

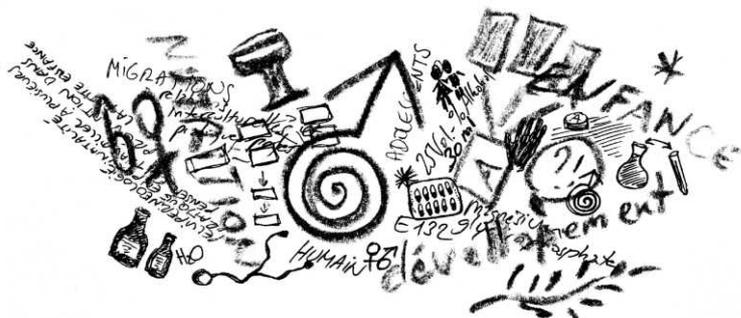
Unil

UNIL | Université de Lausanne
Bureau de l'égalité

SUC Equal Opportunity Programme 2013 - 2016

University of Lausanne Action Plan for Gender Equality 2013-2016

Version approved by the Rectorate on 3 September 2012



Contents

About this document..... 3

The situation at the UNIL as regards equality 4

The equality strategy and its main objectives 5

Axis 1 - Institutional grounding of equal opportunity 7

Axis 2 - Proportion of women in the professorial staff and in decision-making bodies 9

Axis 3 - Promotion of junior faculty development 11

Axis 4 - Conditions for people with family commitments..... 13

Axis 5 – Success in study and ending horizontal segregation in the choice of courses..... 14

Axis 6 - Equality in staff management and development, especially administrative and technical staff (ATS) 15

Summary table of measures and responsibilities 16

Abbreviations..... 19

About this document

This document presents the University of Lausanne's Action Plan for Gender Equality for the period 2013-2016. It responds to the mandate given by the Rectors' Conference of the Swiss Universities (CRUS) and the Swiss University Conference (SUC) in July 2012. It also responds to the Directive of the University of Lausanne Rectorate *Promotion de l'égalité à l'UNIL*,¹ which states in Article 8 that: "The Equal Opportunities Office shall draw up an Action Plan for the University Rectorate. This plan shall propose measures aimed at making equality a reality, in particular between women and men."² The Action Plan incorporates the objectives formulated in the UNIL Strategic Plan 2012 – 2016, which includes equality as one of the priorities for this period.

In drawing up this Action Plan, the UNIL Rectorate was supported by the Equal Opportunities Office (EOO) and the Consultative Committee for Equality. Various departments concerned by the proposed measures were also involved in the process.

The first part of this document contains an analysis of the present situation in the University as regards equality of opportunity, the vision developed by the University Rectorate on this question, and the general objectives it has set itself. The second part sets out the measures to be implemented, grouped according to the priority axes defined by the Federal Programme and adopted by the UNIL. At the end of the document, we provide a summary table of the measures, with the timescale for their implementation, the costs and the corresponding responsibilities.

The French version of this document also contains a set of annexes (not reproduced here) useful for the understanding of the measures proposed, in particular the legal basis available to the UNIL for the promotion of equality, the UNIL Strategic Plan 2012 – 2016, detailed statistical data, and a description of the key element in our Action Plan, the "Vision 50/50" project, which was initiated with the Faculties in 2012.

¹ "Promoting Equality at the University of Lausanne"

² "Le Bureau de l'égalité élabore un Plan d'action à l'attention de la Direction de l'Université. Ce plan propose des mesures visant à concrétiser l'égalité, notamment entre femmes et hommes."

The situation at the UNIL as regards equality

Annex 1 to the French version of this document contains a series of statistical tables which cast light on the situation at the UNIL as regards equality. From these statistics we can derive a picture of the current state of equality at the UNIL, the main features of which are the following:

Any visitor to the campus cannot fail to observe the strong presence of women at the University of Lausanne. Despite this visible feminisation notable of the university population, and as in most Swiss higher education institutions, the presence of women is unequally distributed among the different categories of people present in the UNIL. It is very strong within the student body and administrative and technical staff, but steadily declines at higher levels of the academic hierarchy.

The situation of women within the professorial staff at the UNIL has however improved in recent years. In 2001, 14% of professors (including assistant professors, PAST³) were women; the figure is now almost 24%. There has also been a growth in the number of female doctoral assistants. The numbers of doctorates awarded and SNSF fellowships obtained are very similar for women and men.

