

Fonds de recherche du Québec

Nature et Technologies Santé Société et Culture



Equity, Diversity and Inclusion Strategy

2021-2026

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Background

The mandate of the Fonds de recherche du Québec (FRQ) is to promote and provide financial support for research, the dissemination and mobilization of scientific knowledge, and the training of researchers. Being public agencies, the research they fund should be relevant to the whole of society, taking into account the diversity of interests, concerns and needs of the population. In addition, all individuals should have access to the same opportunities to be recognized for their skills and ability to contribute to research. Every member of the research community should have the opportunity to develop and reach their full potential.

In their 2018-2022 strategic plans, the Fonds therefore committed to strengthening equity, diversity and inclusion (EDI) in research. The FRQ's commitment to EDI aims primarily to increase the quality, relevance, creativity and benefits of the research they fund, notably by promoting a diversity of perspectives and approaches. This commitment is part of a broader awareness, not only within the research community, but in society as a whole. The FRQ's reflections and actions on EDI are therefore not conducted in a vacuum, but in consultation and collaboration with other players in the research ecosystem at the provincial, federal and international levels, including other granting agencies, government departments and agencies, and institutions of higher education and research.

The development of an EDI strategy follows strategic discussions among each of the three Fonds' board of directors (Board) in October 2020, which resulted in the creation of an EDI committee that included members from each Board. The work of this committee and a series of internal meetings led to consensus and the identification of priority courses of action. A consultation was then held with partner organizations and individuals with expertise in EDI, acquired through research or experiential knowledge. The strategy launched in the summer of 2021 is thus the result of the work of a large number of people, to whom the FRQ extend their warmest thanks.

Updated strategy

Attentive to the research community, the FRQ are committed to remaining agile and flexible in implementing the Strategy. As a result, the Strategy underwent a mid-term update in the winter of 2024, which also made it possible to integrate certain elements of the Québec research and innovation investment strategy (QRIS²), launched in 2022. Through the QRIS², the government undertakes to “find the means to foster equity, diversity and inclusion (EDI) to better integrate diverse groups in society with respect to science, research, and innovation”ⁱ, relying in particular on the FRQ to establish “potential solutions to promote EDI in science”ⁱⁱ.

What do we mean by equity, diversity and inclusion?

While the acronym EDI is widely used, it is important to distinguish between its three components, each of which is essential for research to reach its full potential. For the FRQ:

- **Equity** refers to fair treatment, including the elimination of systemic barriers that disadvantage particular groups. Fair treatment takes into account the different realities, both present and historical, in the access to opportunities for the promotion and support of research.
- **Diversity** refers to the presence, within the research ecosystem and society, of people from different groups, which promotes the expression of diverse perspectives, approaches and experiences, including those of underrepresented groups. The FRQ value the contribution of this diversity to research.
- **Inclusion** refers to the establishment of practices that allow all members of the research community to be and to feel valued, supported and respected, paying particular attention to underrepresented groups within the research community and in research itself.

EDI within the research community

Among university and college faculty in Canada, across all sectors, there is an underrepresentation of Indigenous peoples and members of certain groups identified as visible minorities, with women from visible minorities being particularly underrepresented. Women are also less present in the higher ranks.ⁱⁱⁱ Indeed, in June 2021, they were a minority among directors of Fonds de recherche du Québec – Santé (FRQS) centres and institutes (5 out of 22), Fonds de recherche du Québec – Nature et technologies (FRQNT) strategic clusters (5 out of 36) and Fonds de recherche du Québec – Société et culture (FRQSC) strategic clusters (10 out of 30). Furthermore, women, Indigenous people and visible minorities are poorly represented among the leadership of Canada’s research universities.^{iv}

Statistics Canada’s 2019 Survey of Postsecondary Faculty and Researchers^v revealed similar results. Among survey respondents from Québec, those who identify as a visible minority are underrepresented among college faculty compared to the general population. They are also underrepresented among university faculty compared to their representation among people with a PhD. In addition, there is an underrepresentation of people identifying as Indigenous or reporting a disability among college and university faculty compared to the general population.^{vi}

