

ENSAIT Action Plan on Gender Equality in the Workplace 2024-2027



Summary

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Why have a Gender Equality Plan at the ENSAIT?

Over the past decade, professional equality has become a central focus of debates and discussions, and numerous laws and regulations have been enacted to strengthen the legal and policy framework. The Act of August 4, 2014, on Equality between Women and Men proposes strong measures to improve women's daily lives, advance their rights, and change mentalities.

It is structured around five priorities:

- Securing new resources for professional equality;
- Establishing a public guarantee against unpaid alimony;
- Combating violence against women;
- Preventing and combating gender stereotypes;
- Achieving gender parity.

The first interministerial plan to promote professional equality between women and men was adopted in 2016 for a four-year period.

It is structured around five priorities:

- Combating gender stereotypes and promoting gender diversity in the workplace;
- Promoting the sharing of responsibilities and improving work-life balance;
- Improving women's entry into the workforce and promoting gender equality in employment;
- Preventing and combating sexism, discrimination, and violence against women in the workplace;
- Regularly and comprehensively evaluating progress toward professional equality.

The Ministry's 2021–2023 plan for professional equality, which is to be updated every three years as part of a commitment to continuous improvement, is based on the interministerial policy for gender equality. Through the implementation of concrete actions, it aims to define a comprehensive policy for genuine equality in the workplace that takes into account staff, students, and scientific knowledge on gender equality.

This plan sets out three objectives:

- Incorporate equality into contractual dialogue between institutions and the ministry;
- Ensure gender parity in decision-making bodies;
- Support gender-related research.

The Act of August 6, 2019, on the Transformation of the Civil Service implements the provisions of the Agreement of November 30, 2018, on professional equality between women and men in the civil service. Under this agreement, new obligations apply to employers in the three branches of the civil service. For ENSAIT, these obligations entail the need to:

- Assess the comparative situation of women and men;
- Develop a professional equality action plan;
- Establish a system for collecting reports from employees who believe they have been victims of violence, discrimination, psychological or sexual harassment, or sexist behavior.

Finally, Law No. 2023-623 of July 19, 2023, aimed at improving women's access to leadership positions in the civil service, strengthened requirements regarding pay gaps and gender-balanced appointments. The law also established within the General Civil Service Code the requirement for public institutions, when they employ at least fifty staff members, to publish "annually, on their website, indicators regarding the pay gap between women and men as well as the actions implemented to eliminate it."

Today, the 2024–2027 action plan developed by the ENSAIT is based on an assessment of the comparative situation between women and men and builds upon the 2021–2023 plan for professional equality adopted by the ENSAIT Board of Directors on September 28, 2021. Concrete progress is already evident thanks to the ENSAIT’s proactive implementation and commitment. The focus now is on continuing the work already underway while proposing extensions or specific directions that take into account the results of the past three years and open new perspectives and complementary actions that should be coordinated to effectively achieve professional equality.

Part I: Assessment of the Situation of Women and Men in the Institution as of December 31, 2024

The methodology adopted to implement this new plan will consist, on the one hand, of assessing the current gaps in the gender breakdown between women and (permanent and contract staff based on gender-disaggregated data from ENSAIT’s 2024 Single Social Survey) and, secondly, in identifying actions to be taken to address these disparities, to which ENSAIT will commit (including monitoring and evaluation indicators and a timeline for their implementation).

A quantitative and gender-disaggregated analysis of ENSAIT staff data

Sheet 1 : Working women

| | Civil servant | Contract-based | All status |
|------------------------------------|---------------|----------------|------------|
| Administrative and Technical staff | 15 | 13 | 28 |
| Professors-Researchers | 6 | 6 | 12 |
| Total | 21 | 19 | 40 |

Sheet 2: Working men

| | Civil servant | Contract-based | All status |
|------------------------------------|---------------|----------------|------------|
| Administrative and Technical staff | 16 | 11 | 27 |
| Professors-Researchers | 25 | 1 | 26 |
| Total | 41 | 12 | 53 |

The institution’s total workforce consists of 93 employees (excluding doctoral students, research contract holders, and temporary staff), of whom 62 are civil servants—accounting for 66.7% of the total—and 31 are contract employees, representing 33.3%. There has been a significant increase in the number of contract employees compared to 2019, when they accounted for less than 20% of the workforce. This trend can be attributed to two main factors: the desire of some employees to retain their contract status, and a policy to promote civil servants implemented since 2019, notably through the organization of internal civil service exams.

Status of Women: Of the 40 women currently employed, 21 are civil servants, or 52.5%, and 19 are contract employees, representing 47.5%. In terms of distribution by category, 28 women work in Administrative or Technical (IATS) positions (70% of the institution’s female workforce), 13 of whom are contract employees. The other 12 women work in the faculty-researcher (E-EC) category, divided equally between civil servants and contract employees.

Regarding contract types, among the 13 contract IATS women, 8 have permanent contracts (CDI). Among contract E-ECs, 3 out of 6 women also have permanent contracts. Thus, 58% of contract women have permanent contracts, reflecting a certain degree of job stability, particularly pronounced among IATS staff.

Status of male employees: Of the 53 men employed, 41 are civil servants, representing 77% of the male workforce, while 12 are contract employees, or 23%. The breakdown by category shows that 27 men hold IATS positions, 11 of whom are contract employees. The other 26 men are faculty members, with only one contract employee among them. Regarding the types of contracts for male contract employees, 5 of the 11 IATS hold permanent contracts (CDI), while the other 6 are on fixed-term contracts (CDD). The sole contract-based E-EC is also on a fixed-term contract. This situation marks a change from 2019, when all contract-based men were on fixed-term contracts. The current presence of several permanent contracts, particularly among IATS, illustrates a trend toward greater stability within this group.

