

ÉCOLE
NORMALE
SUPÉRIEURE
DE LYON

2021-2023

*Action Plan for
Professional
Equality
between men
and women*



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Foreword



Professional equality between women and men is an essential issue for society, and it is just as important for our School. Indeed, whatever progress has been made in recent years, higher education and research are aware that inequalities have repercussions not only on individual situations, but also on the work and future of our goals and activities. The institution's approach described in this 2021-2023 Professional Equality Plan is therefore the expression of a fundamental ambition to integrate equality between women and men at the heart of our HR policies and more broadly within the culture and values of our School.

This plan is first and foremost intended to be comprehensive, with several types of actions to be taken, which should be put into place through teamwork, as professional equality is based on multiple criteria that must be converged in the short, medium and long term. Factors such as pay, career development, access to different sectors, professions and responsibilities and work life balance are all areas in which equality between men and women must be guaranteed. Preventing and combating all forms of discrimination, sexist and gender-based violence (SGBV) is an essential part of this Equality Plan.

Beyond the policy of the establishment, professional equality is everyone's business. All staff must take ownership of these principles and implement them, from governance and managers of structures to all staff in teaching departments, research laboratories and all other departments. This is essential for the success of this action plan.

I'm counting on each one of us to help our community achieve this.

Jean-François PINTON, ENS de Lyon Principal

Reminder

The **law of 6 August 2019 on the transformation of the civil service** incorporates the main provisions of the agreement of 30 November 2018 on professional equality between women and men in the civil service.

The law prescribes the development and implementation of a multi-year action plan, to all public employers, with a duration that must not exceed 3 years (renewable).

The action plan was developed according to the action framework defined by the national action plan of the Ministry of National Education, Youth and Sports (MENJS) and the Ministry of Higher Education, Research and Innovation (MESRI) published on 8 March 2021.

As part of its implementation, the École normale supérieure de Lyon has adapted this framework of action according to the knowledge it has and the challenges of its environment.

Through the commitment of the governance of ENS de Lyon, the institution has designed and implemented an action plan in favor of professional equality, thus ensuring that these issues are permanently placed at the heart of our human resources policies.

I. Governance of The Equality Policy



Board of Directors

Ensures the role of the policy's steering committee, defines strategic objectives and validates the proposals made by the project committee. Expert people such as HR Director, the Director of Legal and Institutional Affairs (DAJI in French), and others may also be involved.



Project committee

Makes proposals on the different areas concerning professional equality and the fight against discrimination. It contributes to the evaluation of the actions undertaken and their efficiency and suggests modification measures.

The École normale supérieure de Lyon intends to bring about twenty people together to train its project committee, including:

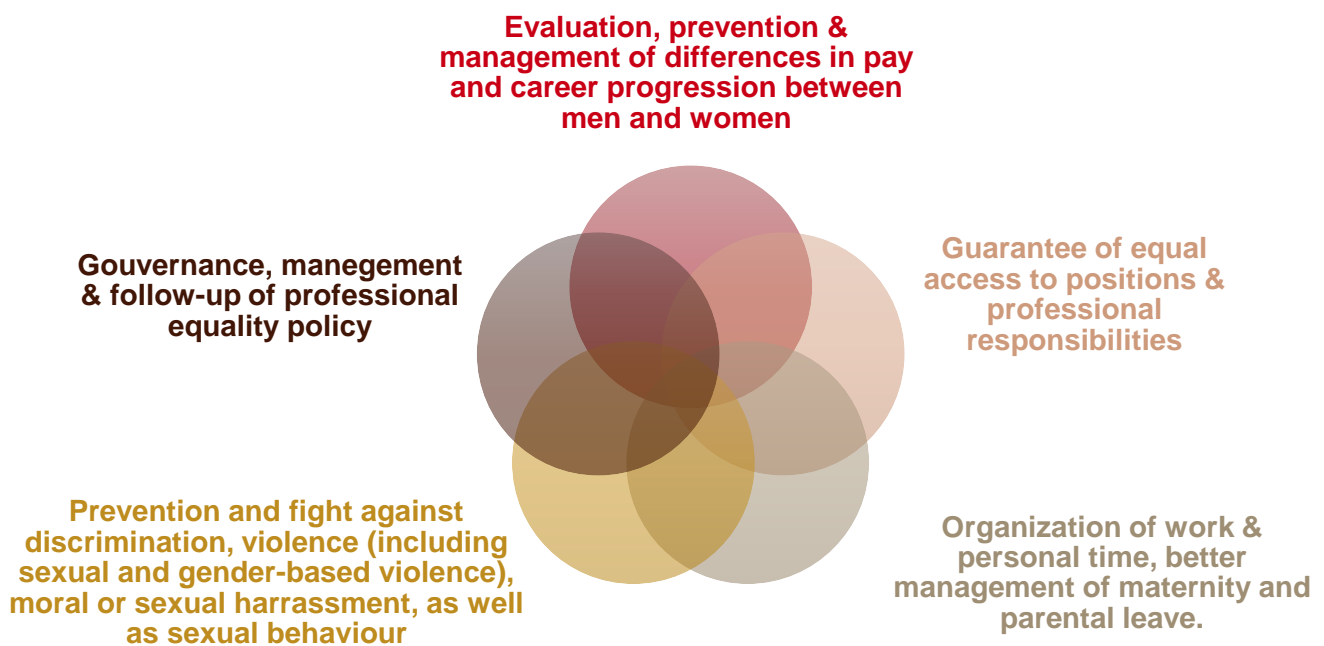
- **Director General of Services**
- **HR Director**
- **Communication Director**
- **A member of the Management Committee**
- **Equality Officer** (who will start their position in 2021)
- **2 Equality Advisors**
- **Anti-Violence Advisors** from the Health and Safety Commission or substitute
- **2 Elected Student Representatives** (or substitute)
- **4 Staff Representatives** from union organizations:
 - **2 CGT union representatives**
 - **1 CFDT union representatives**
 - **1 SUD union representative**
- **2 staff members from the Administrative & Technical Department (BIATSS)**
- **2 staff members from the Teaching & Research staff**

II. Organization of action plan

The 5 thematic objectives of the action plan



In application of Law No. 2019-828 of 6 August 2019 on the transformation of the civil service, this action plan for professional equality has been structured around the following 5 thematic objectives:



Methodology of the action plan

Based on these 5 thematic objectives above, working groups, composed of members of administrative professions, technical, teacher-researchers, staff representatives, and equality officers have proposed different actions and possible measures within the institution.

From these discussions, an action plan, attached in the appendix, has been set up with the following structure:

- **Determination** of objectives to reach
- **Definition** of actions to take for each objective
- **Description** of how the actions will be followed-up
- **Identification** of the entity in charge of implementing the actions
- **Allocation** of means and tools to put into place

- **Determination** of key indicators and procedures
- **Planning** of these actions with a schedule to follow

III. Action plan of professional equality

The action plan has been based on 5 thematic objectives. Objectives and actions were defined to conduct a policy of professional equality over 3 years.

OBJECTIVE 1: Evaluation, prevention and management of differences in pay

Objective 1. 1. Establish the state of play on the gaps in pay and bonuses concerning the male/female ratio

ACTIONS

1. 1. 1. Reference the elements concerning the composition of populations in comparison with the associated pay
1. 1. 2. Study the attribution of bonuses and detect the gaps in the different jobs, disciplines or BAP and services
1. 1. 3. Determine the differences linked to work time
1. 1. 4. Determine the differences linked to rank or unit promotion
1. 1. 5. Set up a comparative analysis of elements concerning pay with other establishments

Objective 1. 2. Define and prevent the difference in pay linked to bonuses

ACTIONS

1. 2. 1. Start thinking about how bonuses are attributed
1. 2. 2. Communicate on collective bonus schemes (PEDR, PCA, PRP, RIFSEP, etc.)

Objective 1. 3. Define and prevent the pay differences linked to the absence of promotion

ACTIONS

1. 3. 1. Communicate with promotional campaigns (EC progress, aptitude list, progress table, entrance exam, etc.)
1. 3. 2. Integrate new criteria in the attribution of the CRCT (Leave for Research and Thematic conversions)

Objective 1. 4. Set up guidelines in mobility and advancement that consider male/female equality and diversity

ACTION

1. 4. 1. Set up regular career interviews for staff on demand

OBJECTIVE 2: Guarantee equal access to men and women for different, bodies, grades and levels

Objective 2. 1. Ensure equality in selection procedures

ACTION

2. 1. 1. Reminder of the principles of non-discrimination in the recruitment process

Objective 2. 2. Establish a traceable, straightforward and non-discriminatory HR and recruitment process