Some challenges are more prevalent in certain sectors. The underrepresentation of women in science, technology, engineering and mathematics (STEM) is well known, but a similar situation can be observed in some social science and humanities (SSH) fields, such as economics and philosophy.^{vii} On the other hand, Canada’s universities have a lower proportion of visible minorities among faculty in SSH than in engineering.^{viii} Finally, a higher proportion of male sexual minority STEM students abandon their studies than their heterosexual counterparts.^{ix}

The representation data collected among faculty are reflected in the funding applications submitted to the federal granting agencies.^x The differences observed between men and women are also present in FRQ competitions, where women are underrepresented in applications submitted to the FRQNT, which covers STEM fields. Moreover, in the programs of all three Fonds, the proportion of women among applicants decreases between the master’s and postdoctoral levels. This trend continues with grant and salary support programs at the FRQS and FRQNT, but not at the FRQSC, where women remain the majority in grant programs.^{xi} In order to study the representation of other disadvantaged groups in FRQ programs, a self-identification questionnaire was introduced in April 2021.

The underrepresentation of certain groups is not the only issue pointing to the need to strengthen EDI in the research community. Among all Canadian respondents of the Survey of Postsecondary Faculty and Researchers, those who identified as a visible minority, Indigenous or having a disability were more likely to report having experienced unfair treatment or discrimination during the year prior to the survey. Moreover, men were less likely to report unfair treatment or discrimination than women and gender minorities.^{xii}

Because the COVID-19 pandemic has amplified several inequalities,^{xiii} including some in the research community,^{xiv} strengthening EDI will be even more important in the years ahead.

EDI in research projects

In addition to targeting the people who conduct research, EDI actions must also apply to the research itself, that is, the way in which research is planned, conducted and disseminated. Research should take into account the diversity of realities, concerns and needs that exist within society as a whole. In addition to allowing for more equitable outcomes, this leads to better research with greater impacts.

It has been shown that a diverse research community tends to foster greater consideration of diversity in research, with scientific papers written by women, for example, being more likely to report sex-specific results.^{xv} However, the research community as a whole should consider diversity in their projects when appropriate.

In some cases, failure to consider diversity in research methodology or the interpretation of results may limit the quality or scope of the research. For example, in the field of artificial intelligence, the use of low diversity datasets

in training algorithms has led to the development of facial analysis tools that perform poorly on faces with darker skin or of different ages.^{xvi}

In some cases, the consequences can be serious. Examples include the underdiagnosis of heart disease in women and gender minorities due to clinical models developed based on symptoms observed in men,^{xvii} and the more severe injuries sustained by women and elderly or obese individuals in car accidents due to crash test dummies developed based on the average male body.^{xviii}

Research projects should therefore consider human diversity wherever relevant, although this is not the case for all research themes. Applicants are required, for instance, to indicate in their application whether their project takes into account sex or gender.

EDI and excellence

Through their EDI Strategy, the FRQ wish to strengthen Québec research by ensuring that it is evaluated in such a way as to recognize excellence in all its diversity, thus enhancing the impact and quality of the research they fund. Indeed, diversity “can deepen learning, enhance critical thinking and problem solving, and fuel creativity and innovation”^{xix}. However, the way research excellence is defined and evaluated can prevent the recognition of the talent and potential of certain groups, thereby limiting diversity in the research community.

The FRQ’s EDI Vision

The FRQ aspire to achieve a research ecosystem whose strength lies in:

- Equitable and inclusive practices;
- A diversity of people, perspectives, methodologies and research questions that reflect the concerns and needs of society as a whole;
- Diverse and inclusive models of excellence that make Québec research stand out for its quality, relevance, creativity and impact.

