

Action plan for Gender Equality and Gender Mainstreaming 2020 - 2023



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Abbreviations

AAP(G): (Generic) call for proposals

ANR: French National Research Agency

CHSCT: Health, Safety and Working Conditions Committee

CIRAD: Centre for International Cooperation in Agronomic Research for Development

CNRS: National Scientific Research Centre

COMEX: ANR Executive Committee

CTE: Technical Establishment Committee

DG: General Management

DGPIE: Major State Investment Programme Division

DICO: Information and Communication Division

DOS: Scientific Operations Division

DOS_EM: Management team for the Scientific Operations Division

DREI: European and international relations representative

HRD: Human Resources Division

M/F: Male/Female

PDG: Chairman and Managing Director

PPT: PowerPoint

QVT: quality of life in the workplace

HR: human resources

YW: Yellow Window

Introduction

Faced with persistent inequalities in higher education and research, the Ministry of Higher Education, Research and Innovation (MESRI) has deployed an action plan based on the inter-ministerial policy for gender equality. The objective is the introduction of a global gender equality policy taking into account personnel, students and knowledge. Under the Law of 22 July 2013, all universities, schools and research organisations have to nominate an Equality Advisor to develop a mission dedicated to equality. Since 2014, the Ministry has been co-organising an annual national day on gender equality issues in higher education and research, in particular with associations and the network of advisors. In addition, an agreement on professional equality between women and men in the civil service was published in 2018¹. This repeated and reinforced the 2013 agreement. The aim of this agreement is to transform practices in the long term by relying especially on the mandatory and binding introduction of an equality action plan comprising precise and operational actions as well as a proactive timetable.

As its contribution to the deployment of this policy, the ANR has, since 2017, included its commitment to gender equality as one of the fundamental principles in its action plan² and subsequently in its code of ethics and scientific integrity, revised in 2018. An Equality Advisor has also been appointed with the task of setting up an equality action plan within the Agency. To remain consistent with the actions of the supervisory Ministry and of research and higher education bodies and to contribute to the development of measures to reduce gender inequalities, the Equality Advisor is a member of a Ministerial working group.

From 2017, the Agency's commitments have focused on five focal areas: strengthening parity in evaluation committees; contributing to the inclusion of a sex and/or gender perspective in research projects; raising awareness, through training, of all actors involved in selection (based on an analysis of submissions/selections for the different programmes, avoiding

¹ https://www.fonction-publique.gouv.fr/files/files/publications/politiques_emploi_public/20181130-accord-egalite-pro.pdf

² The Annual Action Plan describes the actions and calls for proposals offered by the French National Research Agency (ANR) for the coming year, thereby giving general visibility to its financing offer.

gender bias in the selection process); highlighting and promoting the presence and activity of women in science³.

The results of a first analysis of the selection data for the generic call for proposals for 2014-2016 were published on the Agency's website on 8 March 2017, to coincide with the International Women's Rights Day, and updated on the basis of complementary and consolidated analyses [in October 2019](#).

The Agency is also involved at international level. As a member of the Science Europe association, the ANR takes part in the "Gender and Diversity" working group and has contributed to the preparation of a [guide](#) designed to improve gender equality in the world of research. As a member of the Global Research Council (GRC), ANR is involved in the Gender Working Group (GWG) with the goal of implementing the 2016 Declaration of Principles and Actions for the Promotion of Women's Equality and Status in Research. More specifically, the activities of the working group are guided by the two general considerations adopted by the Declaration: participation and promotion of women in the research workforce and gender mainstreaming in the research concept and the analysis of research results.

The Agency also participates in European consortiums on professional gender equality and gender mainstreaming in research. It is thus a member of the Gender-Net Plus network (sixteen partners from thirteen countries), launched in September 2017 and coordinated by CNRS.

To structure its equality action plan, benefit from enlightened support and be in line with European-scale research and funding bodies and to equip itself with educational and awareness-raising tools for institutional research players, ANR is a member of the H2020 Gender-Smart project (01/01/2019-31/12/2022) alongside eight European partners. Coordinated by CIRAD, this project aims to implement a gender action plan in research and funding bodies.

