RRI LEADERS

RESPONSIBLE RESEARCH AND INNOVATION IN TERRITORIES

Mapping Report for the City of Sabadell

Adapted extract from the original deliverable 2.1
"Map on stakeholder relationships and interdependencies and report on stakeholder need, interest, power and influence"

Important note: This document is an adapted extract from deliverable 2.1 "Map on stakeholder relationships and interdependencies and report on stakeholder need, interest, power and influence", published in June 2021 **https://www.rri-leaders.eu/wp-content/uploads/2021/07/D2.1-Map-on-Stakeholder-Relationships.pdf**
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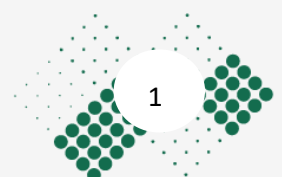
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Mapping Report for the City of Sabadell

City of Sabadell: introduction and policy focus

Sabadell is a dynamic and active Catalan city in the south of Europe. It is continuously growing, and creating numerous projects and initiatives. It has a wide network of shops and restaurant industries, lots of green spaces, and emblematic heritage buildings.

The city is in a great strategic point, very close to Barcelona and with a great communication infrastructure (AP7, C-58 highways, railways, and the Sabadell airport). Sabadell offers the possibility to strengthen a really competitive industrial, knowledge and research structure around the Mediterranean at European level.

Sabadell is divided into seven districts with a total population of 216,543. It is the fifth most populated city in Catalonia. The city covers an area of 37.79km^2.

Sabadell, together with other nearby towns, is one of the main important points of economic activity in the south of Europe.

It is the third Catalan city in the information and communication industry businesses, the second Catalan city by sports activity areas, the third Catalan city by gross value added in construction and the third Catalan city by number of businesses (14,804 companies). The tertiary sector, services, is the predominant sector in the municipality of Sabadell, where commerce generates the highest turnover among the businesses included (3,346.8 M€ and 6,721 companies). Without considering the construction sector, which generates more than half of the secondary sector's turnover, the food, textile and paper industries are the predominant ones, followed by the metal industry (turnover 737.9 M€ and 4,781 companies). The primary sector generates a residual turnover compared to the two sectors discussed above (1 M€ and 30 companies).

Historically, Sabadell was a pioneering city in textiles during the Industrial Revolution in Catalonia. By mid-19th century, it became the most important wool city in Spain. Such textile heritage has left an industrial nature which still persists nowadays, for example, we can see many smokestacks and steam engines. Despite this, in recent decades, the city is going through transformations and creating different sectors, among which are services.

In Sabadell there is an air of culture, history, diversity and customs. However, it is also a modern city that looks to the future, a leading competitive city with services, lots of projects and an active and caring social base.
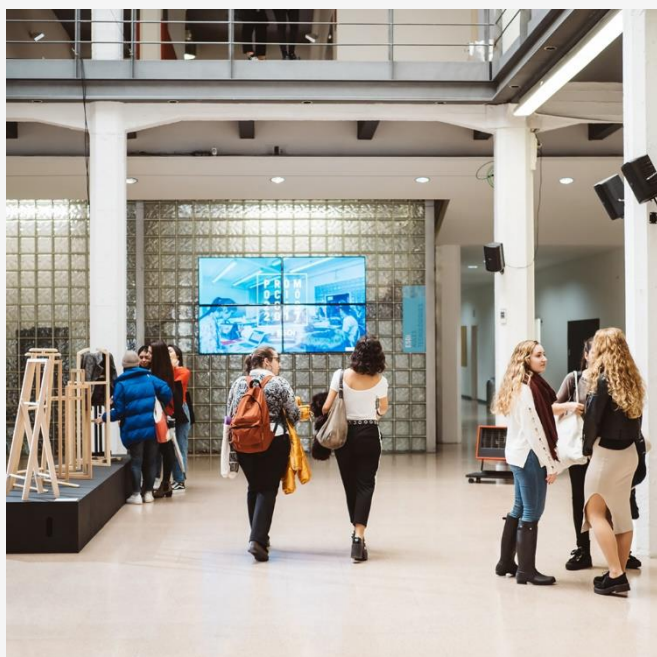
Sabadell also promotes projects to encourage innovation, new technologies, knowledge and activities associated with the industry. The city of Sabadell is completely committed to the growth and industrial revitalisation of the municipality, based on a strategy focused on five main axes around which future plans are based: Healthcare, Logistics, Research & Technology, Aeronautics, Design & fabrics. The strategic lines are supported by knowledge, research and innovation assets.

Sabadell is a university city which delivers world-class expertise to train tomorrow's professionals. It has allocated resources for four university facilities, the Biomedical Research Centre of Catalonia headquarters and EURECAT Technology Centre of Catalonia. Over 1,700 students are enrolled in the faculties of Medicine, Economics and Business, Engineering and the School of Design.

Policy areas in the focus of RRI-LEADERS project

During the last years the Economic Development Agency of Sabadell Municipality has been engaged in the deployment of the Smart Specialisation Strategy in Sabadell city, not only through the participation in a Territorial Specialisation and Competitiveness Project (PECT), but also developing new projects focused on important industrial challenges like the Industrial Symbiosis. In this sense, our work at the RRI-LEADERS will be framed by the implementation of Smart Specialisation Strategies (RIS3) in our municipality.

Thus, our policy focus seeks to promote the territorial innovation ecosystem. It aims to generate a policy change at local level through the projects carried out by the Economic Agency of Sabadell Municipality.

Summary of the interviews with stakeholders in the City of Sabadell

A total of 17 interviews were conducted, including interviews with institutions, governmental agencies, representatives of the research and business sector of the municipality of Sabadell. The guideline for the
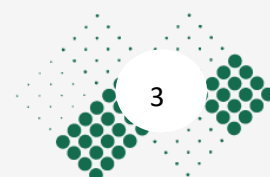
interviews was adapted in terms of the Policy Topic (Societal Challenges, Innovation eco-system, Entrepreneurship and Sustainability). The findings of the interviews are presented in three categories (research, policy and business).

Research and Academia

The interviewees came from Parc Taulí Research Innovation Institute, Core Smart and Sustainable cities, Universitat Autònoma de Barcelona, ESADE Business School, Universitat Autònoma de Barcelona Doctoral School, BSC, ESDi-Escola Superior de Disseny, ISGlobal and ICREA. The framework of Responsible Research and Innovation was very well known and familiar to the respondents, also due to the nature of the research institutions and universities.

Ethics is the most prominent among the RRI keys. Some examples to note are the Ethics committees and the Observatory for Equality. Regarding Gender equality, the matter has been strongly fostered by the national and regional governments during the past years through a series of legislations. Open access is an important issue in all universities.

Regarding the AIRR dimensions: Anticipation is a key issue in strategic planning. Some respondents noted that inclusiveness is worked through in a single-directional way, from research to the public through outreach activities or projects engaging citizens. Inclusiveness appears also as a key issue for Open innovation and RRI. Responsiveness and reflexivity are also prominent dimensions according to the respondents. They are addressed de facto internally and externally by influencing policy-making and public administrations through studies and recommendations. However, it was noted that responsiveness is an issue for the big public organisations. Thus, the creation of flexible structures is needed in order to face this task in a dynamic and autonomous way. To summarise, the RRI framework and AIRR dimensions are all practiced at a substantial level according to the respondents. The key factors to initiate a political and societal process in the territory regarding the Policy Topic would be:

- The creation of critical mass (identifying the stakeholders according to their motivation).
- Definition of a shared agenda (shared challenges and objectives among the different stakeholders of the territory).
- Identification of leverage points in order to boost transition towards a political and societal change.
- Technological factors have a deep impact on Catalan society generating an important societal change.
- In terms of innovation in the territory the most important leverage points, to initiate a political and societal change process are in the responsibility of the public institutions which should be able to give priority to RRI keys and dimensions.