The FRQ’s EDI Principles

Equity, diversity and inclusion are **essential to achieving scientific excellence and the full potential of the research ecosystem**. They enrich the research community and the quality, relevance and impacts of the research it produces.

Four key principles guide the FRQ’s approach to EDI:

A concerted approach within the research ecosystem is paramount.

It is important to ensure coherence between the actions of the FRQ, the federal granting agencies and the higher education institutions with respect to EDI. In addition, these actions must take into account the work of researchers and students who have long advocated for EDI within the research community. Collaboration and dialogue will be essential to achieve the systemic changes that a real culture shift entails.

Diversity is broad and intersectional.

The FRQ have a broad vision of diversity, which includes, but is not limited to, gender, disability, Indigenous identity, being part of a racialized group¹, ethnic origin, sexual orientation, religion, age, language, parenthood, immigration, geographic location, and socioeconomic status.

Additionally, EDI actions must be part of an intersectional approach, i.e., one that takes into account interactions between the multiple forms of discrimination (linked to racism, to sexism, or to homophobia, for instance) or privilege that an individual may experience.^{xx}

EDI objectives go far beyond diversity statistics.

In order to avoid the tokenism of underrepresented groups, efforts must be directed not only at diversity, but also at equitable and inclusive practices.

The principles of EDI should be integrated in all aspects of research.

Every step of the research process must be equitable and inclusive and take diversity into account. For the FRQ, this applies to program development and management, and to the evaluation of funding applications. For the community, this applies to the creation of research teams; the training and mentoring of the next generation of researchers; the formulation of research questions and choice of methodological approach, where relevant; the planning and execution of projects, including fieldwork; and the interpretation and dissemination of results to a relevant target audience.

Four main objectives

1. Make EDI core values within the organizational culture of the FRQ
2. Ensure equitable access to FRQ funding
3. Support the research community's move toward EDI
4. Accelerate the advancement and sharing of knowledge on EDI

Objective 1. Make EDI core values within the organizational culture of the FRQ

In carrying out their mandate, the FRQ rely on a competent and dedicated staff whose diversity represents an asset. For that reason, they pay special attention to EDI in their organizational practices, particularly in the area of human resources. As public agencies, the FRQ must also meet government expectations with regard to representation, within their staff, of groups targeted by the Québec *Act respecting equal access to employment*. The FRQ therefore commit to collecting these data from their staff members in order to make informed decisions concerning the implementation of measures to promote EDI in their workplace.

The FRQ want to ensure that senior management's commitment to EDI is reflected in a coherent manner in all FRQ actions. EDI training is offered to staff on a regular basis. However, this training could be improved in order to facilitate the integration of EDI in all spheres of activity of the FRQ.

In addition to their staff, the FRQ are assisted in their work by three boards of directors (Boards) – one per Fonds. In 2019, knowledge of EDI issues was added to the skill set sought on each of the Boards. An EDI committee was also created in 2020, bringing together members from the three Boards to discuss the major orientations and actions of the FRQ in this area. Furthermore, although Board members are appointed by the government, the FRQ

¹ The Commission des droits de la personne et des droits de la jeunesse favours the terms “racialized person” and “racialized group” in order to « emphasize that, far from corresponding to an objective reality, the concept of “race” refers to an essentializing and stigmatizing category applied by the majority group to minorities that were formerly colonized or subject to slavery. » [Racial profiling and systemic discrimination of racialized youth](#) (2011), note 4, p. 9.

will increase their efforts to promote diverse candidates for the positions that become vacant in the coming years, in accordance with the *Politique favorisant la représentativité de la diversité de la société québécoise au sein des conseils d'administration des sociétés d'État*^{xxi}.

Course of action 1. Provide FRQ staff with an equitable, diverse and inclusive workplace

- Gather data on the representation of groups targeted by the Québec *Act respecting equal access to employment* among FRQ staff and introduce equal access to employment measures, including targets and means to achieve them.
- Gather data on staff members' sense of inclusion and introduce measures for improvement as needed.
- Ensure that hiring, nomination and promotion processes are equitable and inclusive and that they encourage diversity among staff. Update them as needed.
- Update the EDI knowledge of FRQ's senior management, management and human resources staff.

