

# Gender Equality Plan

2022 - 2024





## Contents

Preamble.....	4
1 Introduction .....	5
2 Background .....	6
3 Principal objectives .....	12
3.1 Raise awareness of gender equality and unconscious bias .....	12
3.1.1 Present the Institut Pasteur GEP to all staff and provide it to newly hired staff on joining .....	12
3.1.2 Roll out compulsory training sessions on unconscious bias for all staff .....	13
3.1.3 Organize dedicated events on fairness, diversity and inclusion for all staff.....	13
3.1.4 Set up a dedicated web page on fairness, diversity and inclusion .....	13
3.2 Improve work-life balance, thus improving the organizational culture.....	14
3.2.1 Promote work-life balance as a better approach to work .....	14
3.2.2 Implement measures to facilitate parenthood .....	14
3.2.3 Improve communication on extending fixed-term employment contracts rules and team leader positions (heads of five-year groups and five-year units) for staff taking career breaks .....	14
3.2.4 Incorporate gender issues in internal procedures and regulations .....	15
3.3 Improve gender balance in governing roles.....	15
3.3.1 Work towards gender parity in governing bodies .....	15
3.4 Improve gender equality in recruitment and career progression .....	15
3.4.1 Internal monitoring of gender-related data and indicators.....	15
3.4.2 Support female promotions .....	16
3.5 Promote and support the inclusion of a gender dimension in research and innovation.....	16
3.5.1 Organize a community of practice (CoP) .....	16
3.5.2 Working towards gender parity on assessment and promotion committees.....	17
3.5.3 Incorporate a gender dimension in the design of research and innovation projects .....	17
3.6 Tackle abusive behavior of a sexist and sexual nature .....	17
3.6.1 Introduction of specific awareness-raising measures to tackle abusive behavior of a sexist and sexual nature, including sexual harassment .....	17
4 Conclusion.....	18



## Preamble



**The Institut Pasteur is actively committed to gender equality in the workplace.** With the support of the Board of Governors and the Senior Management Board, I was determined to **make this a priority of our Strategic Plan** which is now fully in line with European Commission guidelines.

I am therefore delighted that the Institut Pasteur plan for gender equality in the workplace is now established, thus meeting an eligibility criterion introduced this year for research teams responding to European calls for proposals under the Horizon Europe program.

Since 2019, numerous measures have been taken through the "**Women and Science**" project which I have given my full support. Such action was possible due to the commitment and the dynamism of a multidisciplinary taskforce involved in this project.

Following on from these measures and in line with Institut Pasteur strategic plan goals, I commissioned a large-scale survey of the Institute's scientific staff in 2020 to gauge female and male scientists' perceptions and opinions regarding gender equality issues, the chief aim being to identify barriers to female scientists' career development.

All this work contributed significantly to the gender equality plan, which marks a new step in the Institut Pasteur's efforts to develop its equality, diversity and inclusion policy. This policy is essential for ensuring that all female and male employees have access to attractive career progression prospects while also meeting public health priorities.

We all have a part to play in diversity. Diversity is something we celebrate and support, which allows us to realize our potential in the interests of our Institut Pasteur community and the quality of our research.

A handwritten signature in blue ink, appearing to read 'Stewart Cole'.

**Stewart Cole**  
President



# 1 Introduction

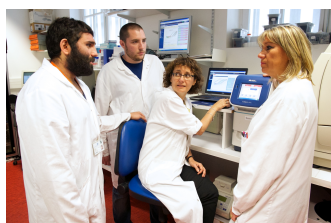
The Institut Pasteur's Gender Equality Plan (GEP) aims to enhance the full participation of every person in the Institute's life and activities and to recognize individual and team contributions to research implementation by promoting a culture of respect and inclusion, combating gender discriminations, and promoting effective gender equality.



In order to reach this major objective, and after a meticulous phase of assessment and analysis, a series of specific objectives have been identified and a set of consistent actions have been detailed and will be implemented over the next two years (2022-2023).

In order to draft the GEP several preliminary steps have been achieved in the last 12 months. A multidisciplinary Pasteurian Gender Equality Team has been activated involving two external consultants from the Fondazione Giacomo Brodolini:

- Human Resources Department: Odile Hermabessière
- Career Office: Mariana Mesel-Lemoine, Hajar Guedira, Marion Guessoum
- Scientific Careers and Assessment Department: Patrick Trieu-Cuot, Alain Israel, Françoise Dromer
- Scientific assessment committees: Nadia Izadi-Pruneyre, James Di Santo, Carla Saleh
- Department Directors: Eduardo Rocha
- Research entity Heads: Caroline Demangel, Simonetta Gribaldo, Andres Alcover, Mélanie Hamon
- Group Head: Catherine Werts
- Researchers: Roxane Simeone, Nicolas Dray
- Postdoctoral fellows: Sarah Merkling, Alexis Matamoro Vidal, Rachel Torchet, Claire Maudet-Crépin
- CSE: Thierry Planchenault
- Fondazione Giacomo Brodolini : Barbara De Micheli and Marta Capesciotti



A preliminary gender audit assessing quantitative and qualitative data has been implemented in order to describe the context from a gender perspective. A survey has been implemented to assess Institut Pasteur scientists' views and opinions towards gender equality. A series of meetings with the above-mentioned working group have been implemented to discuss preliminary findings of the gender audit, to identify interconnections with existing initiatives focusing on the promotion of women and to jointly identify the GEP's priority measures.