Policy, Civil Society Organisations and Citizens

Regarding the perception towards responsibility, all the interviewees believe that it constitutes an active principle of public policies that have to solve real needs of the industrial network, and moreover a tool for leading a team and developing a task. All interviewed bodies have active interdependencies with other stakeholders, as well as strong collaboration with business associations, companies, universities. For that reason, they are considered as key stakeholders for implementing RRI in the territory. None of them is familiar

with the RRI framework of the European Commission, and one of them appeals to responsibility not in terms of RRI but in terms of Corporate Social Responsibility. They are all familiar with the RRI keys, with mostly applied those of gender balance and public engagement. The lack of open data and open access in general is considered as a major barrier, while science education and ethics is proposed to be further developed. Finally, all the RRI thematic keys have to be aligned among them in order to generate a positive impact on the territory and its people.

In relation to AIRR dimensions, anticipation is considered very relevant since it allows to establish territorial strategies and dynamics in collaboration with other stakeholders. It is also proposed that anticipatory governance should be aligned from the top. Inclusiveness also appears as an important issue, with the existence of i.e. working groups and a system of participative consultations with stakeholders as good practices. Reflexivity is considered also crucial but not very well implemented in all the cases. Finally, responsiveness is put into practice with two main ideas mentioned: private-public collaborations and the communication of actions.

<u>Business</u>

The RRI framework was not familiar for most of the businesspeople as well as the thematic keys which were implemented to a small extent. In the context of the RRI keys the respondents noted that they implement ethics through ethical commitments with products, security, environment protection and respect for human rights. The implementation of gender equality/balance is also implemented as it also compulsory by law. However, respondents emphasised that a main ethical problem at the business is about greenwashing, in other words boosting green policies and actions, which are not really focused on sustainability but on giving a better image.

Regarding the AIRR dimensions: The interviewees expressed that anticipation, reflexivity and responsiveness are in some way de facto implemented since they are an inherent part of the innovation process and assessment. The aforementioned dimensions are also implemented when planning, designing, and assessing innovative solutions and new products for the market. However, it must be considered that commercially driven innovations give priority to economic impact and need not to coincide with social priorities. With regard to inclusiveness some respondents noted that it is implemented through collaborations which allows to plan, design and create innovative methodologies and programmes through the sports that improve the education conditions of vulnerable children and teenagers. In summary some key factors that are suggested by the respondents to make change possible are:

■ Establishment of working groups with private firm members, with members of public institutions, research centres and universities to define a territorial strategy and subsequent execution.
■ Circular economy, eco-innovation, climate and environmental emergency and global resources are seen as key factors.
■ Public administration has a duty to internalise environmental costs (e.g. through a European carbon tax) and once new rules of the game are defined, the company must innovate to gain competitive advantages through sustainability.
■ In terms of innovation policies, public administration awareness and determined actions are key factors to initiate political and societal change process.

City of Sabadell focus group discussion

The focus group took place on April 28, 2021, online via Zoom, with 12 participants. 4 of the participants participated in the in-depth interviews.

Summary of discussions

Regarding the compatibility of the RRI+AIRR framework with the objectives and actions envisaged in the strategies and actions plans of the participatory organisation's policy, participants pointed many interesting issues. To start with, from a company point of view, the compatibility between the RRI and the company's strategies is minimal. In some cases, RRI is done in an indirect way. Big companies that have the structure and the economic capacity are incorporating some of the five RRI keys in their policies, with most addressing gender equality. One of the most important factors why companies do not incorporate the RRI principles is their dependence on economic profits and not on responsibility. Moreover, at the administrative level the compliance with RRI is not compulsory. The new RIS3 strategic plan could become an opportunity for incorporating the RRI into enterprises.

The public administrations have recently considered the RRI approach during a project submission. They are enrolled in EU-funded programmes such as TRANSFORM or GRACE, and acquire the knowledge of how to implement properly the RRI approach in funded projects. But in any case, the implementation of the RRI approach will be a slow process because it is necessary to make cultural changes in the way of doing research, invest more in economic resources and trained staff, and invest more resources in the small companies, such as start-ups. Furthermore, resources need to be allocated in those keys that are more controversial, such as open science or ethics, for a proper RRI implementation.

In research centres, such as ISGlobal, RRI policies have been taken into consideration for quite some time now. One of the keys most applied is gender equality. Aside from having a gender committee, 60% of the employees are women and this proportion is not only seen for PhD students, technical or administrative staff, it is also reflected in senior positions, such as principal investigators or heads of units. On the other hand, the most problematic RRI key is open access – around 75% of the scientific papers are published in high impact factor journals, which are not open access.

Regarding collaboration/networking/interdependencies with the stakeholders, it was pointed that in research centres the relationships that are established with other institutions on RRI issues are common, especially with other research centres or universities. RRI concepts are integrated in their policy, although some keys are more established than others. These differences in RRI implementation depend mainly on the strategic plan and objectives of each institution and project. ISGlobal, aside from collaborating with other research centres to apply the RRI thematic keys that are not in its strategic plan, collaborates with other institutions that have expertise with some RRI keys. For example, regarding citizen science, they work with small companies such as Science for Change or Ideas for Change or with civic centres or town halls. Regarding gender equality, they collaborate with LGBTI association, such as PRISMA.

In companies the relationships that are established with other organisations on RRI issues are very scarce and even non-existent. The most relevant issues are related to the economic benefit they can achieve from establishing a collaboration. RRI policies are a secondary axis, and because of that they are not implemented

directly in the company's action plan. RRI concepts sometimes are indirectly integrated into the company's action plan.

Regarding the barriers that can delay the implementation of RRI, some key points mentioned are society's adaptive response, bureaucracy to apply for a grant, the conception of RRI both as a drawback and an obligation. It must be shown that implementation of RRI in their organisations can open a wide range of opportunities for them in becoming more competitive. For example, integration of citizen participation into policy making may incorporate new perspectives and new ideas that the institution would not have considered before. Moreover, researchers face the RRI approach as an extra work which does not contribute positively to their research. Therefore, when they are designing an action plan or a project, RRI is not incorporated in a voluntarily and innate way. Another barrier mentioned is the non-differentiation between basic and applied research in the RRI. The benefits that basic research has for society are more difficult to be perceived in comparison with those of applied research. In basic research, some aspects of the RRI, such as citizen participation, cannot be applied.

So, in order to introduce RRI in the different active polices the stakeholders proposed to organise meetings among politicians, universities and industrial sectors that carry out research and innovations. These meetings should be a place to debate and analyse the advantages and benefits of the RRI application and also the consequences of not applying the RRI. Moreover, discussing directly with policymakers and explaining the needs of each sector is another important step. In recent years, there has been a predisposition for policymakers to improve science. For example, a science commission has been established in the parliament.

Stakeholders that could be incorporated towards this perspective are the organised society and researchers. If society recognises research and innovation as a strategic and basic pillar for its progress, this could force politicians to invest more resources in research and innovation. Moreover, academic and researchers must agree and stand up for the same goals.

Concluding, RRI keys are applied indirectly by several companies, However, more transparency is needed. There are some missing resources for the proper implementation of the RRI principles, such as staff and more precisely trained personnel who could develop methodologically RRI principles and apply them at a basic level, there still exists an important gap between research and innovation. Science education is important but understanding the importance of research and innovation is even more. Finally, a systemic approach to RRI is needed from both directions, the bottom-up and the top-down.

Profiles of stakeholder organisations from the territory of City of Sabadell

The profiles of the following stakeholder organisations are presented in Annex A to the current report.