Sheet 3: Contract staff by gender and category

| | | Women | Men | Total |
|-----------------------------|---------------------|-------|-----|-------|
| E-EC | Teachers | 6 | 0 | 6 |
| | Faculty-researchers | 0 | 1 | 1 |
| IATS on fixed-term contract | Category A | 2 | 2 | 4 |
| | Category B | 1 | 3 | 5 |
| | Category C | 0 | 1 | 0 |
| IATS on permanent contract | Category A | 6 | 2 | 8 |
| | Category B | 3 | 3 | 6 |
| | Category C | 1 | 0 | 1 |
| Total | | 19 | 12 | 31 |

Between 2019 and 2024, the number of contract staff at ENSAIT nearly doubled, rising from 16 to 31. This increase applies equally to women, whose numbers rose by 7, and to men, with 8 additional staff members.

Regarding faculty members and faculty-researchers, the number of female contract faculty members doubled over five years, rising from 3 to 6. In contrast, the situation remains stable among faculty-researchers, with only one man holding an ATER (Temporary Teaching and Research Assistant) position throughout the entire period.

For IATS staff on fixed-term contracts (CDD), several trends are worth noting. In Category A, staff numbers have seen a slight increase, and gender parity has now been achieved. In Category B, the trend is more mixed, with a sharp decline in the number of women and a notable increase in the number of men.

Among IATS staff on permanent contracts (CDI), the increase is more pronounced. Category A shows a sharp rise, driven mainly by an increase in the number of women.

Thus, between 2019 and 2024, ENSAIT has significantly increased its reliance on contract staff, particularly through a rise in permanent contracts. This trend is accompanied by a rebalancing of gender representation and a professionalization of roles, marked notably by the gradual phasing out of short-term contracts.

Sheet 4: IAT Civil Servant Workforce by Gender

| | Women | Men | Total |
|------------|-------|-----|-------|
| Category A | 7 | 6 | 13 |
| Category B | 6 | 4 | 10 |
| Category C | 2 | 6 | 8 |
| Total | 15 | 16 | 31 |

Between 2019 and 2024, the total number of IAT civil servants declined from 36 to 31. Although this change is modest in absolute terms, it reveals some interesting trends in terms of distribution by category and gender.

Category A remains stable, with 13 employees—7 women and 6 men—and no change over the period. This stability reflects a degree of consistency in senior-level positions.

In contrast, Categories B and C show significant changes, notably a shift in the workforce composition resulting from internal promotions, particularly from Category C to Category B.

In 2019, Category C had 12 employees (5 women and 7 men). By 2024, there were only 8 (2 women and 6 men), a decrease of 4 employees. At the same time, Category B decreased from 11 to 10 employees, but there was a significant shift in the gender breakdown:

- Women increased from 4 to 6 (+2)
- Men decreased from 7 to 4 (-3)

The overall decline in staff numbers does not obscure the interesting internal dynamics, notably the promotion of certain Category C employees to Category B, a trend that is particularly visible among women. This development reflects an effort to recognize skills and a commitment to gender parity and professional mobility.

Sheet 5: Breakdown of part-time workers by gender and category

| | Women | Men | Total |
|--------------------|-------|-----|-------|
| Faculty | 0 | 0 | 0 |
| Faculty-researcher | 0 | 0 | 0 |
| Category A | 1 | 1 | 2 |
| Category B | 2 | 0 | 2 |
| Category C | 0 | 0 | 0 |
| Total | 3 | 1 | 4 |

All part-time employees are civil servants (75% of whom are women).

Sheet 6: Breakdown of part-time positions by gender and category

| | Women | Men | Total |
|--------------------|-------|-----|-------|
| Faculty | 1 | 0 | 1 |
| Faculty-researcher | 0 | 0 | 0 |
| Category A | 0 | 0 | 0 |
| Category B | 0 | 0 | 0 |
| Category C | 1 | 0 | 1 |
| Total | 2 | 0 | 2 |

All part-time and reduced-hour employees are female contract workers.

Between 2019 and 2024, the management of part-time and reduced-hour positions has become clearer and more consistent. The distinction between civil servants (part-time) and contract workers (reduced hour) is strictly observed. The total number of employees working reduced hours has decreased from 10 to 6, reflecting a stabilization of employment.

Furthermore, these arrangements remain available to employees who need them, demonstrating a commitment to work-life balance.

Finally, a shift toward a more balanced gender distribution is evident, particularly among part-time employees.

Sheet 7: Gender breakdown of administrative management positions

| | Women | Men | Total |
|------------------------------|-------|-----|-------|
| Director | 0 | 1 | 1 |
| Chief Administrative Officer | 1 | 0 | 1 |
| Department Director | 5 | 5 | 10 |
| Department Manager | 4 | 1 | 5 |
| Total | 10 | 7 | 17 |

Between 2019 and 2024, the gender breakdown of administrative leadership positions remained largely stable in quantitative terms, with a total of 17 positions—10 held by women and 7 by men—over the two-year period. This stability, however, masks several significant changes across the various hierarchical levels.

