indicator/ form of verification	N/A
Frequency of verification	N/A
Implementation schedule	From March to June 2021
State	Completed

<b>Action 2</b>	<b>Initial compilation of sex-disaggregated statistics</b>
Measurement indicator/ form of verification	Inclusion of a specific section for this purpose in the Plan
Frequency of verification	N/A
Implementation schedule	From June to July 2021
State	Completed

<b>Action 3</b>	<b>Elaboration of the GE Plan</b>
Measurement indicator/ form of verification	GE Plan
Frequency of verification	N/A
Implementation schedule	From June to August 2021
State	Completed

<b>Action 4</b>	<b>Elaboration of the Annual Evaluation Report</b>
Measurement indicator/ form of verification	Annual Report
Frequency of verification	Annual
Implementation schedule	From January to August 2022, 2023 and 2024
State	Completed

The team responsible for addressing the GE policy at IPN has carried out research into information and good practices in order to update knowledge and share documentation that is useful for IPN's activities.

This report on the activities of 2023 was approved by the institution's board of directors on 3<sup>rd</sup> December 2024.

## **DIMENSION 2 - COMMUNICATION**

<b>Action 5</b>	<b>Internal dissemination of the implementation of the GE Plan</b>
Measurement indicator/ form of verification	Dissemination through internal communication tools (via email and available to download in the IPN's SI)
Frequency of verification	Annual
Implementation schedule	From September 2021
State	Completed

<b>Action 6</b>	<b>Publication of the GE Plan on the IPN Website</b>
Measurement indicator/ form of verification	N/A
Frequency of verification	N/A
Implementation schedule	September 2021
State	Completed

<b>Action 7</b>	<b>Publication of the summary of the Annual Evaluation Report on the IPN Website</b>
Measurement indicator/ form of verification	N/A
Frequency of verification	Annual
Implementation schedule	September 2022, 2023 and 2024
State	Completed

This report will be made available on the IPN website: <https://www.ipn.pt/equalitypolicy>.

<b>Action 8</b>	<b>Training the communication team on the GE topic</b>
Measurement indicator/ form of verification	Evidence of the session (photos, attendance list, materials used, etc.)
Frequency of verification	N/A
Implementation schedule	From January to June 2022
State	Completed

The training, initially delayed, was conducted on March 16th, 2023. It aimed to update the team on inclusive communication practices, emphasizing the promotion of equality between men and women within the organization. The session, delivered by the Portuguese Commission for Citizenship and Gender Equality (CIG), lasted four hours and was attended by three team members (two women and one man) from the Communication Department of IPN.

<b>Action 9</b>	<b>Creation of a guideline document on neutral and inclusive language at IPN</b>
Measurement indicator/ form of verification	Document concluded and released
Frequency of verification	Biannual
Implementation schedule	From July to December 2022
State	In progress.

Action to be verified in the next Annual Report.

<b>Action 10</b>	<b>Internal dissemination of the document emerging from Action 9</b>
Measurement indicator/ form of verification	Dissemination through internal communication tools (by email and available to download in the IPN's SI)
Frequency of verification	N/A
Implementation schedule	From January 2023 onwards.
State	In progress

Action to be verified in the next Annual Report.

<b>Action 11</b>	<b>Periodic raising awareness of employees on the GE topic</b>
Measurement indicator/ form of verification	Evidences of the action implemented (photos, videos, etc.)
Frequency of verification	Annual
Implementation schedule	From March 2021 onwards
State	Completed

In 2023, IPN celebrated International Women's Day with the 2nd Edition of the "Meet-Up Women in Space" event, where 70 participants (57 women and 13 men) discussed the underrepresentation of women in technological and leadership roles, particularly in the Space Economy. The event included discussions with prominent figures, such as Ana Pires (Analog Astronaut and Researcher at INESC TEC) and representatives from Neuraspace, TUU, and the University of Coimbra. The Secretary of State for Digitalization and Administrative Modernization, Mário Campolargo, also presented upcoming gender equality initiatives in Portugal. In the end, a visit was made to companies in the IPN Incubator, with a special focus on those led by women and with gender-diverse teams. It was attended by 70 people, 57 of whom were women and 13 men. More information here. Also, IPN teams took part in events related to the gender dimension in applied research and innovation activities, which made it possible to update and share knowledge and information on GI in these matters, such as:

— Women's Leadership workshop, 8th March. Invited by Penacova Municipality, IPN organized a session to share the gender perspective in Portugal, on the occasion of International Women's Day, raising awareness of gender balance in its various dimensions (education, work, family, politics, health, leadership). This session engaged around 30 participants;

— Participation in the jury of the EIC Women Leadership Programme 2023, as part of the group of mentors for this initiative.

### DIMENSION 3 – RTD ACTIVITIES

Action 12	Gender balance per application submitted by IPN
Measurement indicator/ form of verification	Number of researchers per candidate project
Frequency of verification	Annual
Implementation schedule	From June 2021
State	Completed

Most applications to the European funding programme Horizon Europe include a table "Researchers involved in the proposal" in the form, where it is possible to check the gender of the members of the research team involved in the proposal, by category level. Table 2 summarizes data on male and female researchers involved in the 22 proposals submitted to the Horizon Europe program between January and December 2023.