Policy makers:

- Generalitat de Catalunya
- Actividades Integradas, SA (Nodus Barberà)
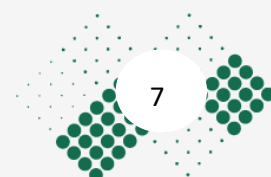
Research and Academia

- UAB
- ESADE
- BSC
- ICREA
- ESDI
- CORE Smart and Sustainable Cities, UAB (University Autonoma of Barcelona)
- Parc Taulí Research and Innovation Institute
- Barcelona Institute for Global Health (ISGlobal)

NGOs:

- Cambra Oficial de Comerç, Indústria, Serveis i Navegació de Barcelona

Businesses:

- SEAT SA
- Sorigué
- Barça Innovation Hub (Football Club Barcelona)
- ADASA Sistemas S.A.U.
- FI GROUP
- Inèdit

Annex Mapped RRI stakeholders

Mapped RRI stakeholders in the City of Sabadell, Catalonia

- **Policy-makers**

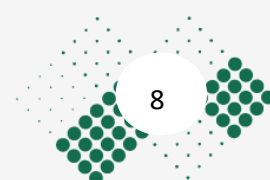| Name of stakeholder organisation (and abbreviation): **Generalitat de Catalunya, Department of Labour, Social Affairs and Families (**Regional government)	
Profile of the organisation (info taken from its website)	The Department of Labour, Social Affairs and Families has as its functions the policies of services, benefits and social protection of equality, youth, the elderly, families, children and adolescents, immigrants, gays, lesbians, bisexuals, transgender and intersex people, adoptions, people with disabilities and dependencies, as well as managing the care facilities of the social services network and establishing policies for social inclusion. It is also responsible for community action, coordinating and managing the network of civic and social facilities as well as civic and social awareness and support for organisations and volunteers. In the field of their work, the department has competences in the policies of labour relations and labour inspection, employment and labour intermediation, and in the social economy, the third sector, cooperatives and the self-employed.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The organisation is in charge of introducing and applying several RRI principles in regional policies, especially those in the social domain. RRI is considered a key factor in designing and implementing policies as a way of taking advantage of collective intelligence and wisdom of citizens and organisations in facing strategic risks and taking profit of emerging opportunities in achieving development objectives.
Relevance of RRI keys to the stakeholder organisation	RRI keys are very relevant to the Department due to their policy focus and scope of activities where ethics, gender and public engagement are the main drivers. Responsibility is perceived in terms of Corporate Social Responsibility.
Relevance of AIRR dimensions to the stakeholder organisation	**Anticipation** is highly relevant and important but challenging to apply to address a pressing. **Inclusiveness** is also considered important as it could help the department to promote projects, new ideas and actions, as well as to facilitate their implementation and success. Responsiveness and accountability are both crucial for the policy area of labour, social affairs and families.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation	The department is focused in social policies, specially focuses on social affairs and residences for the elderly people, with the following responsibilities:

(active ageing, circular economy, innovation in design, etc.)	■ To promote a strategic, global and systemic view of the social policies related to Corporate Social Responsibility of Generalitat de Catalunya. ■ To bring services, plans and strategies closer to the territory. ■ To become a reference agent in the territory regarding social policies. In this COVID 19 scenario, the management of elder residences vaccine planning and social action programmes coming from this department have a strong impact in active ageing. However, it is really interesting to know how the regional government implements RRI concepts in social policies, which at the same time can be interwoven with other regional policies like innovation ones.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	The stakeholder can contribute to raising the visibility and awareness of the RRI principles through demonstrating their direct application in territorial social policy and the linkages of social policy with other regional policies.
Website of the organisation	https://treballiaferssocials.gencat.cat/ca/inici/index.html

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Name of stakeholder organisation (and abbreviation): **Actividades Integradas S.A. (Nodus Barberà)**	
Profile of the organisation	Nodus Barberà is a public company of the Barberà del Vallès City Council in charge of boosting business development.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The RRI framework is relevant to the organisation due to its status as an entity belonging to local public administration. In this sense, they understand responsibility as an active principle of public policies of the municipality that have to solve real needs of the industrial network and generate a change of the current paradigm in favour of the distribution of wealth and social welfare.
Relevance of RRI keys to the stakeholder organisation	RRI keys are relevant for the stakeholder organisation. It clearly uses public engagement and transparency. But in general, all RRI thematic keys are considered relevant for the social and economic development of the territory. RRI thematic key have to be in alignment in order to generate a positive impact on the territory and its people.
Relevance of AIRR dimensions to the stakeholder organisation	In relation to AIRR dimensions, anticipation is very relevant since it allows to stablish territorial strategies and dynamics in collaboration with other stakeholders.

	Inclusiveness also appears as a very important issue for the organisation. It is essential in the economic promotion projects, as well as to boost innovation. They try to include this dimension at the programmes and actions design. The organisation usually establishes a coordination forum/session integrated by all socioeconomic agents in order to integrate their points of view, which will decide the actions and working axis of the different innovation public policies. This aspect is clearly linked to a reflexive governance in order make decisions. Responsive and accountable governance is put in practice through two main ideas: private-public collaboration and the communication of actions. Public-private dynamics have been present in boosting their projects for a long time. They are important to share responsibility and co-governance of projects, at the same time to allow to get greater involvement of other strategic entities that contribute to the development of the territory. Besides, good communication is essential. It is necessary to explain to the public and to projects' beneficiaries all those actions that the organisation promotes as well as their purpose and results. Communication requires transparency so it allows participation of a large majority of citizens in the actions.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	The organisation has a direct relation to the territorial focus and with other stakeholders, especially companies, which have an important role in the smart specialization deployment.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Nodus Barberà can contribute to the adoption of RRI principles and AIRR dimensions due to its direct involvement in local policy. Not only do they have knowledge of the territory but are able to promote public-private synergies.
Website of the organisation	https://nodusbarbera.cat

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■ Civil Society Organisation

Name of stakeholder organisation (and abbreviation): **Cambra Oficial de Comerç, Indústria, Serveis i Navegació de Barcelona (Barcelona Trade Chamber)**	
Profile of the organisation	Barcelona Trade Chamber is a public law corporation that provides services to companies, contributing to the regeneration of the economic fabric and the creation of employment, and consecrating its function to the representation, promotion and defence of the general interests of trade, industry, services and navigation. However, according to law, its legal regime does not allow it to assume the representation and leadership of the business world.
	Its territorial area of influence is Barcelona province except Sabadell, Manresa i Terrassa cities which, for historical industrial reasons, have their own chamber of commerce.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The RRI framework is relevant to the Chamber because of its own nature, providing services to companies and defending the interests of trade, industry, services and navigation. Furthermore, it has a narrow relationship with many stakeholders in the territory, like private companies and public administrations.
Relevance of RRI keys to the stakeholder organisation	The RRI keys they implement are gender balance and company ethics, both necessary for fulfilling their tasks and objectives. They have the Observatori Dona Empresa Economia (Observatory Woman Business and Economy), a forum for reflection, study and proposals with the aim of highlighting the professional, entrepreneurial and entrepreneurial woman in today's economic world.
Relevance of AIRR dimensions to the stakeholder organisation	All the AIRR dimensions are addressed: ■ Anticipation, owing to the nature of this stakeholder, which has to develop and establish policies and lines of actions favouring business growth. ■ Inclusiveness Is ensures as the governing bodies of the Chamber are made up of representatives of the different business sectors and other business organisations. Furthermore, the Chamber has different commissions and working groups and a system of participative consultations with different stakeholders like companies and public bodies. ■ Reflexive governance Is applied as the Chamber has a Cabinet of Economic Studies, dedicated to provide relevant information on data, indicators, references or related analysis for obtaining elements of reflection and analysis in the field of economics and territorial development. ■ Responsible governance exists as the Chamber promotes a public-private relationship that guarantees maximum openness and equal access to information and services.

Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	They do not have a direct relation to the territorial focus. Its importance lies on the fact that it is a prestigious organisation in the Barcelona area system with close relationships with many firms and public administrations which could deal with any of the focus issues.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high level of influence ■ Stakeholder with high level of interest
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Barcelona Trade Chamber is a key stakeholder for implementing RRI in the territory since they have a lot of influence in private companies and in the public administration, owing to its role as a consultative and collaborative body.
Website of the organisation	https://www.cambrabcn.org

■ Academia and Research

Name of stakeholder organisation (and abbreviation): **ESDi Higher School of Design (ESDi)**	
Profile of the organisation	ESDi has been a pioneer centre in Design studies for almost 30 years. Affiliated to the Ramon Llull University, ESDi Higher School of Design is located in a historical building in the centre of Sabadell. As a leading school in formal design education, ESDi has been selected in the past two years as the best Catalan centre to study design, according to the prestigious BBVA ranking. It is the only centre within Spain to give academic training in six curricular disciplines of the Official Degree in Design: Fashion, Audiovisual, Product, Interior, Graphic and Design Management (Multidisciplinary Integration), and it is also a pioneer in Smart Design education.
Relevance of Responsible Research and Innovation to the stakeholder organisation	ESDi is well familiar with the RRI framework and fully aware of its application. RRI is perceived as crucial for design development and innovation.
Relevance of RRI keys to the stakeholder organisation	All RRI keys are relevant to ESDi. As a university centre specialised in design, designing and RRI implementation are understood with the involvement of all the agents and citizens in research and innovation from the beginning of the innovation process; persisting in achieving and ensuring gender equality in the research process and its content; increasing open access to research results; promoting science education,

	within the framework of design; finally, respecting the fundamental rights of all.
Relevance of AIRR dimensions to the stakeholder organisation	AIRR dimensions are all relevant, but more pronounced are: ■ Anticipation as key issue in ESDI´s research and innovation process, following the user experience methodology. ■ Inclusiveness. Citizens are included in their research methodology. ■ Reflexivity. In the academic programme of ESDi there is a subject called "design ethics" which is supported by the designer's decalogue for good practices.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	ESDi plays an important role in the deployment of the territorial innovation policies. It is closely lined with several stakeholders and is pioneering in innovation and research in design.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of interest in relation to RRI in practice ■ Stakeholders with high levels of experience in RRI
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	The stakeholder has been actively involved in different innovation processes in the territory of Sabadell. It plays an important role at the local level and has capacity to influence the adoption of RRI principles and AIRR dimensions on higher territorial levels.
Website of the organisation	https://esdi.es/en

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Name of stakeholder organisation (and abbreviation): **Barcelona Supercomputing Centre (BSC)**	
Profile of the organisation	Barcelona Supercomputing Centre - Centro Nacional de Supercomputación (BSC-CNS) is the national supercomputing centre in Spain located in Barcelona. A supercomputer is composed of thousands of processors working in parallel and it responds to the needs to process huge amounts of data in real time with quality and accuracy[22]. BSC is specialised in high-performance computing (HPC) and manages the MareNostrum, one of the most powerful supercomputers in Europe, at the service of the international scientific community and of industry that require HPC resources. Most of its research lines are developed within the framework of European Union research funding programmes,

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[22] https://ec.europa.eu/digital-single-market/en/blog/why-do-supercomputers-matter-your-everyday-life

	and the centre also performs basic and applied research in collaboration with leading companies[23].
Relevance of Responsible Research and Innovation to the stakeholder organisation	RRI is quite relevant for BSC because it develops its mission from the perspective of social responsibility, focused on paying back to society the investment made through public budgeting for scientific research. It also cooperates on a regular basis with other researchers and universities, industry and public administrations.
Relevance of RRI keys to the stakeholder organisation	The open access to its research activities data is guaranteed and science education programmes addressed to youngsters are developed on a regular basis, like the school visits to the centre[24] and the female-focused tours for primary schools. Likewise, the compulsory gender balance and diversity issues[25] and ethics in research are taken care of and included in the organisational formal plans.
Relevance of AIRR dimensions to the stakeholder organisation	Regarding the AIRR dimensions, the most worked *de facto* are those of anticipation, materialised in its strategic plan, and reflexivity through external scientific committees, panels of evaluation experts and infrastructure user committees which guarantee a critical evaluation of the activities and programmes of BSC. Owing to the technological complexity which supercomputing implies it is challenging to implement inclusiveness. Responsiveness is practiced but is based on their own reflections.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	BSC renders important services to research centres whose field of activities (Engineering, Biology, Medicine) are closely linked to the chosen policy focus.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholder with high levels of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Computing is one of the sectors of the present and the future and BSC gives an important service to other research centres and organisations, facilitating them to perform more accurate and faster tasks when conducting research. Besides, BSC is a prestigious organisation, with certain influence in the territory, which can act as a role-model for the organisations to which they provide their services.
Website of the organisation	https://www.bsc.es/

[23] https://www.bsc.es/discover-bsc/the-centre/what-we-do
[24] https://www.bsc.es/discover-bsc/computing-with-you/visits-for-primary-school, https://www.bsc.es/discover-bsc/computing-with-you/the-adventure-supercomputing-the-classroom
[25] https://www.bsc.es/join-us/gender-and-diversity-equality-plan

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Name of stakeholder organisation (and abbreviation): **ESADE**	
Profile of the organisation	ESADE is a global institution structured as a Business School, a Law School, and an Executive Education area known for the quality of its education, its international outlook, and its focus on holistic personal development. It has strong ties to the business world. ESADE conducts research projects and studies for regional government, companies and business organisations. It collaborates actively with other research centres and university research groups and also conducts specific activities for civil society.
Relevance of Responsible Research and Innovation to the stakeholder organisation	For ESADE, RRI is important, implementing the typical keys of a research and academia stakeholder, like ethics, open access and the compulsory gender balance. Apart from that, they have established relationships and regular collaborations with other stakeholders, like private companies, research centres and public administrations.
Relevance of RRI keys to the stakeholder organisation	Given that the main activities of ESADE are training, research and knowledge transfer, the RRI keys most implemented are Ethics and Integrity, open access and gender balance. ESADE has its own Ethics committee and carries out an assessment on the studies and research projects where humans are involved. Likewise, ESADE participates in a Horizon2020 project about gender equality plans for Social Sciences, Business & Management schools called www.equal4europe.eu. Their Research Office helps researchers with the dissemination of their works in open access and the Contents Department supports researchers in the dissemination of research results: articles, videos for general public, press releases, etc.
Relevance of AIRR dimensions to the stakeholder organisation	Anticipation and a light degree of inclusiveness are carried out in ESADE. Anticipation is applied in the design of their research proposals and some inclusiveness in certain social research studies, which by nature need the implication of people.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	They do not have a relation to the territorial focus. ESADE's interest in supporting RRI lies on the fact that it is a prestigious organisation in business and economy training, attracting students from all over the world. Those students can end up working or directing companies linked to the thematic focus of active ageing, circular economy or innovation in design.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high level of influence ■ Stakeholder with high level of interest

How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	ESADE is an organisation with a high international and national prestige and influence and can act as a role-model for other -similar or not- organisations. Besides, it has the potential capacity of training many current and next generation of business professionals in RRI values.
Website of the organisation	www.esade.edu

