



**INRAE**



## **Workplace well-being in co-existence**

**INRAE commitments and initiatives to promote  
workplace diversity and equality**



Cultivate  
our  
diversity



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# 1. Why implement a diversity and equality policy?





### 📌 An important factor in shared values and workplace appeal

INRAE supports workplace diversity and equality by pursuing objectives of shared values, integration and inclusion, as well as attractiveness and individual and collective efficiency.

We strive to achieve workplace equality, equal access to employment and are committed to recognising and promoting differences. We wish to appeal to all career profiles.

Diversity in all its forms gives INRAE an intellectual advantage that contributes to the strength of our teams and our ability to explore new scientific horizons.

Appreciating this diversity also supports positive employee relations at the Institute. Diversity is a source of community that reinforces motivation and a sense of belonging. These positive effects have a ripple effect on our employer brand and appeal.



**INRAE is committed to its social responsibilities as a public sector employer and its role in promoting diversity and welcoming everyone onto its teams.**



### 📌 Prevention of psychosocial and legal risks

Discrimination is an offence that consists of treating differently people in a comparable situation on the basis of one or more of the 26 criteria prohibited by law, including origin, gender or appearance.

The principle of non-discrimination must be observed by employers and employees throughout the employment relationship.

Promoting workplace diversity and equality therefore includes preventing and fighting discrimination. It also involves taking action against sexual and gender-based violence, which is also punishable by law.

French law states that “no distinction, whether direct or indirect, may be made between civil servants on the basis of gender. Civil servants must not be subject to gender-biased behaviour”.

Like harassment and discrimination, sexual and gender-based violence can cause psychosocial risks and affect the physical well-being and mental health of employees at their workplace.

Violence can cause discomfort, stress, a loss of motivation and lead to skills being wasted. INRAE has a legal obligation to act in the event of documented cases of violence and must safeguard its image and reputation.



Continuous improvement

With these challenges in mind, INRAE has long implemented a clear and comprehensive policy that includes:

- awareness raising and training for teams about these issues,
- the implementation of incident reporting procedures and an assistance network,
- strict penalties for inappropriate behaviour.

In addition to this policy, INRAE develops a workplace culture based on respect and acceptance by ensuring that the values of diversity and equality are included in every aspect of human resources management.

INRAE also performs audits on a regular basis to assess the effectiveness of implemented measures and updates them when necessary to ensure a safe and equitable work environment for all its employees.



## 2. Concrete and operational measures





### Special action plans

Multi-year action plans to promote workplace diversity and equality reflect INRAE's principal commitments and areas of action defined in line with AFNOR specifications by the Institute's leaders and in consultation with trade unions and those at INRAE who work closely on issues affecting staff

### A Head of Gender Equality and Anti-Discrimination

The head of gender equality and anti-discrimination, first appointed in 2017, oversees measures at the Institute to promote equality and fight discrimination, including educational initiatives, training, communication campaigns, partnerships and support.

The head of gender equality and anti-discrimination also conducts a fact-based comparative assessment of the workplace at INRAE for women and for men; leads a steering committee to monitor the equality-diversity action plan and manages the dual Alliance certification process (page 18).

A human resources project officer provides guidance and assistance in these tasks.

### An internal reporting network

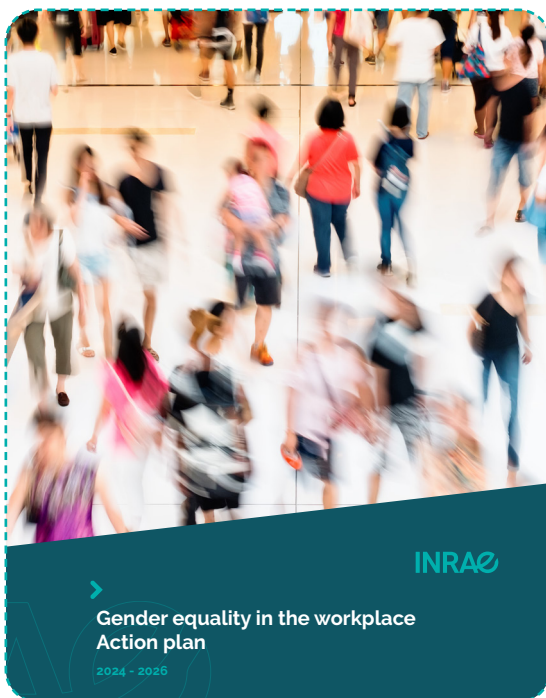
In 2020, INRAE launched an internal workplace diversity-equality reporting network at its research centres to implement the Institute's national policy and commitments via targeted local initiatives that reflect day-to-day realities.