A - Top Grade Researcher			B - Senior Researcher			C - Recognised Researcher			D - First Stage Researcher			TOTAL		
W	M	NB	W	M	NB	W	M	NB	W	M	NB	W	M	NB
3	10	0	10	23	0	15	8	0	5	5	0	33	46	0
23%	77%	0%	30%	70%	0%	65%	35%	0%	50%	50%	0%	42%	58%	0%

Table 1 – Research Category Levels 2022

A – Top Grade Researcher			B – Senior Researcher			C – Recognised Researcher			D – First Stage Researcher			TOTAL		
W	M	NB	W	M	NB	W	M	NB	W	M	NB	W	M	NB
1	7	0	6	13	0	1	7	0	0	0	0	8	27	0
13%	88%	0%	32%	68%	0%	13%	88%	0%	0%	0%	0%	23%	77%	0%

Table 2 – Research Category Levels 2023

The results for 2023 show an increased presence of male researchers in proposals, reversing the balance observed in 2022. This trend reflects common patterns in research careers. However, not all proposals uniformly include this information, making the indicator potentially unrepresentative. Additionally, this data is a sample of the IPN workforce, and broader statistics (as shown in Section 2) confirm the growing representation of women at IPN.

<b>Action 13</b>	<b>Creation of a guidance document on how to approach the topic of GE in RTD activities</b>
Measurement indicator/ form of verification	Document created
Frequency of verification	Biannual
Implementation schedule	From October 2021 to January 2022
State	Completed

<b>Action 14</b>	<b>Dissemination of the document emerging from Action 13</b>
Measurement indicator/ form of verification	Dissemination through internal communication tools (by email and available to download in the IPN's SI).
Frequency of verification	N/A
Implementation schedule	Completed

The document is available on the SI - Regulations and Internal Norms module and on the IPN website at <https://ipn.pt/noticias/noticia/3272>.

#### **DIMENSION 4 - PREVENTING HARASSMENT IN THE WORKPLACE**

<b>Action 15</b>	<b>Review of the existing Code of Good Conduct to Prevent and Combat Harassment at Work</b>
Measurement indicator/ form of verification	New version of the Code
Frequency of verification	N/A
Implementation schedule	From July to August 2021
State	Completed

In parallel with the revision of the Code of Good Conduct for Preventing and Combating Harassment at Work, a mechanism for communicating and reporting internal offences was developed to comply with the provisions of Law 93/2021 of 20th December. Thus, the IPN and IPN Incubator Channel for the Internal Reporting of Infractions is available, since June 2022, on the IPN website at <https://www.ipn.pt/canaldenuncias>, and the Code of Good Conduct for Preventing and Combating Harassment at Work remains in force. This channel was complemented by the implementation of a PPR - Plan for the Prevention of Risks of Corruption and Related Offences, available here, approved by the Board of Directors, in September 2023, which determined, in parallel with the already mentioned instruments, the approval of a Code of Conduct and Integrity for all employees of the institution.

<b>Action 16</b>	<b>Strengthening the internal dissemination of the existing Code of Good Conduct to Prevent and Combat Harassment at Work</b>
Measurement indicator/ form of verification	Dissemination through internal communication tools (via email and by making the document available on IPN's SI)
Frequency of verification	Annual
Implementation schedule	Completed

The Code of Conduct for the Prevention and Combat of Workplace Harassment is integrated into IPN's Gender Equality Plan and is available for consultation on the SI - Regulations and Internal Norms module and on the IPN website: <https://www.ipn.pt/equalitypolicy>.

## **DIMENSION 5 - WORK-LIFE BALANCE**

<b>Action 17</b>	<b>Ensure the internal dissemination of information on rights in the field of parenthood and rights of absence due to family support</b>
Measurement indicator/ form of verification	Dissemination through internal communication tools (by email and available to download in the IPN's SI)
Frequency of verification	N/A
Implementation schedule	From September 2021 onwards
State	Completed

Documentation on personal rights, including parental leave, and family care leave, is available on the SI - Leave Registry module.

<b>Action 18</b>	<b>Accompanying the return to work after long periods of absence due to parental leave, ensuring their reintegration into the unit/ department, promoting specific training if necessary</b>
Measurement indicator/ form of verification	Follow-up record
Frequency of verification	Annual
Implementation schedule	From September 2021
State	Completed

During 2023, 4 workers took parental leave: 1 woman and 3 men. The woman was accompanied on their return after taking 150 days of parental leave and the men were accompanied on their return after taking 30 days to share the initial parental leave.

<b>Action 19</b>	<b>Analysis of flexible ways of organizing work given the specific conditions of each employee</b>
Measurement indicator/ form of verification	Follow-up record
Frequency of verification	Annual
Implementation schedule	From September 2021
State	Completed

During the reporting period, no flexible working arrangements were requested by IPN employees.

