



ICCROM GENDER EQUALITY PLAN

2023-2025

This version of the ICCROM Gender Equality Plan was endorsed by the upper management and published in September 2023. The document is subject to revision in 2024 in line with ICCROM's programmatic cycle.

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1. Advancing gender equality at ICCROM

This document serves as a comprehensive summary of the initiatives implemented and the commitments envisioned to advance diversity, promote gender equity, and cultivate an inclusive and responsive organizational culture. These efforts are aimed at benefiting ICCROM Staff, non-staff collaborators, research fellows, interns as well as participants in ICCROM's capacity-building activities.

The **Gender Equality Plan** outlined in this document encompasses both programmatic and institutional priorities providing a roadmap for advancing gender equality across all ICCROM's operations. Building on our achievements and lessons learned, the plan specifies two areas of commitment:

- o Enhancement of our policies and practices to foster more gender-inclusive workplaces, learning environments and practices throughout the organization.
- o Integration of gender perspectives across our diverse range of activities and work areas, including research.

These priorities are systematically addressed throughout the organization, with the Human Resources Office managing all aspects related to employment and training of ICCROM Staff, and the Strategic Planning unit consistently collecting data across the organization and overseeing research efforts at ICCROM.

This is a living document subject to regular revision. The current edition presents the initiatives and actions that have been or will be undertaken during the current biennium, spanning 2022-2023, but also highlights previous achievements. Consistent with ICCROM's programmatic cycle, a comprehensive review of the document is envisaged for the subsequent biennium, 2024-2025.

2. ICCROM's core values

[ICCROM's core philosophy and values](#), shaped over six decades of active involvement in the field of cultural heritage conservation worldwide, continue to serve as the foundational framework guiding the organization's approach. These values encompass **inclusivity**, underpinned by a people-centred approach that includes a commitment to gender equality and promotes participatory decision-making processes. ICCROM is committed to promoting **diversity** in both heritage conservation approaches and in the representation of people and cultures. This dedication is evident in the diverse makeup of ICCROM Staff, course participants, resource persons, research fellows, interns and other beneficiaries. ICCROM strives to **empower** all stakeholders engaged in heritage conservation through capacity-building initiatives and other activities without regard to their gender or race. ICCROM upholds the principles of **accountability and transparency** as fundamental to its operations. These principles serve to enhance the organization's own governance and practices while enabling it to fulfil its mandate and responsibilities objectively and with integrity. ICCROM's core values also encompass **neutrality, sustainability, accessibility, and flexibility**.

3. ICCROM's guiding principles

ICCROM's mission is to provide Member States with the best tools, knowledge, skills and enabling environment with which to preserve their cultural heritage in all of its forms, for the benefit of all people. ICCROM's vision is for a world in which cultural heritage – its preservation, protection and celebration – is inextricably linked with notions of progress, inclusivity, well-being and stability.

ICCROM has committed to the UN 2030 Agenda and to achieving the [Sustainable Development Goals \(SDGs\)](#), as evidenced in the biennial [Programme of Activities and Budget](#), embracing the common principle of 'Transforming Our World' and ensuring that no one is left behind.

This commitment extends to:



[SDG 5: Achieving gender equality and empower all women and girls.](#)

ICCROM is firmly committed to capacity development of women at all stages of their careers, and their professional participation in the cultural heritage sector.



[SDG 10: Reducing inequalities.](#) Through our services and activities, we are working to address knowledge gaps in cultural heritage care and management and empowering communities to benefit from their heritage. By adopting a people-centred approach, we promote inclusion, irrespective of age, gender, disability, race, ethnicity, origin, religion, economic or other status.

ICCROM's **Programmes and Activities for 2022-2023** emanates from the Strategic Directions and Objectives set for the period 2018-2023. It is guided by ICCROM's statutory mandate, vision, core values and guiding principles. This includes the following:

- In line with ICCROM **Strategic Goal 2** to create a diverse and inclusive global network, we promote wider access to capacity building at all levels and facilitate social inclusivity. Activities to monitor the progress include the collection of data on the beneficiaries of training activities, fellows and interns.
- In line with **Strategic Goal 3**, ICCROM strives to enhance the impact of its service delivery, which includes reporting to assess performance and demonstrate impact and staff trainings to enhance their skills and performance.

ICCROM is deeply committed to gender equality as part of its values and mission. It aligns with the principles and values described above. ICCROM aims to create a diverse and thriving community by providing equal opportunities to all heritage practitioners and researchers who engage in our activities regardless of nationality, race, gender, or sexual orientation.

3. ICCROM policies and institutional setting for gender equality

In recent years, ICCROM has made significant progress in advancing a culture of equality and inclusion. This progress has been achieved through the establishment of a dedicated Human Resources (HR) Office and the implementation of a range of policies governing various aspects of the organization's operations and procedures. The following section provides an overview of the policies currently in effect.