In 2019, the highest-level positions (Director and Chief Administrative Officer) were held exclusively by men. By 2024, a notable change is observed: the position of Chief Administrative Officer is now held by a woman. This change marks an important step toward greater representation of women at strategic levels of the administration.

Regarding department director positions, progress toward gender parity is also evident. In 2019, women held a slight majority, with 5 out of 8 positions. By 2024, this category expanded to 10 positions, distributed equally between women and men (5 each), reflecting a commitment to balance in access to mid-level management roles.

In summary, the year 2024 shows encouraging progress in gender equality, particularly with women’s access to general management positions and the achievement of gender parity in department director positions.

Sheet 8: Average monthly gross pay for permanent staff by category and gender

| | Women | Men | Average |
|---------------------------------|-------|-------|---------|
| Faculty and faculty-researchers | 5 327 | 5 395 | 5 361 |
| Category A (IGR-IGE-ASI) | 4 380 | 3 826 | 4 103 |
| Category B | 3 112 | 2 720 | 2 916 |
| Category C | 2 445 | 2 411 | 2 428 |

The trend in average monthly gross pay for tenured civil servants between 2019 and 2024 highlights several interesting trends, both in terms of overall wage growth and gender pay gaps.

In categories E and E-C (faculty and faculty-researchers), men continue to earn slightly more than women in both 2019 and 2024. In 2019, the gap was €197 in favor of men (€4,787 versus €4,590), and it narrows to just €68 by 2024 (€5,395 for men versus €5,327 for women).

Category A shows a particularly striking trend. In 2019, men earned, on average, a slightly higher salary than women (€3,576 versus €3,482, a difference of €94). By 2024, the situation has reversed significantly, with a gap of €554 in favor of women (€4,380 versus €3,826). This reversal does not reflect unequal treatment but is primarily explained by the distribution of positions: some women hold Research Engineer (IGR) positions, which are better paid, while men hold Assistant Engineer and Design Engineer (IGE) positions, which have lower salary scales and bonuses. Thus, the observed gap reflects more a difference in job structure than a pay gap for equivalent positions.

In Category B, women were already better paid than men in 2019 (€2,591 versus €2,449), and the gap widens in 2024: €3,112 for women versus €2,720 for men, a difference of €392. This is explained by a higher proportion of women in the highest grades or levels of the category, and by a higher seniority.

Category C shows the opposite trend: in 2019, men earned slightly more (€2,044 versus €1,936), but by 2024, women’s earnings slightly exceed those of men (€2,445 versus €2,411). The gap remains small, but this reversal suggests a certain degree of convergence in career paths within this category, which includes the lowest-paying jobs.

In summary, between 2019 and 2024, pay increased across all categories and for both genders, with particularly strong increases for women. The pay gap between women and men is narrowing, and in some categories, women now earn a higher average salary than men. These differences are primarily due to a gendered distribution of roles and ranks within the categories, rather than unequal pay for equivalent work. These trends reflect a gradual and structured rebalancing of careers and pay in the civil service.

Sheet 9: Average monthly gross pay for IAT contract staff by category and gender

| | Women | Men | Average |
|------------|-------|-------|---------|
| Category A | 3 123 | 3 313 | 3 218 |
| Category B | 2 619 | 2 473 | 2 546 |
| Category C | 2 266 | 2 246 | 2 256 |

In Category A, the average gross monthly salary is €3,218. There is a gender pay gap in favor of men, with an average salary of €3,313 compared to €3,123 for women, a difference of €190. It should be noted, however, that there is one male IGR in this category, which affects the average male salary. Additionally, four women are ASIs, meaning they earn less than IGE and IGR employees. Despite this gap, women’s salaries in this category remain generally high compared to other categories.

Category B shows a different dynamic. Here, the average salary is 2,546 euros per month. In this category, women earn more than men, with an average salary of 2,619 euros compared to 2,473 euros for men. This difference of 146 euros—or about 6%—in favor of women reverses the trend observed in the higher category. This situation is partly explained by men having less seniority in this category compared to women, which directly impacts their pay. Additionally, it should be noted that two men receive funding under the COMP (Shared Objectives and Resources Agreement).

Finally, Category C is the one with the lowest salaries, with an average of 2,256 euros. The difference between women’s pay (2,266 euros) and men’s pay (2,246 euros) is minimal, at just 20 euros, which indicates that wages are virtually equal.

Sheet 9: Number of faculty members by academic rank, grade, and gender

| Branch | Rank | Women | % of Women | Men | % of Men |
|--------|------|-------|------------|-----|----------|
| MCF | CN | 0 | 0% | 11 | 100% |
| | HC | 2 | 50% | 2 | 50% |
| PR | 2C | 2 | 40% | 3 | 60% |
| | 1C | 1 | 20% | 4 | 80% |
| | EX1 | 0 | 0% | 0 | 0% |
| | EX2 | 0 | 0% | 4 | 100% |

The HC rank in the MCF branch will achieve perfect gender parity in 2024 (50% women and 50% men), a significant improvement compared to 2019, when women were in the minority.

The 2C grade in the PR branch shows a significant improvement in female representation, rising from 0% women in 2019 to 40% in 2024. This represents significant progress toward gender equality in this senior grade.