Despite the progress made, the "leaky pipeline", i.e. the progressive disappearance of women at higher levels of the academic hierarchy, is still a substantial challenge: the proportion of women professors remains low and is growing too slowly, especially at the level of tenured professorships (PO/PAS). The proportion of women among new appointees has hovered around 25% in the last four years, which is cause for satisfaction, but not enough to produce a sustained increase in the representation of women in the professorial staff.

The different Faculties and courses of study present very variable situations in terms of equality. For example, only HEC (Business and Economics) has a proportion of female doctoral assistants under 40% and only HEC and FGSE (Geosciences and Environment) have a proportion of female Master's students under 50%. By contrast, in the Arts Faculty (*Lettres*) and SSP (Social and Political Sciences) only 35% of Master's students are male. As regards recruitment of professors, the presence of a large Faculty of Biology and Medicine (FBM), where the proportion of women is growing very slowly, is another major challenge for the University. The small proportion of women among the professors – the largest professorial staff in the University – weighs heavily in the UNIL's overall statistics. The majority of the other Faculties present situations rather different from that of the FBM. The SSP Faculty has even managed to reach a proportion of over 38% women professors in its ranks. Specific difficulties are therefore to be expected in the case of the FBM, a large proportion of whose research staff have a dual affiliation, to the University and to the hospital of the Canton (CHUV).

The promotion of gender equality has been institutionalised at the UNIL backed by the Federal Equal Opportunities Programme. Under this programme the Equal Opportunities Office was set up and a gender equality programme was initiated at the UNIL. This policy is strongly supported by the Rectorate and incorporated into its strategic plans. The staff of the Equal Opportunities Office is fully integrated into the UNIL budget. The active promotion of equality by the UNIL is incorporated into the Law on the University and in the Directive of the Rectorate "Promoting Equality at the University of Lausanne" (see Annex 2 of French text). Following the renewal of the Rectorate team in 2011, the directorate for Junior Faculty Development and Diversity was set up under Vice-Rector Prof. Franciska Krings, one of its responsibilities being to promote gender equality. The theme of "equality" has also been strengthened in the Faculties' self-evaluation process and is one of the quality criteria. In addition, the UNIL is developing and supporting teaching and research in Gender Studies, which contributes to the production of knowledge crucial for the advancement of equality.⁴

Despite the instruments put in place, the promotion of equality is still too often seen as a concern that is external or accessory to teaching and research, or even contrary to the demand for quality. The current challenge is to develop an "equality culture" shared by all. There is a need to create a greater sense of responsibility in this regard among all institutional actors, especially in the Faculties, and lead them to become more active in promoting equality.

³ See list of abbreviations on page 19.

⁴ See, for example, Fassa F., Kradolfer S., Paroz S. (2008), *Enquête au Royaume de Matilda: La relève académique à l'Université de Lausanne*; Rosende M. (2011), *La situation professionnelle and les carrières du personnel administratif and technique de l'Université de Lausanne*; and the research projects integrating the gender perspective in the NRP LIVES and NRP 60 "Gender Equality."

The equality strategy and its main objectives

The experience of the Federal Equal Opportunity Programme shows that in order to advance equality, universities need proactive policies to promote it, a strong legal basis from which to work, and specific measures. The advancement of equality at the UNIL is not a linear, automatic process.

The measures that have so far been favoured aim as much to “fix the institution” as to “fix the women.”⁵ The UNIL wants to ensure that understanding and application of the principles of equality become embedded in everyday attitudes and practices. The determination to rectify existing inequalities and the concern to advance women’s careers by means of targeted measures and actions⁶ must become a culture shared by all those who have decision-making powers within the University. With the funds made available by the Federal Programme, many projects have been developed at the UNIL, often in collaboration with partner Universities or Hautes Écoles in French-speaking Switzerland. These programmes have been extremely successful. The next step is to consolidate and build on them.