3.1. Staff Member Regulations and Rules

The [Staff Member Regulations and Rules](#) embody and express the fundamental conditions of service and the basic rights, duties, and obligations of ICCROM Staff Members. The Regulations represent the broad principles of human resources policy for the staffing and administration of ICCROM.

According to the Staff Regulations, ICCROM Staff Members are international civil servants (1.1). As such, they uphold and respect the principles set out in the United Nations Charter, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of men and women (1.3). Staff Members cannot be subject to any discrimination on the grounds of racial or ethnic origin, opinions or beliefs, gender, sexual orientation, health, or disabilities (2.2).

Recruitment, appointment, transfer, reassignment, and promotion of Staff Members shall be made without any discrimination based on race, ethnicity, gender, sexual orientation, disability, religion, political affiliation, or social status (4.2). In the recruitment and appointment of Staff Members due regard is paid to the importance of recruiting and maintaining a geographically diverse and gender-balanced workforce (4.3).

Staff Regulations also recognizes as misconduct and prohibits all forms of abuse of authority, discrimination, retaliation, unlawful threats and/or harassment, including, but not limited to, sexual or gender-based harassment, and religious or racial discrimination (10.24 I). [Appropriate policies](#) and regulations are in place for reporting and investigating allegations of misconduct.

3.2. Standards of Conduct for the International Civil Service

As outlined in the ICCROM Staff Member Regulations and Rules, ICCROM Staff are obligated to adhere to the [Standards of Conduct](#) set forth by the International Civil Service. The current edition of the Standards of Conduct for the International Civil Service was introduced by the International Civil Service Commission (ICSC) in 2013.

3.3. Policy on the Prohibition of Discrimination, Harassment, Sexual Harassment and Abuse of Authority

Adopted in 2020, [ICCROM Policy on the Prohibition of Discrimination, Harassment, Sexual Harassment and Abuse of Authority](#) seeks to ensure that all individuals working at ICCROM are treated with dignity and respect and are aware of their role and responsibilities in maintaining a workplace free of any form of discrimination, harassment, sexual harassment

or abuse of authority. It provides the definition of harassment, outlines the general principles encompassing standards of behaviour and the responsibilities of Staff Members and Managers and delineates both preventative and corrective measures, as well as the [procedure for addressing harassment incidents](#).

3.4. Administrative guidelines and training to foster gender equality

Since its establishment in January 2022, the HR Office has played a pivotal role in enhancing and streamlining human resources management while facilitating the hiring process.

As of March 2023, ICCROM has adopted Teleworking Guidelines intended to enable Staff to better balance work and life, and overall organizational well-being. Taking stock of lessons learned post-COVID, the document cites teleworking as a means of institutional support for gender equality and a contributor to breaking down employment barriers, including among persons with disabilities.

Forthcoming guidelines include a document intended to standardize recruitment, selection, and induction, currently in draft form which is being finalized by the HR Office.

Over the course of the 2020-2021 biennium, ICCROM Staff also carried out mandatory training on ethics and compliance designed in collaboration with NAVEX Global, including a course on ICCROM Global Workplace Harassment.

In December 2023, through an agreement with the Rome-based Food and Agriculture Organization of the United Nations, Staff can participate in a two-day workshop on Women’s Security Awareness Training (WSAT).

Training actions intended to create a positive and inclusive work environment will continue to be offered as per ICCROM’s commitment to staff well-being.

4. Gender representation across ICCROM Staff and in training and research initiatives

- **ICCROM Staff**

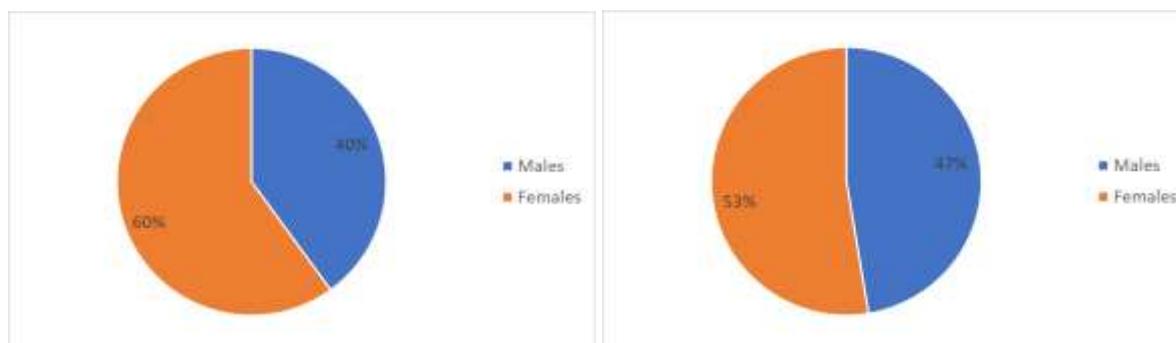


Image 1: ICCROM Staff by gender in 2023

Image 2: ICCROM Staff and Special Advisors to the Director-General by gender in 2023

As of 2023, the Staff composition at ICCROM displayed a female majority, aligning with the prevailing trend in the cultural heritage sector. Women are strongly represented in various roles across all Staff grades at ICCROM. Within upper management, two of the six members of the management team are currently female. As of the present, the position of Director-

General is held by a male. The gender composition becomes more balanced when accounting for Special Advisors to the Director-General (non-staff).