Sheet 10: IAT Staff by Branch, Rank, and Gender

| Branch | Rank | Women | % of Women | Men | % of Men |
|--------|------|-------|------------|-----|----------|
| IGR | 2C | 2 | 100% | 0 | 0% |
| | 1C | 0 | 0% | 0 | 0% |
| | HC | 0 | 0% | 0 | 0% |
| IGE | CN | 2 | 33% | 4 | 67% |
| | HC | 2 | 100% | 0 | 0% |
| ASI | ASI | 0 | 0% | 1 | 100% |
| TCH | CE | 1 | 100% | 0 | 0% |
| | CS | 1 | 50% | 1 | 50% |
| | CN | 3 | 50% | 3 | 50% |
| ATRF | 1C | 0 | 0% | 2 | 0% |
| | 2C | 2 | 33% | 4 | 67% |
| | ATRF | 0 | 0% | 0 | 0% |

The situation within the IGR branch remained exactly the same between 2019 and 2024. Two women still hold the rank of 2C, while the ranks of 1C and HC remain unfilled.

Between 2019 and 2024, the IGE branch saw a marked shift in gender distribution, although staffing levels remained relatively stable.

In 2019, women were in the majority at the IGE CN rank (4 women versus 2 men). In 2024, the trend reversed: men became the majority (4 men versus 2 women).

Regarding the HC rank:

In 2019, the distribution was balanced (1 woman, 1 man).

In 2024, two women hold this rank compared to no men, marking a rise in the number of women at the top of the hierarchy.

Finally, a new rank was introduced in 2024: ASI (Assistant Engineer), held exclusively by a man.

We therefore see a redistribution of staff, with a decline in the number of women in intermediate ranks but an increased presence in senior ranks.

The technician branch is undergoing an interesting shift toward gender parity, with a clear increase in the number of women in certain ranks.

In the CE rank, the situation is completely reversed: one woman in 2024 compared to one man in 2019.

In the CS rank, the proportion of women increases significantly: in 2019, they accounted for only 25% (1 woman for every 4 men); in 2024, parity is achieved (1 woman, 1 man).

In the CN rank, the situation remains perfectly stable with 3 women and 3 men in both years.

Sheet 11 a: Call for Entries: BIATSS Competition

| | 2022 | | 2023 | | 2024 | | Total |
|-------|------|---|------|---|------|---|-------|
| | W | M | W | M | W | M | |
| IGR | | | | | 1 | | 1 |
| IGE | | 1 | | 1 | | | 2 |
| ASI | | | | | 1 | | 1 |
| TECH | | | 1 | | | 1 | 2 |
| Total | 0 | 1 | 1 | 1 | 2 | 1 | 6 |

The table below shows the trend in the number of internal and external competitive exams held between 2022 and 2024, broken down by candidate gender, promotion year, and relevant career branches (IGR, IGE, ASI, TECH).

Between 2022 and 2024, six competitive exams were held. There has been a notable increase in the number of openings: one competition in 2022, two in 2023, and three in 2024. This trend reflects a human resources management policy that promotes internal mobility and the development of skills.

In terms of gender parity, the results are balanced: three women and three men.

Sheet 11 b: Call for Entries and EEC Re-ranking

| | 2022 | | 2023 | | 2024 | | Total |
|-------|------|---|------|---|------|---|-------|
| | W | M | W | M | W | M | |
| PR | | 1 | | | 1 | | 2 |
| MCF | | | | | | | |
| Total | | 1 | | | 1 | | |

Sheet 12: ITRF Promotions

Eligibility list

| Women | Eligible | Applications submitted | Applications filed with ENSAIT | Applications selected MESRI |
|-------|----------|------------------------|--------------------------------|-----------------------------|
| 2023 | 7 | 4 | 4 | 2 |
| 2024 | 5 | 1 | 1 | 0 |

| Men | Eligible | Applications submitted | Applications filed with ENSAIT | Applications selected MESRI |
|------|----------|------------------------|--------------------------------|-----------------------------|
| 2023 | 9 | 5 | 4 | 3 |
| 2024 | 9 | 3 | 2 | 1 |

Between 2023 and 2024, the number of eligible employees fluctuated slightly among women (between 5 and 7), while it remained stable among men (9 in both years). This is due to seniority criteria at the time applications were submitted.

Despite this, women submitted a proportionally higher number of applications than men in 2023 (57.1% of eligible women applied, compared to 55.6% of men).

In contrast, in 2024, female applications dropped sharply: only one in five eligible women submitted an application, or 20%, while the rate for men remained at 33.3%. This is partly due to the two open competitive exams (IGR and ASI) held in the same year.

Over the period observed, nearly all applications submitted were reviewed, suggesting a fair pre-selection process.

Progress Chart

| Women | Eligible | Applications submitted | Applications filed | Applications selected MESRI |
|-------|----------|------------------------|--------------------|-----------------------------|
| 2023 | 6 | 1 | 1 | 1 |
| 2024 | 6 | 2 | 1 | 1 |

| Men | Eligible | Applications submitted | Applications filed | Applications selected MESRI |
|------|----------|------------------------|--------------------|-----------------------------|
| 2023 | 7 | 2 | 1 | 1 |
| 2024 | 7 | 2 | 2 | 1 |

In 2023, there were six women eligible for promotion, and this number remained stable in 2024. However, in 2023, only one woman submitted an application, which was filed and approved. In 2024, the number of applications submitted by women increased to two.

Among men, the number of eligible candidates remained constant in 2023 and 2024. In 2023, two applications were submitted, but only one was filed and selected. In 2024, men also submitted two applications, but this time, two applications were filed, and only one was selected. This indicates an improvement in the ranking of applications among men, even though the number of applications selected remained the same.

