

Participatory approach for defining Gender Equality Corporate values and inclusive behaviours

STEP

1

GENDER EQUALITY VALUES

Gender Equality values are important to change the corporate culture of the Organisation as they **provide guidance** (by setting objectives) and **shape operational behaviours**.

INVOLVE THE STAFF TO DEFINE GE VALUES

A high number of CIRAD staff members with different profiles were invited to participate in **25 workshops** + **online surveys** to define GE values.

STEP

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STEP

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PARTICIPATORY APPROACH FOR SELECTION

Each GE value was selected through an inclusive and participatory approach and translated into **2 to 3 inclusive behavioural statements**.

PROVIDE FUTURE GUIDANCE

The GE values and inclusive behaviours are now part of an **institutional document** that provides guidance to advance a **gender sensitive corporate culture** at CIRAD.

STEP

4






SUCCESS!

LESSON LEARNED

The **participatory approach** was appreciated as CIRAD staff could express themselves through various means: workshops & questionnaire to define the values; dialogue sessions to further discuss the values.

SUCCESS FACTORS

-  levers put in place to induce a positive atmosphere in the workshop
-  dynamic and innovative way of working
-  launch of the workshops in different geographic locations

Inclusive Communication

STEP

1

WHAT IS NOT NAMED DOES NOT EXIST

The language and images used in the communication of an Organisation speak volumes about the Organisation itself.

The use of an inclusive communication system is key.

TRANSFORM THINKING AND HIGHLIGHT THE REALITY

- ✓ Show an image consistent with the Organisation's commitment to Gender Equality.
- ✓ Make the presence and participation of women visible through the publication of images and testimonies.
- ✓ Use more inclusive terms or expressions to encourage reflection and provide a model.

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COMMUNICATION CHANNELS

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- ✓ Regional media: digital media, newspapers, radio stations, television.
- ✓ National media: web portals, specialised publications in paper and digital edition.
- ✓ Social networks: Twitter, Instagram, Facebook, YouTube.

CANAL EXTREMADURA Radio programme

A weekly interview, in an agricultural programme of a public radio station, on projects, activities and research lines of CICYTEX: one more step towards advancing gender-sensitive communication.

STEP

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STEP 4

LESSON LEARNED



SUCCESS!

The Organisation's awareness about inclusive communication was tested with interviews in a radio programme. For the first time, inclusiveness was fully integrated in radio content.

Developing gender values for TEAGASC

STEP

1

ELABORATE GENDER EQUALITY VALUES

The most appropriate stakeholders were invited to attend **participatory workshops** to help guide the direction of the Teagasc **Gender Equality Plan**.

THE WORKSHOPS AIMS

At the first workshop, 8 values and associated behavioural statements were identified. The aim of the second workshop was to select three core gender values, to agree the wording of the values and behavioural statements and identify actions to implement each value over the next three years.

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TARGET GROUPS: MANAGERS AND HR

The initial target group was **senior and middle managers**. Their participation increased their commitment to achieving gender equality at Teagasc. The other key stakeholders were **HR department staff**. The HR staff were involved in promoting the values and increasing their awareness.

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3

THREE GE VALUES AND BEHAVIOURAL STATEMENTS

- ✓ **Equal Opportunities:** Teagasc will ensure that everyone in Teagasc will have equal opportunities to achieve their potential.
- ✓ **No Barriers:** Teagasc will ensure that there are no barriers to achieving gender equality within the organisation.
- ✓ **Active Incusion:** Teagasc will actively ensure that all voices in the organisation are heard, and that staff are empowered to share their views and ideas.

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LESSON LEARNED

Visibility and awareness allow to monitor the implementation of gender values. A gender values logo was designed and used in corporate documents, job description, HR materials. A detailed description and storyboard was developed to encourage any organisation to use this **participatory approach** for the elaboration of their values.



SUCCESS!

A radio show aiming to create awareness for gender equality and create the critical mass of change-makers in students' community

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1

LACK OF AWARENESS ABOUT GENDER EQUALITY

Gender equality topics have been set as a **priority** in the university's awareness practices.

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FIND A CHANNEL TO CREATE AWARENESS

A **new radio show** "CUT it out – how to cut out bias and stereotypes from your life" was introduced in January 2021 at CUT's radio station. A new topic was addressed every week, **focusing on basic definitions and different challenges that everyone faces related to gender equality.**

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BOOST THE DYNAMIC OF GENDER EQUALITY EXPERTISE

Members of the **academic and administrative staff** of CUT, as well as external experts, were invited for an interview by the radio producer to share their expertise and experience on gender equality issues.