ICCROM's Secretariat is governed by an international Council of heritage professionals from among its 137 Member States. In the 2022-2023 biennium, it is comprised of 14 women (58%) and 10 men (42%).

ICCROM also collaborates with non-staff members, including consultants and interns. In 2023, 78 percent of consultants were female, while 22 percent were male; 70 percent of interns were female, and 30 percent were male.

Through its Fellowship Programme, ICCROM regularly collaborates with senior professionals who are nationals of ICCROM Member States or are employed within organizations therein. Fellowships typically span from 2 to 6 months and are conducted either at ICCROM headquarters in Rome or the ICCROM-Sharjah Regional Office in the UAE. In 2022-2023, 55 percent of fellows were female, while 45 percent were male.

Traditionally, participation in ICCROM's capacity building activities has leaned slightly towards a higher representation of women, mirroring the broader landscape within the cultural heritage sector. On average, in the last few years, the gender distribution among participants in our training activities has been as follows: 60 percent of participants were female, while 40 percent were male.¹

Data collection and monitoring activities are carried out across all units, with the Strategic Planning Unit serving as the primary steward of institutional databases containing information on course participants, researchers, interns, and other beneficiaries of ICCROM's initiatives.

ICCROM remains committed to fostering a culture of equal opportunities for all. This commitment extends to future courses and training activities and institutional discussions, including conferences, where efforts will be made to ensure the composition of balanced groups, panels, and committees, promoting diversity and gender inclusivity.

5. Gender Equality Plan for 2023 - 2025

Area 1: Organizational culture for gender equality

Goal 1: Work-life balance promoted across the Organization

Actions: conduct staff trainings and continue to implement guidelines and procedures promoting an open and inclusive working environment.

Target: all Staff.

Goal 2: Gender balance and equal participation in decision making

Actions: Ensuring gender representation in key staff meetings, working groups and committees where decisions are made.

Target: all Staff.

¹ See ICCROM's 2020 [Annual Report](#).

Area 2: Gender perspective in research, training and other activities

Goal 1: Gender dimension is integrated and considered in training and research activities

Actions: Incorporating the gender dimension into training and research activities by utilizing didactic materials and fostering communication with course participants. Encouraging a gender-inclusive approach to training and fieldwork that takes into account the needs and dignity of women.

Target: course coordinators, course participants, instructors and researchers.

Goal 2: Balanced gender participation in training and research activities

Actions: Promoting and maintaining gender equality through the selection process; ongoing data collection on course participants and fellows; disaggregation of sex/gender data when relevant.

Target: course participants, researchers, interns.

Goal 3: Gender balance is considered during ICCROM events, including public talks and conferences

Actions: Seeking gender balance in panels, conferences, public talks and other events organized by ICCROM; taking gender considerations in account in other activities related to events planning and organization.

Target: all Staff, resource people, guests of ICCROM events.

6. The GEP team

ICCROM's commitment to gender equality cuts across the entire organization, with the Human Resources office leading in-house initiatives to promote inclusive practices, the well-being of personnel and a positive work environment.

Therefore, the GEP team is composed of four staff members: the HR Officer, the Strategic and Planning Unit Manager, the Programmes Unit Manager, and the Partnerships and Communications Unit Manager.

The Strategic Planning Unit is responsible for collecting and maintaining data regarding gender as it relates to all the activities within the Organization. Strategic Planning is also responsible for ensuring gender balance in the selection of research fellows.

The Programmes Unit is responsible for the selection of course participants and instructors, ensuring a broad geographical distribution when selecting for international courses, and gender balance. This responsibility extends to the regional office in Sharjah, UAE, where, to the best of their ability they ensure gender balance in activities and personnel.

The Office of the Director-General is responsible for appointing a management team that is inclusive of gender, as well as the appointment of special advisors.

The Partnership and Communication Unit ensures that gender representation and inclusiveness is accounted for in all outreach activities, online and offline, as well as communication material and language.

As a small organization of 45 Staff, ICCROM believes that it is the responsibility of all Staff to ensure that actions and behaviour reflect all of the policies and initiatives the Organization has put in place in the spirit of its commitment to gender equality.