When comparing the two groups, we see that the number of eligible candidates is similar. Men generally submit more applications than women, especially in 2023. In 2024, women increased the number of applications submitted, which is a positive sign.

Finally, although men show a slight improvement in the ranking of applications in 2024, the final results—that is, the number of applications accepted—are equivalent for both genders.

Sheet 13: Promotions 2014 (all grades, E et E-C)

Note: With regard to promotions based on merit, decisions are made by the sections of the National Council of Universities (CNU), a body external to ENSAIT.

| | | | |
|---------------------|------------------------|--------------------|-----------------------|
| Advancement MCF HC | Applications submitted | Applications filed | Applications selected |
| Women | 0 | 0 | 0 |
| Men | 2 | 2 | 0 |
| Advancement PU 1C | Applications submitted | Applications filed | Applications selected |
| Women | 0 | 0 | 0 |
| Men | 1 | 1 | 1 |
| Advancement PU ECH1 | Applications submitted | Applications filed | Applications selected |
| Women | 1 | 1 | 0 |
| Men | 2 | 2 | 0 |
| Advancement PU ECH2 | Applications submitted | Applications filed | Applications selected |
| Women | 0 | 0 | 0 |
| Men | 1 | 1 | 0 |

4 male PU officers eligible for promotion to the rank of PU 1C: no candidates.

1 female PU officer and 1 male PU officer eligible for promotion to the rank of PU EX1: no candidates.

Sheet 14: Gender breakdown of MCF/PR positions

| Branch | Women | Men | % of Women |
|--------|-------|-----|------------|
| MCF | 2 | 13 | 15.38% |
| PR | 3 | 11 | 25% |

Between 2019 and 2024, data on the gender distribution of MCF and PR reveal a mixed picture, though one marked by a positive trend in the promotion of women.

The most notable increase is about female PRs, whose share rose from 18% in 2019 to 25% in 2024. This trend reflects greater recognition of women’s career paths. Although this figure still falls short of parity, it is an encouraging sign of progress toward greater gender diversity.

Conversely, the decline in the proportion of women among MCF (from 22% in 2019 to 15.4% in 2024) calls for vigilance. It is essential to ensure a sufficiently diverse pool of women at the start of their careers in order to sustain the progress observed in promotions. The challenge is therefore twofold: to maintain the momentum of promoting women to full professor positions, while ensuring their representation is strengthened from the earliest stages of recruitment.

Sheet 15 : Number of faculty members by academic rank, grade, and gender, 2024

| Branch | Rank | Women | % of Women | Men | % of Men |
|--------|------|-------|------------|-----|----------|
| MCF | CN | 0 | 0% | 11 | 100% |
| | HC | 2 | 50% | 2 | 50% |
| PR | 2C | 2 | 40% | 3 | 60% |
| | 1C | 1 | 25% | 3 | 75% |
| | EX1 | 0 | 0% | 2 | 100% |
| | EX2 | 0 | 0% | 3 | 100% |

Between 2019 and 2024, the gender breakdown of faculty researchers shows encouraging signs of progress, with an increasing proportion of women in certain ranks. These trends reflect a gradual shift toward greater gender parity, although there is still room for improvement, particularly at the beginning and end of their careers.

Among MCF, an improvement is observed at the HC rank, where women now number as many as men. Their share rises from 33% in 2019 to 50% in 2024, reflecting progress toward equality in the senior ranks of this group. This parity is a positive sign regarding internal promotion.

Conversely, there is a temporary decline at the standard-grade associate professor level, with no women in 2024 compared to three in 2019. This finding calls for increased recruitment efforts early in the career to promote better representation from the beginning of the profession.

Among PR, the increase in the number of women is particularly notable at the 2C rank. In 2019, there were no women at this rank; by 2024, there were two, now accounting for 40% of the faculty-researcher staff at this level. This progress reflects greater openness of the professorial career path to women, which sends a strong signal.

The proportion of women at the 1C rank remains modest, with a slight decrease in numbers (from two to one woman), but their presence remains steady. Among men, numbers are stable, suggesting that recent changes are not occurring at the expense of the overall balance.

Regarding the highest grades (EX1 and EX2), although no women are yet present at these levels, the progression of men to these positions shows that opportunities for advancement exist and underscores the importance of preparing and supporting more women for careers leading to these leadership roles.

Sheet 16: Gender breakdown of the Board of Directors

| Women | Men | Total | % of Women |
|-------|-----|-------|------------|
| 10 | 23 | 33 | 30,30% |

Sheet 17: Gender breakdown of the Scientific Council

| Women | Men | Total | % of Women |
|-------|-----|-----------------------|------------|
| 4 | 14 | 18 (2 postes vacants) | 22,22% |

Sheet 18: Gender breakdown of the Academic Council

| Women | Men | Total | % of Women |
|-------|-----|-----------------------|------------|
| 13 | 8 | 21 (3 postes vacants) | 61,90% |

The Board of Directors consists of 10 women and 23 men, for a total of 33 members. Women account for 30.30% of the members, indicating that women are underrepresented in this body.

The Scientific Council has 4 women and 14 men, for a total of 18 members, plus 2 vacant positions. The proportion of women is 22.22%, indicating an even lower representation of women, far from parity.

In contrast, the Academic Council has 13 women and 8 men, for a total of 21 members, with 3 vacancies. Women are in the majority, representing 61.90% of the total, reflecting an overrepresentation of women in this body.