The GEP aims to integrate several levels of actions and to promote a systemic approach towards the promotion of gender equality in the organization.

In order to enhance the GEPs potentiality, and in view of the importance of achieving a broad consensus supporting its implementation, the GEP will be accompanied by a detailed communication plan supporting it from its launch.

In this sense the GEP can be considered a collective endeavor, whose preliminary phase has already activated a process of change towards a more gender sensitive and gender inclusive organization.

The GEP was officially approved by Stewart Cole, President, at the end of December 2021. It will be renewed at the end of 2023, with a mid- term evaluation at the end of 2022.

## KEY POINTS

### ➡ The GEP is a public document

The GEP is an official document approved by the senior management team and available to the public on the Institut Pasteur website. The aim of the GEP is to recognize the Institut Pasteur's commitment to professional equality.

### ➡ Dedicated staff have been assigned to implement the GEP

The President of the Institut Pasteur is appointing a male or female equality coordinator responsible for coordinating activities related to implementing the GEP and two members of staff will be appointed every two years as equality officers responsible for ensuring equal opportunities in recruitment and promotions. The equality coordinator will ensure that all Institut Pasteur staff members are actively involved in GEP measures.

### ➡ Processes are in place for collecting and monitoring data broken down by gender

The Institut Pasteur supports clear and transparent data collection during all processes related to internal staff recruitment and funded research teams. In accordance with the European Union General Data Protection Regulation (GDPR), some data may not be published.

### ➡ Training and capacity building

The Institut Pasteur promotes and runs training and capacity building events for all staff concerning all areas covered by the GEP. All staff are involved in implementing the GEP. The Institut Pasteur senior management team is committed to promoting measures to raise awareness of equality and unconscious bias among staff members and offering specific training.

## 2 Background



The Institut Pasteur is a private, not-for-profit foundation, created by Louis Pasteur in 1887 with the recognized charitable aim of promoting the public interest, as well as an internationally renowned biomedical research center.

The mission of the Institute is to help prevent and treat diseases, mainly those of infectious origin, in France and internationally, through the following activities:

- Development and implementation of research activities in all fields of biological sciences which may contribute, directly or indirectly, to progress in the field of human health, and in particular in the field of infectious diseases;
- Teaching and training relating to the above-mentioned research fields;
- Implementation of and support to public health actions;
- Development of innovation and knowledge transfer for the purpose of applications seeking to prevent or cure diseases, particularly infectious and parasitic diseases and immunological illnesses or, more broadly, to improve health.

Its many strengths include the outstanding quality of its staff, the excellence of its research and infrastructures, and the enormous potential of the Pasteur Network which includes 33 member institutions for a total population of 23,000 employed in the network. The Paris headquarters counts 2,802 employees, 59% of whom are women. Within the French landscape, the Institut Pasteur is a central player in the national research and innovation (R&I) strategy, in partnership with the country's main research organizations and universities. Moreover, the Paris campus acts as a pioneer: improving working conditions and facilitating innovation in Paris will trigger a virtuous circle with a domino effect on the other member institutions of the international network.

The 21st century is facing major challenges, including the emergence of new epidemics, the rise in cancer incidence, technological progress, global warming and major globalization processes. All of them have a wide-ranging influence on human health both at a local and global scale and have also affected scientific knowledge and methods. It is increasingly evident that a key component to address such research and organizational needs concerns specific and transformative policies, involving gender sensitiveness and inclusiveness.



As reported in the Institut Pasteur 2019-2023 strategic plan, Priority 3 is dedicated to “Work more effectively together and empower each individual so as to create an attractive, collaborative working environment” and, among the many objectives that the Institute has to pursue, an urgency is now acknowledged: “Promote gender equality and especially improve the representation of women in senior scientific positions”.

France ranks 4th among EU Member States in the Gender Equality Index<sup>1</sup>, scoring 75.5 out of 100 points; nonetheless, women were still under-represented in decision-making and leadership positions in research, representing just over one third (35.9%) of board members in 2017 and 2019<sup>2</sup>.

The French National Centre for Scientific Research (CNRS), partner of the Institut Pasteur, has confirmed that gender equality shall be a guiding principle in each policy implemented in the headquarters as well as in all the units of an organization. Even if the latest Institut Pasteur Gender Equality Index – released in 2020 as requested by French legislation – , scores 93 out of 100 especially in the areas of pay rises, promotions and salary increases after maternity leave, as any other research organization in France and abroad, the Institut Pasteur is not immune to the issue of under-representation of women in senior scientific positions. Even if gender equality has been achieved as far as PhDs are concerned, female scientists at the Institut Pasteur experience much slower career progression compared to their male counterparts. The gap is already noticeable at research associate level: just 45% of research associates are women, with a median age of 49, as opposed to 42 for men. Only 28% of research directors and 25% of unit heads are women.

In December 2021, the Institute reaffirmed its commitment to gender equality by earning the HR Excellence in Research award, issued by the European Commission, consisting of continuous improvement regarding recruitment and working conditions for scientists. The process is called "Human Resources Strategy for Researchers" (HRS4R) and seeks to achieve full application of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C)<sup>3</sup>. This action is covered by the aforementioned Priority 3 of the Strategic Plan: through participation in this accreditation, the Institut Pasteur is contributing in building a European Research Area (ERA) which aims to establish a coherent and concerted European research policy based on scientific excellence, competitiveness, innovation and cooperation.