The gender action plan presented here was prepared under the GenderSmart project on the basis of an inventory carried out in the first half of 2019. The Human Resources (HR) and Communication departments, as well as the ANR data and impact analysis department, made

³ See the [Gender](#) page on the ANR site.

a major contribution to establishing this inventory. Three workshops were also conducted with the Agency's COMEX. This first major undertaking provided a realistic picture of the level of knowledge and awareness of gender-related issues in terms of culture and organisation, the place of women and men in the Agency's operations and activities and potential gender biases in the evaluation of research and, to a lesser extent, the production of knowledge.

Although in many areas ANR applies the principle of gender equality within its personnel, its own decision-making bodies and the scientific evaluation committees it organises, there is no official document that frames, structures or organises these approaches and achievements. The action plan thus provides an opportunity to formalise the actions and principles already at work.

It has also been possible to identify the scope for progress. Indeed, it must be noted that the available data on the gender issue remains very patchy. In addition, although initial analyses of the selection data are very encouraging in that they show globally fair handling between projects submitted by women and men and those selected for funding, more detailed analyses still have to be conducted per scientific fields, which show signs of significant disparities in terms of scientific culture and the proportion of women/men among their workforce. Lastly, persuading scientists to mainstream sex and/or gender in their research projects remains a challenge that the ANR will only be able to meet through gradual and concerted implementation of actions.

The action plan presented here covers the period 2020-2023 and is organised around three main areas: culture and organisation, human resources management and research funding. To ensure its proper deployment, indicators to assess the progress of the actions included in the plan have been defined and half-yearly evaluations will be carried out over this entire period.

1. Agency culture and organisation

Established as a fundamental principle in its code of ethics and scientific integrity, gender equality must become a lasting part of the Agency's culture.

1.1 Institutionalise the gender action plan

This action plan should enable the Agency to take an active approach and make concrete progress in terms of professional equality. The deployment of the actions it includes cannot be achieved without the support and endorsement of the governance bodies and staff representatives. In addition, this plan must also represent an opportunity for the Agency to make its commitment and actions clearer to its stakeholders.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
1.1.1: Present the action plan to the staff representatives (CTE, CHSCT, unions)	DG, HRD, GenderSmart project team	Date	First half of 2020
1.1.2: Present the action plan to the ANR governing bodies (Scientific Steering Committee, Board of Directors)	PDG	Date	2020
1.1.3: Have a consolidated vision of means	DG	Budget/FTE	2020
1.1.4: Communicate on the ANR commitment to equality (Science Festival, AEF, etc.)	DICO	Actions	In application, to be renewed depending on opportunities
1.1.5: Communicate on the gender action plan on the occasion of the ANR Tour	DOS, DOS_EM	Presentation PPT	In application, to be made systematic
1.1.6: Set up a working group with the main institutions benefiting from ANR funding for consistency at national level	Project team, DG, DOS	Meeting report	2021
1.1.7: Confirm the international involvement of ANR on the topic of gender equality (Science Europe, Global Research Council, ACT project, etc.)	PDG, DREI, Equality Advisor	Meeting reports	In application, to be pursued
1.1.8: Request the Afnor equality label	HRD, GenderSmart project team, Quality Manager	Labelling	2021/2022

1.2 Incorporate equality in the values

With a view to establishing a lasting egalitarian culture, the three ANR values of "equity", "transparency" and "quality" must be engaged so that they promote this principle. This should be extended to all levels of the organisation, be understood and shared by all personnel, be taken into account in all the Agency's modes of communication and be the subject of dedicated institutional communications.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
1.2.1: Link the ANR's values (equity, quality and transparency) to respect for gender equality on the basis of participatory workshops (cross-cutting and joint working group, constitution on a voluntary basis)	Equality Advisor, GenderSmart project team, DICO	Summary document for these workshops	First half of 2020
1.2.2: Present the ANR's values and how they promote gender equality in the training of new arrivals	In-house instructors, HRD	Presentation PPT	Second half of 2020
1.2.3: Communicate on the ANR's values and how they encourage equality	DICO	Specific ANR web page	Second half of 2020
1.2.4: Incorporate gender mainstreaming into the ANR quality processes by building on GenderSmart deliverable 3.4	Quality Manager, GenderSmart project team	Revised process sheets	2021/2022

1.3 Objectify possible inequalities

The inventory carried out in 2019 revealed no major inequalities of treatment between women and men, be that in the Agency personnel or in the evaluation of projects submitted to calls for proposals. Conversely, it is clear that the data collected or taken into account are sometimes patchy or not very informative. Work must be done to identify "potential" gaps between women and men to be able to analyse and understand them. This objectification, backed up by awareness-raising and training campaigns, will set aside any resistance, tension or rejection.

