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## Action plan 2022 - 2025 for gender equality

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January 2022

The Mediterranean Agronomic Institute of Montpellier (CIHEAM Montpellier) develops and conducts activities relating to three different disciplines: higher education intended for young people and professionals; research in the sustainable use and management of resources; and development cooperation. Working in close collaboration with the three other institutes of the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), it conducts its activities within a specific transnational and transcontinental geographical zone – the Mediterranean basin – within which significant forms of social, cultural and economic discrimination persist between men and women in everyday life, and in particular in the sectors of agriculture and rural development.

As a total absence of discrimination is never achieved in the long run, with the multicultural nature of the individuals hosted potentially contributing to this issue unintentionally, it is crucial for a proactive approach to be implemented at all times to ensure compliance with male-female legality and to take gender into account both in terms of governance and operations and in the scientific and technical activities conducted. That is why the CIHEAM Montpellier has decided to formalise and strengthen its practices with regard to these issues and undertakes to:

- develop a culture within the Institute fostering gender equality by using information, awareness and training as well as counselling and the introduction of mechanisms capable of facilitating the detection and handling of gender-related violence;
- implement a human resource management process sensitive to the issue of gender from the recruitment phase and continuing through an entire career at the Institute;
- promote higher education and continuing education promoting an open future for both men and women;
- systematically incorporate the issue of gender in the projects, be this in the means of conducting the activities or in the evaluation of the impacts of the different projects.

For each of these different points, a series of tangible and measurable actions have been defined in a CIHEAM action plan for gender equality. This plan was finalised in January 2022 and will be implemented over a period of four years in accordance with a provisional timetable, which is an integral part of the plan.

In 2022, the general objective will be to establish a revised operating mode within the Institute (*i.e. behaviours and procedures*) reflected in the fact that the issue of gender is taken into account in its operations and communication.

Throughout the year, the progress made in this field will be reported to a number of internal and external bodies (spring management review, Board of Directors meetings in June and December, general meeting at the end of the academic year, etc.) and a comparative situation report will be produced at the end of the year with a view to measuring the progress made.

This process will be pursued in subsequent years, adapting to the observations made and the actions implemented, with the results observed leading to further actions.

As Director of the Institute, I undertake to make this dynamic a key element of our identity and an important theme of the dialogue with the other entities of the CIHEAM – the institutes in Bari, Chania and Zaragoza together with the Secretariat General in Paris. The Institute's project for the coming three years, which will be presented to the Board of Directors in June 2022, will also reflect this desire to make the issue of gender a key element of our organisation and our development.

Montpellier, 14 February 2022  
Thierry Dupeuble  
Director of the CIHEAM Montpellier

