# Gulbenkian Science Institute

**Equity, Diversity and Inclusion Policy**

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Introduction

The Calouste Gulbenkian Foundation (CGF) is a Portuguese institution whose fundamental purpose is to improve the quality of life of people through art, beneficence, science and education. It is a foundation of private law and public utility that develops its action through direct and distributive activities, perfectly articulated by a common vision and mission: to contribute to the construction of a more just, solidary and sustainable society, in which citizens freely and consciously intervene with equal opportunities.

Placing science at the heart of society, the Gulbenkian Science Institute (GSI) of the Calouste Gulbenkian Foundation embodies 400 scientists from 41 different nationalities who aim to understand the fundamental principles of Biology, principles which have shown us that while we are all unique, we all share a common biological basis that makes us undeniably equal.

The GSI is a world leading research institute that fosters open science and discovery towards the benefit of humankind, aligned with the vision of the CGF of knowledge-based progress towards a sustainable planet. It is an institution where individuals are empowered to pursue original discovery-driven scientific questions in the life sciences, propelled by cutting-edge technology, in a cross-disciplinary, diverse, inclusive and collaborative environment.

The GSI aims to share with society the values it promotes and practices, namely:

- Independence, integrity and ethics
- Excellence (impact and reproducibility)
- Plurality and Cooperation
- Generosity and Responsibility
- Equity, fair representation and inclusivity

Within its spectrum of action in science and society, the GSI adopts a Policy of Equity, Diversity and Inclusion (EDI). In line with the National Plans for Equality and Non-Discrimination 2018-2030 and for Prevention of Racism and Discrimination 2021-2025 (available in Portuguese only), the GSI does not tolerate discriminatory actions and behaviour based on age, disability, gender identity and expression, marriage and civil partnership, pregnancy and maternity, ancestry, genetic heritage, nationality, ethnicity, religion or belief, sex and sexual orientation, and works to provide an inclusive and safe environment for people of all backgrounds.

This Policy aims to:

1. Not unlawfully discriminate based on characteristics of age, disability, gender identity and expression, marriage and civil partnership, pregnancy and maternity, ancestry, genetic heritage, nationality, ethnic or racial origin, religion or belief, sex
and sexual orientation, providing equity, equality, inclusivity, fairness and respect for all in our collaborators, whether temporary, part-time or full-time;

2. Oppose and avoid all forms of unlawful discrimination. This includes discrimination in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other career development opportunities;

3. Promote the sex and gender dimension in research.

The Gulbenkian Science Institute commits to:

- Encourage equity, equality, diversity and inclusion in the workplace as best practices for excellent research and as a way to promote a healthy work environment. Internal communication and dedicated working groups play a fundamental role in this commitment;

- Create a work environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all collaborators are recognised and value;

- Make opportunities for development and career progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation and the progression of science. Actions include the design of career paths based on concrete eligibility criteria and a training plan based on equity principles and practices, focusing on equity and diversity, inclusion and unconscious bias. Particular focus will be given to bring awareness and capacitate all staff levels, leaders and decision makers on how to tackle gender and other bias and on the individual responsibility to promote equity and inclusivity at the workplace;

- Collect and monitor sex or gender-disaggregated baseline data across all staff categories, in order to inform gender equality objectives, evaluate progress and adjust future measures.

The Gulbenkian Science Institute Equity, Diversity and Inclusion Policy is applicable jointly with the following institutional policies in force:

- Code of Conduct for the prevention and fight against harassment in the workplace
• **Open, Transparent and Merit-based Recruitment of Researchers (OTM-R) policy**

The Equity, Diversity and Inclusion Policy is fully supported by the Gulbenkian Science Institute Board of Directors and by the Calouste Gulbenkian Foundation Executive Board of Trustees.

Details of the organisation’s grievance and disciplinary policies and procedures can be found on the CGF’s [Prevention Policies](#). Use of the organisation's grievance and/or disciplinary procedures does not affect an employee’s right to make a claim to an employment tribunal within three months of the alleged discrimination.

**Responsibility and Purpose**

Equity and inclusivity among Humans regardless of gender, ancestry, genetic heritage, nationality, ethnic or racial origin, sexual orientation, religion, or any other social dimension, is a universal right and an essential foundation for democracy. Nevertheless, equity, inclusivity and fair representation are not yet granted for all and it is our responsibility to define processes that ensure otherwise within our institute.