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Name of stakeholder organisation (and abbreviation): **Universitat Autònoma de Barcelona. Doctoral School.**	
Profile of the organisation	The Universitat Autònoma de Barcelona (UAB) is an institution governed by public law, with its own legal personality and assets and it operates with the autonomy granted to it by the law. The UAB wants to achieve a high level of excellence in university teaching, research, and knowledge transfer. Due to this commitment, the UAB works to guide research and academic activity towards a culture of peace, respect for human rights, equality and social progress, respect for the environment and sustainable development [1]. The Doctoral School at UAB has as its primary objective the organisation of the studies and activities of the PhD, with the firm commitment to develop continuous improvement and quality policies for the PhD Programmes.
Relevance of Responsible Research and Innovation to the stakeholder organisation	RRI is very important for the UAB Doctoral School. Since 2017 they organise informative sessions about it addressed to PhD students, senior researchers, and project managers. For them, it is relevant to transfer the RRI concepts to their employees to reflect about them and see if their research is aligned with them. They also have contacts with other stakeholders like companies and public administrations and they are members of CAPCIT (Catalan Parliament's Technology Assessment Council).
Relevance of RRI keys to the stakeholder organisation	As a public university, where the main activity is doing research, applying a good scientific practice and effectively transfer their research to society, the most relevant RRI keys are **open access**, **gender balance**, **ethics**, and **science education**. One example of that is the website about RRI keys. The application of the RRI keys has been mainly due to the work of the Strategic Projects Unit. Additionally, the Ethics Committee, the Observatory for Equality, the Strategic Research Communities (CORES UAB) and the Good Scientific Practice also have contributed to their implementation.
Relevance of AIRR dimensions to the stakeholder organisation	UAB addresses all the AIRR dimensions de facto:

	■ **Anticipation** is carried out because in all the research projects, the technological value, the horizons, the scenarios among other aspects are exhaustively evaluated. ■ **Inclusiveness** is carried out through its participation in several citizen science projects such as App Plantees: Help us mapping allergy-causing plants, Citizen Co-Creating the City's Digital Cultural Heritage[2], or ARGO programme[3]. However, it is in a unidirectional way, not in the sense of co-creation. ■ **Reflexivity** is carried out through the Internal Quality Assurance System, which monitors and reports the developed, the achieved and the pending actions and it also sets the objectives. Moreover, the reflexivity, is complemented by carrying out internal and external surveys to the different target groups. ■ **Responsiveness,** as reflexivity¸ is achieved by the Internal Quality Assurance System, where the implementation of the new measures adopted are based on the established indicators and the analysis of the developed actions.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation)	They do not have a relation to the territorial focus. UAB's interest in supporting RRI lies on the fact that it is a prestigious organisation training, attracting Catalan students and from other places in Spain. Those students can end up doing research in centres or working for companies linked to the thematic focus of active ageing, circular economy or innovation in design.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholder with high levels of interest on RRI in practice ■ Stakeholder with high level of practice of RRI
How can stakeholder contribute to adoption of RRI and AIRR dimensions within territorial governance?	As a university, it trains the next generation of researchers in ethics, good scientific practices, codes. This experience can be transferred to other organisations or companies.
Website of the organisation	https://www.uab.cat/web/study-abroad/doctoral-school/the-doctoral-school-1345670651538.html

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Name of stakeholder organisation (and abbreviation): **Institut d'Investigació i Innovació Parc Taulí (Parc Taulí Research and Innovation Institute)**	
Profile of the organisation	The Parc Taulí Research and Innovation Institute (I3PT) is the result of the integration of excellence in knowledge and the innovative and improvement capacity of research groups, integrated into the lines of research and belonging to the constituent entities of the Institute: Parc Taulí Health Corporation, Fundació Parc Taulí, UDIAT Diagnostic Center,

	Sabadell Senior Citizen Service Center i Universitat Autònoma de Barcelona. Its mission statement consists of facilitating and promoting the activity linked to research and innovation, through a sustainable model, which promotes the translation of knowledge and results generated in society by providing value to contribute to well-being.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The RRI framework is relevant to the Institute due to its own nature, having a direct impact on the society. It works through six agendas with the RRI principles: governance, ethics, science education, open science, gender equity and public engagement.
Relevance of RRI keys to the stakeholder organisation	RRI keys are relevant to the Institute which should be equally applied in all the R&I projects. However, ethics takes an important place in the organisation because they work with patients.
Relevance of AIRR dimensions to the stakeholder organisation	Concerning AIRR dimensions, anticipation is considered a key issue in strategic planning. Inclusiveness is also important for the organisation and is open to participation of various stakeholders. It maintains an important link with other organisations and companies of the territory in order to boost public-private collaborations. This dimension also includes citizens' engagement is of equal importance. Reflexivity is also taken into consideration by the organisation. They have been working through it by elaborating a compilation of all the activities done during 2020 so they could write a RRI action plan to be included in the new strategic plan 2021-2024. Responsiveness in terms of governance is also important and the organisation is trying to improve it. Currently, they are creating a Social Council that will be formed by citizens interested to research and innovation. In this sense, they are developing some good practices.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	The organisation has a direct relation to the territorial focus, due to its active relation with other relevant stakeholders. It actively participates in the territorial policy focused on active ageing, through its contribution in a specific project (Ininvallès),in collaboration with public administration, research institutions and citizens. However, they are very interested in applying RRI principles in other innovation policies that could be developed in the territory.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high level of influence ■ Stakeholder with high level of interest
How can stakeholder contribute to adoption of RRI and AIRR dimensions within territorial governance?	Institut d'Investigació i Innovació Parc Taulí is a key stakeholder for implementing RRI in the territory since it is well connected with other stakeholders and have knowledge of the territorial necessities and policies.
Website of the organisation	https://www.tauli.cat/en/

Name of stakeholder organisation (and abbreviation): **CORE Smart and Sustainable Cities, UAB (University Autonoma of Barcelona)**	
Profile of the organisation (info taken from its website)	The research network of Smart and Sustainable Cities is a collaborative project where different research groups, departments, centres and campus infrastructures develop their joint capacities to create new multidisciplinary research activities.
	Smart and sustainable cities CORE initiative is located in the University Autonoma of Barcelona. It is a network composed by scientific specialists in areas related with the sustainable management of urban environments.
	Research interests cover a wide range of views from the economical and sociological aspects of industrial ecological design or the development of public urban design policies, to the application of specific technologies to innovative solutions for management of mobility and resources like energy, waste and water.
	The network has a flexible structure aiming to provide technological answers to specific social challenges. Its objective is to provide support to territorial needs improving current knowledge and tools.
	The CORE project wants to coordinate activities and share resources to support the research and technologic transference of the Sphere UABCie (Campus of International Excellence). It also wants to encourage these research activities into a European reference node.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The organisation was very familiar with the RRI concepts and fully aware of their application.
Relevance of RRI keys to the stakeholder organisation	The RRI framework is relevant to CORE (UAB) and all its thematic keys which should be equally applied in all the R&I projects. RRI should be understood with all its thematic keys as a whole. The following link was included with specific information about RRI at UAB: https://www.uab.cat/web/investigar/itineraris/la-recerca/recerca-i-innovacio-responsable-1345756307547.html
Relevance of AIRR dimensions to the stakeholder organisation	Anticipation is conceived as key issue in strategic planning. Inclusiveness also appears as a key issue for open innovation and RRI. Due to the fact that CORE programme works directly with territorial stakeholders, reflexivity is another key factor that is facilitated through the involvement of quadruple helix agents in the different research and innovation processes and to the maximum extent possible depending on the case.

Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	The stakeholder organisation plays an important role on the deployment of Smart Specialization policies since among their main objectives are: ■ Management of the community focused in smart, sustainable and inclusive city growth research and development. ■ Support the citizen participation policies in the smart city context. ■ Coordinate policy application efforts and applicable technologies with local, regional, national and international agents.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of interest in relation to RRI in practice ■ Stakeholders with high levels of experience in RRI
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	The stakeholder has been actively involved in different innovation processes in the territory. CORE plays an important role at local and regional scale and has the capacity to further explore all the RRI principles and AIRR dimensions.
Website of the organisation	www.uab.cat/core-ciutats/

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Name of stakeholder organisation (and abbreviation): **Barcelona Institute for Global Health (ISGlobal)**	
Profile of the organisation	The Barcelona Institute for Global Health, ISGlobal, is the fruit of an innovative alliance between the "la Caixa" Foundation, academic institutions and government bodies to contribute to the efforts undertaken by the international community to address the challenges in global health. ISGlobal is a consolidated hub of excellence in research that has grown out of work first started in the world of health care by the Hospital Clínic and the Parc de Salut MAR and in the academic sphere by the University of Barcelona and Pompeu Fabra University. The pivotal mechanism of its work model is the transfer of knowledge generated by scientific research to practice, a task undertaken by the institute's Education and Policy and Global Development departments. Its ultimate goal is to help close the gaps in health disparities between and within different regions of the world.
Relevance of Responsible Research and Innovation to the stakeholder organisation	RRI is very important for the organisation, since one of its objectives is the analysis of current health issues for its ultimate transformation and the transfer of knowledge. Academia and research centres are very familiarised with RRI and they implement it as much as possible, especially ethics and science dissemination.
Relevance of RRI keys to the stakeholder organisation	The organisation has as its mission the transfer of knowledge generated by scientific research to practice. They carry out activities linked **to**

	scientific education and citizen science, aligned with two of the RRI keys: public participation and Science education, such as "The Parking Day of Barcelona" best practice. Likewise, they have set up regulations and committees to ensure **gender balance** and **ethics and integrity** in research in the organisation.
Relevance of AIRR dimensions to the stakeholder organisation	Since ISGlobal is a health think tank, it implements **anticipation** and **inclusiveness** though mainly in a single-directional way, from research to the public through outreach activities or projects engaging citizens. Indeed, ISGlobal obtains feedback and make their plans and studies appropriate to their needs and interests more could be done through more formal engagements, such as the inclusion of more stakeholders like firms, policy makers, civil society organisations, and setting up common working spaces and stimulating interaction amongst them. **Reflexivity and responsiveness** are addressed *de facto*, internally and externally by influencing policy-making and public administrations through studies and recommendations in a key sector like health.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	They address health, a key pillar of active ageing, with programmes dedicated to the application of scientific evidence, tools and indicators in the promotion of a sustainable and healthy urban development. Great attention is also paid to gaining knowledge of causes and risk factors of anti-microbe resistances and developing new medicines.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high level of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	ISGlobal's board comprises a mix of prestigious public and private organisations, with influence per se, that can act as a guiding lighthouse for RRI in the territory. Likewise, ISGlobal contribution to RRI principles and AIRR approach can be huge as it belongs to a key sector like health, with many companies, employees and important budget in the Catalan territory. Because of the COVID-19 pandemic, the society has become more aware of the necessity of keeping a strong health ecosystem that can provide quick and quality solutions to present and future challenges.
Website of the organisation	https://www.isglobal.org

■ Business

Name of stakeholder organisation (and abbreviation): **FI GROUP**	
Profile of the organisation	FI Group helps companies to get financing for innovation by obtaining funds for their research, development and technological innovation (RDI) activities. It advises its clients on how to optimise their R&D activities and boost company growth.
	They deliver services to local, regional, and public entities in the field of strategic innovation, socio-economic development, project management and EU funding.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The organisation performs research and innovation activities to be implemented in companies and public administrations, so RRI is deemed relevant to their activities.
Relevance of RRI keys to the stakeholder organisation	There is awareness of the RRI framework. Relevant RRI keys are gender equality, open access and ethics. All of them are incorporated in the modus operandi of the organisation, and they are internally supported by a code of conduct.
Relevance of AIRR dimensions to the stakeholder organisation	Diversity and non-discrimination are dealt with by the code of conduct of the organisation. These are key aspects for an international organisation like Fi which works with different cultures and opinions. In relation to reflexivity, the organisation has a performance appraisal system that includes appraisal of people from different areas. The set-up of multidisciplinary teams ("doughnut" teams) is encouraged to boost exchange, reflection and generation of new ideas.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	This organisation works on supporting the development of innovation policies in public administration. Thus, public administration in charge of innovation policies can be assessed by FI. Although FI has an indirect impact on territorial innovation policies, due to the nature of its activities outlined above can play a role in the deployment of future innovation policies.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of influence on RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	The stakeholder can contribute to make visible RRI principles through its direct assessment of public administrations and other companies.
Website of the organisation	www.figroup.com

Name of stakeholder organisation (and abbreviation): **Inèdit**	
Profile of the organisation	Inèdit is a strategical eco-innovation studio working towards the transition to a smart, prosperous and sustainable future. They engage with organisations of tomorrow and support them as they manage the changes that the circular economy brings.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The organisation was not very familiar with the RRI concepts, although some of them are definitely applied in their activity deployment.
Relevance of RRI keys to the stakeholder organisation	At Inèdit social and environmental responsibility are considered crucial to the innovation development. Thus, RRI keys are relevant to implementing new eco-innovation strategies.
Relevance of AIRR dimensions to the stakeholder organisation	Anticipation is crucial in order to implement innovation strategies.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (active ageing, circular economy, innovation in design, etc.)	The organisation stakeholder plays an important role on the deployment of territorial innovation policies. The business provides consultancy to different stakeholders who want to develop Circular Economy strategies. Thus, the organisation plays the important role of an advisor on the deployment of innovative practices.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high levels of influence on RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	The stakeholder has been actively involved in the consultancy for developing circular economy strategies in the territory. Thus, it has knowledge not only about the policy focus but about the region.
Website of the organisation	www.ineditinnova.com

Name of stakeholder organisation (and abbreviation): **ADASA Sistemas S.A.U**	
Profile of the organisation	ADASA Systems is a private company dedicated to water management. It is a global leader at driving innovation in water, environmental and weather technologies. With more than 30 years' experience, they offer specialised knowledge through a wide range of sustainable, end-to-end solutions. Their testing, inspection and certification (TIC) services and data based on information about water quality and quantity contribute

	to assure sustainability and health protection[26]. They help public and private organisations around the world to solve the demands of integrated water resources management, urban water systems and water-related natural disasters.
Relevance of Responsible Research and Innovation to the stakeholder organisation	ADASA implements de facto certain aspects of RRI, despite the framework as such is unknown to them. They are open to know more possibilities and improve those keys and dimensions that are present in the organisation but not yet fully developed.
Relevance of RRI keys to the stakeholder organisation	They implement **gender equality**, company social **ethics** and isolated cases of science dissemination. Apart from a) ADASA's legal obligation to implement **gender equality**, research integrity, and b) its general **ethical** commitment to the welfare of the environment and of society which any firm dealing with strategic natural resources has to fulfil, they do not implement any other RRI key. However, they participate in projects which implement or have implemented activities of science dissemination with certain stakeholders such as public administration, research centres and other firms, such as IBATHWATER https://www.ibathwater.eu/?lang=es
Relevance of AIRR dimensions to the stakeholder organisation	Logically, anticipation, reflexivity and responsiveness are de facto implemented. These dimensions are an inherent part of the innovation process and assessment, especially in this sector, which is highly scrutinised by society and public authorities.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	Water treatment is basic for any territory and particularly in Catalonia, a region with endemic water scarcity. The firm is committed to finding sustainable solutions related to water issues. Tjsi way ADASA is contributing to support circular economy through optimising water consumption and maximizing its reuse and recycling, which affects companies operating in Sabadell and surrounding area, mainly textile firms.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholder with high level of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Water is key resource in any territory and a firm dedicated to its management can act as a role-model, thus influencing other ones to follow its example by adopting more and better sustainable measures, processes and products based on RRI principles and AIRR dimensions.
Website of the organisation	www.adasasistemas.com

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[26] https://www.adasasystems.com/en/our-purpose.html