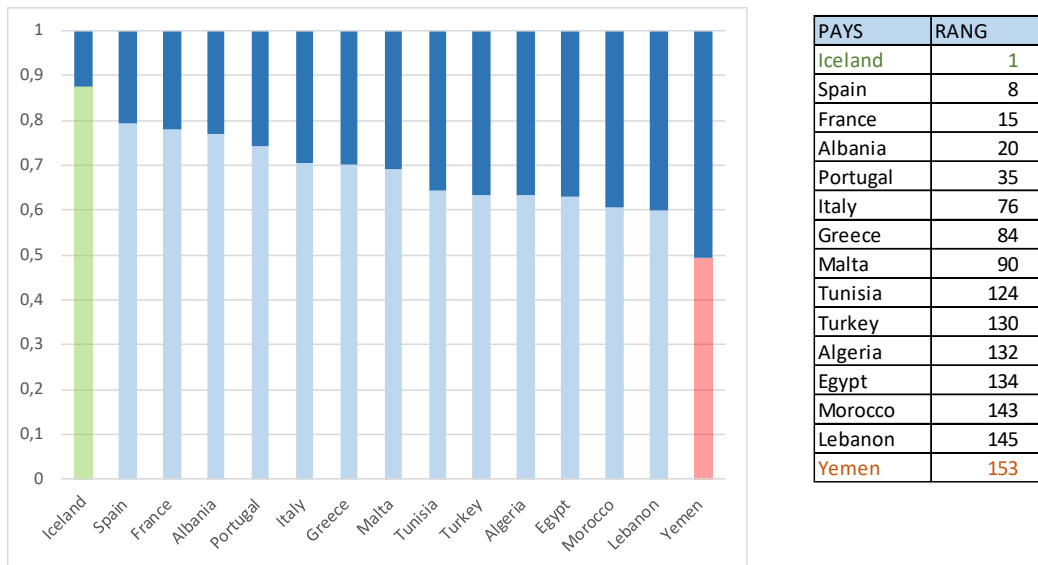
## CONTENTS

<b>INTRODUCTION .....</b>	<b>4</b>
<b>1. FORMULATE AND IMPLEMENT A POLICY IN FAVOUR OF GENDER EQUALITY .....</b>	<b>5</b>
1.1. Institutionalise a “gender” policy and implement an action plan for gender equality .....	5
1.2. Perform a regular situation analysis (progress, persistent inequalities, risks) and publish the results ..	6
1.3. Actively participate in the CIHEAM corporate dynamic on the issue of gender .....	7
<b>2. DEVELOP A CULTURE FOSTERING GENDER EQUALITY .....</b>	<b>7</b>
2.1. Train and enhance awareness among staff .....	7
2.2. Organise communication sensitive to gender and balanced male-female representation .....	8
2.3. Condemn all forms of gender-related violence, sexual harassment and sexism .....	8
2.4. Achieve and balance between men and women in the governance and decision-making process .....	9
<b>3. HUMAN RESOURCE MANAGEMENT COMMITTED TO GENDER EQUALITY .....</b>	<b>9</b>
3.1. Recruitment .....	9
3.2. Starting salary .....	10
3.3. Career management .....	10
3.4. Balance between professional and private life and organisational culture .....	10
<b>4. HIGHER EDUCATION WORKING TOWARDS AN OPEN FUTURE FOR MEN AND WOMEN.....</b>	<b>11</b>
4.1. Student selection .....	12
4.2. Recruitment of guest professors .....	12
4.3. Accompaniment during the training path .....	12
4.4. Doctoral platform .....	13
4.5. Future of students (impact) .....	14
4.6. Revision of content and teaching in the master’s programmes .....	14
<b>5. PROJECT MANAGEMENT ATTENTIVE TO THE ISSUE OF GENDER .....</b>	<b>14</b>
<b>6. CONTINUING EDUCATION INCORPORATING THE ISSUE OF GENDER .....</b>	<b>15</b>
<b>APPENDIX</b>	
<b>APPENDIX I – IMPLEMENTATION SCHEDULE FOR THE ACTION PLAN .....</b>	<b>16</b>

## INTRODUCTION

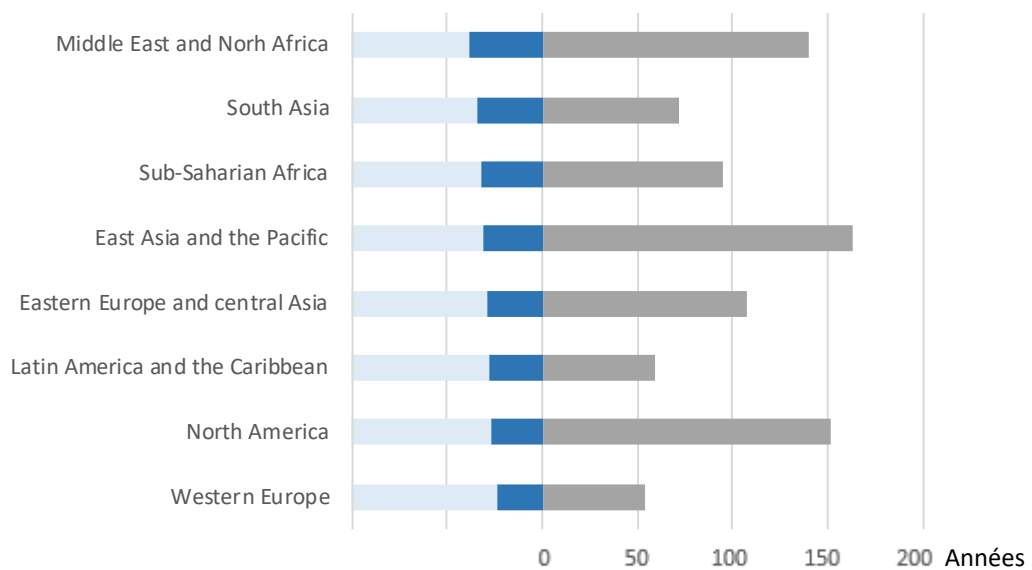
The CIHEAM Montpellier stands at the crossroads of three fields of action: education, research and development cooperation. It operates in a specific transnational and transcontinental geographical zone – the Mediterranean basin – where the scores reflecting the gap between men and women vary considerably from one country to another (cf. Figure 1), with the North Africa-Middle East region currently displaying the worst score worldwide and being one of the three regions around the globe which will take the longest amount of time to achieve gender parity, together with the regions of East Asia-Pacific and North America (cf. Figure 2).

**Figure 1 – Gap still to be closed in order to achieve gender parity in the 13 member states of the CIHEAM**  
(in relation to the countries with the best and worst scores)



Source: Global Gender Gap Report 2020, World Economic Forum

**Figure 2 - Gap still to be closed per region and time required to achieve gender parity**



Source: Global Gender Gap Report 2020, World Economic Forum

The CIHEAM Montpellier furthermore operates in the fields of agriculture and rural development, sectors characterised by greater persistence of social, cultural and economic gender inequalities than the national averages.

Committed to quality certification and labelling procedures for more than a decade (ISO 9001 certification, FLE quality label, Bienvenue en France label), the CIHEAM Montpellier has a solid reference base in terms of monitoring and evaluating its activities as well as a well-established culture of adopting specific approaches with a view to ensuring continuous progress.

Through the present action plan for gender equality, the aim is to enhance visibility of its practices which contribute to reducing gender inequalities and promoting the role of women, to demonstrate their coherence and coordination and to strengthen their performances and the associated scope whenever necessary.

The Institute's practices in terms of gender equality and the incorporation of the issue of gender are formalised and strengthened throughout its organisation, operations and the conduct of its activities, and call on the involvement of its governance bodies.

This approach is in line with the existing dynamic of the CIHEAM, which makes the issue of gender one of its key corporate concerns with a dual objective of ensuring that:

- all its entities have an action plan for gender equality by 2022, and
- gender considerations are incorporated more systematically in the very activities of the organisation in order to make gender a cross-cutting question that should be addressed in all the organisation's activities while at the same time strengthening the organisation's involvement in activities specifically targeting women.

#### **Gender equality/equity? Gender equality/professional gender equality**

The choice of title for this action plan warrants explanation. According to the reference "frameworks", several designations are used: in France, the expression "professional gender quality" is most common used in state administrations or public establishments, sometimes together with the note "in favour of gender awareness"; the European Union, on the other hand, favours the expression "gender equality". These differences do not, for all that hide divergences relating to the matter at hand. The issue is clearly that of equality of rights, resources and opportunities (and not at a biological level), regardless of a person's gender: for example access to the same employment and the same wages, the same maternity/paternity leave in the professional sphere.