The process has led to the identification of 5 key areas:

- Research ethics
- Interactions between science and society
- Recruitment and employability
- Working conditions
- Research management and training

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<sup>1</sup> The Gender Equality Index is a tool to measure the progress and setbacks of gender equality in the European Union, developed by the European Institute for Gender Equality (EIGE). The first data collection was held in 2013, while the latest publication focused on health and COVID-19 effects was released in 2021. Now the Index encompasses 31 indicators on 6 core domains (work, money, knowledge, time, power and health) and 2 additional ones (violence against women and intersecting inequalities). More details and country comparisons can be found at <https://eige.europa.eu/gender-equality-index/about>

<sup>2</sup> France Country file (She figures 2021)

<sup>3</sup> EURAXESS (2005). The European Charter for Researchers and European Code of Conduct for the Recruitment of Researchers. Available at: <https://euraxess.ec.europa.eu/jobs/charter-code-researchers>





In particular, the multidisciplinary “Women and Science taskforce” set up for the above-mentioned purpose, has introduced gender balance measures including the correction of selection bias at every career stage.

In June 2021, the Women in Science taskforce organised the “Equality awareness month” to raise awareness about unconscious gender bias, deconstruct the male image of science and promote gender-sensitive research.

Lastly, with the present Gender Equality Plan (GEP), the Institut Pasteur attempts to tackle gender inequalities and imbalances in R&I through the development and implementation of a set of actions fostering a sustainable transformation of organizational processes, cultures and structures. An inclusive approach shall be endorsed in tackling inequalities, taking into account how gender inequalities interact with other forms of discrimination based on, for example, ethnicity, disability, sexual orientation, gender identity or social background.

The first step consisted in conducting an internal audit to collect sex-disaggregated data and review existing practices in order to map gender inequalities and their possible causes. To this end, an online survey on Gender Equality issues at Institut Pasteur has been performed so as to assess scientists’ opinions and perceptions in 4 different areas:

- General issues
- Human Resources and internal organization
- Decision making
- Research

This online survey was sent out to around 1500 researchers. Among the 723 respondents, 60% were women.

First and foremost, a relevant grounding acknowledgement is detected: scientists are aware of the existence of gender stereotypes (Figure 1); indeed, they are in favor of specific training to contrast unconscious gender bias (Figure 2). Moreover, the perception exists that gender has negatively affected the professional career as reported by more than half of female participants (Figure 3).

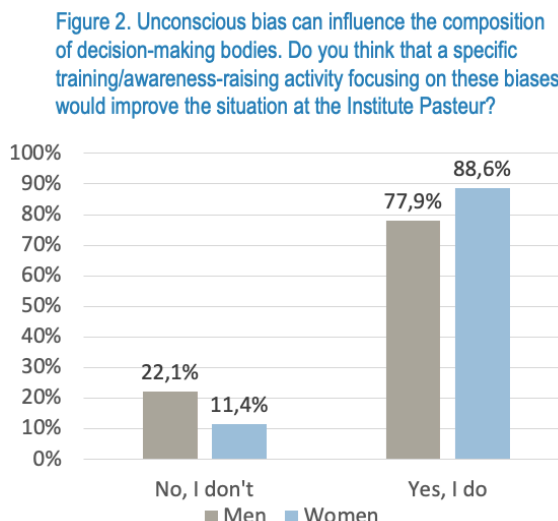
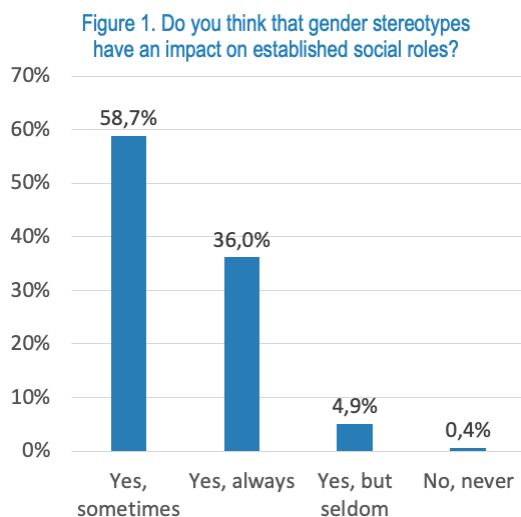
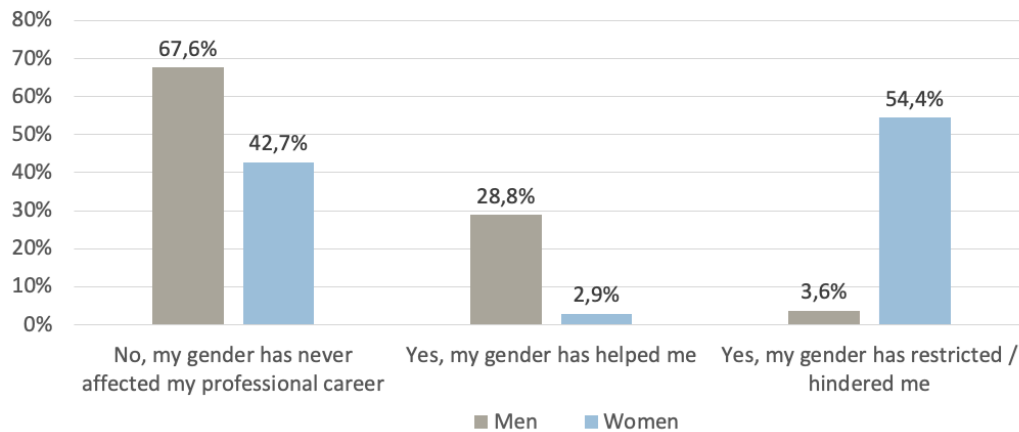


Figure 3. Do you believe that your gender has affected your career (inside and outside of the Institut Pasteur), i.e. has it helped you, restricted you, or hindered you?