ACTIONS

2. 2. 1. Communicate about the fight against gender stereotypes in different jobs
2. 2. 1. Monitor the male/female ratio in recruitment interviews
2. 2. 3. Communicate on the ENS de Lyon recruitment process

Objective 2. 3. Improve the integration process for all staff

ACTIONS

2. 3. 1. Redistribute the welcome book for all new students and staff
2. 3. 2. Organize a moment for discussion on professional equality during a welcome day

Objective 2. 4. Guarantee equality in career development

ACTIONS

2. 4. 1. Encourage a think-tank on professional equality
2. 4. 2. Ensure male/female equality for training programs
2. 4. 3. Move towards parity of female applicants for university professor applicants
2. 4. 4. Fostering reflection on professional equality

Objective 2. 5. Encourage and promote diversity in different professions

ACTIONS :

- 2. 5. 1.** Organize a time for discussion on professional equality for supervisors
- 2. 5. 2.** Promote measures that have been completed during institutional events (e.g. : international day for women's rights, week for job offers for people with disabilities.
- 2. 5. 3.** Write a charter for the promotion of equality at ENS de Lyon with specificities according to the staff

OBJECTIVE 3 : Organization of work and personal/family life

Objective 3. 1. Develop and support working from home

ACTIONS

- 3. 1. 1.** Draft a protocol for working from home within ENS with the terms of who can benefit
- 3. 1. 2.** Write a guide to good practices for working from home
- 3. 1. 3.** Initiate a reflection on the organization of remote working time

Objective 3. 2. Support for families

ACTIONS

- 3. 2. 1.** Communicate about paternity leave schemes, support for families, parental leave to raise a child
- 3. 2. 2.** Offer a career interview each time you return from maternity/paternity leave, adoption or pre-school leave
- 3. 2. 3.** Inform parents about support for getting back to work (training, study periods, Research leave and thematic conversions (CRCT)...)
- 3. 2. 4.** Provide information on arrangements for adapting working time (part-time) and leave of absence for family reasons
- 3. 2. 5.** Communicate about parenting support schemes

OBJECTIVE 4: Fight against sexual and gender-based violence (SGBV), harassment and discrimination

Objective 4. 1. Raise awareness and train people on the issues of harassment, SGBV and discrimination

ACTION

- 4. 1. 1.** Define the training themes on SGBV and the need for necessary intervention

Objective 4. 2. Set up a reporting mechanism to act against acts of SGBV, harassment, and discrimination

ACTION

- 4. 2. 1.** Creation of a helpline through an action support group for the processing of reports

Objective 4. 3. Set up a prevention system

ACTIONS

- 4. 3. 1.** Set up a prevention commission on acts of SGBV, harassment and discrimination
- 4. 3. 2.** Create communication media

OBJECTIVE 5: Governance, steering and monitoring of professional equality policy

Objective 5. 1. Institutionalize the equality policy within the institution

ACTIONS

- 5. 1. 1.** Recruit an Equality Project Manager
- 5. 1. 2.** Continue working with equality advisors

Objective 5. 2. Produce an annual report on the monitoring of the professional equality policy

ACTION

- 5. 2. 1.** Compare with the data of the RSU (Single Social Report)

Objective 5. 3. Create steering committees for the action plan

ACTION

- 5. 3. 1.** Create a steering committee

Objective 5. 4. Maintain social dialogue on the policy of equality

ACTION:

- 5. 4. 1.** Define the links to be established with the employee representative bodies

APPENDIX

AXE 1 EVALUATION, PREVENTION AND MANAGEMENT OF DIFFERENCES IN PAY										
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS AND INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
1.1	Take stock of the differences in compensation and bonuses corresponding to the Male/Female ratio	1.1.1	Referencing the elements of the people concerned to be compared with applicable pay	Precisely know the M/F distribution per discipline, branch of Professional Activity, departments, degrees of responsibility, etc. Provide a basis for knowing the M/F ratio of the population to be considered in the analysis of pay gaps	HR - HRIS management and social management control HR - Training and skills	HRIS HR data Single Social Report (SSR) Training Report Social Database	Annual summary report on professional equality between men and women.		X	
		1.1.2	Study the allocation of bonuses and detect discrepancies according to respective jobs, disciplines or branch of Professional Activity and departments	Analyze the differences concerning bonuses		Career HRIS Pay HRIS Decision concerning allocation			X	
		1.1.3	Diagnose discrepancies related to the proportion of working time	Advocate measures to avoid pay differences related to working time		HRIS HR data Single Social Report (SSR) Training report			X	
		1.1.4	Diagnose deviations related to the promotion of rank or institutional body	Analyze gender gaps between promotions and candidates					X	