In its Strategic Plan 2006-2011, the Rectorate committed itself to “remove the obstacles that limit equal access and social mobility” and set itself the target of least 25% women appointed at professorial level. This target has been met, but the proportion of women professors remains very modest. In its Strategic Plan 2012 - 2016, the Rectorate restated its “determination to achieve a balanced representation of the genders in academic posts at all levels.” It has redefined its objectives as follows:

- Appoint at least 40% women to professorial posts by 2016;
- Involve the Faculties in achieving this objective and work closely with them in a shared vision and approach to equality (see below, “Vision 50/50” Project);
- Develop a junior faculty development policy sensitive to the promotion of gender equality;
- Develop support for people with family commitments or in a dual career couple (DCC);
- Ensure that the Equal Opportunities Office and programmes with proven success (e.g. the mentoring programmes) continue after expiry of the financial contribution from the Confederation;
- Guarantee gender equality within the administrative and technical staff, at all levels.

In setting itself these objectives, the UNIL puts forward a vision of equality as a social, political and economic requirement. Equality is not a problem that only concerns women. Moving from *de jure* equality to *de facto* equality is a social challenge in which the UNIL has its share of responsibility. The UNIL wants to combat discussion of women as “victims” and “suffering from deficits;” it wants to highlight women’s talents and potential. These are indispensable for the University as a centre of innovation, of creation and transmission of knowledge. This vision does not only concern women, it also involves men, especially in their roles as colleagues, fathers, partners, managers, etc. Equality must be put forward in a positive spirit and become a shared concern.

Promoting discussion and thinking on equality at level faculty - the “Vision 50/50” Project:

Despite the efforts of the Rectorate, the Consultative Committee and many people involved in an individual capacity, we observe a lack of institutional grounding of the question of equality in the Faculties. For example, they do not have their own equality committees or officers. Moreover, the extent to which the Faculties take the question of equality into account in their self-evaluation is variable and often limited to questions of reconciling private life and professional activity.

A balanced representation of the genders in academic posts at all levels can only be achieved in close collaboration with the Faculties, i.e. taking account of the specific situation of each of them. Hence, in the preparation of this Action Plan, collaboration with the Faculties started in Spring 2012. The Rectorate has mandated all Faculties to draw up their own equality action plans and define their own objectives and measures, realistically but ambitiously, according to their specific situation.

⁵ Schiebinger, Londa (ed.) (2008), *Gendered Innovations in Science and Engineering*, Stanford: Stanford University Press.

⁶ In the spirit of the Federal law on gender equality: “Appropriate measures aimed at effectively promoting equality between women and men do not constitute discrimination” (Article 3, para. 3).

The Faculties were invited to set up working parties, piloted by the respective Dean's offices, and to present their Faculty action plans by the end of December 2012 for approval by the Rectorate. Five axes for work were suggested to the Faculties:

- Increasing the proportion of women in the professorial staff
- Initiatives to promote development of female junior faculty
- Reconciliation of research/teaching/study activities with family commitments
- Increasing the number of female students in disciplines where they are still underrepresented
- Objectives linked to staff management and career development for women in the Administrative and technical staff (ATS).

The process is supported by the EOO, the Vice-Rector for Junior Faculty Development and Diversity, and the Equality Commission. The Rectorate has made a sum of 5,000 CHF available to the Deans' offices to facilitate the drawing-up of action plans. It intends to continue to support promising projects and measures put forward by the Faculties, in particular with the aid of Federal funds (40,000 CHF will be made available annually). To support the Faculties in this, the EOO has drawn up a "Catalogue of Equality Best Practices" for the Deans' offices.

The project "Vision 50/50" is the key measure of Axis 1, "Institutional grounding of equal opportunity," in this Action Plan. However, we are convinced that the project will impact on all the axes. As the Action Plan is progressively implemented, the measures proposed here by the Rectorate will be complemented by the specific measures proposed by the Faculties.

Axis 1 - Institutional grounding of equal opportunity

The **legal bases** for the promotion of equality at the UNIL are (*inter alia*, see Annex):

