



Action Plan for Gender Equality

2025-2028



CIHEAM
ZARAGOZA

Action Plan for Gender Equality (GEP) 2025-2028 for CIHEAM Zaragoza (Mediterranean Agronomic Institute of Zaragoza)

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1. Introduction

The Mediterranean has an increasingly important geopolitical dimension as a meeting point between three continents - Europe, Asia and Africa - with major differences in terms of political, economic and social models. Within this framework, CIHEAM (International Centre for Advanced Mediterranean Agronomic Studies) has become a reference institution in the agrifood and fisheries development of its member countries through training, research, cooperation projects and political dialogue activities.

CIHEAM Zaragoza, one of the four Institutes of the organisation, since its creation in 1969 has contributed to the capacity building of participants through its activities. Our commitment extends to all social demands, both external and internal. That is why, since 2019, we have been working to fulfil our obligations in terms of equality and gender perspective together with our sister Institutes and the CIHEAM General Secretariat. This commitment led to the Institute's first Gender Equality Plan (GEP) for 2022-2024.

The Institute's Action Plan for Gender Equality and Gender Mainstreaming (GEP CIHEAM Zaragoza) for the period 2025-2028 is a step further from the original, with structural improvements to reinforce the institutional commitment to gender equality. The indicators of the first edition of the Plan have been revised to optimise resources and target actions in priority areas. Gender equality continues to be a fundamental pillar in organisational management and in the design of sustainable development strategies.

Through this Plan, the Institute remains committed to collaborate and work in coordination with the other Institutes and the General Secretariat (GS) of CIHEAM to exchange experiences and establish common work processes to favour gender equality and gender mainstreaming. At CIHEAM Zaragoza, our commitment with equality is aligned with the CIHEAM Code of Ethics, in particular Article 6 concerning mutual respect and Article 7 concerning social and environmental responsibility.

Therefore, in accordance with the CIHEAM Code of Ethics, the Institute undertakes the commitment to build an organisation free from inequalities between women and men and establishes the means to evaluate and monitor the achievement of the objectives set.

2. Diagnosis

Based on the evaluation of PEG 2022-2024, significant progress has been made in the awareness and application of the gender approach in institutional policies. Actions include training provided for all staff members such as the courses 'Inclusive Language' and 'Prevention and Awareness of Violence, Harassment in the Workplace, and Equality' that have strengthened the organisational culture in terms of equality. The Institute will continue to adopt measures to favour the work-life balance to attend individual, justified needs of staff members provided that they are compatible with internal governance and activities of the Institute. The Institute will strive towards a balanced participation of women and men in training activities according to merit and excellence. This new plan seeks to consolidate the progress made and address areas of improvement through more efficient and measurable strategies.

In general terms, there is a balanced gender distribution of CIHEAM employees, both among the CIHEAM officers (agents), including the Director¹, and consultants, experts and auxiliary staff. However, the distribution of women and men in each of the 6 Units of CIHEAM's organisational structure is very

¹ According to category, the situation is different. In Category A there are more men than women (60% vs 40%) as opposed to Category B (25% men vs 75% women).

heterogeneous, as, unlike CIHEAM Zaragoza's Management Committee, some units do not have an equal gender distribution.

Concerning the staff members' professional career, CIHEAM Zaragoza (in Article 6 of the Code of Ethics and Article 3.2 of the Staff Regulations) undertakes to offer employees equal opportunities and avoid gender discrimination. However, this is conditioned by the relatively small size of the Institute and different levels of professional skills.

In the latest announcements of job vacancies at CIHEAM Zaragoza we have stated that the Institute promotes an inclusive working environment and favours gender equality. However, it would be desirable to address the whole selection process from a gender perspective.

With regard to our training activities, in recent years, there are generally no inequalities between women and men in the number of applications and participants. However, a higher proportion of women receive scholarships from the Institute.

Concerning Projects, taking the last 5 years as reference for analysis, data indicate an equal balance of men and women, both in the participation in consortia and among the work package leaders.

3. Main Axes: Objectives and Actions

The GEP revolves around 4 main axes, each with specific objectives and actions:

- Axis 1. Corporate culture
- Axis 2. Human resources
- Axis 3. Training
- Axis 4. Projects

Each action has a specific time frame for completion that may be modified if circumstances vary or if changes or opportunities arise where unforeseen measures need to be adopted or improvements made.