The term equity is used more in the Anglo-Saxon world and highlights a difference that can be explained as follows: "gender quality" means providing men and women with the same rights, opportunities and resources in all domains. "Gender equity" means adopting differentiated treatment of men and women in order to correct the initial inequalities and achieve "equality" (source: <http://www.adequations.org/>). Gender equity therefore refers more to the means, while equality refers to the end.

In this version of the action plan, we have chosen to favour the expression "gender equality", while sometimes referring to equality between men and women.

## **1. FORMULATE AND IMPLEMENT A POLICY IN FAVOUR OF GENDER EQUALITY**

The approach involves (i) the Management Board asserting its desire to make gender and gender equality key elements of the Institute's governance, in line with the same statement by the Secretariat General of the CIHEAM, and (ii) sharing this affirmation with all the staff in order to make it a strong aspect of the Institute's project, both in the Institute's internal operations and in the implementation of its teaching, research and development activities.

### **1.1. Institutionalise a gender policy and implement an action plan for gender equality**

Echoing the Quality policy, the "Gender policy paper" marks the Management Board's commitment. It summarises (in no more than two pages) the orientations identified by the Secretariat General, adapting them to the particularities of the CIHEAM Montpellier. As with the Quality policy, it is regularly revised to incorporate

any progress and new goals in this sphere of the CIHEAM Montpellier and the SG of the CIHEAM. The action plan is the operational translation of the ambitions indicated in the gender policy paper. A gender equality officer is appointed and officially tasked by the Director of the CIHEAM Montpellier with managing its implementation.

This policy paper and the resulting action plan are presented to the governance bodies of the CIHEAM Montpellier and its staff. These instances bodies are also given regular information on the state of progress of the action plan.

Calling on a similar approach to that adopted for improved incorporation of sustainable development issues in the operations of the CIHEAM Montpellier, the action plan for gender equality and the awareness of gender are incorporated into the Institute’s quality procedure. Based on the presentation of an annual comparative situation report, the process review, management review and general meetings serve to assess the implementation progress on a regular basis and to suggest how it should be pursued with a view to ensuring continuous improvement. The issue of gender is incorporated into the two aspects not covered by the current quality certification – i.e. internal and external communication and the project activities of the CIHEAM Montpellier – is addressed by the Communication Committee and by the College of Teaching/Research Staff. Incorporating the action plan into the existing quality procedure means that the Professional Equality label could be obtained by 2023. The opportunity to target such as label will be discussed in the next management review in March 2022.

This commitment of the CIHEAM Montpellier is also promoted in external communication.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
1.1.1. Formulation of a gender policy paper and its action plan	Management / Department Heads / T/RS college / Communication Committee / staff	⇒2022-T1	A general policy paper exists An action plan exists
1.1.2. Presentation of the paper and the action plan to the staff	Management / Quality Officer	⇒2021-T4	The paper and plan are presented to the general meeting in December
1.1.3. Appointment of a gender equality officer	Management	⇒2022-T1	A Gender Equality Officer is appointed with an engagement letter signed by the Director
1.1.4. Presentation of the paper and plan to the CIHEAM governance bodies	Management	⇒2021-T4	The paper and plan are presented to the Board of Directors in December
1.1.5. Incorporate of the gender issue into the Quality procedure	Management / Quality Officer / Gender Equality Officer	2022-T1⇒	Gender is incorporated into the Quality procedure from the March 2022 review
1.1.6. Obtention of the Professional Equality label	Quality Officer / Gender Equality Officer	⇒2023-T1	<i>The PE label is obtained</i>
1.1.7. External communication on the CIHEAM Montpellier’s commitment to equality	Communication Committee / Gender Equality Officer	2022-T1⇒	The paper and plan are published on the Institute’s website

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## 1.2. Perform a regular situation analysis (strengths, weaknesses, opportunities, threats) and publish the results

A comparative situation report is current prepared every year to characterise the situation and identifier any unequal treatment between men and women which might exist/persist within the CIHEAM Montpellier, be it with regard to staff or to the implementation of its teaching, research and development cooperation activities.

This report serves to measure the progress made by the Institute with regard to the goals it has set itself, and thus to be evaluate the actions undertaken.

The potential risks of non-compliance with equal treatment of men and women and, where applicable, proven situations of non-compliance are analysed and addressed with a view to continuous improvement, explaining the new actions to be implemented, the deadlines and the indicators used to monitor them.

This report is organised with reference to the different parts of the action plan: (i) Develop a culture fostering gender equality, (ii) Human resource management (HRM) committed to gender equality, (iii) Higher education working towards an open future for men and women, (iv) Project management attentive to the issue of gender, (v) Continuing education incorporating the issue of gender.

It is presented to the Management Review (Quality) and the Annual General Meeting every year. It is also sent to SG and BoD of the CIHEAM.