Part II: An Assessment of the Key Areas of the 2021–2023 Professional Equality Plan

The multi-year plan (2021–2023) focused on four main areas:

Area 1: Assessing, preventing, and addressing pay gaps

Area 2: Ensuring equal access for women and men to civil service bodies, employment categories, ranks, and positions

Area 3: Work-life balance

Area 4: Combating sexual and gender-based violence, harassment, and discrimination

Area 1: Assessing, preventing, and addressing pay gaps

Preventing pay gaps

Since 2021, new employees requesting part-time work have been systematically informed of the implications for their pay, career, and retirement. Discussions regarding part-time work have helped better inform employees, particularly women, who are often affected by this type of work arrangement.

Promotion of employees

Starting in 2021, BIATSS staff have been actively encouraged to submit applications for grade promotions and eligibility lists. These processes are subject to several specific criteria, such as length of service in the grade, performance evaluations, the quality of work completed, and involvement in specific projects or training programs.

A notable increase in the number of applications submitted by women has been observed, reflecting greater engagement with professional opportunities. This positive trend stems from targeted communication initiatives aimed at raising staff awareness of eligibility criteria and the benefits of promotions. In addition, support has been established to guide candidates who wish to do so in preparing their applications, by providing practical advice and helping to overcome psychological barriers—particularly self-censorship—that might otherwise hinder certain employees in this process. Concurrently, training on application writing was offered to 14 employees (10 women and 4 men) in 2022.

Family leave and equal treatment upon return

To better support faculty researchers in managing their statutory workload, greater flexibility has been introduced in the allocation of their duties. This measure is specifically designed to facilitate the resumption of previously taught courses, considering the specific constraints associated with periods of absence.

Furthermore, for BIATSS staff, it has been guaranteed that statutory bonuses will remain at the same level, even after family leave. This financial guarantee is an essential element of professional recognition and ensures economic stability during these periods of interruption.

Thanks to these combined measures, it is now possible to ensure better career continuity for staff returning from maternity, parental, or adoption leave. They thus help mitigate the negative effects associated with temporary interruptions, such as professional disengagement or difficulties in reintegrating. By fostering a more inclusive and adaptable work environment, these measures help preserve equity and career advancement within institutions.

| Preventing pay gaps | | | | |
|---|--|-------------------------|--|--------------------------------|
| Actions | Performance indicators | Implementation Schedule | Audience | Status |
| Systematically provide staff requesting part-time work with information on the implications for their career and retirement | Number of interviews conducted per year/list of topics covered | Starting in 2021 | General public | Completed |
| Encourage staff to submit applications for bonuses | Number of applications submitted by gender | Starting in 2022 | Faculty and researchers | Completed (ongoing) |
| Encourage IAT staff to submit applications for promotion or placement on the eligibility list | Number of eligible employees by gender who applied | Starting in 2021 | Administrative, technical, and support staff | Completed (individual support) |
| Ensure that staff can resume the teaching duties they performed prior to their leave | Change in the distribution of staff | Starting in 2021 | Faculty and researchers | Completed (individual support) |
| Ensure that statutory bonuses are maintained upon return from family leave | Comparison of bonuses before and after leave | Starting in 2021 | Administrative, technical, and support staff | Completed |

Area 2: Ensuring equal access for women and men to civil service departments, employment categories, ranks, and positions

Reminders of the objectives set by the Ministry for the chairs of the selection committees

Since 2021, the MESRI's recommendations aimed at promoting gender equality have been distributed to the chairs of selection committees. This initiative has helped to raise the committees' awareness of equality issues. The proportion of women promoted to the rank of full professor continues to rise, confirming the effectiveness of the measures implemented (see Table 9: Faculty and Research Staff by Rank, Grade, and Gender).

Promote co-chairs for selection committees

Gender parity in the leadership of selection committees is a key issue for more equitable governance. Since 2021, special attention has been paid to ensuring gender rotation or diversity in these roles.

Ensuring that at least 40% of the members of competition juries are of each gender

All competition juries at ENSAIT meet the minimum requirement of 40% women and 40% men. This requirement, now firmly established in practice, helps to strengthen the legitimacy and diversity of the juries.

Career guidance through professional development meetings

Performance reviews are seen as a key tool for helping employees advance in their careers. Since 2021, managers have been encouraged to discuss career prospects (if they were not doing so previously).

Progress is evident in the gender breakdown of promotions.

Encourage female doctoral students to qualify and apply for assistant professor positions

Since 2021, ENSAIT has been encouraging female doctoral students to pursue an academic career. These efforts primarily involve sending informative emails. We do not have specific data on the number of female doctoral students applying for MCF qualifications.

However, many barriers remain: a lack of visibility regarding possible career paths, self-censorship, and difficulty balancing career and personal life. The impact of these initiatives therefore remains limited and needs to be strengthened.