AXE 1 EVALUATION, PREVENTION AND MANAGEMENT OF DIFFERENCES IN PAY										
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS AND INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOL	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
1.2	Diagnose and prevent pay differences concerning bonuses	1.2.1	Initiate a think-tank concerning the allocation of bonuses	Prevent and address a possible discrepancy in their responsibilities	HR - HRIS management and social management control HR - Training and skills CSR	HR IS HR data	Male /female ratio of distribution of bonuses	X		
		1.2.2	Communicate on premium schemes (PEDR, PCA, PRP, RIFSEP, etc.) at the collective level	Understanding censorship mechanisms for accountability	HR - Training and Skills Communication Department	Bonus scheme repository HR intranet page on bonus schemes	Annual summary report on professional equality between men and women.	X		
1.3	Diagnose and prevent pay gaps related to non-promotion	1.3.1	Communicate on promotional campaigns (EC advancements, aptitude list, advancement table, entrance exam, etc.)	Encouraging women to take responsibility to reduce the gap in pay for equal seniority	HR – Training and skills Communication Department	HRIS HR data Intranet page on promotional campaigns	Evolution of promotion rates M/F by those who are promotable per candidates promoted		X	
		1.3.2	Integrate a new criterion in the allocation of CRCTs – Research Leave and Thematic conversions	Provide support for teaching and research activity	HR - Training and Skills CSR				X	

OBJECTIVE 1	EVALUATION, PREVENTION AND MANAGEMENT OF DIFFERENCES IN PAY									
N°	OBJECTIVE	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS & TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
1.4	Establish mobility and advancement guidelines that consider the gender dimension and diversity	1.4.1	Set up regular career interviews for staff upon request	Conduct a regular update with agents on their career development Discuss internal and external promotion opportunities	HR - Management of BIATSSRH - Management of Teacher-Researchers Vice-Presidency Studies Vice-Presidency Research	HRIS data HR Training	Nb of internal mobility Averaging between 2 promotions in the establishment Average number of male/female promotions and classification in the establishment Average duration between 2 promotions out of the total number of promotions/years in the establishment	X		
1.5	Set up a comparative analysis of compensation elements with other institutions	1.5.1	Carry out a regulatory watch on the types of remuneration practiced in ESR establishments	Share the types of remuneration practiced with the steering committee	HR - Management of BIATSSRH - Management of Teacher-Researchers	Regulatory Resources	Scoreboard of the different types of remuneration of ESR institutions	X		

ENSURING EQUAL ACCESS FOR WOMEN AND MEN TO INSTITUTIONAL BODIES, RANKS AND LEVELS										
OBJECTIVE 2										
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
2.1	Ensuring equal treatment in selection procedures	2.1.1	Recall the principles of non-discrimination in the recruitment process	Check that there is no gender bias when recruiting for a position with constraints related to the activity (work on Wednesdays, school holidays ...)	HR - HR Recruitment - Teacher Management - Researchers Selection Committees	Management software dedicated to recruitment All competitions Recruitment campaigns Teachers-Researchers	Nb of job offers published Nb of job offers that meet these two criteria	X	X	X
2.2	Establish a traceable, transparent and non-discriminatory HR recruitment process	2.2.1	Communicate about the fight against gender stereotypes according to the professions	Fight against gender bias by raising awareness among department heads, departments, recruiting laboratories, presidents and members of competition juries	HR - Global HR Director Jury President Communication Department	Forum, café-debate	Recruitment rate M/F per Branch of Professional Activity or discipline with evolution to 2-5 years		X	
		2.2.2	Ensuring M/F parity during recruitment interviews	Ensure male and female representation of the persons interviewed	HR - HR Recruitment - Teacher Management - Researchers	Management software dedicated to recruitment	Quantitative monitoring of recruitments (applications selected, received, selected for audition and successful candidates) Recruitment rate M/F per Branch of Professional Activity or discipline with evolution to 2-5 years	X	X	X
		2.2.3	Communicate on the recruitment process of ENS de Lyon	Write a recruitment guide	HR - Recruitment HR - Teacher Management - Researchers	Benchmark of existing recruitment guides (ministry, other institutions, etc.)	Recruitment Best Practices Guide	X		