All these data is used to feed the Institution’s communication, both internal and external.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
1.2.1. Preparation of an annual comparative situation report (ACSR)	Management / Department Heads	2022-T1⇒	An ACSR is prepared in the 1 <sup>st</sup> term of the year
1.2.2. Analysis and handling of the possible or proven situations of non-compliance with gender equality	Management / Gender Equality Officer	2022-T1⇒	Non-conformities and risks linked to gender are handled by the annual management review
1.2.3. Annual presentation of the annual comparative situation report to the management review, AGM and BoD	Management	2022-T1⇒	The ACSR is presented to the MR, the AGM and the BoD during the 1 <sup>st</sup> term of the year

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### 1.3. Actively participate in the CIHEAM corporate dynamic on the issue of gender

Following the dynamic adopted by the CIHEAM Montpellier through its action plan, the three other institutes of the CIHEAM and its Secretariat General have implemented similar dynamics. An “Empowerment and socio-economic inclusion of women” corporate working group has been created to pursue three goals: (i) to encourage synergies and dialogue between the institutes on the question of gender, (ii) to identify the activities common to the institutes that it would be beneficial to operate collectively or jointly and (iii) to develop a programme of activities conducted at corporate level from the outset with the participation of all the CIHEAM entities.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
1.3.1. Actively participate in the CIHEAM corporate group activities concerning women	CIHEAM Montpellier point of contact for the group / Gender Equality Officer	2022-T1⇒	Activities are identified and implemented collectively Activities are proposed which are beneficial to all institutes

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## 2. DEVELOP A CULTURE FOSTERING GENDER EQUALITY

Changing the way the issue of gender is understood and taken into account requires each and every individual concerned acquiring knowledge of and being made aware of the existing stereotypes and the way in which they determine how we act, be it consciously or otherwise. To this end, accompaniment of practices, awareness and training help ensure that the issue of gender is taken onboard by all managers and staff at the CHEAM Montpellier, that individual’s reference points evolve and that a true corporate culture emerges on this issue.

### 2.1. Train and enhance awareness among staff

For this goal, the tools developed by the GenderSmart project, in which the CIHEAM Bari participated, are used. The SG of the CIHEAM is also called on to develop a corporate training offer available to all the entities of the CIHEAM, in particular using the existing resources that are free from copyright. The intervention of an external service provider could also be envisaged if necessary.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
2.1.1. Information and awareness of staff with regard to the concepts and bias of representation, the impact of inequalities and the benefits of GEP, calling on tangible examples and testimonies	GenderSmart tools and experts	⇒2022-T3	An information and awareness document is distributed to all staff
2.1.2. Organisation of a self-assessment and/or games for staff focussing on stereotypes and unconscious bias	GenderSmart tools and experts	2022-T3⇒	A self-assessment / game is organised for all staff
2.1.3. Development of internal training accessible to all staff and focussing on gender	CIHEAM SG / Gender corporate group HR / Annual training plan	2022-T3⇒	Gender training is made available to operatives

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## 2.2. Organise communication sensitive to gender and balanced male-female representation

CIHEAM Montpellier communication systematically takes account of the issue of gender and ensures that the different communication media (written, images, video) do not contribute to conveying gender stereotypes.

The existing documents are revised to remove any gender stereotypes and new productions are carefully proofread before publication. Any non-compliant material identified can be kept for use in training tools developed to train and enhance awareness among staff of the issue of gender.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
2.2.1. Distribution of a guide to all staff for communication with no gender stereotyping ( <a href="https://bit.ly/3taYKNz">https://bit.ly/3taYKNz</a> )	HR	⇒2022-T2	A guide for communication with no gender stereotyping is distributed to all staff
2.2.2. Review of all existing external communication media to adapt them to the new requirements if necessary	Communication Committee	⇒2022-T2	Existing external communication media are all revised
2.2.3. Review of all existing internal communication media to adapt them to the new requirements if necessary	Management /Heads of Department	⇒2022-T2	Existing internal communication media are all revised
2.2.4. Systematic specific proofreading of articles and public written communications	Communication Committee	2022-T1⇒	New communication media are revised before publication
2.2.5. Balanced representation of men and women among speakers at internal and external events	Events Managers	2022-T1⇒	The ratio of male to female speakers at internal events is close to 50% The ratio of male to female speakers at internal events is balanced

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## 2.3. Condemn all forms of gender-related violence, sexual harassment and sexism

No institution is immune to such practices. It is therefore important that the CIHEAM Montpellier condemns them explicitly in its reference texts and implements mechanisms for them to be denounced.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
2.3.1. Insertion of an article on gender-related violence, sexual harassment and sexism in the internal regulation and have all staff sign a charter of commitment to comply with the gender policy until these issues are included in the CIHEAM Code of Ethics and Good Conduct (document already signed by the staff)	HR	⇒2022-T1	The internal regulation is modified and a charter of commitment is drafted and signed by the staff
2.3.2. Inclusion of issues relating to sexism and sexual harassment in work life quality surveys	HR /Quality	⇒2022-T3	The survey on the quality of working life is modified
2.3.3. Implementation of a procedure dedicated to handling reported cases of sexual harassment and sexism	HR	⇒2022-T1	A procedure for reporting and handling cases of sexual harassment and sexism is introduced

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## 2.4. Achieve a balance between men and women in the governance and decision-making process

Improved incorporation of the issue of gender in the everyday life of the Institute requires balanced representation of men and women in positions of Department Head and in the different consultation and decision-making instances in place at the CIHEAM Montpellier<sup>1</sup>, as well as the possibility for these representatives to be able to express themselves equally and thus influence the final decisions.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
2.4.1. Promotion of a balance between men and women in the composition of governance bodies	Management / HR	⇒2022-T3	The ratio of men to women in the governance bodies is balanced
2.4.2. Promotion of a balance between men and women in positions of Department Head	Management / HR	2022-T3⇒	The ratio of men to women in managing departments is balanced
2.4.3. Promotion of a balance between men and women speaking in governance bodies	Chairpersons of meetings	2022-T3⇒	The ratio of men to women when speaking is balanced

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## 3. HUMAN RESOURCE MANAGEMENT COMMITTED TO GENDER EQUALITY

Today, women account for 61% of the staff at the CIHEAM Montpellier<sup>2</sup>. This figure alone does not mean there is no discrimination in recruitment or career management. The Institute's HR Department therefore includes numerous elements in its management processes to ensure equal treatment for men and women from the application stage and throughout the career of the staff. Particular attention is also made to the question of balance between private and professional life.