Course of action 2. Integrate EDI in all spheres of activity of the FRQ

- Promote greater diversity among members of the boards of directors.
- Adapt FRQ budgets for EDI according to actions undertaken.
- Add EDI training to the mandatory training for new staff members and increase the availability of in-service training for all staff.
- Adopt the policies, regulations and guidelines necessary for the integration of EDI in FRQ procedures.
- Pursue efforts to ensure that FRQ communications and events are as inclusive as possible and reflect the diversity of the Québec population.

Targets of Objective 1

- By 2024, adopt an internal EDI action plan (FRQ as a workplace)
- Offer EDI training to 100% of new staff members during their first year with the FRQ.

Objective 2. Ensure equitable access to FRQ funding

Access to FRQ funding requires equitable eligibility rules and evaluation processes. To reduce the barriers faced by certain groups, the FRQ's measures are implemented through the revision of their rules and procedures, rather than by making "piecemeal" exceptions in response to individual requests. This ensures that these measures benefit everyone who needs them, and not just those who contact the FRQ, which would be inequitable.

As part of their 2018-2022 strategic plans, the FRQ have put in place measures to strengthen equity, including educating committees about unconscious biases that may affect peer review. In addition, in April 2021, the FRQ put in place a new self-identification questionnaire that allows applicants to indicate whether they identify as part of each of the groups targeted by the Québec *Act respecting equal access to employment*. This data is collected and processed in a confidential manner and is not shared with evaluation committees under any circumstances.

This questionnaire will enable the FRQ to know the representation of groups other than those for whom data is already available (men and women) among eligible, recommended, and funded applications for each of their programs. Success rates for members of these groups will be compared to those of other applicants. In keeping with the *Politique sur la collecte de données sociodémographiques visant à planifier des mesures en matière d'équité, de diversité et d'inclusion*, adopted by the three Boards, these data will be used by the FRQ to detect potentially inequitable situations, plan measures for improvement, and monitor their impact.

In accordance with the *Act*, the FRQ must limit their self-identification questionnaire to certain specific groups. However, these are not the only groups experiencing barriers that need to be targeted by this strategy.

Furthermore, representation data and success rates are not sufficient for understanding the complexity of the barriers faced by different groups. Thus, the FRQ will also rely on research data and consultation with various marginalized or underrepresented groups in planning EDI measures.

Equitable access to funding from granting agencies like the FRQ depends not only on the agencies' rules and procedures, but also on access to graduate studies and to the research community. In addition to barriers that may limit opportunities for some groups^{xxii}, other factors such as stereotypes and a lack of role models may also reduce their interest in science and research.^{xxiii} The FRQ therefore intend to support initiatives to increase participation of marginalized or underrepresented groups in science and research, which may be implemented directly by the FRQ, by members of the research community, or by external organizations. This course of action is in line with the desire expressed by the Québec government in the QRIS² to “encourage the new generation of diverse groups in society (...) to turn to careers in STEM and better integrate programs in science, research and innovation”.^{xxiv}

Course of action 3. Collect data to better understand the barriers faced by different groups in accessing FRQ funding

- Analyze the data collected through the self-identification questionnaire on an annual basis and publish statistics on the proportion of individuals from target groups among funding applicants and their success rates in FRQ competitions.
- Consult with representatives of marginalized or underrepresented groups in research to better understand the barriers they face, identify possible solutions, and assess the impacts of the measures put in place.
- Develop monitoring indicators and a common process for the three Fonds to document the issues raised by applicants and funding recipients.

