



Building inclusive projects together

Integrating gender into the design and construction
of buildings and infrastructure





- 4 An issue for us all
- 5 Mainstreaming gender in projects,
to drive innovation and live better together
- 6 Artelia is committed to pursuing
gender equality and diversity
- 7 Projects that foster a more inclusive society
- 8 A pioneering gender-inclusive project method
- 9 Examples

Introduction



Benoît Clocheret - Chief Executive Officer



Faced with the key challenges of our time, whether technological, environmental or social, each construction project must be designed to meet the real expectations of all future user groups, while minimising its impact on the planet. In other words, each project must have the overarching ambition of being genuinely sustainable in all its dimensions.

As a leading engineering firm operating on five continents, Artelia has a particular responsibility in this respect. Our corporate purpose also reminds us of this. Our duty is “Designing solutions for a positive life” - that is to say, infrastructure, buildings and industrial facilities that contribute to development and a better quality of life for each and every person, men and women alike.

It is therefore essential to integrate the gender perspective into the design, implementation and future use of the projects on which we work. This requirement has been neglected or insufficiently incorporated into project preparation processes for far too long.

Which is why, through the transformative “Gender-Inclusive Projects” method presented in this brochure, we want to go beyond merely sharing our thoughts and experience in this area, and provide inspiration for all project developers and players in the construction industry.

I truly hope that this short brochure will inspire you to join us in building places to live, work and play that contribute, by their very design, to a world that is more respectful of the individual - a world that is, all in all, more inclusive.

Enjoy the read!

AN ISSUE FOR US ALL

People of different genders engage in different ways with spaces, projects and infrastructure. Factoring these differences into the way we design and implement our projects has an impact on more than one in two people⁽¹⁾. This chimes with our vision of sustainability and fairness.

Integrating the gender perspective - also referred to as "gender mainstreaming" - ties

in with the issues of regulatory compliance and with the CSR⁽²⁾ and ESG⁽³⁾ targets our organisations have undertaken to meet. It is also in line with international standards (World Bank, International Finance Corporation) and with the Sustainable Development Goals approach initiated by the United Nations⁽⁴⁾.



© United Nations / Sustainable Development Goals (SDGs)

Gender mainstreaming is about inclusion and enabling all project beneficiary groups, irrespective of their gender, age, health situation, etc., to live well together. Giving consideration to gender makes a project, service or infrastructure more sustainable, by going further to meet the needs and expectations of its beneficiaries.

1. Women are more likely than men to take on the responsibility of caring for dependants such as children, elderly and disabled people. Globally, women perform 76.2% of all unpaid care work. (Source: ILO, 2023)
2. CSR: Corporate Social Responsibility
3. ESG: Environmental, social, and governance criteria used to determine an organisation's contribution to society.
4. To find out more: <https://www.un.org/sustainabledevelopment/>



INTEGRATING GENDER INTO PROJECTS, TO DRIVE INNOVATION AND LIVE BETTER TOGETHER

Applying a gender-inclusive approach to a project will highlight the specific needs of, and impacts on, people in different social groups.

Moreover, drawing on a gender-informed team when designing and managing a project will enhance performance, create value and spark innovation. A mixed, diverse team will also develop innovative solutions stemming from their multiple insights into the future uses imagined and expected by the beneficiaries. This ensures that the best technical and human choices are made before a project is implemented, and that it will be socially acceptable.

Gender mainstreaming brings a number of direct benefits:

- For our teams during the project design and implementation stages: listening to people

and integrating their differences boosts interaction, in turn encouraging people to engage with and get involved in the project.

- For the project beneficiaries: helping them make spaces or infrastructure their own. When introduced from the inception stage, this disaggregated approach helps us foresee how different people will use the project, thus ensuring its sustainability by gaining acceptance and buy-in.

This diversity-sensitive approach creates a virtuous circle of inclusion, ensuring that all individuals can live and work together harmoniously.

A CROSS-CUTTING ISSUE, AT THE HEART OF THE GROUP'S STRATEGY

Faced with the environmental, social and societal challenges of our time, our duty as an engineering company is to be of service to the world by designing pertinent, innovative, tangible solutions promoting a positive life for citizens the world over. This involves paying attention to each and every person.