- The Law on the University of 6 July 2004: this states in Article 14 the obligation for the UNIL to respect equality of opportunity, in particular between women and men, and to adopt specific measures to this effect. Article 81 requires an independent body for the promotion of equality and Article 49 authorises dispensations from the rules regarding the proportion of full-time work and length of contracts with a view to favouring equal opportunity.
- A Directive of the Rectorate, "Promoting Equality at the University of Lausanne" (2006): this sets out the objectives pursued, and also **the bodies concerned and their responsibilities in implementing the University's gender equality policy**:
 - The Equal Opportunities Office (EOO) is a service attached to the Vice-Rectorate "Junior Faculty Development and Diversity." Its staff are permanent and are paid from the UNIL budget. At present the staffing consists of a *Déléguée à l'égalité* (office manager), a *Chargée de missions*, an officer for specialised cases and a secretary, amounting to 3.1 FTEs. Until 2012, except for wage costs, the activities of EOO were entirely financed by the Federal Programme. From 2013, the EOO will have a UNIL budget, to which some Federal funds are added.
 - The Consultative Committee for Equality is a body for discussion and consultation on the University's equality policy, composed of representatives of the professorial staff, the intermediate academic staff and the ATS.
 - The Delegation of Professors and MERs for Equality in Appointments Procedures (hereafter "the Delegation") is a body responsible for monitoring appointments procedures with a view to ensuring equality of treatment. The Delegation is composed of members of the professorial staff and MERs from all Faculties.

Equality has a robust institutional grounding at the UNIL. The question is present in the concerns and actions of the Rectorate, which has created a directorate for Junior Faculty Development and Diversity. However, the legal bases of the UNIL for promoting equality would merit comparative analysis with those of other universities in Switzerland or other countries, with a view to possible improvements and changes. We are thinking in particular of the provisions that make it possible to reconcile work with maternity and paternity. In some areas, the institutional grounding of the tools for promoting equality is less developed than in other universities. One example would be the lack of a legal basis for the rule of preference which requires deciding in favour of the underrepresented sex when candidates have equivalent qualifications.

But beyond the question of legal grounding and obligations, it is above all necessary to improve the integration of discussion and thinking about equality into the culture and everyday practices of members of the community, at all institutional levels, especially in the Faculties. It was for this reason that in April 2012 the Rectorate launched the "Vision 50/50" Project. Supporting the Faculties in the development of their own action plans will constitute an important activity in promoting equality in the period covered by this document.

The grounding of equality can also be measured in the UNIL's internal and external communications. The University has a well developed communications policy, which aims to be respectful of persons and their diversity. Women are visible and valorised (whether on our website, in the Uniscope magazine, the annual reports, or in the *Dies academicus*, etc.). A further concrete example of this commitment is that the Rectorate has opted for the use of gender-neutral language in announcing vacancies at the University. However, gender-neutral terms are not used systematically in UNIL official documents, which still use the generic masculine. This choice has a legal basis in the Law on the University (Article 6) but does not correspond to the Directives of the Canton of Vaud on this matter. The Consultative Committee for Equality is currently considering this question with a view to proposing principles and support for use of non-discriminatory language in the Rectorate, the Faculties and the Services.

Finally, although the UNIL publishes all its statistics broken down by gender, it has never undertaken a systematic monitoring, with specific, detailed indicators, of the progress of equality. Such a tool is indispensable for policy-making and would raise the visibility of the question.

Objectives

- Improve the monitoring of progress: define indicators for a clearer view of equality issues in the UNIL.
- Secure a better grounding for discussion and measures on equality at Faculty level.
- Establish a robust and coherent institutional grounding for equality-promoting measures. This should conform to national, European and international best practice.
- Implement a UNIL communications policy that values and represents women as much as men and promotes the principles of equality.

Measures proposed

1. Set up monitoring of the progress of equality: biannual publication of statistics with commentary and definition of specific indicators for the student body, academic staff and administrative and technical staff.
2. Ensure the implementation of the "Vision 50/50" project, i.e. faculty action plans to be drawn up and implemented from 2013. Document good practice and devote an annual Rectorate-Deans meeting to monitoring and exchange of experience between the Faculties and the Rectorate.
3. Draw up an inventory of the current legal bases and regulations regarding the promotion of equality, at the level of the UNIL, the Canton, and other Swiss universities, propose improvements and make use of opportunities for revision of laws and regulations to strengthen the institutional grounding of equality.
4. Strengthen the modern, egalitarian image of the UNIL in visual communication (PR and messages), lay down guidelines for the use of non-discriminatory language in official documents and enhance the offer of support for staff (guides, training, EOO consultations).

Axis 2 - Proportion of women in the professorial staff and in decision-making bodies

Women are proportionally well represented in the decision-making bodies of the UNIL, even if we are still a long way from equity. For example, in the Rectorate, two female Vice-Rectors work with the Rector and three male Vice-Rectors. At the level of the Faculties, two of the seven Deans are women. The Council of the UNIL, the University's governing body, has 34% women.