Course of action 4. Correct inequities and contribute to reducing barriers identified in the access to FRQ funding

- Review FRQ policies and programs and put in place measures for improvement based on research, consultation, collected data, and monitoring of best practices in EDI.
- Assess the impacts of EDI measures put in place by the FRQ and adjust them as needed.
- Support initiatives to increase the participation of underrepresented groups in science and research, particularly among young people.

Targets of Objective 2

- Publish an annual portrait of diversity among applicants, award recipients and evaluation committee members (starting in 2024).
- Support at least three initiatives per year aimed at increasing the representation of marginalized or underrepresented groups in science and research.

Objective 3. Support the research community's move toward EDI

The Québec research community is committed to greater equity, diversity and inclusive practices. Universities have dedicated resources to EDI and have developed action plans and policies on EDI. The college research community has also embraced EDI and many colleges have implemented inspiring initiatives. In addition to ensuring equal access to funding under their own programs, the FRQ want to ensure that they support this movement.

For a long time, EDI work has been largely left to members of underrepresented or marginalized groups, whereas the defence of these principles should be of concern to everyone. In particular, research groups (such as centres and institutes, networks and strategic clusters) can play an important role, given their influence in training the next generation of researchers and advancing research careers.

In addition to efforts to promote EDI within the research community, the FRQ wish to encourage the consideration of diversity in research design, where relevant, in order to enhance the quality and impact of the research they fund. In 2018, to stimulate reflection among applicants, the Fonds added a section to most of their application forms in which applicants must indicate whether their project considers sex or gender, which is also consistent with Health Canada recommendations concerning clinical research.^{xxv}

The consideration of diversity in research design should not, however, be limited to clinical research or to sex and gender. Indeed, ethical research principles call for the “equitable distribution of the risks and benefits of research”, while “groups have been inappropriately excluded from participation in research on the basis of attributes such as gender, race, ethnicity, age and disability”.^{xxvi} Moreover, beyond the selection of analyses or participants, EDI principles should also guide the way in which research is conducted and results are shared, particularly when vulnerable or marginalized populations are involved.

The FRQ recognize that the consideration of diversity in research design is not applicable to all research themes or projects, but encourage applicants to reflect on this aspect when preparing a research proposal. That said, it is important to remember that the FRQ do not under any circumstances guide the proposed research or the choice of research themes in their regular programs.² A project that lends itself to consideration of diversity will have no more or less chance of being funded than projects whose themes do not.

A diverse and inclusive vision of excellence is necessary in order to better recognize diverse backgrounds and thus be able to achieve the full potential of the research ecosystem. To this effect, in 2020, the FRQ signed the San Francisco Declaration on Research Assessment, committing to improving the methods used to evaluate research. Several institutions have also made commitments in this regard. To ensure coherence in this process, collaboration between higher education institutions and the FRQ will be essential.

Course of action 5. Encourage the research community to consider EDI in all facets of research

- Encourage research groups funded by the three Fonds to implement actions to promote EDI in research, particularly in the training of the next generation.
- Encourage the consideration of diversity in research designs where it is relevant.
- Document actions taken by research groups to promote EDI.

Course of action 6. Work with university and college communities to promote an inclusive and diverse vision of research excellence

- Work with higher education institutions to update the notion of research excellence.
- Continue to review the evaluation criteria, indicators and grids of FRQ programs to better consider diverse research profiles and backgrounds.
- Raise awareness among the community, FRQ staff, evaluation committee members and scientific advisors to ensure good uptake of the changes to be made within the FRQ.

Course of action 7. Support the research community in the cultural shift toward greater consideration of EDI

- Improve the information available on the FRQ website and hold or support EDI awareness and training activities for the research community.

² Regular programs are used to fund open research, while some ad hoc or partnership programs or competitions target specific research themes.

- Recognize and value those committed to EDI within the research community, to help promote cultural change.
- Use the influence of the FRQ to promote EDI concepts to partner and collaborator organizations.

Targets of Objective 3

- Have 80% of FRQ-funded research groups reporting concrete actions to promote EDI by 2026.
- Hold or support at least one awareness or training activity per year.