Actions	Entity(ies)/person(s) in charge	indicators	Timetable
1.3.1: Collect data (HR, projects) systematically per gender	HRD, DOS_EM, DGPIE	Information rate	In application
1.3.2: Compare disaggregated data (HR, submission/evaluation/selection of projects) with national data from supervisory or institutional reports, or even European or international data with a view to systematic self-evaluation	HRD, Studies Unit, impact analyses, GenderSmart project team	Annual Report	2021
1.3.3: Broaden the scope of the information compiled under surveys among ANR personnel	HRD, GenderSmart project team	Survey	2020
1.3.4: Reorganise and enhance the ANR social audit with more sex disaggregated data	HRD, GenderSmart project team	Social audit	2020
1.3.5: Ensure transparency by disseminating disaggregated analyses via different media	GenderSmart project team, DICO	Publication of WEB site analyses	In application, to be expanded/made systematic

1.4 Communicate

The Agency's Communication Division has, in recent years, incorporated the principle of gender equality by applying it almost systematically in all communication modes and media. Nevertheless, taking this principle into account and how it is applied in concrete terms are neither formalised nor controlled in reference documents. The actions included in this plan are targeting this formalisation and framing.

Actions	Entity(ies)/person(s) in charge	indicators	Timetable
1.4.1: Set up a specific systematic review of written public articles and communications	Equality Advisor	Validation process	In application, to be made systematic
1.4.2: Ensure balanced M/F representation among stakeholders at internal and external events	Scientific departments/DGPIE, DICO	M/F proportion per event	In application, to be made systematic
1.4.3: Organise an internal event (during a general meeting) to share the inventory and the action plan for gender equality and gender mainstreaming in a transparent, educational and supportive approach	GenderSmart project team, DICO	Date of event	First half of 2020
1.4.4: Organise an annual event (11 February, 8 March) dedicated to gender issues (dissemination of portraits of women researchers, symposium, etc.)	GenderSmart project team, Scientific Departments/DGPIE, DICO	Sheet describing the event	In application, to be made systematic
1.4.5: Prepare a guide for gender-neutral communication	GenderSmart project team, DICO	Guide	2021

1.5 Train and raise awareness

Training is one of the major levers in the fight against inequalities. Indeed, inequalities are largely linked to a lack of knowledge and/or awareness of gender stereotypes. Preconceived ideas acquired during socialising, these stereotypes attribute sexually-differentiated characteristics and roles to men and women. These stereotypes constitute a serious obstacle to the achievement of equality and serve to justify and maintain the historical power relations of men over women as well as the sexist attitudes that hinder the advancement of women⁴. Building and providing training on notions and concepts related to the social construction of inequalities is a strong and decisive focus of this plan which will enjoy the support of the technical GenderSmart project partners.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
1.5.1: Inform and raise the awareness of ANR personnel and evaluators by presentations on concepts and notions based on examples of discrimination and testimonials	GenderSmart project team, DICO	Presentation PPT	2020
1.5.2: Set up a self-evaluation test and/or serious games on stereotypes and the unconscious biases for ANR personnel and evaluators	GenderSmart project team	Test	2021
1.5.3: Integrate gender equality into the ANR managerial training programme	HRD	Number of persons trained	2020/2021
1.5.4: Reflect on how gender intersects with other inequality or discrimination factors	GenderSmart project team (+stakeholders/YW)	Summary document	2021
1.5.5: Apply/disseminate the good practices acquired under the training provided as part of the GenderSmart project within ANR	GenderSmart project team	Practical sheets	October 2019 - 2021/22
1.5.6: Strengthen the ability to implement the gender equality action plan internally, work with staff representatives (intervention by Yellow Window at ANR for members of the GenderSmart steering group)	GenderSmart steering group/YW	Work programme	February 2020

⁴ Council of Europe Gender Equality Strategy 2014-2017, page 9.

2. Human resources

Even though women account for about 60% of the total ANR workforce, this numerical over-representation does not protect from inequalities. The Agency must have a clear HR policy for equality covering the recruitment process, pay scales, career management and arrangements to balance professional and private lives. Particular attention will also be paid to preventing/dealing with sexism and sexual harassment at work.