Gender mainstreaming has been fully integrated into Artelia's CSR commitments for 2025. It underpins two pillars in particular - "Develop our human capital" and "Commit to civic and humanitarian causes" - and is formalised through three targets for 2025:

- Make 100% of our employees aware of our "Each&All" Diversity and Inclusion policy each year,
- Participate in five action programmes aiming to

- promote engineering professions among women,
- Increase the proportion of female managers and women on governing bodies to 25%.

Our Diversity & Inclusion policy "Each&All" is also being rolled out with our external stakeholders, targeting a variety of audiences with a view to changing gender stereotypes in our business lines, particularly among young women and men and from secondary school onwards.

"Each&All" spans all sectors, and is integrated into the Group's strategy and CSR policy. It covers all our business lines, which is why we are committed to providing training on gender-informed project approaches and building our teams' skills in this area.

A KEY CHALLENGE FOR THE ENGINEERING AND CONSTRUCTION SECTORS

Globally, a mere 8% of students in the fields of engineering, manufacturing and construction are women⁽⁵⁾. In France, 24% of engineers are women⁽⁶⁾ and just 16% of 16- to 17-year-old girls opt to specialise in engineering sciences⁽⁷⁾: a state of affairs that should spur us all the more to take effective action, alongside our professional organisations.

As a signatory of the Gender Equality Charter of Syntec Ingénierie, the French professional engineering federation, Artelia is committed to supporting action in four main areas:

- Changing the image of engineering in the eyes of girls and young women,

- Ensuring equal treatment between women and men throughout their career,
- Promoting a healthy work/life balance,
- Facilitating access to managerial positions for women.

Artelia is also among the 130 signatories of the Charter of Commitment to Gender Parity and Equality in the Workplace for Firms and Organisations in the Real-Estate Sector, launched in France by the 'Observatoire de la Charte de la Parité dans l'Immobilier'.

5. Source: Unesco, 2017

6. Source: Association Femmes Ingénieures, 2023

7. Source: French Ministry of National Education and Youth, 2022

SUSTAINABLE PROJECTS TO IMPROVE QUALITY OF LIFE FOR BOTH WOMEN AND MEN

Integrating the gender perspective right from project inception results in the creation of more inclusive public spaces, amenities, buildings and infrastructure. For instance, it is worth studying gender disparities in urban mobility and the use of streets and car parks, to make these spaces more practical - and feel safer - for women⁽⁸⁾.

Addressing needs through the lens of gender also has effects for other social groups: improving accessibility for pushchairs, for example, will also benefit elderly and disabled people.

Gender also has an impact on people's mobility. Women's daily mobility patterns consist of a chain of small trips, which can become a heavy burden and have temporary or even permanent impacts on their health⁽⁹⁾.

By making gender integral to the project method, we can design and build projects together by anticipating the future uses, reducing gender stereotypes, and encouraging all user groups to embrace spaces, transport and infrastructure, to make them their own.

SUPPORTING THE DESIGN AND IMPLEMENTATION OF GENDER-INCLUSIVE PROJECTS

Gender mainstreaming brings new meaning to the design, implementation and purpose of project assignments. At a practical level, our approach involves building a cross-disciplinary gender working group dedicated to your project, tasked with assessing the expectations of the project beneficiaries - women and men alike - and checking that the proposals made are pertinent.

To apply our expertise, we draw on a value-creating, gender-based methodology which was designed by our experts in social issues and provides guidance on shaping and designing the project from a gender perspective.

Our gender expertise is at your disposal to help you with your projects. We can work alongside

you on a range of issues including gender impact assessments, gender action plans, gender budgeting, and follow-up indicators. Artelia's gender experts can act as leads throughout your project, or become involved during key stages.

We strive to raise awareness of these social issues among all project stakeholders.