Even if the representation of women in the decision-making bodies could be improved, we think that, at this stage, it would be counterproductive to lay down a minimum percentage for women's participation in the various bodies. Given their small number, it would be difficult for the women professors to share among themselves the large number of committees and official functions which require their presence. Women's participation in the decision-making bodies can only be improved by increasing the number of women professors.

Increasing the number of women in the professorial staff has been the primary objective of the policy of promoting equality since the start of the Federal Programme in 2000. The UNIL currently has 24% women in the professorial staff, but the figure varies greatly among the Faculties.

The Rectorate wants to see a significant increase in the proportion of women professors. It clearly has no room for manoeuvre as regards the people already in post, but wants to influence new professorial appointments and promotion procedures. To achieve this, we have identified several means of action: support for female junior faculty development (see Axis 3) and careful monitoring of appointments procedures.

In order to ensure equal treatment in appointments procedures, in 2006 the UNIL set up a specific tool to monitor them, the Delegation. The delegates do not have voting rights but may submit a report to the Rectorate. The EOO has intervened several times with the Rectorate over appointments procedures, after having been approached either by a candidate or by a member of the Delegation.

While the presence of "equality scrutiny" by the delegates is generally well received in appointments procedures and can raise awareness in the committees, this tool has not so far been sufficiently effective.⁷ There is no systematic monitoring of professorial appointments procedures. The Delegation lacks resources (in people and time) and there is no provision for the EOO to monitor appointments committees. As a result, rather less than half of the many appointments (the UNIL has made 263 new professorial appointments in four years, see Annex 1) have been monitored. In addition, the means of action of the EOO and of the people delegated to the appointments procedures are limited and are not clearly defined, particularly in cases of disagreement. Finally, the Equality Directive invites the delegates to ensure application of the rule of preference, although this lacks a legal grounding.

Despite these shortcomings, administrative monitoring of new appointments by the EOO has improved. Since last year, appointment procedures have been statistically monitored through a gendered database managed jointly by the EOO and the *Service des postes académiques*.⁸

Finally, it should be noted that the Rectorate has drawn up directives for appointments committees and a guide for recruitment, with a grid of evaluation criteria which in our view reduces the risks of discrimination against women candidates in professorial appointments procedures. Mention is made there of the application of evaluation criteria that are far more comprehensive than bibliometric criteria alone. In order to go further, we can draw on the findings of the Federal Programme, which show that more account should be taken of the needs of researchers who are part of a dual career couple (DCC).⁹ Experience of several appointments processes at the UNIL tends to confirm this, since it shows that DCC situations not encouraged by concrete policies may constitute a handicap.

⁷ Some experiences and conclusions regarding the monitoring of appointments procedures were published by the EOO in 2008 in the brochure "Sept ans, l'âge de raison?"

⁸ "Academic Posts Service"

⁹ Dubach, P. et al. (2012), *Evaluation Bundesprogramm Chancengleichheit von Frau und Mann an den Universitäten, 3. Phase 2008 -2001*, SBF Publikationen.

Objectives

- Increase the number of women professors: the UNIL wants at least 40% women amongst new professorial appointments.
- Appoint and promote women and men without discrimination: take account of equality in each appointment and promotion procedure.
- Integrate the theme of support for dual career couples (DCC) in the academic recruitment process.
- Clarify the role and means of actions of the EOO and the Delegation in monitoring appointments procedures.

Measures proposed

5. Improve the equality monitoring of procedures, emulating good practice in other Swiss or foreign universities: e.g. define powers of delegates and the EOO clearly, examine the possibility of teaching release for delegates, open up the possibility of EOO monitoring of procedures or better involving the chairs of appointments committees.
6. Study the feasibility of enshrining the principle of the rule of preference in the legal bases and regulations of the University (see Measure 3).
7. Improve statistical monitoring of appointments procedures and management of the database common to the Academic Posts Service and the EOO.
8. Analyse the data contained in the appointments committee reports: understand the candidates' chances of being appointed.
9. Develop instruments for information and training (e.g. workshops, online tools) with gender specialists at the UNIL, or other universities in Switzerland or abroad, to ensure that the professorial staff and the appointments committees are made aware of equality issues.
10. Devise a scheme for reception of researchers which *inter alia* takes account of the specific needs of dual career couples (in particular, support for spouses).
11. Ensure the presence of women in the important bodies and committees, in particular those with powers to allocate funds/fellowships or decide on appointments or promotions.