INRAE employees can also speak to their direct managers, HR managers, prevention counsellors, risk prevention doctors, social workers and staff representatives.

### An independent counselling centre and an in-house support unit

INRAE employees have access to an independent counselling centre created in 2019 to file individual complaints of perceived discrimination or sexual and gender-based violence. With the employee's consent, the counselling centre reports the situation to INRAE.

An assessment is conducted by a Complex Case Unit at Human Resources (CASC) followed by appropriate processing of documented cases





## 3. Our six key commitments





## 1. Promote gender equality in the workplace

INRAE establishes three-year action plans for gender equality in the workplace based on internal and external assessments that identify achieved and necessary progress. Priorities are identified in four areas: assess, prevent and resolve wage gaps; ensure equal access for women and men to the civil service; promote work-life balance, prevent and fight discrimination and sexual and gender-based violence.

### ➤ Obtain an objective understanding of the situation

Every year, the Institute conducts a comparative gender-based assessment to evaluate gender-related gaps in working conditions, pay, access to training and promotions.

Based on this quantitative and qualitative data, INRAE takes appropriate and relevant measures to reduce these gaps. One way to close gaps in pay, for example, is to promote more women to senior positions.

Consult the assessments at [INRAE Jobs website](#)

### ➤ Strengthening the position of women in management

INRAE executives ensure that equal percentages of women and men are promoted from among staff that qualify for advancement.

Mentoring services are available to all employees to help them assess their career path and skills in order to better accentuate their qualities and achievements and aim for career advancement.

Throughout the year, INRAE publishes portraits and special features on its web site and on social media as part of communication campaigns to help women visualise themselves in management positions.

Consult the portraits on the [INRAE website](#)

### ➤ Overcome stereotypes and improve gender diversity in the professions

To prevent and fight gender stereotyping and bias in recruitment and promotions, INRAE offers special training to educate target audiences, including managers, European project planners and members of selection committees for professional competitions and examinations.

To encourage girls and young women to enter the field of research, INRAE makes presentations at a range of public events and with the French organisation Femmes et Sciences. INRAE also leads the DigiFilles initiative to promote digital training and professions and bring more young women into the field.



The Institute works to improve the appeal of traditionally 'feminine' or 'masculine' professions and increase gender parity with internal and external communication campaigns that include first-hand employee stories, visual campaigns and employee portraits on social media, in order to reduce unconscious bias.



Image published on social media



### ◆ Prevent and fight sexual and gender-based violence, harassment and gender-biased behaviour

INRAE has established an independent counselling centre for victims and witnesses of sexual and gender-based discrimination and violence. It is available to all employees and anyone who has completed an open competition or left the Institute less than six months prior to the request.

The counselling centre offers consultations with a lawyer to explore possible remedies and solutions.

Incidents are only reported to INRAE with the person's written consent. In addition to this service, human resources personnel, managers and staff representatives lead initiatives within INRAE in close cooperation with employees.

Posters, webinars, e-learning and other awareness-raising campaigns are also organised to familiarise employees with the legal ramifications of these kinds of violence, their consequences, and how and where they can seek help.

**INRAE**

Do you feel you have been the **victim** of or **witness** to **discrimination** or **sexual** or **sexist abuse** at your workplace?

code  
**1911**

**ALLODISCRIM**  
is here to listen to you  
<https://www.allodiscrim.fr>

- 1** Register on-line at  
<https://www.allodiscrim.fr>
- 2** Mention the employer code: **1911**
- 3** One of our legal counsels will call you back during one of the time slots you selected



## 2. Facilitate the inclusion of people with disabilities

INRAE implements a pro-active policy on employment and disability in three main areas – recruitment, inclusion and retention in employment – and provides guidance throughout an employee’s career. In 2008 INRAE signed a partnership agreement with FIPHIP, a government scheme that provides financial support to facilitate the recruitment of people with disabilities in the civil service, to strengthen ongoing improvement initiatives over time.