| Ensure equal representation of women and men among candidates with equivalent qualifications | | | | |
|---|---|------------------------|------------------------------------|-----------------------|
| Actions | Performance indicators | Performance indicators | Audiences | Status Update |
| A reminder of the objectives set by the MESRI in a letter of recommendation addressed to the chairs of the selection committees: When scientific and teaching qualifications are equal: - significantly increase the number of female full professors - apply the rule of preference to the candidate belonging to the underrepresented gender | Percentage of women promoted to PR locally | Starting from 2021 | Faculty and researchers | Completed and ongoing |
| When forming selection committees, ensure that the chairmanship is held by individuals of both genders | Percentage of women promoted to PR locally | Starting from 2021 | Faculty and researchers | Completed and ongoing |
| When selecting members of competition juries, ensure that at least 40% of the members are of each gender and possess the necessary qualifications. | Number of women/Number of men | Starting from 2021 | Administrative and technical staff | Completed and ongoing |
| During performance reviews, the manager should help all employees develop their career paths | Gender breakdown of promotions (merit lists and promotion tables) | Starting from 2021 | Administrative and technical staff | Completed and ongoing |
| Identify women who could serve on the board and encourage them to apply | Number of women serving on various councils | Starting from 2021 | General public | Not completed yet |
| Identify female students as early as their doctoral studies to encourage them to complete their qualifications and apply for the MCF position | Number of women with PhDs applying for EC qualifications | Starting from 2021 | Ph.D. students | Completed and ongoing |
| Identify female MCF to encourage them to pursue the “Habilitation à Diriger des Recherches” (HDR) | Number of women MCF/Number of women MCF-HDR | Starting from 2021 | Women associate professors | Completed and ongoing |

Area 3: The balance between personal and professional life

Certain initiatives designed to improve work-life balance are currently being phased in. While their impact cannot yet be fully measured, the groundwork has been laid, and areas for improvement have been identified to enhance their effectiveness in the coming years.

Non-discrimination in hiring based on family status

ENSAIT has strengthened the role of the HR Department as a “lookout” to ensure that candidates are not asked about their family situation or their ability to balance work and personal life during the recruitment process. This vigilance has helped protect the confidentiality of personal information and ensure equal treatment for all candidates.

Raise awareness among staff about their rights as parents, particularly among men regarding leave related to the arrival of a child

Efforts to raise awareness among staff—and particularly among men—regarding the rights associated with the arrival of a child (maternity leave, paternity leave, parental leave, etc.) have been successfully implemented. This initiative involved sending explanatory emails detailing the various types of leave available, the eligibility requirements, and the necessary procedures. Personalized simulations of taking paternity leave were offered to expectant fathers to help them better plan their personal and professional lives.

In addition, individual discussions were systematically held with expectant fathers identified in recent years. These meetings provided an opportunity to answer their questions, address any hesitations, and encourage them to take advantage of these programs. Although targeted, these initiatives have contributed to a better understanding of family leave entitlements among all affected employees.

| Ensure a healthy work-life balance | | | | |
|---|--|------------------------|-----------|-------------------------------|
| Actions | Performance indicators | Performance indicators | Audiences | Status Update |
| Ensure that no meetings are scheduled after 6 p.m., regardless of department or position | Number of meetings held after 6 p.m. | Starting from 2021 | Everyone | Completed |
| Make it standard practice to offer a post-maternity-leave return-to-work meeting with the HR department | Number of people who requested a meeting | Starting from 2021 | Everyone | Completed upon request |
| Offer parenting support sessions within six months of the birth or adoption | Managers offered meetings to 100% of new parents | Starting from 2021 | Everyone | Not completed |
| Raise staff awareness of their rights as heads of households, particularly men, regarding leave related to the arrival of a child | Internal communication (emails, posters, etc.) | Starting from 2022 | Everyone | Completed and to be continued |
| During the hiring process, do not ask candidates about their family situation or their ability to balance work and family life | The HR Department’s role as a monitor | Starting from 2021 | Everyone | Completed and to be continued |

Area 4: The fight against sexual and gender-based violence, harassment, and discrimination

Public Information on Sexual Harassment and Remedies

Internal communication efforts, through emails and posters, have helped inform a wide audience about sexual harassment situations, ways to prevent them, and the options available in the event of a problem. This ongoing awareness-raising has helped increase collective vigilance and encouraged victims or witnesses to come forward. However, it is important to diversify communication channels to reach all employee groups and ensure optimal access to information.

Regular updates on the existence and role of the Monitoring Unit

Since 2021, the Monitoring Unit has been brought to the forefront through regular campaigns, which has led to an increase in the number of people reaching out to this body. This trend reflects growing confidence in the systems put in place and underscores the importance of this space for listening and follow-up. To build on this momentum, it is necessary to maintain this visibility and ensure high-quality support in order to effectively meet the needs of the public.

A VSS liaison for staff and students was also appointed in January 2025.

| Promote a culture of gender equality, prevent and address sexual harassment | | | | |
|---|---|------------------------|-----------|-------------------------------|
| Actions | Performance indicators | Performance indicators | Audiences | Status Update |
| Implement training programs on gender equality and on preventing and addressing sexual harassment | Number of staff trained | Starting from 2022 | All staff | Completed and to be expanded |
| Educate the public about sexual harassment and available remedies | Internal communications (emails, posters, etc.) | Starting from 2022 | All staff | Completed and to be continued |
| Regularly communicate about the existence and role of the Monitoring Unit | Number of visitors received | Starting from 2021 | All staff | Completed and to be continued |

Part III Gender Equality Plan 2024–2027

The FH 2024–2027 Equality Plan is organized around five priorities:

Area 1: Strengthening the governance of equality policies

Area 2: Create the conditions for equal access to professions and professional responsibilities

Area 3: Eliminate pay gaps and disparities in career progression

Area 4: Provide better support for maternity, parenthood, and the work-life balance

Area 5: Strengthen prevention and the fight against sexual and gender-based violence (SGBV)

During the review of the 2021–2023 plan, several observations were made:

Some initiatives were successfully implemented and need to be maintained, strengthened, or adapted.

Some initiatives could not be implemented due to a lack of time and resources.