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AUDIENCE AND TOPICS

The main audience were the students of CUT but also the locals in Limassol. The show focused on various topics such as sexism, bias, sexism in the workplace, sexual harassment, femicides, equality and STEM, and more.

LESSON LEARNED

SUCCESS!

- ✓ Mobilisation of staff and students worked very well.
- ✓ The expertise of gender equality in CUT's staff members has been acknowledged.
- ✓ The informal engagement and approach to the content/topic.
- ✓ The promotion of the show by the speakers as well as the audience through their personal accounts.



Area
Developing Equal Career
Support Measures



Category
Leadership Management
and Governance



Partner
CICYTEX, Spain

Salary Remuneration Analysis

STEP

1

SALARY INDIRECT DISCRIMINATION

Despite the absence of salary discrimination at CICYTEX, indirect discrimination can still occur and women may have less access to positions with a higher pay. During the GEP audit, some highly masculinized positions were identified, also with salary supplements.

ANALYSIS DATA

The variables analysed were: Base Salary, Specific Supplement, Destination Supplement, Additional Specific Supplements. The Staff were broken down into 5 groups of different salary scales. The statistical analysis was based on sex-disaggregation of the averages and medians of each remuneration item.

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RESULTS OF THE ANALYSIS

The salary remuneration analysis revealed no sex discrimination at CICYTEX. Deviations proved to be not relevant except for Scientific Directorates.

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RECOMMENDED ACTIONS

- ✓ Design measures that foster the presence of women in the Scientific Directorates.
- ✓ Introduce measures that help increase the presence of women in masculinized positions such as First and Second Officer, Shepherd, Security Guard, Agricultural Labourer, and Driver.
- ✓ Annual monitoring of changes that may occur to avoid indirect sex discrimination or underrepresentation.

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LESSON LEARNED

Although it may not be mandatory by law, salary remuneration analysis is highly recommended to visualize and quantify gender-related remuneration inequality.



SUCCESS!



Area
Developing Equal Career
Support Measures



Category
Empowering Leadership
and Career Supports for
Women



Partner
TEAGASC, Ireland

Empowering leadership skills training for female staff

STEP

1

WHY THERE IS POOR REPRESENTATION OF WOMEN IN HIGH-PROFILE POSITIONS

Research shows that women can have lower levels of confidence to put themselves forward. Therefore, Teagasc decided to launch a self-leadership development programme for female staff only.

DESIGN OF TRAINING SOLUTION

- ✓ **Bespoke:** Programme completely tailored for Teagasc needs focused on self-leadership not strategic leadership.
- ✓ **Deal with specific challenges:** Reality of how women and men work and network differently within an organisation career strategies and tools.
- ✓ **Empowering:** A critical theme of the programme is empowering participants to act, set career goals and put plans in place.

STEP

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LEADING FROM WITHIN PROGRAMME

Main objectives were to create a network for female staff, build confidence, create awareness around career development goals, provide tools for female staff to develop their career journey.

Female staff at all levels were selected in 2019, 2021, 2022. Each training cohort set up a **support circle** after the programme and this led to a more formal **lean-in circle methodology** with participants supporting each other through mentoring and peer-to-peer learning.

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A GAME CHANGER FOR FEMALE STAFF

Senior, middle and line managers supported and encouraged female staff to attend. Women staff have been provided with **skills and tools** to **set their career goals, identify their unique selling point, and operate successfully** in a sector that is quite male oriented.

STEP

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LESSON LEARNED

- ✓ Need and evidence identification help get a good buy-in from the start.
- ✓ Style, values and beliefs of the trainer from a gender-equality perspective shall be aligned to the goals of the organisation.
- ✓ Longevity of the learning and future skills development are backed by follow-up networking.
- ✓ In-person training is key to the success of the programme.
- ✓ Top level management understanding and full support are necessary to explain within the organisation why the programme is intended for female staff only.



SUCCESS!

Leveraging the GEP to encourage a gender policy at corporate level

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1

DESIGN TAILORED GEP AND GENDER POLICY

CIHEAM has long been engaged in research topics and cooperation activities dealing with women's empowerment. An internal overarching gender policy for CIHEAM is now needed.

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RAISE AWARENESS AND INSPIRE OTHERS

Thanks to the experience gained through its GEP implementation, CIHEAM Bari reached out to staff members of other CIHEAM institutes to inspire a pathway towards change for a joint engagement in a gender equality initiative at corporate level.

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THE APPROACH

A **participatory process** was launched involving staff members from CIHEAM headquarters and institutes to share GEP design and promote capacity building. These activities encouraged the Governing Board to endorse a **recommendation for all Institutes to create their own GEP**.