OBJECTIVE 2	ENSURING EQUAL ACCESS FOR WOMEN AND MEN TO INSTITUTIONAL BODIES, RANKS AND LEVELS									
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
2.3	Improve the integration process of all staff	2.3.1	Provide the welcome booklet for newcomers	Communicate the same information to agents	HR - Recruitment HR- Teacher Management - Researchers	Welcome booklets administrative staff & teacher-researchers	Nb of welcome booklets distributed	X		
		2.3.2	Integrate a moment of exchange on professional equality during the welcome day	Raise awareness of non-discrimination from the moment you enter the establishment and recall the commitment of ENS de Lyon in this field	HR - Equality Officer	Satisfaction questionnaire on the integration day	Analysis of the satisfaction questionnaire	X	X	X
2.4	Ensuring equality in career progression	2.4.1	Fostering reflection on professional equality	Raise awareness among all BIATSS staff about the issue of professional inequalities	HR - Equality Officer	Communication support on the principles of non-discrimination, and professional equality	Nb of interventions		X	
		2.4.2	Ensure an M/F balance on the training courses taken	Achieving M/F parity of trained agents	HR – Equality Officer HR – Training and skills	Training report Training survey on BIATSS and Teacher-Researchers	Analysis of the training balance sheet to see the evolution of the M/F rate and compare it with national rates or other EPSCDP	X		
		2.4.3	Moving towards parity of female applications in the body of university professors	Encourage female candidates for Team Leader positions - Assistant/Laboratory Manager	HR - HR Equality Officer - Training and HR Skills - Management of Teacher-Researchers Equality Advisors	Software to manage recruitment	HCERES survey indicators		X	X

		2.4.4	Communicate on development of careers	Diagnosing the obstacles to taking responsibility Setting up a think tank to discuss career development, for example: team leader positions in laboratories	HR - Equality Officer Equality Advisors	Conferences with testimonials from women combining positions of responsibility and family life - reflection on the image of male professional success	Number of participants		X	X
2.5	Encourage and promote the diversity of professions	2.5.1	Integrate a moment of exchange on professional equality during the supervisory course, appointments with supervisors	Raise awareness among department heads of the problem of occupational inequalities	HR Equality Officer HR - Training and Skills	Web conferences Training	Nb of registered Nb of training sessions	X		
		2.5.2	Promote actions taken during institutional events (e.g., International Women's Day, Week for the Employment of People with Disabilities)	Raising awareness of professional equality and non-discrimination	HR - Gender Equality Officer HR - Training and Skills Service Communication Equality Referents	Training Conference Stand - workshops	Number of conference participants Satisfaction survey	X	X	X
		2.5.3	Drafting a charter for the promotion of equality of ENS de Lyon	Reaffirming professional equality F/H as a value and political commitment of ENS de Lyon	HR - Equality Officer Equality Advisor	Model Departmental Charter	Signature and publication of the charter		X	

OBJECTIVE 3	ORGANIZATION OF WORK AND PERSONAL/FAMILY LIFE									
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
3.1	Develop and support working from home	3.1.1	Draft a protocol for the use of working from home within ENS with the terms of allocation	Conduct a survey on the working from home system currently in place	HR - Global HR Director	HRIS HR data	Number of people working from home Number of days working from home Survey analysis	X		
		3.1.2	Write a guide to good practices in working from home	Define the framework for the organization of work (working time charter, posture at the workstation, prevention of MSDs)	Occupational Health Service HR - Work Environment Communication Department	Guide to good practices in working from home for other institutions	Publication of the guide to good practices in working from home	X		
		3.1.3	Initiate a reflection on the organization of remote working time	Implement flexible schedules including fixed mandatory attendance schedules	HR - HRIS management	Hourly schedule and leave management tool	Nb of training programs on how to use the planning and leave management tool	X		
3.2	Support parenting	3.2.1	Provide information on paternity leave schemes, parenting, availability to raise a child	Organize information meetings Inform departments managers about different measures	HR - HRIS HR management - Management of BIATSSHR - Management of Teachers - Researchers	Intranet Information meeting	Number of consultations of intranet page by participants	X		
		3.2.2	Offer a career interview each time you return from maternity/paternity, adoption or parental leave for education	In the same way as the proposal to Preventive Medicine, extend this scheme to a career follow-up interview Support from a Career Mobility Advisor (CMC) Teacher-Researchers	HR - Management of BIATSS HR - Management of Teachers - Researchers	HR IS data	Nb of career interviews conducted following a return from parental leave		X	