### ➤ Facilitate access to recruitment

Measures are implemented to make it easier for applicants with a disability to take part in open competitions by adapting tests to the type and degree of disability of the applicant. Adjustments include adapting the testing environment and providing additional time or assistance. INRAE also ensures that examination rooms are disabled-accessible.

Every year, the Institute recruits disabled applicants who qualify under a government quota scheme on a contractual basis that allows them to enter the civil service without sitting an open competition. After working one year on a fixed-term contract, the person recruited may be granted tenure with the approval of a professional review committee.

### ➤ Facilitate inclusion in the workplace

Employees receive special support during their first year of employment in the form of interviews held one, three, six and ten months after they join the Institute to review whether assigned roles reflect their skills and to identify any problems and provide additional support if needed.

INRAE pays special attention to a new employee’s integration from their first day on the job, making any necessary adjustments and providing information to their team. To ensure the successful onboarding of new employees, support from human resources, workplace health and safety, and occupational medical teams, as well as the disability representative at the research centre is available for team managers.

### ➤ Implement an enhanced workplace health and safety policy

Throughout their career, employees can receive enhanced medical support by the occupational medical team when necessary. Special measures can be implemented with a prescription from the occupational medical team, including equipment for a visual impairment, an ergonomic chair, presence of a care assistant during work trips, and adapted travel arrangements between work and home.

In addition to individual measures, the accessibility of buildings is regularly reviewed.

### ➤ Improve communication and awareness among individuals and teams

INRAE hosts information sessions for teams welcoming a new staff member with a disability in order to eliminate stereotypes and prejudices and improve mutual understanding.

Regularly scheduled communications campaigns provide information on accommodating a disability at the Institute and on different types of disability, such as ‘dys’ language and learning disorders, hearing impairment and deafness, and autism spectrum disorders.

Every year, INRAE takes part in DUO DAY, a national event during which it presents the Institute’s professions to people with disabilities.



### 3. Provide equal opportunities

As a public sector employer, INRAE is fully committed to ensuring equal opportunity and support for every employee, from the initial phases of recruitment and at every step of their career. Special attention is paid to employees who work at INRAE on a fixed-term basis.

#### ➤ Safeguard recruitment practices and welcome new profiles

The Institute strives to ensure equal treatment for every employee, before and during the recruitment process. Employment opportunities are published on a dedicated INRAE Jobs website.

Consult the [INRAE Jobs website](#)

Every year, selection committee members are invited to attend training sessions that provide the tools they need to evaluate candidates in relation to the skills required to carry out the duties of a given role.

All INRAE recruiters receive an information kit on non-discriminatory hiring practices. It contains guidance and recommendations, good practices, decision-making tools (analysis grids for candidates) and nine educational videos on unconscious bias in recruitment.

Each video focuses on a stage of recruitment; the biases that can lead to quick and hasty conclusions; the consequences of these conclusions, and how to avoid them.

#### ➤ Support diversity in career paths

This guidance addresses both permanent and contractual staff to facilitate their employability and often involves career guidance services. Such services allow employees to review their position and prospects and better identify personal resources, including motivation, centres of interest and skills they can use to build career development goals.

Contractual staff are assisted in their job search (strategy, cover letters, CV), in defining their career goals, and in identifying what resources are needed to carry their project to term. An internal charter for contractual employees lists the range of resources available to them related to recruitment, onboarding and support.

In addition, all training courses run by INRAE are open to tenured and contractual employees alike. This gives contractual staff access to training throughout their career at INRAE.

#### A GUIDE

A practical guide to eliminating discrimination and ensuring equality in the recruitment process.



#### A CHARTER

Four INRAE commitments for the recruitment, onboarding and support of contractual staff





## 4. Cultivate a sense of community in our workforce

INRAE's commitment to workplace equality and diversity is also reflected in a policy to promote well-being in co-existence, so that every employee can flourish in their career regardless of their differences. The policy also aims to attract new talent, encourage creativity and innovation, boost motivation and improve quality of life at work.