### 3.1. Recruitment

At this initial stage, the CIHEAM Montpellier's commitment to the issue of gender and to promoting gender equality is reasserted, both to potential candidates – by explicitly encouraging women to apply, in particular for qualified positions – and to actors in the selection process. The aim is also to improve our practices in this field by identifying new networks for publicising offers while paying attention to the composition of selection panels and using gender-neutral language in job vacancy notices.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
3.1.1. Indication of the HR policy in favour of gender equality in the text of calls for application	HR	2022-T2⇒	100% of calls for applications mention the Institute's gender policy The same ratio of men to women in the application and selection phases
3.1.2. Diversification of networks for publishing calls for application, in particular identifying networks dedicated to promoting women's competences	HR	2022-T2⇒	100% of calls for applications are issued via networks targeting women The ratio of women to men in applications is >30%
3.1.3. Creation of parity panels or justification for not complying with this principle	Management / HR	2022-T2⇒	ratio of men to women on the selection panels is balanced
3.1.4. Systematic information to members of the panel concerning the gender policy of the CIHEAM Montpellier before interview	President of the panel	2022-T2⇒	The Institute's gender policy is introduced in 100% of the selection panels
3.1.5. Proofreading calls for applications to check conformity (cf. actions 1.3.1 and 1.3.3)	Gender Equality Officer	2022-T2⇒	100% of calls for applications are proofread to avoid gender stereotypes

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

<sup>1</sup> Management Committee, Communication Committee, Budgetary Committee, College of T/RS, extended college

<sup>2</sup> Date for September 2021

### 3.2. Starting salary

Wage inequality remains a key component of gender inequalities in the workplace. It is important to ensure that the CIHEAM Montpellier is above criticism on this point and to apply strict equality of treatment between men and women in this matter from the initial recruitment process.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
3.2.1. Introduction of a referential relating to the starting salary according to the level of experience and explanation of deviations negotiated from this referential	HR	⇒2022-T2	A referential relating to the starting salary exists

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### 3.3. Career management

In light of the small size of the CIHEAM Montpellier, there are few career opportunities within the Institute itself, as the posts taken up on arrival are generally occupied until retirement. Advancement therefore essentially relates to wages, through normal advancement and the possibilities for accelerated advancement and promotion.

As the rules for accelerated advancement and promotion have already been determined, we will check that they contain no gender-related bias by means of disaggregated monitoring of men's and women's careers and of the top ten salaries.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
3.3.1. Career monitoring	HR	⇒2022-T2	Monitoring of the wage gap between men and women, calculated using the average woman's wage compared to that of men, per equivalent age group and job category (1) Monitoring of the individual wage increase gap between men and women (1) % of employees given an increase in the year following their return from maternity / paternity leave, if any increases were granted during the period when the leave was taken (1) Number of employees of the under-represented sex among the top 10 salaries (1)
3.3.2. Establishment/explanation of rules for taking account of parenting leave in the wage policy	HR	⇒2022-T2	Rules for taking account of parenting leave exist and are known by all staff

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(1) These indicators are legal in France. In light of the small number of employees at the CIHEAM Montpellier, it is difficult to document them (which prevents our ranking in the French national statistics). To remove this difficulty, it has been suggested that the calculation be made over a period of 5 rolling years, starting with the period 2013-2017, with the current period covering 2017-2021.

### 3.4. Balance between professional and private life and organisational culture

The CIHEAM Montpellier staff regulations provide for a number of advantages in terms of organisation of work time (flexibility of working hours for all and presence schedules for executives, adapted work time, etc.) with a view to reconciling private and professional life, regardless of the gender of the member of staff concerned. The recent introduction of teleworking has extended these possibilities for reconciling private and professional life even further. There is nevertheless no document explicitly linking the work organisation rules to the desire to

promote a good balance between private and professional life. Similarly, there is no monitoring to ensure that these different measures do not, in fact, increase the disparities between men and women at work.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
3.4.1. Preparation of an HR policy document indicating the link between the existing or future work organisation measures and the desire to encourage a good balance between private and professional life (meeting times, mail sending times, right to disconnect, etc.)	HR	⇒2022-T2	An HR policy document exists indicating the link between work organisation and the desire for a balance between private and professional life
3.4.2. Conducting of interviews before and after parental leave and encouragement to take paternity leave	HR	2022-T2⇒	The HR policy document above promotes paternity leave 100% of departures/returns before/after parental leave are subject to an interview with HR

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#### 4. HIGHER EDUCATION WORKING TOWARDS AN OPEN FUTURE FOR MEN AND WOMEN

In recent decades, higher education has become much more open to women so that today, the number of women enrolling at university is equal to or greater than that of men in more than 100 countries, including some around the Mediterranean basin. This progress in initial recruitment should not for all that hide the persistence of inequalities in terms of both the participation and success of students. Although women obtain better school results than men, this does not translate to the level of university studies, and the gender gap resurfaces both at the highest level of study (doctorate) and in the composition of academic staff. This situation leads to the persistence, conscious or otherwise, of a series of stereotypes in the organisation of teaching and in the transfer of knowledge, representing an obstacle to the professional fulfilment of women.

With higher education representing the first pillar of its activity, the CIHEAM Montpellier has observed the impact of this situation and introduced a number of measures targeting both the organisation and the content of its teaching.