Some actions are difficult to implement and will be abandoned.

Some unplanned but necessary actions have emerged.

Area 1. Strengthening the governance of equality policies

Actions to be continued or strengthened

- Annual monitoring of gender parity:

Annual review of gender parity within management teams, with a qualitative assessment of roles and functions (to combat the glass ceiling).

- Training on gender equality and anti-discrimination: for all staff members.

Actions that could not be implemented and are being proposed again for the new plan

- Training for managers on gender equality and anti-discrimination efforts

Proposed new measures

- ENSAIT Governance: Strengthening Institutional Commitment
 - Inclusion in the internal regulations of a section addressing:
 - Sexist and inappropriate behavior,
 - Harassment,
 - Breaches of ethics and professional conduct,
 - Strengthened political leadership on issues of equality, diversity, and the fight against discrimination at the highest levels of management.
 - Translation of the equality plan into English, in accordance with the requirements of European contracts.

Area 2: Create the conditions for equal access to professions and professional responsibilities

Actions to be continued or strengthened

- **Awareness-raising:**
 - Raise awareness among department heads, management, and employee representatives regarding gender bias and gender-based and sexual violence (GBSV).
 - Train recruitment teams (selection panels, COS chairs, etc.) to ensure bias-free hiring practices
- **Ongoing Awareness-raising:**
 - Raise awareness of gender bias among recruitment panels and selection committees.
 - Conduct an annual review of advancements and promotions.
- **Career tracking:**
 - Analyze and compare career trajectories to ensure equal access and progression.
 - Conduct a quantitative and qualitative survey on staff career trajectories.

Actions that could not be implemented and are being proposed again for the new plan

- **Awareness-raising and communication:**
 - Raise awareness among new thesis advisors about gender bias and gender-based violence.
 - Implement an action plan to promote women's access to doctoral programs, focusing on communication, identification, support, and the study of motivations.
 - Provide gender-disaggregated statistical analyses of jobs and academic tracks prior to each recruitment of civil servants.
- **Career tracking:**
 - Conduct annual gender-disaggregated assessments of applications, admissions to doctoral programs and HDR programs, as well as the progress of theses and defenses.
 - Establish a specific support system (mentoring) for female doctoral students and staff (BIATSS, faculty researchers) to help them advance to leadership roles or prepare for competitive exams.
- **Analysis of responsibilities:**
 - Conduct an annual analysis of the distribution of teaching and administrative responsibilities.
 - Develop a guide or video on combating gender stereotypes in research specific to the institution.

Proposed new measures

- **Inappropriate conduct:**
 - Update the institutional policies on discriminatory and sexist conduct, as well as practices that violate academic ethics and professional standards.
 - Draft a code of conduct for non-permanent staff and external speakers, including guidelines for avoiding sexist or discriminatory content.

Area 3 Eliminate pay gaps and disparities in career progression

Objectives: To ensure fair career progression and to identify and address any gender biases in career paths and compensation

Actions to be continued or strengthened

- Systematic review during each campaign of the gender breakdown of bonuses (award and amount) and the impact of part-time work on bonus awards
- Gender analysis of overtime hours: analyze the breakdown between women and men and ensure a balance
- Personalized support for staff applying for a promotion or a competitive exam
- Training for managers to prevent gender bias in career evaluations

Actions that could not be implemented and are being proposed again for the new plan

- Conducting internal studies to identify potential biases in career progression
- Organizing workshops on workplace equality with external partners (companies, local governments, etc.)

Area 4 Provide better support for maternity, parenthood, and the work-life balance

Maintaining a balance between work, personal, and family life remains a key issue for equality, particularly between women and men, as women still bear the bulk of domestic and parenting responsibilities. Taking all life situations into account is also essential to ensuring equitable support for staff.

Actions to be continued or strengthened

- Provide regular updates on existing rights: parental leave, leave for sick children, and flexible work arrangements.
- Ensure service continuity: Replace, as much as possible, staff on maternity, adoption, or childcare leave.
- Guarantee the rights of young researchers: Automatically extend doctoral and postdoctoral contracts during periods of leave related to childbirth or adoption.

Actions that could not be implemented and are being proposed again for the new plan

- Develop a “parenting” guide for staff that outlines all the options available to new parents regarding flexible work schedules, taking time off, sick days for children, etc.

Area 5 Strengthen prevention and the fight against sexual and gender-based violence (SGBV)

Gender-based and sexual violence are both a consequence of gender inequality and a factor that perpetuates it.

This priority area therefore aims to address both aspects:

- Prevention, through training and awareness-raising initiatives;
- Combating and addressing gender-based and sexual violence.

Actions to be continued or strengthened

- Raising staff awareness of sexist behavior and gender-based and sexual violence (GBV)

Actions that could not be implemented and are being proposed again for the new plan

- Train all department heads on how to combat sexist behavior and sexual harassment

- Include a module on combating sexual and gender-based violence in all management training programs

Proposed new measures

Awareness-raising and training

- Raise awareness among new staff about the issues related to Sexual and Gender-based Violence

Preventing and treatment of Sexual and Gender-Based Violence

- Create a specific VSS policy to be attached to internship agreements, supervised projects, and work-study contracts
- Include VSS risks in the Single Document for the Assessment of Occupational Risks (DUERP) – Psychosocial Risks (RPS) section
- Recognize the participation of members of VSS support groups and anti-harassment committees in career advancement criteria (RIPEC C3, promotion of BIATSS staff)