### ► Facilitate and promote intercultural exchange

In view of the globalisation of research and of its European and international strategy, INRAE is proud to broaden its ties with the international community by regularly hosting staff from other countries and facilitating international assignments for its employees.

To improve mutual understanding, INRAE conducts qualitative surveys to obtain an overview of intercultural aspects and provide guidance for those involved in welcoming staff from abroad onto its teams.

This guidance takes the form of training on immigration formalities and a dedicated intranet site to inform administrative and scientific staff about incoming and outgoing international mobility contracts.

A bilingual French/English guide to international mobility is available on line for foreign scientists who wish to join INRAE. This guide provides an overview of the Institute, employment and hosting opportunities, as well as a wide range of helpful information on topics related to their stay in France, like accommodation, healthcare, transportation, visa requirements and insurance.

Consult the [Guide for international scientists](#)

INRAE centres also regularly host training events for local teams, including English and French language classes, and social get-togethers like intercultural lunches to encourage mutual understanding.

### ► Raise awareness about unconscious bias and have a message on important dates

As part of a special communication plan, INRAE adheres to a calendar of events that highlight diversity and raise awareness about stereotyping: the International Day of Women and Girls in Science (11 February), International Women's Day (8 March), the International Day of Living Together in Peace (16 May), and the European Week for the Employment of People with Disabilities (November). These events are an opportunity to produce employee portraits, posters, artwork, webinars and other related content that is published in- and outside the Institute.

Training is also provided to managers and other staff to help prevent stereotyping and discrimination.

Recruiters can access a series of videos about biases in hiring practices related to factors like physical appearance, disability and origin. Special events are organised at INRAE centres on a wide range of topics, such as intergenerational issues and discrimination against LGBT+ people, to raise awareness among employees.

In addition to initiatives to fight discrimination, INRAE adheres to French constitutional law governing religious neutrality in the country's public bodies and services. By requiring employees to be neutral and impartial, neutrality laws also safeguard their freedom of opinion.

INRAE pursues a two-fold policy that: one, prevents employees from expressing their religious beliefs in their appearance or behaviour, and two, ensures that no decision is taken based on a person's (real or supposed) religious affiliation. Every year on 9 December, secularism day is an opportunity to educate employees (via quizzes, for example) on the



importance of this principle, which applies to all staff members, regardless of whether they are interns, contractual or tenured employees. A secularism advisor has been appointed to advise and support management teams and staff and facilitate the application of the principle at INRAE.

### Develop social ties between employees

To improve the quality of life at work and develop social ties, INRAE organises social, sporting and cultural events in cooperation with ADAS, the Institute's employee committee.

ADAS organises local and national activities (get-togethers, trips, weekends, local outings), sports and cultural activities, children's activities (camps, camp counsellor training) and offers a variety of employee benefits and preferential prices on vacation rentals.

Every four years, ADAS-INRAE hosts a national sports tournament called the "Adayades sportives". Over one hundred employees from all over France come together to take part in the multi-day tournament and have fun together.

Consult [ADAS INRAE website](#)

## A new bilingual website to help international scientists and students arriving at INRAE



An online guide in  and  to :

- Discover INRAE and its range of career, employment and internship opportunities
- Learn all you need to know about living in France and working at INRAE

Specific information for



Researchers



PhD students



Student interns

Illustration published on social media and INRAE's centres



## 5. Ensure a safe and sustainable workplace

Supporting workplace equality and diversity and fighting discrimination helps reduce psycho-social risks and improves quality of life at work in accordance with the occupational health and safety (OHS) policy implemented by INRAE to reduce workplace risks and their impacts. This prevention approach covers personal safety, workplace safety and the protection of the environment and also addresses numerous human, social, environmental, economic and legal considerations.

### ➤ Educate for workplace prevention

INRAE offers a new-hire programme that gives every employee the tools and the ability to act in favour of prevention. The Institute's e-learning platform offers a training module on the prevention of sexual and gender-based violence and the various forms and consequences of this violence. The module includes illustrative videos and reporting mechanisms.

Workplace and environmental health and safety training (first-aid and fire safety, for example) is provided to ensure the personal safety of employees and the environment.