Scientists also consider that implementing awareness actions could tackle gender imbalances (Figure 4) and therefore they consider important that the Institut Pasteur takes action to develop a gender equality policy internally (Figure 5). This is definitely reinforced by the fact that the efforts made so far by the management were not adequately disseminated among employees (Figure 6).

Figure 4. Do you think that introducing raising-awareness activities on gender issues and gender equality would be useful for the Institut Pasteur and for the well-being of its members?

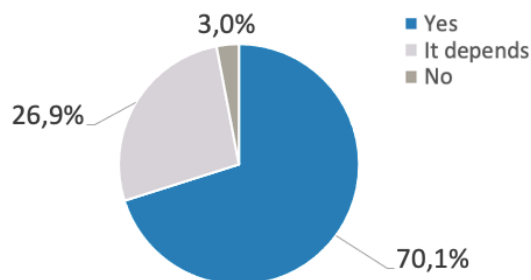


Figure 5. Do you find it important that the Institut Pasteur is developing a gender equality policy internally?

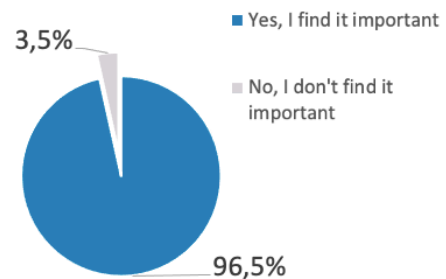
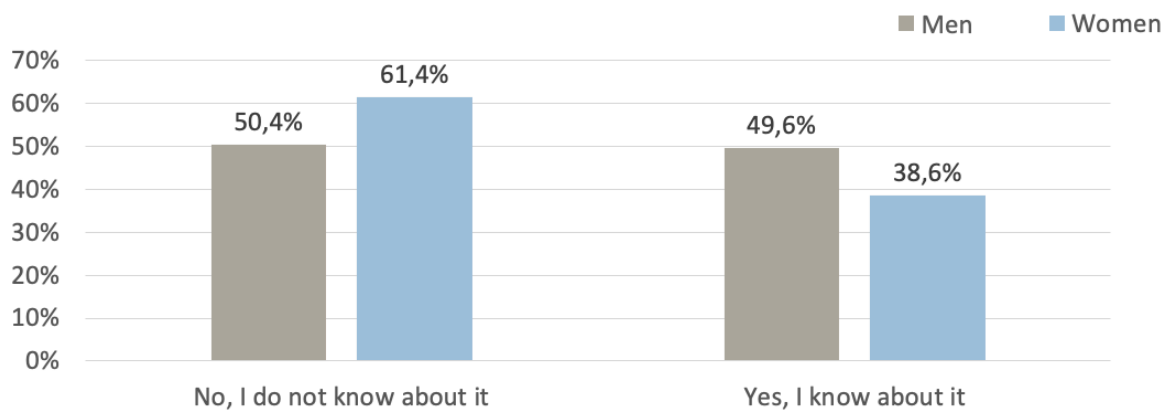


Figure 6. Do you know that the Institut Pasteur has intensified its efforts for a gender balanced representation in the Board of Directors (CA, Direction, DD, CS, COMESP) by increasing the number of women in its composition?



Although scientists (women and men) consider important that Institut Pasteur takes action to encourage women in pursuing a career (Figure 7), they are not convinced (men less than women) that gender should be taken into account in recruitment processes (Figure 8), even if they are aware of the need of collecting gender disaggregated data (Figure 9) which is in line with GEP implementation.

Figure 7. Do you consider it important to take actions within the Institut Pasteur for women to actively encouraged to accept / apply for management positions in scientific research?

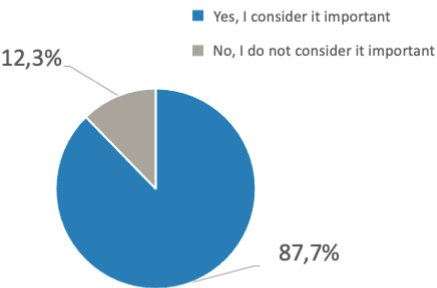


Figure 8. Do you think that Institut Pasteur should take gender into consideration when recruiting its members?