Axis 3 - Promotion of junior faculty development

Despite the good proportion of women at doctoral level (see Annex 1), it can be observed that the postdoctoral phase is a crucial moment when many women abandon the academic career. This is a matter of concern since the evaluation of the Federal Programme found that the intention of pursuing an academic career does not differ significantly between women and men up to the point of the doctorate. The path of the academic career is full of pitfalls for all young researchers, but a much higher proportion of women are led to abandon it: "the number of women renouncing a scientific career at the points of transition to a different status (...) is much higher than for men."¹⁰

These exclusions and self-exclusions can be attributed in particular to gaps in integration and an absence of encouragement. The demand for mobility, especially after the doctorate, and the lack of leeway in junior faculty posts for combining professional and private life are further causes.¹¹ The postdoctoral phase is marked by "a certain precarity of employment and, at least for a proportion of the people concerned, by new challenges resulting from their domestic situation (e.g. when starting a family)."¹²

Studies on junior faculty members in Switzerland show that female young researchers are less spontaneously assisted by the professorial staff than their male counterparts. They more often lack the essential informal support which "increases the likelihood of pursuing the scientific path and international geographical mobility, increases the chances of benefiting from the support of mentors in later phases of the career, favours application for SNSF fellowships, supports the development of a network of academic contacts, and enhances the frequency of publications."¹³

The UNIL participates actively in the programmes developed by the equality offices of the Universities and Hautes Écoles of French- and Italian-speaking Switzerland (BuLa) as regards support for young female researchers. These programmes help to fill the gaps mentioned and to reduce the phenomenon of the progressive disappearance of women from the ranks of junior faculty.

The BuLa has developed the following cooperation projects (see Annex for details):

- French-speaking Swiss mentoring network for women
- REGARD training programme
- StartingDoc Programme – group mentoring to get your thesis off to a good start
- Web portal and forum www.releve-academique.ch

In addition, it has published two guides for junior researchers: "Embarking successfully on a thesis" and "Beyond the doctorate."

This interuniversity collaboration has several advantages: it enables individual institutions to offer a wider range of measures than if they acted alone, they share the cost of the projects, and the participants benefit from exchanges and contacts beyond their own institution. Interuniversity cooperation thus takes account of the need to create networks beyond one's own institution and contributes to the mobility which characterises research careers.

At local level, in collaboration with the Consultative Committee for Equality and with the aid of funds from the Federal Programme, the EOO awards two types of grant to female junior faculty members:

- "Egalité" grant: ad hoc financial aid of up to 5,000 CHF for academic projects (fieldwork, attendance at conferences, travel, publications, etc.).
- "Tremplin" grant: financing a 50% teaching release for six months, enabling candidates to devote themselves essentially to their research.

At Faculty level, the fellowships of the "Pro-Femmes" Committee of the FBM and the CHUV enable female researchers in clinical or fundamental sciences to devote themselves more fully to research projects.

¹⁰ Leemann, Regula Julia and Stutz, Heidi (2010), *Sexes et encouragement de la recherche (GEFO) - Résumé du rapport de Synthèse*, SNSF, p. 2. http://www.snf.ch/SiteCollectionDocuments/Web-News/news_081125_F_Summary_GEFO_def.pdf

¹¹ In this regard, see the findings and recommendations of Dubach, P. et al., op. cit.

¹² *Plan d'intentions de l'Université de Lausanne 2012-2016*, p. 46.

¹³ Leemann and Stutz, op. cit., p. 3

The UNIL also aims to support its junior faculty members by improving their conditions of work and research. Several examples of measures already set up can be cited:

- the creation of the Grant Office, which informs young researchers about opportunities for financing their research;
- a directive on the appointment of doctoral assistants and the definition of a standard specification of duties;
- specific measures for researchers with family commitments (see Axis 4);
- teaching release for Assistant Professors (PAST) and *Maître-assistant-e-s* (MAs) of two hours per week for one semester, to enable them to devote time to preparing research grant applications;
- grants to cover a proportion of the removal expenses of newly appointed MERs, MAs and *premiers assistant-e-s*;
- support for existing doctoral programmes and creation of programmes in areas where they do not yet exist;
- when the "Vision 50/50" project was launched, the Rectorate drew the attention of the Faculties to the fragility of the postdoctoral phase of researchers' careers.