Research organisations are made up of people who take up distinct roles, such as conducting research, teaching, managing staff and structures, or implementing procedures, and work for people by training future professionals and investigating a diverse spectrum of topics that affect the lives of people in all their diversity. Yet, organisations can (re-)produce inequalities within their structures. Therefore, it is crucial to identify mechanisms that induce inequalities and adjust them through a structural, comprehensive and holistic approach, bringing a benefit to the people, the institution, to science research and society as a whole. Furthermore, contemporary Biology research has a crucial role to play in dismantling the previously academically misuse of the constructs of race and gender that have been supporting inequality and discrimination.

The Gulbenkian Science Institute is committed to its values and, as such, to implement and support measures that favour the inclusion, permanence and professional career development of the people who participate in the organisation, with the aim to achieve an equal, fair and representative participation of employees in all roles and at all levels of responsibility. Achieving equity is also relevant in influencing the future researchers, professionals and leaders trained at the GSI, thereby creating a multiplier effect of our values at the local, national and international levels.

This Equity, Diversity and Inclusion Policy represents GSI commitment to contribute towards creating a fairer workplace and society. GSI will do all that is possible, within the institute reach, considering the scope of the national labour law and the financing bodies gender equality policies, to promote and enact the commitment to this plan.
Definitions

**Equality** - the right of different groups of people to have equal social positions and receive the same treatment without the fear of discrimination.

**Equity** - Equity involves creating equal opportunity for all and eliminating barriers like discrimination and bias. Fair and just treatment of all potential and existing members of the community through the creation of opportunities to address historic and current disadvantage for underrepresented populations, leading to equitable outcomes in the context of learning, teaching, research, service and employment, including closing representation and participation gaps within the community.

**Diversity** - the condition of having or being composed of differing elements. Specifically, it is the inclusion of people of different ancestry, genetic heritage, ethnic background, cultures, etc. in a group or organisation. More conceptually, the concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognising our individual differences. These can be along the dimensions of ancestry, genetic heritage, neurodiversity, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. In the workplace, diversity means staff consists of individuals who bring diverse perspectives and backgrounds to the table.

**Inclusion** - Inclusion is defined as the act of including, the state of being included, the act or practice of including and accommodating people who have historically been excluded (as because of their ancestry, genetic heritage, ethnic background, gender, sexuality, or ability). In the workplace, it means that everyone in the diverse mix feels involved, valued, respected, treated fairly, and embedded in the organisational culture. Both aspects of Diversity and Inclusion (D&I) are important - diversity without inclusion can result in tokening and a toxic culture. Inclusion without diversity can make the workplace stagnant and uncreative. Connection and belonging must go hand in hand.

Stakeholders, Roles and Responsibilities

**CGF Executive Board of Trustees**
Establish the vision and objectives for the equity, diversity and inclusion for CGF.

**GSI Board of Directors**
Establish the vision and objectives for the equity, diversity and inclusion for GSI aligned with the CGF;
Act as role models and lead by example:
Sponsor the EDI vision & mission;
Communication and promotion of institutional EDI actions.

**People Management for Research Unit**
Monitor the implementation of actions and organisation of events;
Organise necessary training, or liaise with the responsible Units;
Monitor the proposed objectives and timelines;
Management of the budget associated with EDI activities;
Align the EDI policy and activities with the overall institutional vision and policies.

**Equity, Diversity and Inclusion Committee**
Represent all employer groups of the institutional community (students, post-docs, PIs, technicians, administration);
Liaison with the Board of Directors and the CGF on EDI matters;
Organise events and EDI related communication activities;
Engage the research community in the events and in available training;
Measure the impact of the proposed events and activities;
Monitor and report EDI-related issues and improvements;
Assess the evolution of EDI within the institute and agree on adjustments with the Board of Directors.

**Equity, Diversity and Inclusion External Advisory Board**
Advise on the adequacy and relevance of the established strategy and implemented actions;
Share EDI best-practices and policies.
Annex 1

Part I - Where We Stand

The state-of-play in the Institution

In line with the institutional values and the national law, the Gulbenkian Science Institute has implemented a number of policies and procedures:

- **Gender balance in leadership and decision-making**: In line with the law 26/2019, the GSI is an example of a research institute where 2 out of 3 members of the Board of Directors are women. Our Scientific Advisory Board is composed of 37% women and 63% men.

- **Equity in recruitment**: The Open, Transparent and Merit-based Recruitment of Researchers (OTM-R) policy establishes processes that ensure that the best person for the job is recruited, thereby achieving greater equity, enhancing the competitiveness of national research systems, and strengthening international collaboration and cooperation. Additionally, the GSI’s Code of conduct for researchers states the rights and duties of researchers at GSI. It states explicitly that, during the recruitment procedures, the GSI will ensure diversity and balance within the selection panels in gender, nationality, age, career level, expertise and competences; take into consideration the whole range of experience of the candidates, focusing on their overall potential as researchers, considering their creativity and level of independence; not penalise by disability, career breaks or variations in the chronological order of CVs; promote the diversity of selection practices by using external expert assessment and face-to-face interviews; inform the candidates about the recruitment process and the selection criteria, before the selection; inform the candidates about the working conditions that will be offered as required throughout the process.