STEP

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THE BENEFITS OF A GEP

- ✓ Creates an equality culture.
- ✓ Promotes equality values and behaviours in everyday life and integrates an equality dimension in the workplace.
- ✓ It allows eligibility for funding by Horizon Europe.

LESSON LEARNED



- ✓ CIHEAM Bari has played a catalyst role at corporate level managing to actively involve all the colleagues.
- ✓ The experience acquired through GEP elaboration and implementation has greatly facilitated this result.
- ✓ Capacity in communicating gender issues through discursive resources, sharing of results, awareness raising, building trust and empowering stakeholders as potential agents of change are the main assets.
- ✓ An enabling environment has been created around gender equality within the whole organisation. The four Institutes and Headquarters have now their custom GEPs published in their website.

Scouting, inspiring and motivating stakeholders for successful GEP implementation

STEP

1

CHANGE THE VALUES, CHANGE THE RULES

Institutional transformation means a profound change within an Organisation and entails changes in basic values and beliefs as well as changes in the rules and regulations that lead to certain working results.

HEAR THE VOICE, NEEDS AND PRIORITIES OF ANYBODY

Identifying and engaging appropriate stakeholders and ensuring that the voice, needs and priorities of all women and men in the Organisation are heard and reflected in everyday life, policies, regulations, and budgets increase the likelihood of GEP success.

STEP

2

FIND THE KEY STAKEHOLDER

An inventory was made to map critical stakeholders for GEP implementation based on their competence, position, area of work, and availability.

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THE OUTCOMES

Communication of the process and participation in meetings and expert sessions led to:

- greater awareness about the need to have a GEP
- higher stakeholders' accountability on their role as agents of change
- widespread gender culture at CIHEAM Bari

Monitoring was based on feedback provided to emails, online surveys, questionnaires, etc.

An internal stakeholder network helps build alliances inside the institution.

STEP

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LESSON LEARNED

Operating with an awareness of human feelings by being empathetic, listening to stakeholders and showing care, generating trust created an enabling and fine-tuning environment and helped work across constraints. The various communication channels (follow-up emails, status meetings, brainstorming, short reports, one-to-ones) were proof-full.



SUCCESS!



Area
Gender Balance in
Decision-Making processes
and bodies



Category
Social and Cultural
Advocacy



Partner
ANR, France

Collection and integration of sex-disaggregated data in the ANR social report

STEP

1

COLLECT SEX-DISAGGREGATED DATA

Systematic collection and reporting of **sex-disaggregated data** from all areas in the Social Report is **capital** to assess the **gender state of play in an Organisation**, highlight potential differences and **identify vulnerable areas** for action to develop appropriate policies and practices.

STEP

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DEVELOP CRITICAL EVALUATION

At ANR, HR data was very fragmented and not systematically gathered from all areas. The goal was to **develop a critical evaluation of the work environment through sex-disaggregated and evidence-based data**, identify and objectify potential gender inequalities to mainstream gender in all HR areas.

STEP

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THE PROCESS

Working meetings were organised to discuss how to gather and report sex-disaggregated data. The target group was the **HR team**. Close collaboration with the HR head and team allowed to **collect, report, disseminate relevant data across the Organisation**, and **develop corrective actions**. New indicators were integrated to give a more accurate view of the activities.

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MONITORING

A quantitative method was applied based on the identification of statistical needs, collection of sex-disaggregated data, organisation of meetings to discuss data, and publication of the Social Report on annual basis.

The **gender perspective** is actively and visibly **mainstreamed in HR management** contributing to a better understanding of gender as a concept and **encouraging a cultural and structural change**.

LESSON LEARNED

Working closely with the HR team and head was successful for the practice development.

However, progress is still needed in order to track pay gaps between men and women holding top positions since it was not possible to elaborate more on this topic with the HR head.



SUCCESS!



Area
Gender Balance in
Decision-Making processes
and bodies



Category
Management Social and
Cultural advocacy



Partner
ANR, France

Collaborative design of the GEP with the executive committee

STEP
1

FULLY INVOLVE THE TOP MANAGEMENT

The Gender-SMART ANR Executive Committee was involved in the GEP design to share a common vision of the needs and objectives to be achieved, to collectively agree on specific actions and thus prevent and reduce potential resistances.

AGENTS OF CHANGE

A working core group was created including the Heads of Human Resources, Scientific Operations and Communication. This participatory approach allowed to raise awareness on gender equality in general and on more specific topics, create dialogue on gender issues and engage the responsibility of the staff.

