



**INRAE**



# Gender equality in the workplace Action plan

2024 - 2026

## Foreword

In 2017, INRA initiated a firmly proactive approach to promoting gender equality in the workplace and eliminating discrimination. The projects carried out over a period of three years allowed INRAE, the institute created by the merger of INRA and IRSTEA, to develop a true three-year action plan (2020-2023) as well as becoming, in January 2020, the first and, to date, only French Public Scientific and Technical Research Establishment (EPST) to be awarded dual AFNOR "Diversity" and "Equality in the Workplace" accreditation. This accreditation, initially issued for four pilot centres, was confirmed and extended to all 19 centres in 2021.

This second Action Plan (2024-2026) has been developed based on the analyses and reviews carried out over the years, along with discussions within various bodies such as the technical committee, the Diversity/Equality-in-the-Workplace committee composed of those involved in HR, voluntary trade unions, pilot centre representatives, the Central Health, Safety and Working Conditions Committee (CCHSCT), and now, the *comité social d'administration* (CSA- social dialogue board).

## I Focus Area 1 - Assess, prevent, and deal with pay differentials

### I.1 Further develop studies designed to objectively review the situation

Since 2019, INRAE has published an annual comparative assessment report that provides factual data and analyses that allow objective knowledge of the situation, so as to undertake the most appropriate and relevant actions and then evaluate their effects.

Updated on a regular basis, this report now includes data about INRAE staff's gender distribution -for both tenured and contractual employees- by age, department, centre, worktime or scientific discipline, as well as about staff who benefit from ongoing training activities, those who have been promoted or taken part in career mobility, and unit directors. Analysis of the results, using the analysis software developed by the French Department of Administration and Civil Service (DGAFP), shows pay differentials for tenured staff, along with male/female advantage indexes<sup>1</sup>. Over the years, this report has made it possible to note a reduction in the vast majority of gender distribution differentials.

Pursuant to Article 5 of the French public sector reform law dated 6 August 2019 as stipulated by Decree 2020-1493 dated 30 November 2020, INRAE must now produce a single social report (RSU) for the CSA compiling data which had been included, up to then, in the social audit, the gender equality comparative assessment, and reports regarding health and safety in the workplace.

This reorganisation will provide additional data on gender distribution in terms of recruitments, the age pyramid by professional category and ranking, promotions, training, salaries, prevention and social action, working conditions, worktimes, and remote work. INRAE will also have to calculate its Equality index (using the salary analysis software developed by the DGAFP that INRAE is, to date, the only EPST to use).

This important development is going to involve considerably greater data reporting and presentation efforts. This action, which began in 2023, will be consolidated in 2024 and then continued through to 2026.

In addition to the single social report, INRAE plans to continue to expand our biennial “Quality of Life at Work” survey by putting an accent on staff perceptions of the risks of discrimination (particularly gender-specific) and sexual and gender-based abuse, along with a breakdown by gender of the survey's results. The next survey is scheduled for late 2023 and the following one for 2025.

The single social report will be available online and the main outcomes of these studies will be made widely available, especially on 8 March (International Women's Day) to make it possible to monitor progress on achieving gender equality in the workplace at INRAE.

#### **Indicators:**

1. Publication of a single social report each year.
2. Include questions on feelings of discrimination and sexual and gender-based abuse into future “Quality of Life at Work” surveys

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<sup>1</sup> The male advantage index is the ratio between the proportion of men in upper echelon N+1 compared to the number of men in echelon N and the proportion of women in upper echelon N+1 compared to the number of women in echelon N. A male advantage index greater than 1 shows that the proportion of men promoted is higher than that for women, while an index under 1 indicates that the relative proportion of men promoted is lower than that for women.

The female advantage index is the inverse of the male advantage index, i.e. it's the ratio between the proportion of women in higher echelon N+1 as compared to the number of women in echelon N and the proportion of men in higher echelon N+1 as compared to the number of men in echelon N. A female advantage index greater than 1 indicates that the relative proportion of women promoted is greater than that for men, an index below 1 indicates that the relative proportion of women promoted is lower than that for men.

## **I.2. Enhance the role of women at the highest rungs of the job ladder and, in that way, reduce pay differentials.**

Comparative assessments show that while INRAE has achieved gender equality overall, disparities still exist and are more noticeable in the Research Director category (especially for the top ranks [DR1 and DREX]) as well as in the technical assistant category. The salary assessment confirmed that differences in distribution between job categories would explain 67.1% of pay differentials. These factual data clearly demonstrate that strengthening the role of women, most especially in the highest ranks, has become a key priority.