Objective 4. Accelerate the advancement and sharing of knowledge on EDI

Several areas of research have paved the way for EDI as a field of application, such as feminist, Indigenous, cultural diversity and disability studies. Granting agencies and institutions must be able to draw on research results, among other things, when planning their EDI actions. The FRQ therefore intend to support research that contributes to the advancement of knowledge about EDI.

In addition, the FRQ intend to call on advisory committees that bring together a variety of EDI expertise, which may be related to research or experiential knowledge. The mandate of these committees will be to provide input on various issues and to advise the FRQ in the implementation of their EDI strategy.

Collaboration and exchange between the research and user communities are essential to the advancement of knowledge and practices in EDI. The FRQ want their actions not only to be informed by research, but also to contribute to knowledge about EDI practices. As such, the measures put in place by the FRQ will be monitored to assess their efficacy and adjust them as needed. The FRQ hope that researchers will assist them with this process.

Finally, the FRQ will continue to rely heavily on the sharing of best practices and cooperation with higher education and research institutions and other granting agencies, in particular to ensure coherence in the requests made to the research community.

Course of action 8. Better recognize and support EDI expertise

- Support research aimed at the development and transfer of EDI knowledge.
- Form advisory committees whose mandate will be to advise the FRQ on the implementation of their EDI strategy.

Course of action 9. Use the FRQ's EDI process to build knowledge on EDI practices

- Assess the benefits of the strategy on the short, medium and long terms and disseminate the findings.
- Collaborate with researchers interested in studying the implementation and impacts of the FRQ's EDI strategy.
- Maintain regular exchanges with partner and collaborator organizations, including the federal granting agencies, to ensure the sharing of best practices and coherence in approaches.

Targets of Objective 4

- Launch at least one competition to support EDI research by July 2024.
- Publish a mid-term strategy report.

Implementation Plan

This plan will evolve, as the FRQ intend to remain agile and flexible in implementing their EDI Strategy.

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Objective 1	<ul style="list-style-type: none"> • Make EDI training mandatory for all new staff members • Propose increases to EDI budgets 	<ul style="list-style-type: none"> • Collect data from FRQ staff 	<ul style="list-style-type: none"> • Adopt an internal EDI action plan 	<ul style="list-style-type: none"> • Implement the internal EDI action plan 	<ul style="list-style-type: none"> • Continue to implement the internal EDI action plan
Objective 2	<ul style="list-style-type: none"> • Produce the 1st annual portrait from the self-identification questionnaire data 	<ul style="list-style-type: none"> • Introduce measures to reinforce equity 	<ul style="list-style-type: none"> • Consult with underrepresented groups • Continue or review the measures to reinforce equity 	<ul style="list-style-type: none"> • Monitor the measures put in place • Continue or review the measures to reinforce equity 	<ul style="list-style-type: none"> • Report on the measures to reinforce equity
	<ul style="list-style-type: none"> • Every year, support initiatives to increase representation of marginalized and underrepresented groups in science and research 				
Objective 3	<ul style="list-style-type: none"> • Include EDI requirements for FRQNT research groups • Improve information on EDI disseminated to the community • Mobilize those committed to EDI in the research community 	<ul style="list-style-type: none"> • Include EDI requirements for FRQS research groups • Work on inclusive excellence in collaboration with the research community and institutions 	<ul style="list-style-type: none"> • Include EDI requirements for FRQSC research groups 	<ul style="list-style-type: none"> • Review the evaluation criteria and grids 	<ul style="list-style-type: none"> • Have concrete actions for EDI in place in 80% of research groups
	<ul style="list-style-type: none"> • Offer at least one EDI awareness or training activity per year for the research community 				
Objective	<ul style="list-style-type: none"> • Form an advisory committee on EDI 	<ul style="list-style-type: none"> • Publish a report on EDI practices in granting agencies 	<ul style="list-style-type: none"> • Develop a competition to support EDI research 	<ul style="list-style-type: none"> • Launch a competition to support EDI research • Publish a mid-term Strategy report 	<ul style="list-style-type: none"> • Support EDI research
	<ul style="list-style-type: none"> • Have regular exchanges with partner and collaborating organizations 				