2.1 Recruitment

Recruitment is the key element in building up the workforce on an equal footing and ensuring equal access for women and men to all jobs, including management positions.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
2.1.1: State the HR policy in favour of gender equality in the wording of calls for applications	HRD	Box to be inserted in each call	First half of 2020
2.1.2: Diversify the distribution networks for calls for applications to ensure the diversity of the audiences reached	HRD	Directory	First half of 2020
2.1.3: Promote the career paths of women occupying positions of responsibility post-ANR "what has become of former CMS/CPS?"	HRD, DICO	Interviews	2020
2.1.4: Produce data on applications received from both men and women under the various calls for applications	HRD	Analyses	2020
2.1.5: Include recommendations for writing calls for applications in the gender-neutral communication guide	Project team, HRD	Guide	2020
2.1.6: Display the recruitment process on the ANR website	HRD, DICO	Specific web page	2020
2.1.7: Introduce a process for interviews on an equal footing with parity panels	HRD	Process sheet	2020/2021

2.2 Remuneration

The pay gap between women and men still today represents a sharp inequality that penalises women. There can be many reasons for this, but very often the gaps are caused by the lower value attributed to women's work or by the criteria used to determine salaries (Battle, 2014)⁵.

Although the 2019 inventory did not reveal any significant gaps, the available data did not allow for detailed analyses. Analyses must therefore be continued and deepened in order to identify potential gaps more precisely and be in a position to correct them.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
2.2.1: Conduct detailed analyses of the salaries of newly-hired men and women to clarify the 2019 inventory	HRD	Analyses	2020
2.2.2: Fine tune the analyses on top management salaries in order to shed light on the disparities identified during the 2019 inventory	HRD	Analyses	2020
2.2.3: Conduct statistical analyses on the awarding of promotions and bonuses	HRD	Analyses	2020
2.2.4: Define the rules for taking parent-related leave into account in the remuneration policy	DG, HRD, staff representatives, GenderSmart project team	Individual measure rules	2021

⁵ Battle A., *Les femmes valent-elles moins cher que les hommes?*, Belin, Col. D'égalité à égal, 2014.

2.3 Career management

Glass ceiling is a term that describes a variety of barriers encountered by women as they seek to improve their employment situation. These invisible barriers prevent women from advancing to higher positions in organisations (Adair, 1999; Baxter and Wright, 2000; Lyness and Thompson, 2000)⁶. In the academic world, this glass ceiling holds women back from attaining the most senior executive positions even in fields where they outnumber men.

In 2016, the Agency signed agreements relating to the jobs and skills planning programme (GPEC). The aim of this approach is to anticipate and make constant adjustments between the skills required and the skills held by staff. This agreement has three components dedicated to supporting women's access to positions of responsibility, which should help to combat the glass ceiling. The aim is twofold: firstly, to improve representation of female employees at all levels of responsibility in the Agency and, secondly, to support women in their career progression.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
2.3.1: Make sure that the training courses do not contribute to reinforcing gender stereotypes	HRD, Equality Advisor	Training catalogue	2020
2.3.2: Product data on applications from men and women for internal job openings	HRD	Analyses	2020
2.3.3: Support the return from parent-related leave	HRD, GenderSmart project team	Reference guide	2021
2.3.4: Produce surveys and statistics on the impact of teleworking and part-time work on the professional career paths of ANR personnel	HRD, GenderSmart project team, QVT working group	Analyses	2023
2.3.5: Set up an internal tutoring and mentoring system with mentors from outside the organisation	HRD	Number of women mentored	2020

⁶ Adair, C.K. (1999). *Cracking the Glass Ceiling; Factors Influencing Women's Attainment of Senior Executive Positions*. USA: Universal-Publishers. Baxter, J., & Wright, E. O. (2000). The glass-ceiling hypothesis: A Comparative Study of the United States, Sweden, and Australia, *Gender & Society*, 14(2), pp. 275-294. Lyness, K. & Thompson, D. (2000). Climbing the corporate ladder: Do female and male executives follow the same route? *The Journal of applied psychology*, 85, pp. 86-101.

2.4 Professional life/private life

Numerous sociological studies have shown the conflicts caused by reconciling professional life and family. This occurs when family obligations conflict with work obligations and vice versa (Frone & Rice, 1987)⁷. This reconciliation is not perceived in the same way by men and women and has a negative impact on women's careers. Analyses must be carried out to measure the impact especially of parent-related leave on salary and career progression at the Agency and to be able to define the job/family reconciliation measures to be implemented.