To find out more about the mechanisms behind stereotypes and prejudices that can lead to inappropriate behaviour and even discrimination, **take a look at our handbook "Diversity & Inclusion: how can we live and work well together?"**

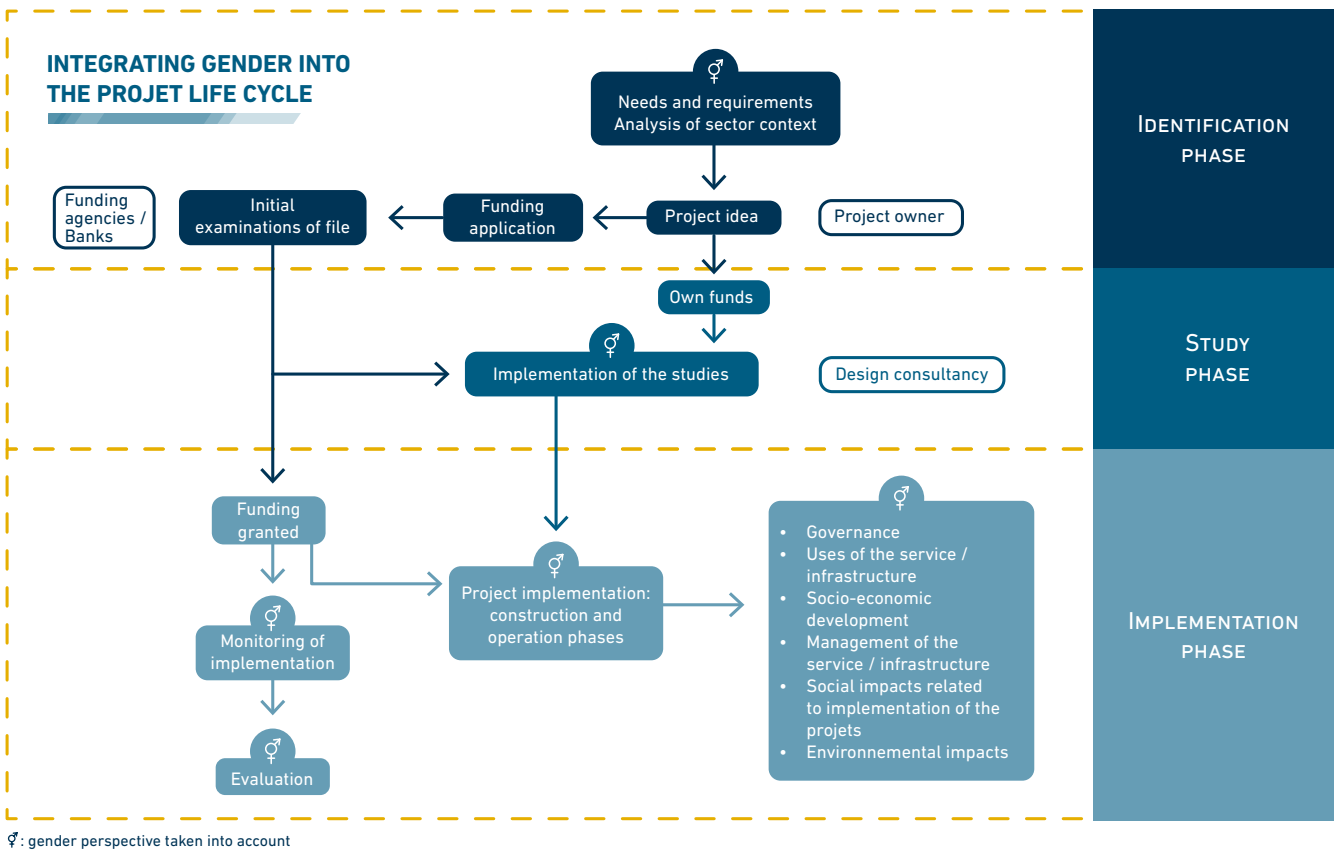
8. To protect their safety, women feel compelled to adopt avoidance strategies in certain public spaces such as the neighbourhoods around railway stations and gateways to the city of Paris

9. Source: Marie Gilow, Sociologist, ScienceDirect, Journal of Transport Geography, May 2020

A PIONEERING GENDER-INCLUSIVE PROJECT METHOD

Back in 2013 our experts in social issues came together and drew up a methodology integrating gender analysis into the entire project life cycle, from design to implementation.