3.1. Corporate culture

Corporate culture comprises an organisation's set of shared values that guide interactions and behaviour of all members of staff. Corporate culture cuts across the organisation and influences its members, working environment, leadership methods and management processes. Corporate culture should be evolutionary, adapting as internal and external needs and demands change.

In order to consolidate gender equality in CIHEAM Zaragoza's corporate culture, it is necessary to establish objectives and promote measures aimed at raising awareness on this issue, as well as to establish a network of alliances and external contacts.

For the correct implementation and monitoring of the GEP, CIHEAM Zaragoza will consider hiring consultants with gender expertise to raise awareness among staff members.

Objectives and actions

Objective 1: Materialise the commitment and support for the GEP

Actions (A)	Person(s) responsible	Time frame	Indicators
A1. Capacity-building in gender issues for persons responsible for implementing the GEP	Director, HR, Communication	2025-2028	Capacity-building activities
A2. Adapt CIHEAM Zaragoza's texts and documents from a gender perspective.	Director, HR, Communication	2025-2028	Number of texts and adapted documents
A3. Collect and regularly update gender-disaggregated quantitative and qualitative data for an annual gender report.	HR, Training, Projects, Communication	2025-2028	Gender-disaggregated data concerning activities and staff

Objective 2: Raise awareness among CIHEAM Zaragoza staff on the importance of gender equality and gender mainstreaming

Actions (A)	Person(s) responsible	Time frame	Indicators
A4. Promote the use of inclusive language in all documents produced by CIHEAM Zaragoza	Director, HR, Communication, Training and Projects	2025, 2026, 2027, 2028	Number of documents produced using inclusive language
A5. Internal communication, training and awareness-raising actions	Communication, HR, Training	2025-2028	Number of communication, training and awareness-raising actions conducted

Objective 3: Ensure that CIHEAM Zaragoza conveys an equal, plural and non-stereotypical image of women and men

Actions (A)	Person(s) responsible	Time frame	Indicators
A6. Revise all external and internal communication material to ensure that the image of CIHEAM Zaragoza, through different communication supports (written material, images, videos), is that of an institution promoting equal opportunities for women and men	Communication	2025-2028	Number of materials revised
A7. External communication on CIHEAM Zaragoza's commitment with gender equality	Communication	2025-2028	Number of external communications

3.2. Human Resources

The internal organisational structure of the Institute is made up of 6 Units that report to the Director: Training; Projects; Support Services; IT and Digitalisation; Communication and Marketing; and Economic Management, Human Resources and Maintenance.

There is a Management Committee made up of 4 women and 2 men (heads of unit).

The Institute employs 23 CIHEAM officers (agents), 12 (52 %) are women and 11 (48 %) are men. There are 3 women and 7 men in Category A and there are 9 women and 4 men in Category B. The Institute also has 3 employees - 2 woman (67 %) and 1 man (33 %) - hired as CIHEAM consultants, experts and auxiliary staff.

CIHEAM Zaragoza's HR Unit should incorporate mechanisms to guarantee equality between men and women in hiring of staff and in employees' professional development.

Attention should be paid to aspects related to the working environment, namely work-life balance, prevention of gender discrimination and sexual harassment in the workplace.

Objectives and actions

Objective 1: Guarantee equal opportunities

CIHEAM Zaragoza undertakes the commitment to integrate the gender approach and work towards gender equality in selection processes and hiring of staff.

In any event, the Institute will make sure that discrimination between women and men in salaries is avoided and will establish the necessary mechanisms to ensure equal treatment in this sense.

Actions (A)	Person(s) responsible	Time frame	Indicators
A8. Diversify channels used to publish announcements of job vacancies, paying special attention to those focusing on valorisation of women's skills	HR and Communication	2025-2028	Number of media channels used that valorise women's skills
A9. Provide members of hiring committees with information on the internal gender equality policy prior to interviews	HR	2025-2028	Hiring committees informed
A10. Incorporate gender mainstreaming data in occupational risk assessment and prevention	HR	2025-2028	Gender mainstreaming data incorporated in occupational risk assessment and prevention
A11. Generate data on applications from women and men for job vacancies	HR	2025-2028	Records of the number of male and female applicants
A12. Exchange good practices on equality issues with other institutes and, where appropriate, with other public bodies	HR and Director	2025-2028	Number of exchanges of good practices