- **Measures against gender-based violence including sexual harassment**: The Policy for prevention of sexual exploitation and abuse (PSEA) states that the CGF/GSI does not tolerate any form of Sexual Exploitation, Abuse or Harassment and joins the international non-profit community in supporting the fundamental principles relating to the prevention of Sexual Exploitation and Abuse established in 2003 in the Bulletin of the United Nations Secretary-General on Special Measures for Protection from Sexual Exploitation and Sexual Abuse, and in the Lanzarote Convention—the Council of Europe Convention on Protection of Children against Sexual Exploitation and Sexual Abuse, to which Portugal has been a party since 1 December 2012. Additionally, the Code of Conduct for the prevention and fight against harassment in the workplace reflects the basic guidelines for employees, fellows, interns,
volunteers and other entities or persons engaged with the CGF/GSI in the context of procedures for the acquisition of goods, provision of services or the allocation of grants. It applies to the members of the Executive Board of Trustees, Board of Directors, all of the Foundation’s corporate bodies and to every person that carries out his/her professional activity in the CGF or that collaborates with the Foundation in any way, regardless of the relevant contractual bond. It must be observed in the context of the CGF’s activities, being a self-regulatory instrument and the expression of an active policy meant to raise awareness, prevent, identify, eliminate and punish situations of harassment in the workplace.

- **Parental leave – Labour Law and GSI complemented support:**
The National Labour Code includes a Parental Leave Policy (Section IV clause 33 to 65) complemented with the Social Security Guide, predicts that both parents have equal rights to request for and access to parental leave upon the birth or adoption of a child. The initial leave period covers up to 120 or 150 consecutive days. If the couple opts for shared leave, they are entitled to an extra 30 days of benefits, which can total up to 180 days.
In addition to the Parental Leave, birth giving mothers are entitled to a period of optional maternity leave pre-birth of up to 30 consecutive days and mandatory maternity leave of 6 weeks post-birth. Their partners must take 20 days of leave post-birth and can request 5 more optional days. The amount of the paid subsidy is calculated by applying a percentage to the value of the reference remuneration of the beneficiary. Collaborators with contracts who take parental leave receive 100% of their salary for 120 days, 80% for 150 days and 83% of their salary for 180 days (shared leave 150+30). Fellows at the Gulbenkian Science Institute receive a complement to their social security parental leave subsidy in order to guarantee they also secure their full salary for the same period of time. GSI supports fellows and collaborators contracted through a project grant who take parental leave, to get their grant/fellowship contract extended for the same period of time taken for parental leave, as per request and acceptance from the funding body. Applicable to research groups to guarantee the continuity of research projects and activities. Finally, all communication and Institute engagement initiatives are shared with parents on leave to keep them aware of activities and engaged, facilitating a smooth transition when returning to work.

- **Disability - Labour Law and friendly access:**
The national strategy for inclusion of people with disabilities (policy available in Portuguese), which recognises that only a society that includes all people, with their diverse levels of abilities, can realise its true potential. The National Labour Law (clause 85º to 88º) regulates the working conditions of collaborators with disabilities and, in an effort to increase integration in the workplace, the national law 4/2019 of 10 January, establishes that organisations over 100 workers must aim for a 2% quota of workers with a disability. Additionally, according to national
regulations (DL n.º 163/2006 of 8 August), the buildings at the Science Campus are accessible to all levels of physical abilities.

- **Data collection and monitoring:**
As part of the GSI’s data management process, the institute collects sex disaggregated data on all members of our community. These numbers have been included in the annual reports since 2015 and inform the EDI plan design and implementation.

- **Institutional communication based on, and supportive of, gender equality and fair representation:**
The GSI’s institutional communication team is actively engaged in promoting and celebrating equality among our research community members, highlighting their career paths, ambitions and achievements. The promotion of women in science as role models is done both in our internal and external communication channels.

- **Psychological support:**
CGF and GSI provide psychological/psychiatric support services covered by the health insurance plan, complemented with clinical psychology appointments and psychological coaching services. These services are available to all collaborators at the GSI campus and are of particular relevance to support diversity and inclusiveness in the workforce.