Given the major social and environmental challenges facing us now and in the years to come, there is no denying that this is now an essential issue.



DID YOU KNOW?

Ever since 2012, when it set up a dedicated Diversity and Inclusion task force, Artelia has been striving on behalf of all its employees to promote diversity and equality between men and women in the workplace. This commitment takes the form of several Group-wide agreements on these

issues, which have been signed by all the staff and management representatives.

As regards external stakeholders, in addition to contractor awareness-raising actions, Artelia has developed specific expertise in assessing the impact of human factors in projects.

Example 1

Designing urban, housing and infrastructure projects that improve quality of life for everyone



■ Artelia's response

The project is designed to encourage both men and women to make use of the communal areas, by drawing on an integrated approach to gender equality.

The proposed actions were co-developed following a gender awareness-raising phase. During project roll-out all the project players underwent training on the topic, and a monitoring committee was set up comprising a group of resident women and men acting as points of contact on the issue of equality.

Objectives defined for this project:

- Ensure that everyone uses the community spaces and amenities, and makes them their own,
- Open up the neighbourhood and improve access to areas of employment and other key places in the city,
- Increase mobility for everyone by setting up discussions on street design,
- Pool the residents' resources and skills by creating local community amenities in ground-floor premises,
- Design and build new flexible, multi-functional housing units that can be adapted according to needs,
- Raise residents' awareness of environmental issues by providing them with training and showing them how they can reduce their impact by creating gardens (urban agriculture and permaculture).

A SCHEME TO DEVELOP HIGH-QUALITY AMENITIES SHARED BY ALL THE RESIDENTS

An innovative approach that places gender considerations at its heart and focuses on environmental issues rooted in the local area, while providing a response to the social issues faced by the women and men who live there.

● Background

The location for this project is a priority urban district in the Greater Paris region of France, made up of social housing, run-down jointly-owned apartment complexes, and various local amenities.

Young women spend less time in public spaces, and are less visible. The neighbourhood's communal areas are perceived by residents as being spread out, unwelcoming and unapproachable.

★ Benefits for the women and men living there

- Opening up possibilities for men and women to use public spaces in different ways, while preventing domination by a single group,
- Improving accessibility by making the neighbourhood more walkable,
- Developing community-managed urban agriculture activities,
- Creating spaces that can be adapted as needs change: a 'neutral' housing unit layout with partition walls that can be easily added or removed,
- Building connections and encouraging sharing by creating new places to meet and developing welcoming multi-functional spaces for mixing socially on the ground floors of buildings,
- Removing spaces that feel uncomfortable or unsafe by replacing cellars with storerooms on upper floors and creating communal storage areas.

This approach is innovative because it hinges on disseminating knowledge and methods associated with gender mainstreaming. Making the project modular and leaving room for experimentation and dialogue ensures that all user groups embrace the redeveloped spaces and the new amenities, and make them their own. The project departs from conventional methods, and its complexity lies in its "tailor-made" approach to design, particularly for the housing.

Marie Quatrefages, Head of the Strategic and Operational Consulting Unit, Urban Planner at Artelia.

Example 2

Considering gender-based impacts and bolstering the development of activities carried out by women and men

PREVENTING COASTAL EROSION WHILE MAINTAINING ECONOMIC ACTIVITIES CARRIED OUT BY WOMEN

The project aimed to combat coastal erosion in the Barbarie Lagoon in Saint-Louis, in Senegal, by building a longshore rockfill defence structure with a length of 2,150 m.

This meant relocating a number of areas dedicated to fish processing, an activity mainly carried out by women. The project could have had adverse effects for the women's activities, hitting them harder than the men, who are responsible for fishing.

● Background

In the space of a decade, nearly 800 metres of beach have disappeared in the Guet Ndar and Goxou Mbathie districts of Saint-Louis. Housing along the edge of the beach is being destroyed or is directly threatened by this erosion process, leaving the communities in these neighbourhoods extremely vulnerable.