Objectives

- 40 to 60% women among new junior faculty appointments.
- reach the objective of 90% of doctoral students having followed a doctoral programme.
- make thesis directors aware of their responsibilities for giving support as well as scientific supervision.
- support people at postdoctoral level, taking account of the difficulties of reconciling professional with private life.

Measures proposed

12. Continue with measures in favour of intermediate academic staff (see above) and devise measures to support junior faculty members, especially in the postdoctoral phase (e.g. with financial support to assist with travel or child-minding expenses). A survey will be carried out to discover the needs of this group.
13. Mentoring: make permanent the financing of the mentoring programmes (Réseau Romand and StartingDoc) and the REGARD training programme. Adapt these offers to the existing external range of offers.
14. A project to evaluate the impact of mentoring on women's path through the doctorate (StartingDoc programme).
15. "Egalité" and "Tremplin" grants: make these two types of grants to junior faculty women permanent. Adapt these offers to the existing external range of offers.
16. Include the question of "equality" in the training designed to make thesis directors aware of their dual role of support and scientific supervision.

Axis 4 - Conditions for people with family commitments

The UNIL has developed a child-minding policy in cooperation with the EPFL, with which it shares the campus. The main elements of this policy are:

- Financing two crèches on the campus, with 116 places in 2012;
- Financing a pre-school, with 40 places in 2012;
- Vacation activities for children of staff.

In addition, the UNIL has set up:

- Financial aid for parents: 25,000 CHF a year to enable parents in financial difficulty to take up private offers of child-minding;
- The emergency child-minding project *SOS Parents*: list of students trained in child-minding at home, available to parents;
- *Service famille*: support offered by HR to the search for child-minding facilities, for new members of the UNIL coming from abroad.

Despite these provisions, reconciling study, work and family remains a challenge. Another challenge is the chronic shortage of accommodation for children, which the UNIL cannot remedy alone. To allow study to be combined with family commitments, the University has already adopted some measures:

- Since 2011 it has been possible to study part-time at Master's level.
- There are special provisions for intermediate academic staff who are parents. For example, doctoral students and lecturers may request a year's extension of their contract in the event of pregnancy.

It has, however, been observed that the level of information of the university community, especially at senior levels, about the arrangements and opportunities available for parents is generally low. Maternity is still seen as an unforeseen problem in staff management. Moreover, the current legal framework offers little incentive for fathers to look after their children and relieve the mothers of some of the commitment.

Objectives

- Adapt the day-care capacity to the needs of the university community;
- Improve the offers available to parents and raise the level of information of the university community about the existing provisions.

Measures proposed

17. Expand accommodation for young children on the campus: 44 places made available by providing a third crèche on the UNIL site.
18. Evaluate the emergency child-minding project *SOS Parents*.
19. Ensure that information on the rights of working parents is available to employees and their managers. Reprint and distribute the brochure for parents and managers.
20. Investigate the scope for improving the existing offers for parents, e.g. in relation to leave, renewal of contracts and adjustment of working hours.

Axis 5 – Success in study and ending horizontal segregation in the choice of courses

This axis has lower priority in the promotion of gender equality at the UNIL. The transfer of Mathematics, Chemistry and Physics to the EPFL has reduced horizontal segregation within the UNIL itself and the student community is more female. 56% of UNIL students are female and in most of the Faculties, even in the natural sciences, the proportion of women is over 45% (see Annex 1). However, women are still underrepresented in two Faculties, FGSE and HEC, and men in Arts and SSP. In FGSE and HEC, the underrepresentation of women continues in the doctoral phase. Finally there are significant differences between courses of study in most of the Faculties.

The University has a particular concern for quality, access and success of studies. Various UNIL services¹⁴ offer support, information, guidance and advice to present and prospective students. The UNIL also wishes to develop specific activities to stimulate interest in science and university studies among young people from less advantaged social strata. All these offers correspond to three objectives set out in the Strategic Plan 2012- 2016: facilitating access to study, targeting learning and success, and improving the conditions of study.