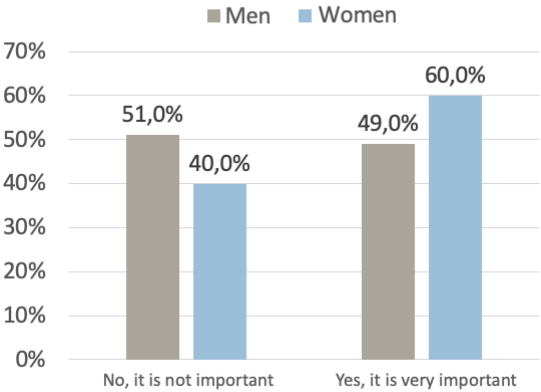
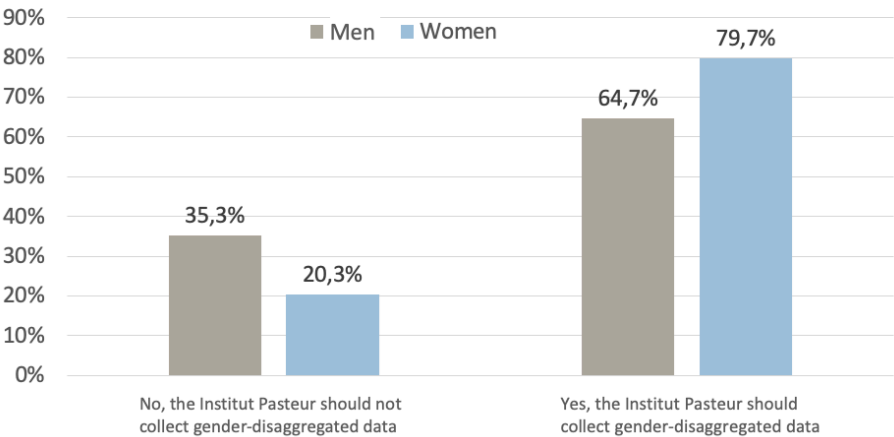
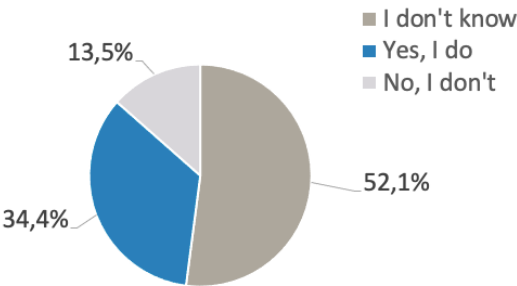


Figure 9. Do you consider that it is important for the Institute Pasteur to systematically collect gender-disaggregated data for the grant and position applications, the recruitment and the promotion of the staff, as well as the research projects results?



Finally, researchers are not aware of the existence of gender pay gaps (Figure 10): this is in line with the general difficulties in collecting information about a phenomenon which is usually not transparent, also due to privacy issues, and often unclear in its process of definition.

Figure 10. Do you consider that there is a gender pay gap in the Institut Pasteur?





Actually, not only more men than women, among the respondents, are team leaders and are present in leadership positions (Figure 11), but it takes more time for a woman to become team leader. While male researchers become team leaders at the beginning of their careers, women can achieve this position at the end of their careers (Figures 12 and Figure 13).

Figure 11. Are you a team leader?

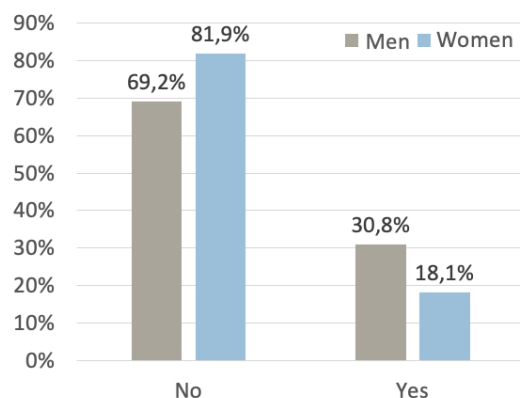


Figure 12. At what stage of your career did you become a manager?

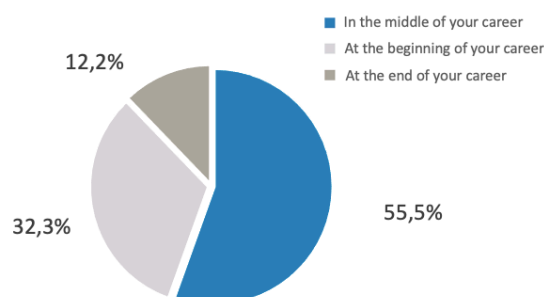
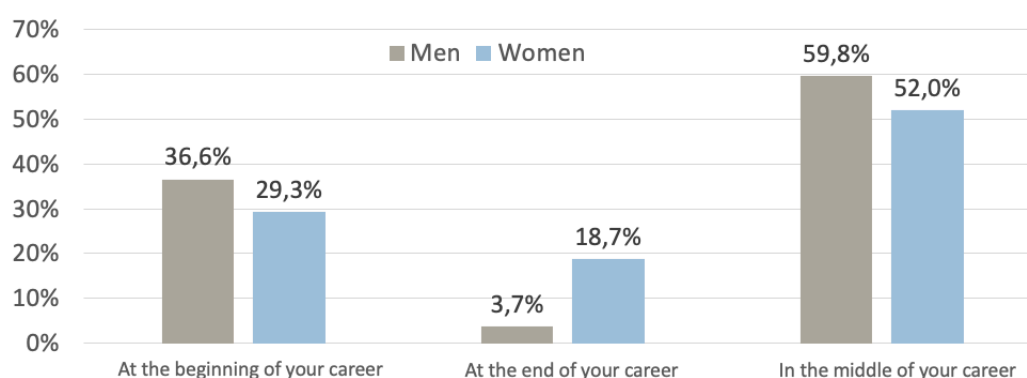


Figure 13. At what stage of your career did you become a manager? (by gender)



Important insights have also emerged regarding both the will and the barrier to participation in management bodies when answering the question “Would you accept to be a member of one of the Institut Pasteur's management bodies?”:

*Yes, because: “I think I can contribute with my ideas to better organization of work at the Institut Pasteur. I think I am good at finding compromises and making people work together. I believe I have good leadership skills; I am very organized and focused when given responsibility and when people depend on me. Also, I believe I have a different point of view from most people who are by default given management positions. However, I do not think that I will ever get a chance to be in such a position, given that I do not fit the predefined picture of a manager and a leader”.*

*No, because: “Very little information on what would be a member of one of the Institut Pasteur's management bodies to really be able to answer”.*

A political/activist attitude on role models is counterbalanced by self-censorship, fear of leaving research in the field and a general lack of knowledge on tasks.