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Name of stakeholder organisation (and abbreviation): **Barça Innovation Hub (Football Club Barcelona)**	
Profile of the organisation	Football Club Barcelona has an Innovation Hub whose objective is to form an ecosystem that fosters knowledge and innovation, based on a model that promotes a culture of excellence and collaboration with prestigious brands, universities, research centres, start-ups, entrepreneurs, students, athletes, investors and visionaries from around the world. The aim is to generate new knowledge and create new products and services, from which the athletes, partners, supporters and society in general can benefit. By detecting the innovations needs and promoting associations with relevant agents of the innovative ecosystem in the areas of health, sports, and fan engagement will be beneficial to the society as citizens can take advantage of these medical and sports innovations achieved through the club.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The organisation is not aware of RRI, however, they actually implement **inclusiveness**, **ethics** and **gender equality** as these principles are inherent in the Club's values and in the values of sports in general.
Relevance of RRI keys to the stakeholder organisation	They do not have any knowledge of the RRI thematic keys as such, however, they implement **ethics** and **gender equality** as per law. Currently, they are exploring some kind of **public engagement**, though at the moment nothing is concrete yet. **Ethics** plays a relevant role for the company, as the Club has a compliance department that takes care of ethics issues. In parallel, they have external collaborations with actors that perform their own more objective ethical evaluations. The protection of human rights and social benefits are key, and they try to incorporate the results in activity planning and organisation.
Relevance of AIRR dimensions to the stakeholder organisation	The AIRR dimension implemented is inclusiveness**,** due to the collaboration with the Barça Foundation, an organisation that gives support to vulnerable children and young people through sport and education on values. Inclusiveness is also indirectly addressed in their search for innovative products, services and technologies in the field of the sports medicine that can be used for the benefit of society. Likewise, a certain degree of anticipation and reflexivity is implemented when planning those activities, methodologies and programmes and their posterior analysis, also by establishing contacts and formal relationships with other stakeholders to fulfil the objectives of the hub.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy	Many studies have demonstrated the benefits of practising sports regularly for maintaining good physical and mental health. This is so also true for older people, whose special needs require adaptation of exercise routines, activities and training intensity. Sports is thus one of

focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	the pillars of active ageing, and Barça Innovation Hub is committed to finding innovative products, services or techniques related to sports medicine in order to contribute with its knowledge and long experience.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholders with high level of influence
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Sports is a key sector in promoting **gender equality**, **ethics** and **inclusiveness** in our society. FC Barcelona is one of the best football teams in the world, it is widely known and supported. It has a lot of influence, and prestige because it has one of the largest social media followings in the world. Integrating the RRI principles and the AIRR dimensions could be very useful as a role-model to be followed by other clubs or any other kind of companies.
Website of the organisation	https://barcainnovationhub.com/es/

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Name of stakeholder organisation (and abbreviation): **SEAT SA**	
Profile of the organisation	SEAT, S.A. (Sociedad Española de Automóviles de Turismo) is a Spanish automobile company founded by the National Industry Institute in 1950, a Spanish state-owned industrial holding company[27]. In 1986 the German group Volkswagen acquired a controlling stake in the company and since then SEAT belongs to Volkswagen like other well-known car companies such as Audi, Bentley, Bugatti, Ducati, Lamborghini, Porsche, Scania and Škoda. Inside its own group, SEAT has developed a group of filial companies, the SEAT Group, that provides services to the brand. SEAT is the only company designing, developing, manufacturing and commercializing their cars in Spain[28].
Relevance of Responsible Research and Innovation to the stakeholder organisation	The RRI framework, though unknown as such, is important to SEAT, because it is committed to ethics, gender equality and transparency. It also has cooperation with public authorities and punctual contacts with citizens for testing certain solutions.
Relevance of RRI keys to the stakeholder organisation	The concept of RRI is not known, but they implement some of its keys, such as the typical **ethical** commitment of companies related to

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[27] SEAT - Wikipedia
[28] https://es.wikipedia.org/wiki/SEAT

	product security, environmental protection and respect for human rights, included in its code of conduct[29]. In this context, they also organise punctual contacts with citizens for testing certain solutions, which can be regarded as an example of early-stage **inclusiveness**. Like the rest of the companies, it has implemented plans **of gender equality,** abiding by the Gender Equality Act. SEAT has regular contacts with other stakeholders such as public administrations to keep updated about the mobility plans and directives of the future, and to examine feasible solutions and agreements affecting the automobile sector.
Relevance of AIRR dimensions to the stakeholder organisation	**Anticipation, reflexivity and responsiveness** are someway *de facto* implemented when planning, designing and assessing innovative solutions and new products for the market. However, it must be considered that commercially-driven innovations give priority to economic impact and should not come into conflict with social priorities. Likewise, the usual practice it is to develop and launch the innovation product or service and to make effective adjustments afterwards, that is learning-while-doing.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	Automobile is a key sector in economy now under intense pressure by public administrations in favour of greener options, such as hydrogen-fuel cars and electric cars for contributing to sustainable mobility and reducing pollution and waste. SEAT is following that path, adapting to the new norms, and thus supporting the spirit of circular economy.
Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholder with high levels of interest on RRI in practice ■ Stakeholder with high levels of power
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Likewise, SEAT is part of Volkswagen and one of the most important firms in Spain, with a lot of workers, prestige and influence, for which reason it can act as a role-model for other related or not companies or with public administrations in the territory with which it maintains high-level contacts and synergies.
Website of the organisation	www.seat.es

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[29] SEAT Código de Conducta 2020

Name of stakeholder organisation (and abbreviation): **SORIGUÉ**	
Profile of the organisation	The Sorigué group is active in the fields of water technology and engineering, construction and material, practicing circular economy with a clear bet for innovation and social return. It is one of the most important firms in this sector in Catalonia, occupying the 59th position in the sectorial sales ranking of Spanish firms. In 2018, Sorigué launched its 2020 Strategic Plan, Shared Value, which has responsible economic growth as a basic principle. Sorigué develops its business around innovation, knowledge management and sustainability.
Relevance of Responsible Research and Innovation to the stakeholder organisation	The RRI framework, though unknown as such, is important to Sorigué, because it is committed with ethics, gender equality and transparency. It also has cooperation and contracts with other stakeholders, such as like public administrations and other companies.
Relevance of RRI keys to the stakeholder organisation	The concept of RRI is unknown to Sorigué. Apart from the legal obligation regarding **gender equality** in the firm and a general **ethical** commitment with society, environment and quality, they do not implement any other RRI key. The company, though, has a channel for receiving external suggestions and ideas which can be regarded as a very basic way to implementation public involvement.
Relevance of AIRR dimensions to the stakeholder organisation	Regarding AIRR dimensions, **anticipation, reflexivity** and **responsiveness** are someway -and logically- implemented since they are an inherent part of the innovation process and assessment, especially in this field that is highly scrutinised by society and public authorities. However, it must be taken into account that commercially-driven innovations give priority to economic impact and should not be in conflict with social priorities. Likewise, the usual practice it is to develop and launch the innovation and to make effective adjustments afterwards, that is, learning-while-doing.
Importance / role of the stakeholder organisation within the territory in the context of the chosen policy focus: Smart Specialisation (Circular economy, active ageing, design for innovation, etc.)	The construction industry sector is regarded as widely responsible for the consumption of natural resources and for environmental pollution[30], so they have a responsibility to stop the negative environmental impacts caused by the company's activities. Sorigué deals with issues like water management, construction and materials, and has a commitment to minimise environmental impact of their activities and products contributing, thus, to circular economy.

