

## PB20 – Gender-balance in decision-making: How to innovate?

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*For those countries identified as having national level measures and above EU average levels of implementation.<sup>1</sup>*

This policy brief provides evidence-based, concrete recommendations for national level policy makers on how to improve and encourage gender balance in decision-making positions and boards in RPOs and RFOs.<sup>2</sup>

### *Why is this important?*

Women's representation in academia decreases the higher up the academic ladder culminating in the very small percentage of women in decision-making posts, on boards and in committees. For example at grade C the difference with men is 10 percentage points – widening to an incredible 58 percentage points at grade A (full professors).<sup>3</sup>

In 2005 the European Council set a goal for women to be in 25% of leading public research positions. The findings of the 2014 ERA survey however show that on average only 18% of surveyed RPOs were headed by women, although there is great variation between member states.<sup>4</sup> This represents a considerable loss and waste of talent for research in Europe. It also detrimentally impacts on optimal institutional decision-making as women have fewer opportunities to shape and influence the research agenda.<sup>5</sup>

In 1999 the European Commission set and recently reinforced a target of 40% for the under-represented sex in expert and advisory groups, evaluation panels and committees. This is applied to the European Commission's main funding programme Horizon 2020 which also raises the target for advisory groups to 50% and stipulates the inclusion of at least one gender expert.<sup>6</sup> According to She Figures, 2015 only 28% of scientific and administrative board members are women, this drops to 22% of board leaders within the EU-28.<sup>7</sup> The results of the ERA survey 2014 – show that only 35.8% of research evaluation panels in research funding organisations include at least the 40% target of the under-represented sex in their composition.<sup>8</sup> This is of great significance as allocating research funding does not only impact on the scientific community but has much wider societal implications. What gets funding and what does not has real implications for societal development as well as may have differential impacts on specific different groups of people. The diversity of society including gender must therefore be reflected in the allocation of research funds.<sup>9</sup>

### *What is the extent of the problem?*

This policy brief addresses specifically those countries that have national measures to improve gender balance in senior positions, quotas, targets and or/ awards. In addition above 18% (EU average)<sup>10</sup> of their countries' research performing organisations are headed by women. In concrete terms this "How to Innovate"- brief targets Bulgaria, Croatia, Austria, Slovenia and Sweden.<sup>11</sup>

For this group of countries we can see how there is frequent funding support for the implementation of gender balance in all of the RFOs surveyed in Slovenia, followed closely by Sweden (approximately three quarters) and Austria (nearly two-thirds). However, in these countries, there may still be a relatively limited approach to gender equality, in terms of gender balance being seen as numbers of women and men represented in decision-making. In addition, there are further key issues to be addressed regarding decision-makers' competence in gender issues and gender equality, gender in research content, procedures and processes in decision-making, diversity and intersectionality, and gender and sexual diversity.

### *What are the options?*

The European Commission's Communication on a renewed European research area invites member states to ensure at least 40% of the underrepresented sex to participate in committees involved in recruitment/ career progression and in establishing and evaluating research programmes.<sup>12</sup>

There are various ways that national level policy makers can improve the gender balance in senior positions in public research institutions and on boards and committees. Legislation can be developed as well as 'soft measures' which can take the form of quotas, targets and/ or awards.<sup>13</sup>

The Norwegian Gender Equality Act stipulates that higher education and public research institutions are obliged to have at least a 4:6 ratio of the sexes on boards and panels or in committees.<sup>14</sup> Also in Norway, the rector in Trondheim University (NTNU) demands that new recruits to top positions should have competence in equality matters.

The Finnish Act on Equality between Women and Men regulates the gender balance in all public committees and bodies, and boards of bodies exercising public authority. Since 1995 these are to have at least 40% both women and men unless there are special reasons for the contrary. In addition, the Act states that authorities and all parties that are requested to nominate candidates for this kind of bodies must, wherever possible, propose both a woman and a man for every membership position.<sup>15</sup> In Finland there has been no need for developing specific quotas for RPOs and RFOs, or specific funding schemes to promote gender

balance in decision-making due to this general quota regulation which has been applied successfully since 1995. The proportion of women as heads of institutions, and gender balance in decision-making boards in Finland are among the highest in the EU.<sup>16</sup>