### 3 Principal objectives

Based on experience gained from implementing the Women and Science project, which received significant support under the Institut Pasteur 2019-2023 Strategic Plan, and in accordance with the new requirements of the Horizon Europe framework program<sup>4</sup> for research and innovation, six specific objectives have been identified in the areas recommended by Europe:

- 1) Raise awareness of gender equality and unconscious bias.
- 2) Improve work-life balance and change practices.
- 3) Improve gender balance in governing roles.
- 4) Work towards gender equality in recruitment and career progression.
- 5) Promote and support the inclusion of a gender dimension in research and innovation.
- 6) Tackle abusive behavior of a sexist and sexual nature.



In order to put a gender equality policy in place for research and innovation, action must be taken at two levels: firstly, to help departments and scientists tackle any gender inequality, and secondly, to support structural change promoting gender equality.

The Institut Pasteur aims to eliminate any existing barriers to gender equality, and more specifically, to fairness, diversity and inclusion. In particular, it seeks to remove factors limiting gender parity and individual progression.

All measures are classified by the six above-mentioned, interconnected areas.

#### 3.1 Raise awareness of gender equality and unconscious bias

##### 3.1.1 *Present the Institut Pasteur GEP to all staff and provide it to newly hired staff on joining*

**Why:** it is essential for all Institut Pasteur staff and newly recruited employees to be aware that gender equality and inclusion are an Institut Pasteur priority.

**Aims:** to raise awareness of gender equality and anti-discrimination principles within the organization.

**How:** by communicating about the GEP to all staff. By providing a copy of the GEP and the code of ethics to newly recruited staff on commencing their contracts. By presenting the GEP at the welcome day for newly recruited staff members.

**Indicators:** the number of staff members who have received a copy of the GEP.

**Results:** awareness-raising from induction onwards and emphasis of the Institut Pasteur's intention to adopt a continuous improvement process.

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<sup>4</sup> Horizon Europe : [https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe\\_en](https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en)

### 3.1.2 Roll out compulsory training sessions on unconscious bias for all staff

**Why:** to address current insufficiencies within the organization on issues related to unconscious bias.

**Aims:** to raise general awareness of gender equality and unconscious bias within the organization. To foster a culture based on a new style of inclusive leadership that prevents discrimination and prejudice and enables employees to feel valued for their contribution.

**How:** by organizing compulsory training sessions on unconscious bias for all staff members delivered by experts in this area. By adopting ideas from existing training provided by other organizations. By improving managerial skills to ensure effective management of a diverse group of individuals, taking account of all their unique characteristics in an empathetic and unprejudiced manner.

**Indicators:** the number of trained staff members.

**Results:** diversity addressed more effectively by all employees.

### 3.1.3 Organize dedicated events on fairness, diversity and inclusion for all staff

**Why:** to incorporate fairness, diversity and inclusion in the organizational culture.

**Aims:** to promote discussions on fairness, diversity and inclusion in all scientific and administrative departments.



**How:** by organizing dedicated events every year like the Gender Equality awareness Month held in 2021. By offering performance-based lectures and training on these topics for all staff members.

**Indicators:** the number of events organized and participants in these events.

**Results:** development of discussions and awareness-raising on diversity, fairness and inclusion, and promotion of measures taken.

### 3.1.4 Set up a dedicated web page on fairness, diversity and inclusion

**Why:** to demonstrate the importance of fairness, diversity and inclusion to the organizational culture and promote this approach internally and externally.

**Aims:** to centralize and increase the visibility of all measures, tools, guidelines and content related to fairness, diversity and inclusion. To encourage the emergence of a community advocating the importance of fairness, diversity and inclusion at the Institut Pasteur

**How:** by developing an accessible dedicated web page on the Institut Pasteur website with all relevant information concerning diversity, fairness and inclusion (policy, officers, tools, guidelines, events). By identifying employees responsible for regularly updating the web page with new content and supporting and moderating debates on the topic.

**Indicators:** the number of visitors to the web page, documents downloaded, videos viewed. The volume of content updated and news published.

**Results:** ongoing promotion of the process internally, and external visibility



## 3.2 Improve work-life balance, thus improving the organizational culture

### 3.2.1 Promote work-life balance as a better approach to work

**Why:** improving work-life balance can result in significant productivity improvements, reduced risk of burnout, and greater well-being.

**Aims:** to circulate the internal procedure on home working so all eligible employees are able to benefit from such arrangements, and inform them of their right to disconnect.

**How:** by publicizing initiatives on the agreement on working from home. By only scheduling meetings and seminars at times enabling a good work-life balance (9.30am to 5.30pm). By holding lectures highlighting the benefits of maintaining a healthy work-life balance.