In view of that, priority has been given to continuing those current actions that have demonstrated their effectiveness in encouraging women to take part in competitive exams and promotions, particularly for those categories where they are still underrepresented, i.e. research directors and, to a lesser degree, engineers and research engineers, through a variety of methods:

- In-house and external communication measures (personal stories and portraits) that help women visualise themselves in positions of greater responsibility, particularly during the International Day of Women and Girls in Science.
- Strong encouragement from division heads so that certain deserving but still hesitant people apply.
- Pilot mentorship activities -initiated in 2023 and to be strengthened in 2024- to help women and men to promote their careers and the skills they use with a view to better showcasing their qualities and accomplishments. The actions taken will be reviewed in 2025 and then discussions will be held on that review before a possible implementation in 2026 by specifying the associated conditions.
- Maintain Management's commitment to ensuring a balance in preferential promotions between the percentages of women and men promoted or eligible to be promoted by including this in staff memos and management guidelines.

### **Indicators:**

1. Gender-based pay differentials at INRAE and the sources of variation
2. Percentages of women and men eligible for promotion and actually promoted in the various job categories and echelons.

## **ii Focus Area 2 - Ensure that women and men have equal access to the public service**

### **II.1 Promote greater diversity and interaction between job categories and address related perceptions**

The target is to act on perceptions, both within INRAE and beyond (via communication activities), work towards greater diversity and interactions, particularly in certain professions where women are underrepresented such as IT, or, in contrast, where they are overrepresented such as in human-resource-related fields.

The Action Plan lays out a range of activities, both in-house and external.

In-house at INRAE, efforts to raise awareness will be implemented with a variety of audiences to change people's perceptions and to prevent and eliminate unconscious biases and gender stereotypes.

- Line management is a priority, from local managers (team leaders), for whom a training module is being developed, all the way through to unit directors, with training and/or awareness sessions.
- Selection and professional-examination panel chairs and members will take part in awareness-raising activities, particularly via the online training set up by CNRS's Gender Equality Committee, and during INRAE's training sessions for panel chairs and members, which notably include case studies.
- With Equality/Diversity advisers, training and awareness activities for all members of staff will be held in the centres as close to them as possible via a variety of methods such as training sessions, forum theatre, applied games, etc.
- In line with European Union policy, actions will target future project leaders or partners of EU projects to make them aware of the importance and necessity of taking gender and sex into consideration during research.

Outside INRAE, efforts will be made with young women to promote those research professions where women are poorly represented, particularly through talks at training and educational establishments. This is already being done through the pilot *DigiFilles* action initiated at our Montpellier site with various academic partners (CIRAD, *l'institut Agro Montpellier*, INRIA, University of Montpellier) and the *Femmes&Sciences* (Women&Science) association that allows young women from backgrounds unrelated to research to discover an IT lab during their Year 9 "intro to professions" work observation placements. This action will be extended to other sites, centres and disciplines as part of an institutional partnership with *Femmes&Sciences* using materials and resources (mobile exhibits, books, symposiums) developed by that association.

**Indicators:**

1. Number of awareness-raising initiatives and the number of people involved in those initiatives
2. Number of talks given in training and educational establishments

**II.2 Enhance the visibility of the role of women in all our communication efforts**

In order to change people's perceptions, a communication plan will be developed on a regular basis with all those involved (Communications and the team in charge of in-house communication at HRD). This plan will allow us to coordinate activities and stagger them throughout the year based on three priority target dates, i.e. 11 February, International Day of Women and Girls in Science; 8 March, International Women's Day; and 25 November, International Day for the Elimination of Violence against Women.

Care will be taken to ensure gender equality in the portraits presented and in pictures and illustrations, as well as compliance with the principles described in the leaflet for gender-sensitive writing available to all readers online on INRAE's website.

**Indicators:**

1. Number of communications activities designed to promote gender equality in the workplace carried out in-house.

**II.3 Strengthen our place in networks and create new partnerships**

At both the regional and national levels, networking and partnerships will be continued and strengthened as far as possible to facilitate exchanges of practices and feedback on experiences and amplify the momentum behind achieving gender equality in the workplace.