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ANR GENDER EQUALITY PLAN

ANR GEP was adopted in December 2019 including three main axes (Culture and organisation, Human resources, Funding research). It was presented to the administrative board and to the staff, published on the website and reported to the Ministry of Higher Education, Research and Innovation.

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PARTICIPATORY APPROACH

The **participatory and collaborative approach** was a **very effective working method** since it enabled to include all the target stakeholders in the process.
Top management was mobilised to **avoid potential future resistances** to change, **gain full support**, **ensure the effectiveness** and sustainability of actions.

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LESSON LEARNED

The commitment and involvement of the CEO was an enabler of this positive and dynamic approach. Referring to national and international recommendations and legal framework on gender equality is highly recommended.



SUCCESS!

The Gender-SMART Cirad community of practice for integrating the Gender+ perspective

STEP 1

INTEGRATING GENDER IN RESEARCH

The audit, carried out in the framework of the Gender-Smart project, revealed that there was room for progress to make the gender perspective present and visible. A collective learning and appropriation process at institutional level was launched building on existing practices and experiences, involving staff interested.

SETTING UP A COMMUNITY OF PRACTICE

A Community of Practice (CoP) was set up launching an expression of interest to mobilise the staff members interested in the topic and to invite to submit case studies. A resource centre was created for posting documents and organising trainings. A common framework was built to characterize the gender sensitivity of case studies, select pilots and discuss the diversity of tools, approaches, trainings available and/or to be developed.

STEP 2

STEP 3

THE COP AIMING

The CoP aiming was to:

- ✓ make visible tools and methods already applied for integrating gender in content
- ✓ improve existing practices and tools with new approaches tailored to specific needs
- ✓ design and promote a global gender perspective in content strategy at institutional level

CREATING A PRELIMINARY TOOLBOX

Sharing experiences and exchanging with peers led to the creation of a **preliminary toolbox**, offering a variety of tools and approaches rather than a one-size-fits-all solution. Researchers can use it according to the specific context of their project/research and how they wish to incorporate gender.

STEP 4



SUCCESS!

LESSON LEARNED

Bottom-up, collective learning and participatory approaches are key to get people's involvement and engagement. CIRAD's corporate culture is characterised by a sceptical and self-censored environment. Therefore, a bottom-up, evidence based (case studies) scientific strategy was adopted; the benefits of gender integration in research were formulated as a hypothesis to be verified; the Community of Practice was built on a voluntary basis; and a diversity of approaches for integrating gender was encouraged and positively acknowledged.

Thanks to this approach, staff members, who felt isolated when considering gender issues in their work, feel now more confident with the relevant tools and methods developed for the integration of the gender dimension in research and projects.

The online global open conference on "Cultivating equality: advancing gender research in agriculture and food systems"

STEP

1

THE ONLINE GLOBAL OPEN CONFERENCE

The aim of the conference was to understand and advance positive synergies between sustainable agriculture, rural livelihoods, and food systems in their contribution to gender equality. It also intended to strengthen capacity, build and maintain wider collaboration and networks, and advance the scientific and social robustness within and beyond the field.

1000 RESEARCHERS, 60 SESSIONS

Most sessions were presenting and discussing new research findings, methodologies, approaches, and strategies to advance gender+ research in contributing to more gender+ equality in and through agriculture and food systems. Some sessions were devoted to capacity building.

STEP

2

ENSURE EQUITY OR EQUALITY

Various decisions to ensure equity or equality:

- ✓ To optimize equitable participation access to the conference
- ✓ To cater for all independent from connectivity quality
- ✓ Open call widely spread to maximize access to presenters
- ✓ The principle of inclusivity indicated was upheld for the selection of committee members proposals, winners for poster awarding, and panellists, keynote speakers and moderators
- ✓ The principle of inclusivity indicated was upheld for the selection imaginary and language in communication materials and on the conference platform.

STEP

3

PRINCIPLE OF INCLUSIVITY

- ✓ Regional inclusivity, especially beyond privileged positions of white men and women
- ✓ Inclusivity of multiple career stages and ages, especially beyond seasoned scholars
- ✓ Multiple disciplinary background
- ✓ Multiple organizational background, especially beyond WUR and CGIAR.

STEP

4

LESSON LEARNED

The conference was very well received. Contributions for plenaries and welcoming words of highly esteemed managers and researchers were warmly agreed to and well delivered.

The organizing committee learned several lessons from the experience gained: clarity in roles and responsibilities, regular meetings and shared online working space.

Being on-site with the production team at a technical hub, even for a fully virtual event, appeared to be very helpful. Engaging the audience worked out less than expected; this might need more input from communication specialist in advance and during the conference.



SUCCESS!