**Indicators:** the number of staff members working from home. The number of lectures held on this topic.

**Results:** improved working arrangements and greater awareness among all staff of the benefits of improving work-life balance.

### 3.2.2 Implement measures to facilitate parenthood

**Why:** to encourage more equal sharing of career breaks between mothers and fathers. To offer break times and dedicated facilities in the workplace to improve the well-being of women who choose to breastfeed their children.

**Aims:** to improve gender equality in the workplace. To provide basic facilities for breastfeeding mothers on the Institut Pasteur campus.

**How:** by offering parenthood support meetings. By creating a document on parenthood. By adjusting working hours for breastfeeding mothers and providing convenient dedicated areas with refrigerators on both sides of campus to enable breastfeeding mothers to express milk privately whenever needed.



**Indicators:** the number of men taking paternity leave. The number of mothers using the rooms for expressing milk

**Results:** promotion of parenthood and sharing of parental responsibilities. Enabling continued breastfeeding after maternity leave has ended.

### 3.2.3 Improve communication on extending fixed-term employment contracts rules and team leader positions (heads of five-year groups and five-year units) for staff taking career breaks

**Why:** it is important for all staff members to be informed that it is possible to extend fixed-term contracts and team leader posts (heads of five-year groups and five-year units) if they take career breaks (sick leave, maternity leave, paternity leave, etc.).

**Aims:** show the Institut Pasteur's support for staff taking career breaks. Enable all staff to familiarize themselves with the existing system so they can use it if required.

**How:** through actions publicizing the existing procedure for extending fixed-term contracts and team leader posts for staff taking career breaks.

**Indicators:** number of notices sent out on the topic.

**Results:** reduced impact of career breaks and potential to extend contracts allowing staff to complete initiated research projects.

### 3.2.4 Incorporate gender issues in internal procedures and regulations

**Why:** internal procedures are operational documents describing the Institut Pasteur's operating methods in relation to various roles. Clear and updated procedures encourage transparency and responsibility.

**Aims:** to recognize the principle of non-discrimination at Institut Pasteur level.

**How:** by analyzing internal procedures in detail. Revised code of ethics and recruitment procedures.

**Indicators:** the number of relevant procedures amended to incorporate gender equality issues.

**Results:** emphasis of the Institut Pasteur's intention to promote gender equality and further encouragement to adopt best practices.

## 3.3 Improve gender balance in governing roles

### 3.3.1 Work towards gender parity in governing bodies

**Why:** in order to achieve equality, diversity and inclusion in the workplace, it is essential to identify, encourage and disseminate best practices and facilitate their adoption. Gender inequalities still exist in terms of access to senior roles, particularly within governing bodies (e.g. the Institut Pasteur Executive Board (COMEX), Senior Management Board (CODIR), National Reference Centers (CNRs), Heads of Scientific Departments). However, greater gender equality has been shown to increase research productivity and the pool of talent within organizations.



**Aims:** to close the gender gap in governing bodies. Develop a corporate culture aimed at promoting diversity, fairness and inclusion. Encourage voluntary initiatives such as the creation of themed discussion groups (Employee Resource Groups or ERGs).

**How:** by producing a best practice guide with recommendations to raise selection committees' awareness of unbiased recruitment. By ensuring virtually equivalent or equal gender representation within governing bodies. By organizing compulsory training sessions on unconscious bias for selection committee members. By appointing equality officers within selection committees. By rewarding departments that apply best practices in terms of fairness, diversity and inclusion through "Gender Equality Friendly" accreditation. By holding lectures emphasizing the benefits of diversity, fairness and inclusion. By encouraging ERGs that have already been set up at the Institut Pasteur to share their experience.

**Indicators:** the number of women holding posts on governing bodies. The number of departments that have been rewarded for gender equality. The number of officers appointed.

**Results:** in the long term, having more women in leadership positions

## 3.4 Improve gender equality in recruitment and career progression

### 3.4.1 Internal monitoring of gender-related data and indicators

**Why:** by collecting data broken down by gender, it should be possible to assess the quantitative impacts of various measures and help employees progress in their careers.

**Aims:** to monitor gender breakdown in all career-related areas (e.g. recruitment, promotions, funding, publications, etc.) for the various staff categories and adopt corrective measures if necessary. Emphasize the Institut Pasteur's commitment to recruiting/promoting more women.

**How:** by setting up a database that summarizes recruitment data broken down by all staff categories. This document will be managed by the Human Resources Department and the Department of Scientific Affairs.

**Indicators:** annual updating and monitoring of indicators provided by the database.

**Results:** an additional tool for proposing corrective measures.

### 3.4.2 Support female promotions

**Why:** to increase diversity and develop a larger pool of talent within the Institut Pasteur, since women potentially face more barriers in terms of career progression. Although the situation is changing, women need further encouragement to progress through the ranks in their respective career areas.

**Aims:** to close the gender gap in terms of career progression by offering men and women equal access to promotions. To give women the means to progress in their careers.



**How:** by setting a minimum number of female applications for promotion requests, particularly for scientists, and unbiased, transparent assessment/promotion criteria. By appointing equality officers on assessment bodies. By setting up a special training program for women. By offering women special support with promotion requests. By developing a female professional network through the Institut Pasteur mentoring program. By introducing internal interviews aimed at understanding existing barriers to making promotion requests.