■ Artelia's response

Artelia and its partners were appointed by the Municipal Development Agency in Dakar to supervise and inspect the emergency coastal protection works carried out in the Barbarie Lagoon in Saint-Louis, as well as the associated Environment and Social Management Plan.

The fish processing area was relocated and restored following the works, to bring it back into operation. Meetings were held with the women fish processors' representative and the local artisanal fisheries committee, to ensure that they were satisfied with the newly-created area. The vessels for storing fish that had to be moved during the works were reinstalled, and those that had been damaged were replaced. Some vessels had been weakened, and were reinforced.



©Women fish processors' representative

★ Benefits for the women and men living there

The communities living along the beach on the Barbarie Lagoon are now protected, following the construction of a rockfill breakwater.

This coastal defence structure protects the local women from the waves, and limits the damage to their processing activities and equipment. Following the changes made, they are able to fully maintain their economic activities.

By carrying out disaggregated studies of the men's and women's economic activities within the project area and of the project's impacts on these activities, and consulting and engaging with the women fish processors and their representative, we were able to address the specific needs of about fifty women and support them while their activity was being relocated and reorganised, without undermining their ability to generate income.

Alexandra Jaumouillé, Expert in Social Issues at Artelia

Example 3

Integrating the behaviour of women and men into project management



IMPLEMENTING A MAJOR INFRASTRUCTURE PROJECT WHILE MANAGING THE RISKS OF GENDER-BASED AND SEXUAL VIOLENCE

To increase its capacity to generate and export electricity, Bhutan has launched a project to build a hydropower plant on the Kurichu River in Mongar Dzongkhag. This facility will have an installed capacity of 1,125 MW and generate 4,558 GWh of electricity per year. Building it involves hiring six thousand labourers, mainly men of foreign origin, for at least four years.

● Background

A massive influx of workers to a sparsely populated area whose populations have little experience of major infrastructure projects brings increased risks of gender-based violence and sexual exploitation, abuse and harassment for the surrounding communities.

■ Artelia's response

Artelia was appointed to revise the project's environmental and social documentation in order to ensure that it complies with the World Bank standards and the requirements applicable in Bhutan.

Given the major risk of gender-based and sexual violence inherent to the project, a gender analysis was performed and a specific gender action plan was rolled out, along with a plan to manage risks of gender-based violence and sexual exploitation, abuse and harassment.

The women in the surrounding villages were consulted separately to discuss their understanding of the risks and identify suitable mitigating measures, enabling them to benefit from the positive spin-offs of the project with peace of mind.

It is essential to carry out a specific study when the project poses major issues in terms of ensuring safety for the local populations and maintaining social balances, particularly for women, children and other potentially vulnerable groups. To avoid serious impacts, suitable measures have to be built into all the project components.

Alexandre Tinoco, Expert in Social Issues, Project Manager at Artelia

By consulting the women we were able to gauge their awareness of the risks and opportunities of the project - which in some cases were far removed from reality - and address them specifically in a Gender Action Plan, but also across the board by integrating specific measures into the other management plans.

Diane Caroen, Expert in Social Issues, Project Manager at Artelia

★ Benefits for the populations

- Raising the populations' awareness of the risks and the mechanisms at their disposal, to mitigate the impact of gender-based violence,
- Setting up plans to prevent, address and manage health and safety risks for the surrounding communities and the workers, with the involvement of specialist services,
- Offering the possibility of calling on a grievance mechanism including confidential reporting and safe, ethical documentation of cases of gender-based violence and sexual exploitation, abuse and harassment,
- Raising workers' awareness of violence against women, in the context of their work site induction process,
- Boosting safety for women by implementing a policy of zero tolerance for any form of gender-based violence or sexual exploitation, abuse or harassment. In addition to disciplinary measures and dismissal, offenders will be reported to the Royal Bhutan Police,
- Improving employment for women in the hydropower sector and promoting women's economic activities in connection with the project, such as delivering supplies and setting up market areas close to the workers' camps, providing supervision to ensure the women's safety and taking steps to oversee the workers when they leave the camps.



To find out more about incorporating gender perspectives
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To find out more about the Artelia Group's Diversity & Inclusion
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