Objective 2: Promote equal representation of women and men

Actions (A)	Person(s) responsible	Time frame	Indicators
A13. Revise application of the principle of equal representation between women and men on the management committee and in the working groups	Director, HR	2025-2028	Equal representation between women and men on the management committee and in the working groups
A14. Promote the balance between women and men as members of juries, examining boards and selection committees	Director, HR	2025-2028	Number of women and men in each jury, examining board and selection committee

Objective 3: Encourage co-responsibility and work-life balance

To make constant improvements to the current situation concerning paid leave from a gender perspective

Actions (A)	Person(s) responsible	Time frame	Indicators
A15. Draw up an HR policy document linking existing or planned work organisation measures (meeting times, right to disconnect, etc.) in order to promote a good work-life balance	HR, Training, Projects	2025-2028	HR policy document to ensure the work-life balance
A16. Promote the adjustment of meeting times at CIHEAM Zaragoza so that they do not interfere with personal life, previously setting the start and end time of each meeting	HR, Training, Projects	2025-2028	Number of meetings with fixed start and end times that do not interfere with personal life
A17. Establish criteria when scheduling lectures, courses and working times to favour the work-life balance of the staff involved	HR and Training	2025-2028	Lecture and course schedules to favour staff's work-life balance

Objective 4: Take action against situations of sexual harassment and gender violence and protect victims

No institution is immune to these practices therefore CIHEAM Zaragoza (Article 6 of the Code of Ethics) explicitly condemns them and provides for instruments to prevent and report them.

Actions (A)	Person(s) responsible	Time frame	Indicators
A18. Include rules concerning sexual harassment and gender discrimination in the Internal Regulations	HR	2025	Rules concerning sexual harassment and gender discrimination in the Internal Regulations
A19. Establish a specific procedure to deal with reports of sexual harassment or sexist behaviour (protocol of prevention and action)	HR	2025	Specific procedure to deal with reports of sexual harassment or sexist behaviour

3.3. Training

CIHEAM Zaragoza delivers 8 Master programmes of two years' duration for university graduates and an average of 8 advanced courses for professionals of one week in duration, in five areas of knowledge: Marketing and Agrifood Systems; Plant Production, Health and Breeding; Animal Production and Welfare; Environment and Natural Resources; and Fisheries and Aquaculture.

Over the last 5 years the data of the 4 complete academic years (2020/2021, 2021/2022, 2022/2023 and 2023/2024), indicate that CIHEAM Zaragoza trains on average 420 students per academic year. Results of the analysis indicate an average of 121 participants in master's programmes (50.7 % women; 49.3 % men) and 298 participants (full participation) in the advanced courses (47.4 % women; 52.6 % men).

In order to participate in our training activities, students have to submit an application and undergo a selection process. According to the information analysed, in one academic year CIHEAM Zaragoza receives 538 applications for Master studies (47.2 % women; 52.8 % men) and 1170 applications for advanced courses (42.4 % women; 57.6 % men). Additionally, CIHEAM Zaragoza awards an average of 56 scholarships for Master studies (59.3 % women; 40.7 % men) and 131 for advanced courses (44.6 % women; 55.4 % men).

Concerning those involved in the delivery, coordination and design of the training activities, the average number in an academic year is 182 lecturers in the Master programmes (34.9 % women; 66.1 % men) and 108 in advanced courses (33.5 % women; 66.5 % men). Besides, 9 professionals from other institutions carry out coordination tasks in the Master programmes (35.1 % women; 64.9 % men) and 9 in advanced courses (26.5 % women; 73.5 % men). Thirty four experts participate in the design of the advanced courses (30.4 % women; 69.6 % men).

The Institute will ensure that the procedures applied in the design and management of the academic programmes, including the constitution of groups of experts; selection of participants; awarding of scholarships, invitation of lecturers; coordination and quality assessment, all incorporate the gender perspective. Likewise, the Institute will include the gender perspective when announcing and publicising our training offer.