Employees can complete a game depicting different scenarios (workshop, office, field, livestock yard, laboratory, travel to and from sites and inside and outside facilities) to recognise the individual occupational risks to which they may be exposed.

### ➤ Offer guidance and support to prevent risks

An extensive network of people is involved in occupational risk prevention at INRAE to ensure that employees work in a safe environment.

Management teams are seconded by prevention assistants, who provide support and advice, suggest appropriate solutions, share information educate employees on prevention guidelines.

This network assists in developing prevention initiatives and in welcoming new hires at the unit in cooperation with management teams and administrative staff.

Executive teams at research centres are assisted by prevention counsellors and teams, as well as by the

occupational physicians and nursing staff that provide medical services at the centre.

In addition to mandatory healthcare and prevention appointments, every employee can contact the occupational medical team to discuss a particular health issue. Specific measures can be put in place, along with regularly scheduled check-ups, in order to adjust working conditions and arrangements. The goal is to allow an employee to stay at work while preserving and accommodating their condition.

### ➤ Safeguard employee health by offering complementary insurance

INRAE offers a structured supplementary social protection scheme built around two components: health coverage and provident insurance.

The health component, which is mandatory (except in specific exemption cases), complements reimbursements for medical expenses (consultations, medication, hospitalization, etc.). INRAE covers 50% of the contribution to the basic plan, with additional support available for optional enhanced coverage.

The provident insurance component, which is optional, helps protect against loss of income in the event of sick leave, disability, or death. This scheme includes a financial contribution from the employer of up to €7 per month.



## 6. Provide social benefits for employees and their families

INRAE implements a proactive social policy that reflects its commitment to improve employee well-being both in the workplace and at home. Part of that commitment is to offer support to help employees cope with various life events and encourage work-life balance.

### Support employees when they become parents

No two families are alike: at certain points in their career, some parents need more flexibility to take care of their newborn or adopted children. Others wish to support their children at a key stage of their childhood or during a health event. Flexible work hours and leave arrangements exist to support employees during these periods.

INRAE can also provide financial assistance towards childcare, enrolment at a leisure centre or a holiday camp.



### Care for caregivers

INRAE is attentive to specific situations that can be a burden at work and supports employees who take care of an ill, disabled or dependent loved one in addition to their job.

Employees can request family caregiver leave, during which they are given time off or work part-time. The employee services team at the Institute helps caregivers find the organizations and support they need to care for a dependent family member.

INRAE launched a paid time off donation scheme so that colleagues can help too. Tenured and contractual staff alike can accept donated time off to care for a child under the age of 20 suffering from an illness, disability or serious accident, or assist a person who is functionally dependent or has a disability.

### Offer social support to cope with life's difficulties

INRAE's network of employee social service assistants provides an attentive ear, advice and support to staff who need it in various situations. It also helps find solutions to professional, personal and financial problems.

Social service assistants are present at every research centre can answer questions about the employee benefits and services available at INRAE.

Ad hoc assistance and social lending schemes are available to help INRAE employees (under certain conditions) cope with an unforeseeable family, social or medical event, or difficulties linked to exceptional burdens.



# Certifications



## Dual "Diversity" and "Equality at Work" certification

Since 2017, INRAE has taken a proactive approach to workplace equality, diversity, prevention, and the fight against discrimination. Thanks to its efforts, in January 2020 INRAE became the first and as-of-yet only Public Scientific and Technical Research Establishment (EPST) to be awarded AFNOR 'Diversity' and 'Equality at Work' certification following in-depth audits by external bodies.

## HRS4R Human Resources Strategy for Researchers certification

Since 2006, INRAE has been committed to transparency in its HR priorities, in terms of the openness of its recruitment and career development policy, social policy and research environment. In 2010, this commitment led to the European Commission's recognition of INRAE HR policy and HRS4R certification for the Institute.

European authorities carry out regular assessments to ensure that action is ongoing. Certification is only renewed on the basis of an ongoing well-structured and voluntary dynamic.

**INRAE's proactive human resources policy is aimed at continuous improvement. Such national and European recognition highlights the common values of the Institute and boosts cross-functional cooperation and a sense of community. It also improves the visibility and clarity of an INRAE employer brand built on values of openness and diversity.**





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