OBJECTIVE 3	ORGANIZATION BETWEEN PROFESSIONAL AND PERSONAL - FAMILY LIFE									
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
3.2	Support parenting	3.2.3	Inform about support for getting back to work (training, pedagogical leave, Research Leave and Thematic conversion (CRCT) ...)	Write an Intranet page on the subject	HR - Environment at work HR - Management of BIATSSHR - Management of Teacher - Researchers	Intranet	Number of consultations of intranet page Nb of Research Leave and Thematic conversion semesters awarded after a return from maternity or parental leave	X		
		3.2.4	Provide information on arrangements for adapting working time (part-time) and leave of absence for family reasons	Write an Intranet page on the subject	HR - Environment at work HR - Management of BIATSSHR - Management of Teacher - Researchers	Intranet	Number of consultations of intranet page Nb of part-time persons Nb of full-time persons following return of leave Nb of days absence for sick children M/F Nb of persons M/F having taken their 12-day leave	X		
		3.2.5	Provide information on arrangements for adapting working time (part-time) and leave of absence for family reasons	Write an Intranet page on the subject	HR - Environment at work HR - Management of BIATSSHR - Management of Teacher -researchers	Intranet	Number of consultations of intranet page Nb of files received	X		

FIGHT AGAINST SEXUAL AND GENDER BASED VIOLENCE (SGBV), HARASSMENT AND DISCRIMINATION										
OBJECTIVE 4										
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
4.1	Raise awareness and train staff on the issues of harassment, SGBV and discrimination	4.1.1	Define the training themes on SGBV and the needs for necessary interventions	Develop training adapted to the different types of staff	HR - Training and Skills	Training Sessions Web Conferences Training Review	Nb of people trained per populations Nb of interventions	X	X	X
4.2	Set up a reporting mechanism to deal with acts of SGBV, harassment, and discrimination	4.2.1	Set up a helpline Creation of an action unit for the processing of reports	Ensure the management of reports and their processing with concrete and monitored actions	HR Equality Officer - Equality Officer Listeners Members of the Action Unit	Operating charter of the action unit Meeting Schedule for the action unit Annual review of reports	Nb of situations studied	X	X	X
4.3	Set up a prevention system	4.3.1	Set up a prevention commission on acts of SGBV, harassment, and discrimination	Implement recommendations Identify and carry out actions on awareness and prevention	Member of the Teachers' Action Unit - BIATSS Communication Service Staff	Minutes Meeting Schedule for the Prevention Committee	Nb of meetings Nb of communications carried out	X	X	X
		4.3.2	Create communication media	Update developments and adapt them appropriately for the different channels	Communication department HR - Equality Officer	Intranet Emails	Nb of communications carried out	X	X	X

GOUVERNANCE, MANAGEMENT AND MONITORING OF PROFESSIONAL EQUALITY POLICY										
N°	OBJECTIVES	N°	ACTIONS	MONITORING OF ACTIONS	ENTITIES RESPONSIBLE FOR THE IMPLEMENTATION	TOOLS & INDICATORS USED		IMPLEMENTATION SCHEDULE		
						MEANS AND TOOLS	MONITORING AND EVALUATION INDICATORS	2021	2022	2023
5.1	Institutionalize the equality policy within the institution	5.1.1	Recruit an Equality Officer	Develop actions around equality policy	HR Director Presidency	Measures on Professional equality	Options and uses of these devices	X	X	X
		5.1.2	Continue working with equality advisors	Continued coordination	HR - Mission Equality Presidency	Measures on Professional equality	Options and uses of these devices	X	X	X
5.2	Produce an annual report on the monitoring of the professional equality policy	5.2.1	Establish a comparison with the data of the RSU	Measuring the relevance of devices Defining corrective actions	HR – Equality officer	RSU data		X	X	X
5.3	Create steering bodies for the action plan	5.3.1	Create a steering committee	Schedule meetings	HR - Equality Officer	Retro planning, ODJ and CR model	Nb of meetings	X	X	X
5.4	Maintain the social dialogue on equality policy	5.4.1	Define the links to be established with the employee representative bodies	Establish the meeting schedule	HR - Equality Officer	Nb of instances		X	X	X