In addition, part-time work and teleworking are two schemes put in place at the Agency to facilitate the reconciliation of private and professional life. As numerous sociological studies have shown that these schemes can contribute to widening disparities between women and men in the workplace (Omnès, 2003; Mustafa, 2012)⁸, it is necessary to measure the impact of these two policies, which are heavily feminised, on the careers of ANR employees.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
2.4.1: Measure the impact of maternity leave on salary and career progression	HRD	Analysis	2021
2.4.2: Promote measures relating to part-time work and teleworking among both men and women	Managers	Number of men involved in part-time work and teleworking	2021
2.4.3: Draw up a charter of good conduct encouraging a balance between professional life and private life (meeting times, for sending e-mails, etc.)	HRD, GenderSmart project team, QVT working group	Charter	2021
2.4.4: Set up a think-tank on support measures to facilitate business travel	Project team, HRD, QVT working group, staff representatives	Summary document	2023

⁷ Frone, M., Rice, R. Work - Family conflict: The effect of job and family involvement. *Journal of Occupational Behaviour*, 8, 1987, pp45-53.

⁸ Omnès, C., "Les trois temps de l'emploi féminin: réalités et représentations", *L'Année sociologique*, vol. 53, no. 2, 2003, pp. 373-398. Mustafa M., "Work-life balance or work-life ambivalence? Managing flexibility amongst self-employed teleworkers", *International Journal of Scientific & Engineering Research*, Vol. 3, no. 8, August, 2012.

2.5 Sexual harassment/sexism

Since 2015, ANR has been committed to a "Quality of life at work" action plan to improve the quality of life at work for all and to prevent possible psycho-social risks. In 2018, sexism and sexual harassment were included in the annual Quality of Life at Work survey questionnaire for all staff. To apply an active policy of preventing and dealing with sexist or sexual ambience, harassment or violence, there is a need to enhance this questionnaire and implement the actions described below.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
2.5.1: Extend the rules on sexual and sexist harassment in the Agency's Internal Regulations to external employees	HRD	Undertaking form to be signed	2020
2.5.2: Instigate annual surveys on the quality of life at work with systematic inclusion of questions on sexism and sexual harassment	QVT working group, prevention assistant	Survey	2020
2.5.3: Continue the discussions of the QVT working group based on the survey results (2.5.2)	QVT working group, prevention assistant	Summary document	In application and to be made systematic
2.5.4: Put in place a specific procedure for handling reports of sexual harassment or sexism	QVT working group, prevention assistant	Procedure	2020

3. Funding research

Funding and promoting the development of basic and targeted research is the first ANR mission. For its implementation, the Agency organises evaluation committees based on the principle of peer evaluation operating competitive selection.

Despite the ANR recommendation since its inception to look for parity in scientific evaluation committees, women make up 20% to 30% of committee members, with significant differences between fields of research. This under-representation of women reflects the gender imbalance among lecturer-researchers and researchers in scientific communities. Similarly, the proportion of projects submitted by women accounts for about 30% of all projects submitted, all fields together. While the selection process mirrors the recruitment pool, it is important nevertheless to ensure that calls for proposals target both women and men and that the evaluation of the submitted projects does not include gender bias.

Helping to change practices to reduce gender bias is not, however, an approach that should be confined to the evaluation of research projects. It must also extend to the production of knowledge by gradually leading scientists to consider the sex and/or gender dimension in both the organisation and, if relevant, the research purpose.

3.1 Calls for proposals (AAP)

Calls for proposals must be drafted in line with the objectives and therefore meet an egalitarian drafting requirement by targeting both men and women and incorporating the sex and/or gender dimension in the description of the scientific areas covered by the calls.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
3.1.1: Word the calls for proposals in compliance with the drafting rules set out in the specific guide (1.4.5)	DOS	Guide	2021
3.1.2: Incorporate the sex and/or gender dimension when drafting scientific areas for calls for proposals	DOS	AAPG wording 2021	2020 (for 2021 edition)