Objectives and actions

Objective 1: Incorporate the gender perspective in training delivery procedures

Actions (A)	Person(s) responsible	Time frame	Indicators
A20. Inform lecturers about the GEP in letters of invitation	Training	2025-2028	Number of letters including information on the GEP
A21. Promote the principle of balanced representation of women and men in the design teams of the training programmes, as well as among the coordinators, teaching staff and tutors in the second year of the Master's programme.	Training	2025-2028	Number of men and women in the design teams of the training programmes, as well as among the coordinators, teaching staff and tutors of the second year of the Master's programme

Objective 2: Incorporation of the gender perspective in the contents of the training offer

Actions (A)	Person(s) responsible	Time frame	Indicators
A22. Promote gender equality and gender mainstreaming in the training offer	Training	2025-2028	Number of activities promoting gender equality and gender mainstreaming
A23. Motivate students in the second year of the Master's programme to include aspects related to the gender dimension in their final projects.	Training	2025-2028	Number of Master's Final Projects including aspects related to the gender dimension
A24. Coordinate with the Projects Unit to incorporate the gender approach in activities derived from projects	Training and Projects	2025-2028	Number of training tasks financed by projects that incorporate the gender approach

3.4. Projects

CIHEAM Zaragoza promotes and coordinates cooperation projects (research, development or networks of experts) in order to contribute to the generation and application of knowledge and to facilitate collaboration between professionals belonging to research teams from CIHEAM member countries and other European and non-European countries. The general objective of these projects is to improve the situation of the agrifood sector, fisheries and aquaculture, the rural environment, natural resources and the environment in the Mediterranean region, working together with other institutions and facilitating the exchange and dissemination of results.

The main functions of the Institute in this type of activity are normally the following:

- Communication and dissemination: leading the main work packages ensuring visibility of the project, its actions and its results
- Training: organising capacity-building activities adapted to the needs of the project
- Coordination and administrative management of the projects.
- Catalysing international networks, teams and groups for the creation of consortia, with emphasis on Mediterranean countries.

Regarding financial involvement in projects, a distinction must be made between knowledge networks - generally funded or co-funded by CIHEAM Zaragoza- and international projects, usually funded by the European Union and awarded through a call for tenders. In the latter, the Projects Unit acts as coordinator or as a member of the consortium, usually invited by the leading entity.

In the last 5 years (2020-2024), CIHEAM has participated in 16 European projects. In the consortia created to manage these projects, 1305 people have participated, (51 % women and 49 % men). The distribution of the coordination teams is 48% women 52 % men and work package leaders is 44 % women 56 % men.

Objectives and actions

Objective 1: Reflect CIHEAM Zaragoza's commitments in terms of gender equality and gender mainstreaming in the organization of teams and activities carried out

This commitment must be shown in all phases of a research project or network: consortium formation, submission to calls for proposals and implementation of activities. We will initiate this commitment by taking into account the gender perspective in the selection of projects, calls and proposals.

Actions (A)	Person(s) responsible	Time frame	Indicators
A25. Include the gender perspective as a favourable criterion in the selection of projects and calls for proposals	Projects	2025-2028	Number of selected projects and calls for proposals that include a gender perspective
A26. Include the gender perspective in project communication and training activities	Projects and Communication	2025-2028	Number of communication activities that include the gender perspective
A27. Promote the principle of balanced representation of women and men in the networks and in the coordination teams and those responsible for work packages, in the speakers, lecturers and those responsible for forums, workshops, and scientific meetings held or organised at CIHEAM Zaragoza.	Projects and Training	2025-2028	Number of women and men in the networks and in the coordination teams and those responsible for work packages, in the speakers, lecturers and those responsible for forums, conferences and scientific meetings held or organised at CIHEAM Zaragoza.
A28. Inform partners of project activities held at the Institute about the GEP	Projects	2025-2028	Number of communications that include information about the GEP

4. Validity, Monitoring and Evaluation

This GEP is valid for three years (2025-2028), after which it will be evaluated and if necessary, adapted to the current situation. It will remain in force until a new Plan is approved.

The GEP will be reviewed on an annual basis to measure the Institute's progress in relation to the objectives that have been set and to assess the effectiveness of the actions undertaken.

Potential risks of gender discrimination and, if necessary, proven situations of discrimination will be addressed in a continuous improvement approach, explaining the measures to be taken. These measures will be incorporated following the annual review of the plan.

The results of each review will be included in an annual report which will be annexed to the GEP for the following year.

The HR and Communication managers will be responsible for monitoring the implementation of the Plan by monitoring indicators and revising measures accordingly. For this purpose they will meet at least once a year upon the request of the Director.

Actions

Actions (A)	Person(s) responsible	Time frame	Indicators
A29. Analyse indicators	Director and Unit managers	2026, 2028	Report of indicator analysis results
A30. Progress monitoring meetings	Director, HR and Communication	2025-2028	Meeting minutes
A31. Biennial gender status reports	Director, HR and Communication	2026, 2028	Biennial reports