## **DIMENSION 6 - RECRUITMENT AND CAREER DEVELOPMENT**

<b>Action 20</b>	<b>Review of the existing GE policy for hiring Human Resources</b>
Measurement indicator/ form of verification	Document created and released
Frequency of verification	Biannual
Implementation schedule	From July to August 2021 and 2023
State	Completed

There was no need to revise the existing policy, which is available as an annex to the IPN Plan.

<b>Action 21</b>	<b>Mention the GE policies in the welcoming process of new employees</b>
Measurement indicator/ form of verification	Follow-up record
Frequency of verification	Annual
Implementation schedule	From September 2021
State	Completed

During the reporting period, 35 meetings were held to welcome new staff. At the welcome meetings, new staff were made aware of the GE policies in force at IPN, and informed of the existence in IPN's SI of a module for disseminating various pieces of information to staff, including the GE policy.

<b>Action 22</b>	<b>Raising awareness and dissemination of activities that foster professional and personal development</b>
Measurement indicator/ form of verification	Evidence of IPN employees sharing activities that contribute to their professional and personal development, e.g., training opportunities, conferences, workshops, relevant document/ readings.
Frequency of verification	Annual
Implementation schedule	From September 2021
State	Completed

During this period, IPN employees took part in several training courses, either at the initiative of the IPN or on their own initiative, with a view to developing their careers. Here are a few examples:

- Metabarcoding in Microbial Ecology, 10<sup>th</sup> February;
- Medical Device Cybersecurity, 8<sup>th</sup> March;
- Project Management, 11<sup>st</sup> and 12<sup>nd</sup> April;
- Data Base and Dinamic Tables at Excel, 17<sup>th</sup> May;
- Science Writing and Communication, 10<sup>th</sup> July;
- Microsoft Power BI, 19<sup>th</sup> September;
- Edge AI Fundamentals Competency, 27<sup>th</sup> November;
- FDA Approval Process for Medical Devices, 27<sup>th</sup> November.

## DIMENSION 7 - BALANCE IN LEADERSHIP AND DECISION MAKING

Action 23	<b>Awareness and dissemination of activities that foster the professional and personal development of employees in management and leadership positions</b>
Measurement indicator/ form of verification	Evidence of IPN employees sharing activities that contribute to their professional and personal development, e.g., training opportunities, conferences, workshops, relevant documents/ readings.
Frequency of verification	Annual
Implementation schedule	From September 2021.
State	Completed

IPN seeks to disseminate activities that foster the development of leadership skills (training, workshops, seminars, among others), especially the organisation Meet-Up Women in Space event (2<sup>nd</sup> Edition) already detailed in action 11. It also encourages and implements projects and services related to entrepreneurship, which includes (among other topics) modules on leadership, pitching, communication and negotiation. During 2023 the IPN implemented the following projects/activities, more information: <https://www.ipn.pt/vci/programas>:

- Organisation of the **EIT Jumpstarter Programme**, July-September. This is a pre-acceleration programme, supported by EIT Health, to help entrepreneurs build a viable business model around their idea, in a variety of areas of activity.
- Organisation of the **Startup Madeira/START4TECH Programme**, July-September. An acceleration programme for technology-based ideas based on Madeira Island, Portugal.
- Promotion of the **Born From Knowledge Programme**, 2023 edition. Promoted by the Portuguese National Innovation Agency (ANI) and aimed at researchers and higher education students, to better understand the need to validate their idea (business model and pitch) with a view to transforming it into a business opportunity.
- Co-organisation of the **Women Entrepreneurship Bootcamp**, 2023 edition. The training and mentoring project is supported by EIT Health, and 11 teams are taking part. It was designed to meet the unique needs of women entrepreneurs in the field of health technologies. It approached entrepreneurship training from a gender perspective, helping teams to identify, strengthen and leverage diversity in order to build balanced teams with high growth potential.
- Organisation of the **RIS Innovation Call Bootcamp**, April-September. Supported by EIT Health, this programme gave 10 projects access to funding, mentoring, training and networking opportunities.



— Participation in the **InnoStarts Awards Bootcamp**, 2023 edition. The bootcamp supported by the EIT Health programme consists of a training and competition programme in which 18 start-ups receive funding for business development and product validation, training entrepreneurs in topics such as pitching, business plan development, fundraising and market validation.

— Organisation of the **12<sup>th</sup> edition of INEO Start**, April. The acceleration programme saw the participation of 12 teams with technology-based projects in diverse areas. The participants had access to workshops, training and mentoring on topics as varied as financing, marketing, business plans and pitching. This programme is part of the activities of the INOVC+ project - Intelligent Innovation Ecosystem of the Central Region and is funded by CENTRO 2020 - the Regional Operational Programme for the Centre, Portugal 2020 and the European Union, through the European Regional Development Fund.

— Participation in the **2<sup>nd</sup> edition of BioSTART**. The programme is part of the BiotechS-TARS project – Biotechnological Entrepreneurship Programme, co-financed by Centro 2020, Portugal 2020 and the European Social Fund, and aims to train entrepreneurs in biotechnology in the fields of health, industry, the sea and agri-food. IPN hosted the module on female entrepreneurship.

## 5. TIMELINE

Dimension	Action	Name	2021												2022												2023												2024																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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