The French Law “Sauvadet” on the reduction of precariousness and professional equality between women and men (2012) includes economic sanctioning if quotas are not met. Progressive quotas have been introduced for yearly appointment/ nomination of women and men (% 4:6 ratio of the under-represented sexes by 2018) to high level civil servant positions. Administrations will have to pay 30, 000 euros in 2013 progressing to 90, 000 euros in 2018 if quotas are not met. The Ministry of National Education, Higher Education and Research,- MENESR) monitors this law through its Roadmap for Equality between women and Men” which additionally states that the target percentage for representation of underrepresented sex should be 40%. It also defines specific measures, for example, that the General Directorate for Human Resources will identify women who could be appointed as Director Generals.<sup>17</sup>

### *Recommendations*

- Include gender balance as a criterion for funding in performance agreements with RPOs when institutional funding is allocated by public administrations. For example, this could take the form of 40% of the under-represented sex on decision-making boards or in committees.<sup>18</sup>
- Include explicit targets to improve gender balance and action plans of how to get there within the overarching gender equality strategy of scientific institutions. Progress should be monitored and be publicly available.<sup>19</sup> This can also include funding national support structures (for example helpdesk, services facilities at the national rectors conference offices etc.).
- Introduce quotas of women in higher positions and panels – accompanied by powerful incentives and or/ sanctions.<sup>20</sup>
- Facilitate the collection and publication of sex-disaggregated statistics in leadership and decision-making positions and committees annually as part of the national standard statistical reporting on research and innovation.<sup>21</sup>
- Put in place measures to ensure that a balanced representation of men and women in committees must also apply to those bodies that design and evaluate research and innovation public policies.<sup>22</sup>
- Explore sanctions as an effective way of ensuring compliance with quotas.
- Fund education and training to deepen further the expertise and competence in gender in research content and gender equality policy and practice, at both formal and informal levels, and both research content and decision-making process, for decision-making process, for decision-making boards, committees and groups in RFOs, RPOs and the authorities

which fund research.

- Develop and implement national policy, targets and measures on gender equality on the heads of RFOs and RPOs.
- Promote gender-equal procedures and processes throughout all aspects of decision-making, along with questions of diversity and intersectionality, and all gender and sexual diversity, in RFOs and RPOs.
- Ensure familiarity with relevant overarching European Commission gender equality policy<sup>23, 24</sup> and relevant information at the European level.<sup>25</sup>

### *Further Reading*

Further, in-depth reading concerning gender-balance in decision-making is available through the report *Gender Equality Policies in Public Research*<sup>26</sup> published by the European Commission and Gender-Net report on *National Plans and initiatives promoting gender equality and structural change* (see footnote 14).

[The GenPORT Gender Balance in Decision-Making in Research Organisations Online Discussion](#)