This reflection has incorporated a first key particularity: more than 90% of the 70 students accepted every year are foreigners, the vast majority of whom come from the Mediterranean basin with an average of between 10 and 15 countries represented. For most of these students, it is the first time they have left their own country. Expatriation, the intermingling of cultures, emotional distancing and financial insecurity are all factors that can lead to fragility and tensions, which affect each student differently. The CIHEAM Montpellier must therefore remain attentive to this situation, which also involves taking account of gender sensitivity to these situations.

A second particularity that has been taken into account is the fact that almost all the students enrolled are housed in the Institute's residence. It was therefore important that this time and location formed an integral part of the gender analysis.

The Quality procedure endeavoured to take the students into consideration throughout their stay at the CIHEAM Montpellier. This procedure has been revised to introduce the gender dimension and the fight against gender inequalities wherever relevant.

In the medium term, a thought process will be implemented concerning the content and pedagogical aspects of master's programmes in order to ensure that the interests of women are included and represented in higher education.

#### 4.1. Student selection

While focussing on the second year of the master's programme and thus at an advanced stage of the academic cycle, the CIHEAM Montpellier cannot escape the observation, mentioned in the introduction, of an over-representation of women in its student numbers. This situation must not prevent us from ensuring that the selection process is not subject to gender bias.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.1.1. Indication of the policy in favour of gender equality in access to university education	Education department (SES)	2022-T2⇒	The policy in favour of gender equality is indicated in the promotional documents of the master's programmes
4.1.2. Constitution of parity (pre-)selection committees (or justification for not complying with this principle)	Education department (SES)	2022-T2⇒	The ratio of men to women on the (pre-)selection committees is balanced. The ratio of men to women is similar in the application and selection phases when selecting students for each master's programme
4.1.3. Proofreading of calls for application to check conformity (cf. actions 1.3.1 and 1.3.3)	Gender Equality Officer	2022-T2⇒	100% of calls for applications are proofread to avoid gender stereotypes

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

#### 4.2. Recruitment of guest professors

The teaching provided at the CIHEAM Montpellier calls on numerous guest professors from a wide range of geographic, disciplinary and professional backgrounds. This diversity in the teaching staff represents an advantage and an asset to which the Institute is very attached.

Recruitment of these guest professors relies largely on the network of partners proper to each member of the Institute's teaching/research staff and their performance is subject to evaluation by the students, which then affects where or not they are reappointed the following year. This process is now being examined and strengthened to ensure that it involves no bias which may have a negative impact on the capacity of women to be involved in the Institute's teaching programmes and on the relevance of the teaching with regard to gender and gender equality issues.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.2.1. Diversification of recruitment networks for guest professors (GP), in particular identifying the networks dedicated to promoting women's competences	Master's course directors, teaching/research staff	2022-T2⇒	The ration of men to women among GPs is balanced. The ration of men to women among GPs is similar for master's directed by men and women
4.2.2. Systematic notification of GPs about the CIHEAM Montpellier's gender policy before their course and signature of the charter of commitment to comply with the gender policy (cf. 2.3.1)	Master's course directors, teaching/research staff	⇒2022-T3	The standard GP contract is modified to refer to the Institute's gender policy

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

#### 4.3. Accompaniment during the training path

While there are a number of measures enabling us to listen the students and accompany them throughout their stay on the CIHEAM Montpellier campus, no particular attention is currently paid to the issue of gender and it is not explicitly addressed in the different procedures organising the teaching process. A thought process will thus

be implemented to identify the specific measure and services that could be introduced or the referenced if they could not be provided directly by the CIHEAM Montpellier, which would address this issue specifically.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.3.1. Production of a "CIHEAM Montpellier student's guide"	Management / SES / HR	⇒2023-T1	A guide exists and is distributed to the students
4.3.2. Creation of a gendered "counselling cell" at the level of the SES	Management / SES	⇒2023-T1	A counselling cell exists and is available to students
4.3.3.. Insertion of rules concerning sexual harassment and sexism in the contract of guest lecturers	HR / SES	⇒2022-T3	The standard GP contact is modified to include a specific paragraph on this matter
4.3.4. Inclusion of questions concerning sexual harassment and sexism in the student surveys	SES / Quality	⇒2022-T4	The student survey questionnaire is modified to include specific questions on this matter
4.3.5. Implementation of a dedicated procedure to manage reports of cases of sexual harassment and sexism	HR	⇒2022-T3	A procedure is implemented to allow cases of abuse to be reported
4.3.6. Inclusion of a note in the student's welcome booklet relating to the CIHEAM Montpellier's policy of combating sexism and sexual harassment	HR / SES / SG	⇒2022-T3	The student's welcome booklet is modified to include a section on this matter

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

#### 4.4. Doctoral platform

While the gender distribution is favourable to women during the early years of university, the proportion switches to the benefit of men the further an academic career extends. As the CIHEAM Montpellier operates a doctoral platform, it has been decided to keep a close watch on the processes which could skew access to doctoral studies for women, from the candidate selection phase until they are awarded their degree.

Completion of a thesis forms the basis of the scientific and intellectual approaches that the future researcher will call on throughout their entire career. It is therefore important that the issue of gender is considered more systematically as one of the elements to be examined as part of a doctoral work.