**Indicators:** the number of female applicants making promotion requests. Existence of unbiased, transparent promotion criteria. The number of officers appointed. The number of women who took part in the dedicated training program. The number of women who received support with their promotion applications. The number of women mentored. The number of individuals interviewed about barriers to promotion requests.

**Results:** increase in the number of women applying for promotions, including women with dependent children. Increased diversity at the Institut Pasteur.

## 3.5 Promote and support the inclusion of a gender dimension in research and innovation

### 3.5.1 Organize a community of practice (CoP)

**Why:** for an issue as critical as gender equality, particularly in research, a CoP needs to be set up bringing together scientific and administrative staff to jointly draw up specific objectives, exchange ideas, and identify requirements and challenges to be met. Work carried out by a CoP may lead to the creation of strategies and measures regarding diversity, fairness and inclusion, new forms of cooperation, and discussions encompassing multiple perspectives.

**Aims:** to set up a community of practice to share experience, develop knowledge and enhance expertise.

**How:** by working on various topics to form relationships, learn, develop best practices and identify areas for action with support from the equality coordinator.

**Indicators:** number of events (online/face-to-face) organized with the CoP.

**Results:** facilitating collaboration and promoting best practices to encourage broader implementation, which helps improve adoption of the diversity, fairness and inclusion culture.

### 3.5.2 Working towards gender parity on assessment and promotion committees.

**Why:** despite increased efforts to improve gender equality in the academic world, unconscious bias still affects many areas of research. Over the past two decades, studies have shown continued discrimination toward women on recruitment, which leads to under-representation of women in senior scientific posts.

**Aims:** to refine our peer assessment process and ensure that it is as inclusive as possible. To ensure gender parity on assessment committees.

**How:** by adopting a charter stipulating that gender parity is required on all assessment committees. Assessment committee members attend appropriate training on unconscious bias to raise their awareness of the impact of such prejudice on decision-making and how to manage it at assessment meetings.

**Indicators:** introduction of a charter providing information on addressing gender equality in research and gender balance within research teams. The number of trained assessment committee members.

**Results:** gender parity on assessment committees with clear recommendations for assessors supported by the senior management team.



### 3.5.3 Incorporate a gender dimension in the design of research and innovation projects

**Why:** the incorporation of gender difference issues in the design of biological research projects can be a source of innovation and lead to quality research benefiting the entire population. However, they are often neglected in study implementation, scientific reports and scientific communication in general. Consequently, the results of some research projects may be limited and incomplete, with fewer applications in clinical practice, particularly for women.

**Aims:** to raise awareness of sex and gender differences in research. All professionals involved in research should recognize and take account of biological gender differences, starting from the research design phase, and understand how these affect preventive measures, clinical signs and therapeutic approaches.

**How:** by introducing a specific reference to "gender in research activities" and "sex/gender analysis" when designing research projects. By organizing special training for scientists. Awareness-raising on gender-related innovations.

**Indicators:** the number of training sessions organized and the number of participants involved, evaluation of gender issues included in research activities. The number of research projects that take account of gender diversity.

**Results:** increased awareness of sex and gender differences in research, a more innovative and inclusive research environment.

## 3.6 Tackle abusive behavior of a sexist and sexual nature

### 3.6.1 Introduction of specific awareness-raising measures to tackle abusive behavior of a sexist and sexual nature, including sexual harassment

**Why:** sexist conduct and situations involving sexual harassment are complex issues that can arise in any working environment. It is important to support victims, encourage them to speak out, and explain systems in place for identifying and rectifying such situations.

**Aims:** to explain and disseminate principles laid down by French law and applied within the Institut Pasteur.



**How:** by offering all staff compulsory awareness training on everyday sexist conduct that can sometimes lead to sexual harassment. By providing information on the law, penalties and disciplinary measures faced by those guilty of wrongful conduct, tools currently in place, and dedicated officers for such matters who can be contacted if required. By disseminating the reporting procedure for victims and witnesses on the website. By offering psychological support to victims.

**Indicators:** the number of reports and measures taken. The number of individuals who have attended training on this issue.

**Results:** strengthen the possibility to report incidents. Every individual shall have the right to express his/her suffering and disagreement. Eradicate sexist and sexual violence within the Institute.

## 4 Conclusion

The GEP is fully in line with a reflexive approach that leads to an institutional change, as defined by the European project Target<sup>5</sup>.



The Institut Pasteur sees the GEP as a continuous improvement process, to be linked to other institutional initiatives. We will adopt this reflexive approach that implies constant monitoring to achieve a cultural change for a more inclusive organization. This monitoring includes a collaborative approach, with discussions in small groups or communities of practices in order to assess the improvements to be pursued within the organization.

The reflections carried out on gender equality have proven to be an effective way to develop collective knowledge on this subject and to overcome resistance to change which tend to emerge when cultural and organizational changes are implemented, as the one proposed by the GEP.

In this view, a first interim assessment of the GEP will be performed after one year to check against identified indicators if the targets have been achieved and to identify which elements could be improved. This initial monitoring will be used to define how actions could possibly be modified to be more effective and achieve the identified objectives. It will also provide input for a revision of the plan for the following period.

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<sup>5</sup> Target project: [www.gendertarget.eu](http://www.gendertarget.eu)





Institut Pasteur  
25-28 Rue du Dr Roux, 75015 Paris  
01 45 68 80 00

[www.pasteur.fr](http://www.pasteur.fr)