- **EDI dedicated resources:**
In order to implement and monitor the EDI Policy activities, GSI has identified the following resources:
  
  o From the People Management for Research Unit – The unit provides one team member as the chair of the EDI committee, dedicating 4 person-months as the main liaison point responsible for coordinating and monitoring all EDI activities;
  
  o Equity, Diversity and Inclusion Committee, aims to represent GSI work groups, seniority, gender, nationality, etc and will propose and organize events, measure impact and so on;
  
  o Equity, Diversity and Inclusion External Advisory Board – to advise on the adequacy and relevance of the established strategy and share best practices from scientific institutes of reference – Roshni Mooneeram, Head of the Equality, Diversity and Inclusion Office at European Molecular Biology Laboratories; Henri van Luenen, Director of operations at the Netherlands Cancer Institute; and Sonja Reiland, EDI consultant (former Scientific Project Manager at the International & Scientific Affairs at the Centre for Genomic Regulation).
Analysis of sex-disaggregated data

Although the GSI is one of very few institutes with a majority of women represented in the board of directors, across roles and levels of responsibility there is a lower number of women at higher level roles than there are men, and vice versa. This trend is being counteracted through the implementation of our OTM-R policy and will continued to be worked on through the actions we have committed to (see Part II - Where We Are Headed).

Figure 1: Sex-disaggregated data of collaborators across job positions at GSI, normalised per group and displayed in order of seniority.
Part II - Where We Are Headed

Proposed actions (2022-2024)

With the aim to continually improve our policies and practices, the Gulbenkian Science Institute commits to implement a number of actions that will have an impact on equity, diversity and inclusion:

1. Dedicated resources – ensure the allocation of an internal and external team and a specific budget to sponsor EDI activities;

2. Recruitment policy:
   a. Have the EDI policy approved and published on the webpage;
   b. Form the EDI committee to contribute towards the relevant policies and activities;
   c. Continue to implement inclusive evaluation criteria & fairly represented members of evaluation panels (whenever possible);
   d. Continue to ensure a fairly represented evaluation boards, SAB and seminar speakers;
   e. Provide training to decision makers on unconscious bias and communication team on gender sensitive language
   f. Dissemination of open calls across a broader set of platforms, reaching a wider and more diverse audience;

3. Onboarding process:
   a. Make the collection of gender and sex data non-binary – update options on Datasphere (for statistical information and EDI policy adjustments purposes only);
   b. Establishment of a structured onboarding process where all collaborators become aware of our codes of conduct, policies and support services available;
   c. Introduce collaborators to data and experiences of (in)equality and discrimination and organisational practices promoting equity;

4. Performance review, development and career paths:
   a. Implement a fair and inclusive procedure that promotes professional development without discriminating based on gender, nationality and ethnic background, religion, sexual orientation and other dimensions;
   b. Leverage the support to collaborators and leaders on the implementation of the annual performance review process;
   c. Design career paths and clear progression criteria;
d. Provide equal access to feedback and development opportunities;

5. Work-life balance and organisational culture:
   a. Extend grant/project lifetime for researchers who request parental leave;
   b. Implement a parental leave support through the possibility to hire a fellowship to cover research activities during the absence;
   c. Clarification of the current work-life balance activities and development of a work-life balance policy;

6. Training and awareness:
   a. Disseminate information and open registration for mandatory training on sexual harassment prevention through CGF;
   b. Organise training sessions - Bystander training; Unconscious bias, its expression and how to prevent it; Gender dimension in research data; Anti-racism and discrimination; Women springboard programme; Provide the opportunity of working with diversity (disabilities; cultural differences);
   c. Promote the inclusion of gender dimension content into research and teaching activities in liaison with the PhD programme and post-doc committee;
   d. Compile all resources on equity, diversity in inclusion on the intranet.