Finally, students wishing to undertake a doctoral work focussing on women and the challenges linked to gender equality in rural and agricultural zones will be encouraged and supported in this approach.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.4.1. Indication of the policy in favour of gender equality in access to doctoral programmes	Doctoral platform / supervising teaching/research staff	⇒2022-T3	The policy in favour of gender equality is displayed in all promotional documents of the doctoral platform The ratio of publications by men and women is balanced
4.4.2. Affirmation of the CIHEAM Montpellier's interest in thesis works taking account of gender sensitivity or explicitly focussing on women and the challenges linked to gender equality and rural and agricultural zones	Doctoral platform / supervising teaching/research staff	2024-T2⇒	Active recruitment of doctoral students working the issue of gender
4.4.3. Constitution of parity selection committees (or justification for not complying with this principle)	Doctoral platform / supervising teaching/research staff	2022-T4⇒	Balanced ratio of women to men in selection committees The ratio of men to women is similar in the application and selection phases for access to the doctoral platform
4.4.4. Information/training for doctoral students in gender issues in research work	Doctoral platform / supervising teaching/research staff	2023-T3⇒	Training in gender issues are accessible to doctoral students

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

#### 4.5. Future of students (impact)

The CIHEAM Montpellier has introduced a procedure for monitoring its former students, in particular with a view to measuring their employability and thus the suitability of its academic courses to the needs of the labour market.

With this in mind and within the framework of the present action plan, it has been decided to refine this monitoring process by analysing the impact of gender on employability, initially by conducting a retrospective analysis of the past five years to understand the extent to which gender is a decisive factor in the employability of our former students.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.5.1. Implementation of a retrospective analysis of the comparative employability of former students	SES	⇒2022-T1	The employability data from the past 5 years are broken down into men and women

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

#### 4.6. Revision of content and teaching in the master's programmes

Gender is included in the study programmes by incorporating the issue into the academic disciplines and by implementing specific interdisciplinary study programmes focussing on women or gender. It is important to distinguish between teaching which includes gender as a teaching practice and the way in which knowledge on gender and gender equality is incorporated in the academic curriculum.

Both elements are important as it is through the filter of these two approaches that the teaching currently provided by the CIHEAM Montpellier will be analysed with a view to better incorporating the issue of gender.

The guest professors, who contribute to the teaching content, will be closely involved in this process.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
4.6.1. Discussion with GPs on the possibilities/opportunity of introducing gender with regard to both teaching and content (voluntary approach)	Master's course directors, teaching/research staff, GP	2022-T3⇒	A dialogue is held with the GPs, for each master's course, to discuss the possibilities for introducing gender in their courses (with regard to both teaching and content)
4.6.2. Introduction of gender in master's programmes with regard to both teaching and content (more prescriptive approach with inclusion of courses dedicated to learning knowledge relating to gender and gender equality)	Master's course directors, teaching/research staff, GP	2024-T1⇒	The work of the interventions teaching/research staff and GPs takes gender into account (with regard to both teaching and content)

⇒ xxx: "No later than"; xxx⇒: "From"; Tx: "Term x"

### 5. PROJECT MANAGEMENT ATTENTIVE TO THE ISSUE OF GENDER

The research and development activities conducted by the CIHEAM Montpellier are done so exclusively within the framework of projects financed using external funds (competitive calls for tender).

Like the activities conducted, the organisation of the project teams must reflect the commitments of the CIHEAM Montpellier in terms of gender equality and the incorporation of the gender issue.

With regard to project staff, and insofar as they are employees of the Institute while being recruited specifically for the projects, we will refer to point 3 of the present action plan.

Today, all projects conducted by the CIHEAM Montpellier fall under category CAD 1 (cross-cutting gender goal)<sup>3</sup> and it is therefore essential for this aspect to be fully appreciated from the conceptualisation phase of the project through all the implementation and capitalisation/dissemination phases. To accompany the project leaders in this regard, a guide will be published listing the points require particular attention during each phase to ensure successful incorporation of the issue of gender.

The CIHEAM Montpellier will subsequently decide on the opportunity of implementing research and development projects explicitly focussing on women (projects in category CAD 2), possibly through a corporate approach involving all the entities of the CIHEAM.

Actions (deliverables)	Entity(ies)/person(s) responsible	Schedule	Result indicators
5.1. Production of a guide for the successful incorporation of the gender issue in projects	Expert called on by the corporate group (?)	⇒2022-T3	A guide is available to the project leaders
5.2. Systematic preparation of and initial "gender questioning" linked to the goals and activities of the project	Project leaders	2022-T4⇒	A gender-approach is systematically incorporated into the projects
5.3. Systematic identification of project monitoring and results indicators disaggregated for men and women	Project leaders	2022-T4⇒	Indicators disaggregated for men and women are systematically identified in the projects
5.4. Presentation of gender sensitive project communication plans	Project leaders	2022-T4⇒	The project communication plans incorporate the issue of gender
5.5. Proposal and implementation of projects focussing on gender and women	Project leaders	2024-T1⇒	Projects specifically focussing on women (CAD 2) are proposed by the Institute

## 6. CONTINUING EDUCATION INCORPORATING THE ISSUE OF GENDER

This sphere of the CIHEAM's activity will call on the progress made in terms of trainees' recruitment (cf. 4.1), staff recruitment (cf. 3.1) and the evaluation of the capacity of the teaching to incorporate the issue of gender (cf. 4.6).

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<sup>3</sup> The marker of the Development Aid Committee (CAD) concerning gender equality is founded on a system of 3 rating values for the projects/programmes:

CAD 0: the project/programme has been examined with regard to the market, but it was not observed that it focussed on the goal of gender equality.

CAD 1: gender equality is an important and conscious goal of the project/programme, but is not the main factor underpinning it.

CAD 2: gender equality is the main goal of the project/programme and its research underpins both the design of the project/programme and the expected results. This project/programme would not have been undertaken without the gender equality goal

## ANNEXE I - PLANNING DE MISE EN OEUVRE DU PLAN D'ACTION

Le planning reprend l'ensemble des actions en les inscrivant sur la durée du Plan d'action (2022-2025).