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[30] https://www.sciencedirect.com/science/article/pii/S187704281503791X

Relevance of the stakeholder organisation to the objectives of RRI-LEADERS.	■ Stakeholder with high levels of interest in relation to RRI in practice
How can stakeholder contribute to the adoption of RRI principles and the AIRR dimensions within territorial governance?	Sorigué is a powerful well-known firm in Catalonia, and can, as a role-model, influence other related or not companies. Likewise, having contracts with public administration, it can influence them in the adoption of RRI framework in their policies regarding public contracts, execution of construction works and social responsibility.
Website of the organisation	www.sorigue.com

Mapped RRI good practices in the City of Sabadell, Catalonia

Good Practice: **Covadonga Urban Lab**	
Owner of the practice / responsible organisation or institution: UAB (CORE Smart Cities)	
About the practice (short description)	Within the framework of the UCITYLAB project and funded by the EU programme ERASMUS+, the Autonomous University of Barcelona is developing the Covadonga Urban Lab pilot project. With this proposal, the University wants to build a new space for experimentation, co-creation and collective innovation. As an urban laboratory, it is an open space for citizens and different urban and social agents who want to collectively imagine, create, test and implement solutions to face the main social, urban and environmental challenges of the Covadonga district and the city of Sabadell in general.
Policy area of the practice	Innovation policies
Main objective of the practice	Urban Lab with the main objective of gathering the quadruple helix and working together on urban challenges and solutions cocreation.
Geographical scope of the practice	Local
Stakeholders involved	Quadruple Helix
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	High
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	High
Status of the practice	Throughout the year 2020, the implementation of the Covadonga Urban Lab pilot project was carried out through different activities and events, opening the possibility for all those interested to participate. The participation process (conceptualisation) has just finished. At the moment, the executive part of the project is planned to start.
Benefits of implementing the RRI practice	City Labs have an important benefit for the territory since they implement RRI at local level and involve various stakeholders.
Further information	https://www.covadongaurbanlab.cat/

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Good Practice: **UAB OPEN LABS**	
Owner of the practice / responsible organisation or institution: UAB (CORE Smart Cities)	
About the practice (short description)	UAB Open Labs are digital innovation labs working for cohesion in the territories where they are situated. They facilitate the development of tools and strategies based on open and collaborative innovation in real life environments. A Living Lab is a sample bank and a place for experimentation where users can co-create innovations. Its main objective is to create new products and infrastructures, targeted at the needs of society and the respective region. It offers the spaces to develop and test technological prototypes which seek to improve the lives of the citizens. These processes involve both public and private teams.
Policy area of the practice	Innovation policies
Main objective of the practice	To create a network of open innovation ecosystems in order to boost digital innovation and to solve the social challenges of the territory.
Geographical scope of the practice	Local
Stakeholders involved	Academia (students, researchers, etc)
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	High
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	High
Status of the practice	Ongoing
Benefits of implementing the RRI practice	The impacts are mainly implemented in the organisation due to fact that open labs are integrated in the University.
Further information	https://www.uab.cat/open-labs/

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Good Practice: **Ideas Generation Program**	
Owner of the practice / responsible organisation or institution: UAB Research Park	
About the practice (short description)	The Ideas Generation Program promotes the entrepreneurial spirit and the culture of innovation and supports researchers and PhD students from all academic fields of the UAB campus in the search for the best solutions to the challenges of their area of expertise.

Policy area of the practice	Innovation policies
Main objective of the practice	Each edition of the programme focuses on a concrete challenge with the objective of boosting entrepreneurship and RRI.
Geographical scope of the practice	Regional
Stakeholders involved	Quadruple helix agents to define sector-specific challenges.
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	High
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	High
Status of the practice	Since 2012, 10 programmes offered, each of them based on a different theme.
Benefits of implementing the RRI practice	The area benefits from really innovative solutions tackling important challenges through an active practice of RRI by all the quadruple helix agents.
Further information	https://www.generacioidees.cat/

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Good Practice: **Female-focused tours for primary schools** Stakeholder: Barcelona Supercomputing Center (BSC)	
About the practice (short description)	Tours of MareNostrum are offered to third and fourth-year primary school classes, aiming to explain them what supercomputers are and what they can be used for in a fun and female-focused way. These are free two-hour tours, including eight children games, demonstrating what a supercomputer is, what it is used for and who uses it, and providing some basic concepts from the world of supercomputing and computational thinking.
Policy area of the practice	Computing
Main objective of the practice	To familiarise youngsters with computing.
Geographical scope of the practice	Local

Stakeholders involved	Researchers and school students
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	This practice is about public engagement, but is also related to science education (in improving health trough a better urbanism) and gender equality (preparing eco-feminism actions).
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	Low
Status of the practice	Ongoing
Further information	[Tours of MareNostrum](#)

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Good Practice: **Parking Day Barcelona** Stakeholder: ISGlobal	
About the practice (short description)	Parking Day Barcelona is a project coordinated by ISGlobal and Espai Ambiental, which connects entities related to mobility. The objective of this practice is to enhance the collaborating of these different entities in order to rethink the spaces.
Policy area of the practice	Sustainability, urban mobility
Main objective of the practice	It is a performative, awareness-raising and vindictive action, where various entities, groups and citizens temporarily transform public car parking spaces into parks, gardens or other forms of public spaces, aiming to demonstrate a model of a city, focused on people and the environment. The initiative takes place in several cities around the world.
Geographical scope of the practice	Local
Stakeholders involved	Quadruple Helix
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	This good practice is about public engagement, but is also about science education (improving health trough a better urbanism) and gender equality (preparing eco-feminism actions).
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	Low

Status of the practice	Ongoing
Benefits of implementing the RRI practice	The impact of the practise is related to public participation and the collaboration of the participating entities.
Further information	https://parkingdaybcn.org/

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Good Practice: **Websites about RRI keys**	
Stakeholder: Universitat Autònoma de Barcelona (UAB)	
About the practice (short description)	There are several websites at UAB dealing with RRI keys, including: ■ Questions about Intellectual Property and open access at UAB; ■ Observatory for Equality at UAB; ■ Citizen Science Initiative; ■ Science education; ■ Ethics committee on animal and human experimentation.
Policy area of the practice	Research
Main objective of the practice	To provide support to students and researchers in matters related to intellectual property, open access, equality, science education and ethics, all of which affect their daily work.
Geographical scope of the practice	Local
Stakeholders involved	University students and researchers
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	The relevance to RRI keys is high as it deals with all of them.
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	Low
Status of the practice	Ongoing
Benefits of implementing the RRI practice	Keeping both university students and researchers well informed about key issues affecting their studies and research.
Further information	■ Questions about intellectual property and open access at UAB ■ Observatory for Equality at UAB ■ Citizen Science Initiative ■ Science education ■ Ethics committee on animal and human experimentation

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Good Practice: **Observatori Dona Empresa Economia (Observatory Woman Business Economy)**
Stakeholder: Cambra de Comerç de Barcelona (Barcelona Chamber of Commerce)

About the practice (short description)	The Observatory is a forum, aiming to highlight the achievements of successful women in different professions and businesses, operating in today's economic world. The Observatory originated from the recognition, made by the Chamber, that women are considered a fundamental pillar in the contemporary business, professional and economic world in general. It brings together all the actions related to provision of information, advice and financial promotion for entrepreneurs, businesswomen, managers and professionals.
Policy area of the practice	Entrepreneurship and business
Main objective of the practice	To visualise women contributions to entrepreneurship and business as well as to provide advice and information to business women.
Geographical scope of the practice	Local
Stakeholders involved	Business people
Relevance to RRI keys (Research ethics, Public engagement, Science education, Gender equality, and Open access)	Relevance to RRI is high, as it deals with gender equality.
Relevance to AIRR dimensions (Anticipation, Inclusiveness, Reflexivity and Responsiveness)	Low
Status of the practice	Ongoing
Benefits of implementing the RRI practice	Attracting more women to business sectors.
Further information	Dona Empresa Economia