### II.3.1 Networking with academic partners

Within INRAE, the Equality/Diversity adviser network plays an extremely important role in providing local focal points, who coordinate and help ensure ownership of INRAE's policy to promote gender equality in the workplace and eliminate discrimination. These focal points (one person or a pair in each centre) do, in fact, have wide array of duties:

- Provide staff with onsite advice and support.
- Together with the Centre President's office and relevant departments, propose and monitor a "centre" action plan, which particularly includes communication and training/awareness activities on the topics of equality in the workplace and diversity.
- Join existing networks in the area for joint actions, such as "*Egalité, elles assurent*" (Women at Work for Equality) implemented by all those involved in Higher Education and Research in the Occitanie Region, in partnership with the association "*Femmes&Sciences*".
- Provide oversight on the topics of equality in the workplace and diversity

INRAE's objectives for this network are to assert and support its role through a range of actions:

- Facilitate the Equality-in-the-Workplace/Diversity adviser network by holding meetings to pool efforts, practices, materials and means, provide them with opportunities to take part in training and/or information sessions.
- Hold seminars every 18 months to bring together these advisers, especially for discussions with Management and the relevant directorates (Human Resources Department, Corporate Social Responsibility, Communications, secularity adviser, etc.).
- Discussions that began in 2023 will continue in 2024 to identify complementarities between "national" and "centre" action plans along with possible synergies between centres.

At the national level, INRAE will actively pursue its networking and working group efforts.

- The institute will continue to take part in meetings held by its line ministries (Ministry for Research and Ministry of Agriculture) on actions to promote equality in the workplace.
- INRAE will continue its work within the "inter EPST" network that brings together the Equality delegations and missions of other EPST for regular discussions.
- INRAE will remain an active partner of the EPST-EPIC-EPA "Quality of Life at Work and Inclusion" network.

### II.3.2 Equality-in the-Workplace clauses in procurement contracts

In addition, after drafting Equality-in-the-Workplace and diversity-related clauses for our procurement contracts, as per our corporate social responsibility approach and within the limits of current regulations, INRAE will disseminate such good practices to its centres and ensure that they are used.

#### Indicators:

1. Number of "inter EPST" network meetings that bring together the Equality delegations and missions of other EPST.
2. Number of Equality/Diversity adviser network meetings
3. Review how widely the Equality-in-the-Workplace and diversity-related clauses have been disseminated

### III Focus Area 3 - Promote a better work-life balance

Facilitating a better work-life balance is one of the pillars of INRAE's HR policy, as shown by the various HR roadmaps and activities.

INRAE will continue the actions already underway and adapt them to changes in work methods.

- An assessment of current work cycle trials, including a four-day work week, will allow us to verify the benefits and attractiveness of such arrangements.
- Part-time alternatives will be identified, and care will be taken to ensure that all communications on part-time work will raise awareness equally among women and men in terms of this kind of worktime arrangement in view to reducing the current very wide gap between men and women in the area.
- Actions designed to promote a better work-life balance will continue to integrate, in particular, caregiver and parenting support.
- INRAE will also focus on supporting managerial commitment to both collective success and personal development by implementing and advancing skills development plans for local supervisors (in connection with I.2), supporting them in their duties and in building pathways for themselves and the staff they are responsible for.

#### **Indicators:**

1. Trends in percentages of men and women working part-time.
2. Trends in percentages of men and women working remotely
3. Draft a “parenting support” charter and track the number of visits to HR's intranet site

### IV Focus Area 4 - Prevent and eliminate discrimination, sexual and gender-based abuse

In line with the commitments made in 2019, in Memo 2019-75, for the prevention and elimination of sexual and gender-based abuse, for the past four years, INRAE has had in place an independent counselling centre for both discrimination and sexual and gender-based abuse. This centre is in addition to existing in-house measures such as local HR officers (network of human resource staff - social workers – risk prevention representatives - prevention doctors in every centre); staff representatives; reporting lines; and the difficult personal situation analysis and monitoring unit. The goal is to ensure all staff members -whatever their status-, interns, and those who have taken part in competitive exams within the preceding six months, that every measure needed is taken to prevent, deal with, and condemn sexual and gender-based abuse at the workplace.

INRAE will continue the actions already underway and strengthen training and prevention activities.

- Communication materials on the independent counselling centre and how it operates will again be sent out to all staff, particularly during the International Day for the Elimination of Violence against Women on 25 November. This will be done in addition to providing all newly recruited INRAE staff member with pamphlets explaining how the centre operates and cards giving its contact details. INRAE's zero-tolerance policy for any kind of sexual and gender-based abuse whatsoever will be highlighted.
- An overview of recorded incidents, which the service provider has issued each year since the centre was launched in September 2019, will be shared within the various bodies and will also be made widely available, particularly on the International Day for the Elimination of Violence against Women on 25 November.
- Online training for all staff members is currently being developed by INRAE and INSERM's training departments; it is funded through a grant from the Ministry of Higher Education and Research following a request for proposals. The training is supposed to be launched in 2024.

**Indicators:**

1. Number of incidents reported to the independent counselling centre concerning sexual and gender-based abuse
2. Number of people who have completed the online training about sexual and gender-based abuse
3. Number of administrative investigative committee incident files for sexual and gender-based abuse
4. Report on the sanctions taken in cases of sexual and gender-based abuse.





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