	2021				2022								2023								2024								2025																						
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
<b>GOVERNANCE DU CIHEAM MONTPELLIER</b>																																																			
<i>CA du CIHEAM</i>																																																			
<i>Certification Qualité - Revue annuelle</i>																																																			
<i>AG du personnel</i>																																																			
<b>1. FORMULER ET PILOTER UNE POLITIQUE POUR L'EGALITE DE GENRE</b>																																																			
<b>1.2. Analyser régulièrement la situation (progrès, inégalités persistantes, risques) et publier les résultats</b>																																																			
1.2.1. Réalisation annuelle d'un rapport de situation comparée																																																			
1.2.2. Analyse et traitement des discriminations et risques de discrimination																																																			
1.2.3. Présentation annuelle du rapport de situation comparée (Revue, AG, CA)																																																			
<b>2. DEVELOPPER UNE CULTURE POUR L'EGALITE DES GENRES</b>																																																			
<b>2.1. Former et sensibiliser le personnel</b>																																																			
2.1.1. Information et sensibilisation du personnel																																																			
2.1.2. Organisation d'un test d'autoévaluation, de jeux																																																			
2.1.3. Développement d'une offre de formation interne																																																			
<b>2.2. Organiser une communication sensible au genre et à l'équilibre de représentation F-H</b>																																																			
2.2.1. Diffusion du guide pour une communication sans stéréotype de sexe																																																			
2.2.2. Revue de l'ensemble des supports de communication externes																																																			
2.2.3. Revue de l'ensemble des supports de communication internes																																																			
2.2.4. Relecture spécifique systématique des articles et communications																																																			
2.2.5. Equilibre de représentation F-H dans les événements internes/externes																																																			
<b>2.3. Condamner toute forme de violence liée au genre et de harcèlement sexuel ou de sexisme</b>																																																			
2.3.1. Insertion d'un article dans le Règlement interne																																																			
2.3.2. Intégration de questions spécifiques dans les enquêtes auprès du personnel																																																			
2.3.3. Mise en place une procédure dédiée à la gestion des signalements																																																			
<b>2.4. Parvenir à un équilibre F-H dans la gouvernance et la prise de décision</b>																																																			
2.4.1. Promotion d'un équilibre F-H dans la gouvernance et la prise de décision																																																			
2.4.2. Promotion d'un équilibre F-H dans les postes à responsabilité																																																			
2.4.3. Promotion d'un équilibre F-H dans les prises de parole dans ces instances																																																			



3. UNE GESTION DES RESSOURCES HUMAINES ENGAGÉE POUR L'ÉGALITÉ DES GENRES							
<b>3.1. Recrutement</b>							
3.1.1. Affichage de la politique Genre dans les appels à candidatures							
3.1.2. Diversification des réseaux de diffusion des appels à candidatures							
3.1.3. Constitution de jurys paritaires							
3.1.4. Information systématique des membres du jury							
3.1.5. Relecture des appels à candidature pour vérifier leur conformité							
<b>3.2. Rémunération initiale</b>							
3.2.1. Mise en place d'un référentiel relatif à la rémunération initiale							
<b>3.3. Gestion de carrière</b>							
3.3.1. Suivi des carrières							
3.3.2. Règles de prise en compte des congés liés à la parentalité							
<b>3.4. Équilibre entre vie professionnelle/vie privée et culture organisationnelle</b>							
3.4.1. Elaboration d'un document de politique RH en la matière							
3.4.2. Systématisation des entretiens départ/retour congés parentaux							
4. UN ENSEIGNEMENT SUPÉRIEUR ŒUVRANT POUR UN AVENIR OUVERT POUR LES FEMMES ET LES HOMMES							
<b>4.1. Sélection des étudiant-e-s</b>							
4.1.1. Affichage de la politique Genre dans l'offre							
4.1.2. Constitution de comités de pré-sélection paritaires							
4.1.3. Relecture des appels à candidature pour vérifier leur conformité							
<b>4.2. Recrutement des Professeur-e-s Invité-e-s (PI)</b>							
4.2.1. Diversification des réseaux de recrutement vers réseaux féminins							
4.2.2. Information systématique des PI sur la politique genre							
<b>4.3. Accompagnement durant le parcours de formation</b>							
4.3.3. Référence sur le harcèlement sexuel et le sexisme dans le contrat des PI							
4.3.4. Intégration de questions spécifiques dans les enquêtes étudiantes							
4.3.5. Mise en place d'une procédure dédiée à la gestion des signalements							
4.3.6. Insertion dans le livret d'accueil du résident d'une note spécifique							
<b>4.4. Plateforme doctorale</b>							
4.4.1. Affichage de la politique en faveur de l'égalité femmes/hommes							
4.4.3. Constitution de comités de pré-sélection paritaires							
<b>4.5. Devenir des étudiantes (impact)</b>							
4.5.1. Analyse rétrospective sur l'employabilité comparée H/F							
<b>4.6. Révision des contenus et de la pédagogie dans les Masters</b>							
4.6.1. Échange avec les PI sur l'introduction du genre (approche volontaire)							
5. UNE GESTION DES PROJETS ATTENTIVE À LA QUESTION DU GENRE							
5.1. Réalisation d'un guide pour une prise en compte du genre dans les projets							
5.2. Réalisation systématique d'un « questionnaire Genre » initial							
5.3. Systématisation des indicateurs désagrégés H/F de suivi et de résultats							
5.4. Présentation de plans de communication des projets sensibles au genre							
5.5. Implémentation de projets ciblés sur le genre et les femmes							