Notes and references

- ⁱ Gouvernement du Québec (2022). [The 2022-2027 Québec Research and Innovation Investment Strategy](#), p. 22.
- ⁱⁱ Ibid. p. 59
- ⁱⁱⁱ Canadian Association of University Teachers (2018). [Underrepresented and underpaid: diversity and equity among Canada's post-secondary education teachers](#)
- ^{iv} Smith, Malinda S. (2019). [The Diversity Gap in 2019](#).
- ^v Statistics Canada (2019). [Survey of Postsecondary Faculty and Researchers](#). This survey was conducted with 100,406 respondents from Canada's postsecondary community (49% women), including university faculty, college instructors as well as postdoctoral researchers and doctoral students.
- ^{vi} Statistics Canada. [Table 37-10-0165-01 Selected population characteristics of postsecondary faculty and researchers by region, role, and employment status](#).
- ^{vii} National Science Foundation. [Survey of Earned Doctorates](#) (2019)
- ^{viii} Henry, F. et al. (2017). *The Equity Myth: Racialization and Indigeneity at Canadian Universities*.
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- ^x Canada Research Coordinating Committee, [Mobilizing Canadian Research: Progress Report 2019-2020](#).
- ^{xi} FRQNT, FRQS and FRQSC 2022-2023 annual reports
- ^{xii} Statistics Canada. [Table 37-10-0169-01 Unfair treatment, discrimination or harassment among postsecondary faculty and researchers](#)
- ^{xiii} OXFAM (2021). [The Inequality Virus](#).
- ^{xiv} See for example Vincent-Lamarre P., Sugimoto C.R., & Larivière V. (2020). [The decline of women's research production during the coronavirus pandemic](#). *Nature Index*.
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- ^{xviii} Carter, P.M. et al. (2014). [Comparing the effects of age, BMI and gender on severe injury \(AIS 3+\) in motor-vehicle crashes](#). *Accident Analysis & Prevention*, 72, 146-160.
- ^{xix} Smith, Malinda S. et al. (2021). [Igniting change: Final Report and Recommendations by the Congress Advisory Committee on Equity, Diversity, Inclusion, and Decolonization](#), p. 8.
- ^{xx} The concept of intersectionality comes from 1970s Black feminist movements. The term itself was coined by Kimberlé Crenshaw, Professor of Law at the University of California in Los Angeles and at Columbia University. See Crenshaw, K. (1989). [Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics](#). *University of Chicago Legal Forum*, 1989, Iss. 1, art. 8.
- ^{xxi} Gouvernement du Québec (2023). [Politique favorisant la représentativité de la diversité de la société québécoise au sein des conseils d'administration des sociétés d'État](#).
- ^{xxii} See for example Eaton, A. et al. (2019). [How Gender and Race Stereotypes Impact the Advancement of Scholars in STEM](#). *Sex Roles*, 82, 127-141.

- ^{xxiii} See for example Bian, L. et al. (2017). [Gender stereotypes about intellectual ability emerge early and influence children’s interests](#). *Science*, 355(6323), 389-391.
- ^{xxiv} Gouvernement du Québec (2022). [The 2022-2027 Québec Research and Innovation Investment Strategy](#), p. 59.
- ^{xxv} Government of Canada (2013). [Guidance Document: Considerations for Inclusion of Women in Clinical Trials and Analysis of Sex Differences](#).
- ^{xxvi} Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council of Canada, and Social Sciences and Humanities Research Council of Canada (2022). [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans – TCPS 2 \(2022\) \(ethics.gc.ca\)](#), p. 66 et 67.