- [1] Please see 'Gender and Science Policy Briefs: From "Where to start" to "How to innovate": An Introduction', for a description of the methodology used. Available at: [http://www.genderportal.eu/sites/default/files/resource\\_pool/pb\\_introduction\\_.pdf](http://www.genderportal.eu/sites/default/files/resource_pool/pb_introduction_.pdf)
- [2] Gender balance in decision-making has the potential to effect change in both RPOs and RFOs. These briefs have grouped countries according to levels of implementation (share of women who are heads of RPOs) and the presence or not of measures to improve gender balance in the decision-making process based on the results of the survey conducted with RPOs. These briefs however do include findings of the survey carried out with RFOs- which looks at whether funders provide support to the implementation of gender balance. This approach attempts to provide a more holistic picture of the situation in each country group.
- [3] European Commission, (2016). She Figures, 2015: Gender in Research and Innovation, Luxembourg, Publications Office of the European Union, p5.
- [4] European Commission, (2015a). ERA Facts and Figures 2014, Luxembourg, Publications Office of the European Union, p.31. Strong variations among countries ranging from 5% in EL to 50% in LU. However, it is important to note that the more recent 2015 She Figures record LU as having no women as heads of its two universities.
- [5] GenSET, (2011). Workshop Briefing Materials: Advancing Excellence in Science through Gender Equality, p8.
- [6] European Commission, (2015a). ERA Facts and Figures 2014, Luxembourg, Publications Office of the European Union, p32.
- [7] European Commission, (2016). She Figures, 2015: Gender in Research and Innovation, Luxembourg, Publications Office of the European Union, p6.
- [8] European Commission, (2015a). ERA Facts and Figures 2014, Luxembourg, Publications Office of the European Union, p32. It should be recalled that these figures concern funders who answered the ERA survey in 2014, which represent 34% of total EU GBOARD.
- [9] GenSET, (2011). Workshop Briefing Materials: Advancing Excellence in Science through Gender Equality, p17.
- [10] It should be noted that these figures concern RPOs which answered the ERA survey in 2014, which employ 515, 000 researchers (around 20% of total EU researchers).
- [11] Based on the findings of the survey with RPOs.
- [12] European Commission, (2012a). A Reinforced European Research Area: Partnership for Excellence and Growth, COM (2012) 392, pp12-13.
- [13] European Commission, (2015a). ERA Facts and Figures 2014, Luxembourg, Publications Office of the European Union, p31. At the level of decision-making in public research institutions, the Commission identified national initiatives to improve gender balance in senior positions (AT, BE, DE, DK, HR, NL) quotas (AT, BE, EL, ES, FR, LU), targets (AT, DE, DK, EL, ES, FR, HR, IT, SE, SI) and/ or awards (AT, BG, CZ, DE, DK, FR, HR, HU; IE, IT, NL; PL, PT, RO, SE, SI).
- [14] Gender-Net, (2015b). Analysis Report: National plans and initiatives promoting gender equality and structural change, p13.
- [15] Act on Equality Between Women and Men, Finland Available at: <http://www.finlex.fi/fi/laki/kaannokset/1986/en19860609.pdf>
- [16] European Commission, (2015) She Figures, 2015, Leaflet, Available at: [https://ec.europa.eu/research/swafs/pdf/pub\\_gender\\_equality/she\\_figures\\_2015-leaflet-web.pdf](https://ec.europa.eu/research/swafs/pdf/pub_gender_equality/she_figures_2015-leaflet-web.pdf)
- [17] Gender-Net, (2015b). Analysis Report: National plans and initiatives promoting gender equality and structural change, p14.
- [18] European Commission, (2013b). Recommendations on the Implementation of the ERA Communication: Report of the Expert Group 2013, Luxembourg, Publications Office of the European Union, p48.
- [19] Recommendation 12 of the GenSET Consensus Report, Recommendations for Action on the Gender Dimension in Science', (2010) Portia p24.
- [20] Gender Summit 7 Europe, (2015). Mastering Gender in Research Performance, Contexts and Outcomes Conference Report, p3.
- [21] European Commission, (2013b). Recommendations on the Implementation of the ERA Communication: Report of the Expert Group 2013, Luxembourg, Publications Office of the European Union, p45.
- [22] European Commission, (2013b). Recommendations on the Implementation of the ERA Communication: Report of the Expert Group 2013, Luxembourg, Publications Office of the European Union, p43.
- [23] European Commission, (2011). European 2010-2015 Strategy for Equality between women and Men, Luxembourg, Publications Office of the European Union. Available at: [http://ec.europa.eu/justice/gender-equality/files/documents/strategy\\_equality\\_women\\_men\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/strategy_equality_women_men_en.pdf)
- [24] European Commission, (2015). Strategic Engagement for Gender Equality 2016-2019, Luxembourg, Publications Office of the European Union. Available at: [http://ec.europa.eu/anti-trafficking/sites/antitrafficking/files/strategic\\_engagement\\_for\\_gender\\_equality\\_en.pdf](http://ec.europa.eu/anti-trafficking/sites/antitrafficking/files/strategic_engagement_for_gender_equality_en.pdf)

- [25] European Commission, (2016). She Figures 2015, Luxembourg, Publications Office of the European Union. Available at [https://ec.europa.eu/research/swafs/pdf/pub\\_gender\\_equality/she\\_figures\\_2015-final.pdf](https://ec.europa.eu/research/swafs/pdf/pub_gender_equality/she_figures_2015-final.pdf)
- [26] European Commission, (2014a). Gender Equality Policies in Public Research, Luxembourg, Publications Office of the European Union. Available at: <http://bit.ly/1FiBMmu>