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### Action Plan RACI chart

<table>
<thead>
<tr>
<th>Action</th>
<th>Activity</th>
<th>R</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>KPIs</th>
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<tbody>
<tr>
<td>1. Dedicated resources</td>
<td>Allocate 4 person-months of a PMU team member to EDI-related activities</td>
<td>BD, PMU</td>
<td>BD, PMU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>4-person months</td>
</tr>
<tr>
<td>2. Recruitment policy</td>
<td>Have the EDI policy approved and published on the webpage</td>
<td>PMU, EDIC</td>
<td>BD, PMU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td></td>
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<tr>
<td></td>
<td>Form the EDI committee to contribute towards the relevant policies and activities</td>
<td>BD, PMU</td>
<td>BD, PMU</td>
<td>BD</td>
<td>GSI community</td>
<td></td>
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<td></td>
<td>Continue to implement inclusive evaluation criteria &amp; fairly represented members of evaluation panels (whenever possible)</td>
<td>BD, PMU, EDIC</td>
<td>PMU, FU</td>
<td>BD, PMU, FU, EDIC</td>
<td>BD, PMU; FU</td>
<td>Employment statistics - Balanced hiring numbers regarding EDI dimensions, across all levels of responsibilities</td>
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<td></td>
<td>Continue to ensure a fairly represented evaluation boards, SAB and seminar speakers</td>
<td>BD, PMU, EDIC</td>
<td>PMU, FU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>Evaluation boards &amp; SAB with fairly represented members</td>
</tr>
<tr>
<td><strong>3. Onboarding process</strong></td>
<td>Make the collection of gender and sex data non-binary – update options on Datasphere (for statistical information purposes only)</td>
<td>PMU, EDIC, IT</td>
<td>PMU, IT</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>Registration field with gender: Annual report including this variable.</td>
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<tr>
<td><strong>Establishment of a structured onboarding process where all collaborators become aware of our codes of conduct, policies and support services available</strong></td>
<td>BD, PMU, EDIC</td>
<td>BD, PMU, EDIC</td>
<td>BD</td>
<td>GSI community</td>
<td>All contracts mention the relevant codes of conduct and require collaborator confirmation of understanding and commitment with the principles.</td>
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<td><strong>Introduce collaborators to data and experiences of (in)equality and discrimination and organisational practices promoting equity</strong></td>
<td>BD, PMU, EDIC</td>
<td>BD, PMU, EDIC</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>Session/video/quiz as part of the onboarding process EDI day event.</td>
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<td><strong>4. Performance review and career paths</strong></td>
<td>Implement a fair and inclusive procedure that promotes professional development without discriminating based on gender, nationality and ethnic background, religion, sexual orientation and other dimensions</td>
<td>BD, PMU, EDIC</td>
<td>PMU, FU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>An updated policy for performance review: definition of possible career paths with progression criteria</td>
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<tr>
<td><strong>5. Work-life balance and organisational culture</strong></td>
<td>Clarification of the current work-life balance activities and development of a work-life balance policy</td>
<td>BD, PMU, EDIC</td>
<td>PMU, FU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>Promotion of work-life balance activities (compilation of current activities and implementation of new ones: internal communication)</td>
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<td>Extend grant/project lifetime for researchers who request parental leave</td>
<td>PMU, FU</td>
<td>PMU, FU</td>
<td>BD, PMU, EDIC</td>
<td>GSI community</td>
<td>Number of extended grant/project lifetime extensions in relation to parental leave requests</td>
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<td>Implement a parental leave support through the possibility to hire a fellowship to cover research</td>
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<td>6. Training and awareness raising</td>
<td>Disseminate information and open registration for mandatory training on sexual harassment prevention through CGF</td>
<td>PMU, EDIC</td>
<td>PMU, FU</td>
<td>BD, PMU, FU</td>
<td>GSI community</td>
<td>Record of attendance of all employees who join GSI, who have permanent contracts and who will be at the Institute for longer than 6 months/1 year</td>
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<td></td>
<td>Organise training sessions - Bystander training; Unconscious bias, its expression and how to prevent it; Gender dimension in research data; Anti-racism and discrimination; Women springboard programme</td>
<td>PMU, EDIC</td>
<td>PMU, EDIC</td>
<td>BD, PMU</td>
<td>GSI community</td>
<td>Number of organised and record of attendance to training sessions; Data on gender dimension of research studies carried out at GSI</td>
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<td></td>
<td>Promote the inclusion of gender dimension content into research and teaching activities in liaison with the PhD programme and post-doc committee</td>
<td>PMU, EDIC, FU</td>
<td>FU</td>
<td>BD, FU</td>
<td>GSI community</td>
<td>At least one new activity implemented</td>
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<td></td>
<td>Compile all resources on equality, diversity in inclusion on the intranet.</td>
<td>PMU, EDIC</td>
<td>PMU, EDIC</td>
<td>BD</td>
<td>GSI community</td>
<td>Intranet publication</td>
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</tbody>
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**Responsible**: The person responsible for the activity execution  
**Accountable**: The person who is ultimately accountable for the work or decisions being made  
**Consulted**: Anyone who must be consulted prior to a decision being made and/or the task being completed  
**Informed**: Anyone who must be informed when a decision is made or work is completed  

**BD** – Board of Directors; **PMU** – People Management for Research Unit; **FU** – Functional Units; **EDIC** – Equity, Diversity and Inclusion Committee