3.2 Incorporate the sex and/or gender dimension in the research projects

Numerous studies over the last thirty years show that gender stereotypes impact scientific approaches even in the most "objective" sciences and introduce genuine biases in the production of knowledge (Mathevon & Viennot, 2017)⁹ even though recommendations to take the gender and/or sex dimension into account in research have multiplied since the 1960s¹⁰. Making research project funding conditional on the quality with which this dimension is taken into account in the projects, following the example of the Canadian Institute of Health Research (CIHR) or the Irish Research Council (IRC), can be a major lever.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
3.2.1: Raise the awareness of scientific communities to the issues on taking this into account under the ANR Tour, on the website, etc.	DOS_EM, DICO	Number of awareness-raising actions	In application and to be made systematic
3.2.2: Ask project leaders to describe in their scientific document how they take the sex and/or gender dimension into account in their research projects: test phase launched on the generic AAP 2020	DOS_EM	Export of specific tab	In application and to be analysed

⁹ Mathevon N. & Viennot E., *La différence des sexes. Questions scientifiques, pièges idéologiques*, Belin, Paris, 2017.

¹⁰ <http://genderedinnovations.stanford.edu/policy/timeline.html>

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
3.2.3: Prepare feedback after analysing the test phase	GenderSmart project team, DOS_EM	Consolidated document	July 2020
3.2.4: Ask project leaders to describe in their scientific document how they take the sex and/or gender dimension into account in their research projects: test phase launched on the 2020 generic AAP: make standard for all calls for proposals launched by the Agency based on feedback from AAPG 2020	DOS_EM	Paragraph to be incorporated in the AAP wording	2021/2022
3.2.5: Introduce an evaluation criterion on whether or not this sex and/or gender dimension is taken into account in research projects submitted to the Agency's AAP	CDS, DOS_EM	Drafting the criterion	2022

3.3 Evaluation

Evaluating research and its protagonists can also be guided by gender stereotypes leading to biases that generate discrimination and inequality. Ensuring parity in evaluation committees is the first recommendation in the scientific literature to reduce these gender biases, as it is commonly accepted that women are less well evaluated than men because the evaluators are predominantly men. However, perfect parity is very often not achievable in many areas in that there are far fewer women scientists than men. In addition, parity is not a sufficient condition for reducing gender bias in an evaluation. Gender stereotypes are not the prerogative of men. In addition, defining criteria for use as a basis for project evaluation can also be guided by gender stereotypes and favour men.

Potential gender biases in evaluation fall under the more general context of the very structure of our social system and are therefore a highly complex problem. The analysis of data on selection of projects initiated since 2017 needs to be continued and refined if relevant answers are to be found.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
3.3.1: Strive for parity when constituting evaluation committees by mobilising networks or databases such as AcademiaNet. This objective must, however, be put into perspective according to the scientific communities involved	DOS/DGPIE	Proportion of women in the committees	In application
3.3.2: Identify potential biases in evaluation using a quantitative and qualitative methodology (indicators, observation, surveys of committee members, etc.)	GenderSmart project team	Report	In application and to be made systematic
3.3.3: Test anonymisation of applications in a call for proposals	DOS	Feedback	2022

3.4 Impact

In the context of the missions set out by the 2006 Decree, amended in 2014, the Agency undertakes to analyse the evolution of research provision and measure the impact of the

funding it allocates. In conjunction with research stakeholders in France and abroad, the Agency takes part in on-going thinking about impact evaluation and conducts studies on various project portfolios at several analysis levels. Reviewing the impact of public policy, and scientific policy in particular, is a need expressed primarily by political decision-makers in order to account to the public for the results of the spending invested. Going beyond the standard evaluation of scientific production, this involves describing and measuring the benefits of research for society in the broad sense: the economy, health, the environment, culture etc. The underlying impact issues are therefore very diverse and each one should be listed from a gender perspective. In view of the obstacles encountered in their career progression, it is important to be able to identify the impact of the funding of their project-based research on their professional career path and their scientific production compared with their male counterparts.

Actions	Entity(ies)/person(s) in charge	Indicators	Timetable
3.4.1: Develop indicators to measure the scientific production of women and men	Studies Unit, impact analyses, DOS/DGPIE	Methodology document	2023
3.4.2: Develop indicators to identify who are the spokespersons for the results of research projects	Studies Unit, impact analyses, DOS/DGPIE	Methodology document	2023
3.4.3: Develop indicators to collect gender-disaggregated data on the status of project leaders and scientists involved in the project	Studies Unit, impact analyses, DOS/DGPIE	Information rate	2021

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