The UNIL currently organises or takes part in many events designed to promote study at university (Forum Horizon, open days for secondary schools, Student Fair, Masters' Day, etc.) and the CTL offers training for teachers.

More specifically with regard to equality, the EOO takes part in these events with activities aimed at raising awareness of the question of equality among future and new members of the student body. Every year for school students it organises the *Journée Oser tous les métiers*¹⁵ (equivalent to the national *Futur en tous genres*¹⁶) at the UNIL. Finally, with the CSE it organises an annual workshop for teachers, called "Integrating Gender into your Teaching."

Objectives

- A minimum of 40% female students and, in a general way, a more balanced presence of women and men in all courses.
- Offer a coherent range of measures to raise young people's awareness of university courses that reaches both boys and girls and helps to reduce segregation in the choice of course.

Measures proposed

21. Continue with activities for girls and boys, in particular in the *Journée Oser tous les métiers*, and also in collaboration with the EPFL.
22. Organise activities containing an "equality" aspect within the various UNIL events for the general public, in collaboration with the relevant services and Faculties.

¹⁴ Including the Guidance and Advisory Service, Socio-Cultural Affairs, Admissions, and Science-Society Interface.

¹⁵ "Dare to try every occupation Day"

¹⁶ "All types of future / future in all genders"

Axis 6 - Equality in staff management and development, especially administrative and technical staff (ATS)

An extensive study on the administrative and technical staff (ATS) was commissioned by the EOO in 2006 and financed by the Rectorate. This study, which combined a survey by questionnaire with analysis of 18 selected occupational trajectories, established for the first time the profile of this category of non-academic staff in terms of gender, age, qualification, sector of activity, proportion of full-time employment, family situation, occupational position, level of remuneration, horizontal and vertical mobility, promotion, continuing education, and level of information. The study showed that women are well represented in the managerial levels of ATS; but the distribution of women and men is very unequal between sectors of activity. It also brought to light some mechanisms of gendered differentiation, some levers and brakes acting on the careers of men and women in various job categories, in particular for secretarial staff.

This study indicates lines of action for a human resources and staff development policy seeking to promote equal opportunity. It contains recommendations on the collection of gendered statistics, recruitment, continuing education and staff development.

Between the end of the study and the preparation of this Action Plan, measures have already begun to be set up, particularly as regards recruitment procedures and promotions:

- The creation of a team to support recruitment and guidelines for recruitment.
- The offer of training for managers on job descriptions and promotion procedures. There are plans to continue developing training opportunities for senior staff on career management.
- The existence of HR correspondents in each Faculty. The UNIL would like the training of these people to include the theme of promoting equality.

As regards equal pay in ATS, the UNIL does not currently have sufficient data to pursue the analysis of women's and men's remuneration started in the study on the ATS. The Rectorate is however interested in collaborating with the work undertaken by the Canton of Vaud, which has decided to carry out an evaluation of progress towards equal pay in cantonal employment.

Objectives

- Guarantee equal opportunity for women and men within the administrative and technical staff, at all levels, and set up measures and means to remove inequalities and direct or indirect discrimination.
- Explicitly integrate the equal opportunity aspect into the various services provided by HR (information, working tools, advice and training, recruitment, remuneration policy, staff development, promotion).
- Ensure that female staff have the level of access as male staff to the various promotion measures.

Measures proposed

23. Improve databases on ATS and produce gendered indicators for statistical monitoring of equal opportunity;

24. Develop support and training for HR in the Faculties and include raising awareness of gender equality questions;

25. Develop support and training for academic managers (and their assistants) in managing administrative and technical staff. Include raising awareness of gender equality questions;

26. Work on transparency of promotion criteria and draw up a promotion handbook for managers. Encourage managers to examine with their staff the appropriateness of job descriptions and the possibilities for promotion or a change of job profile (extension of scope) in assessment interviews;

27. Coordinate with future steps by the Canton of Vaud in evaluation of equal pay.

Summary table of measures and responsibilities

Measure	Responsibility	Collaboration/ support	Implementation				Cost
			2013	2014	2015	2016	
Axis 1 - Institutional grounding of equal opportunity			2013	2014	2015	2016	
1. Set up monitoring of the progress of equality: biannual publication of statistics with commentary and definition of specific indicators for student body, academic staff and administrative and technical staff.	EOO	UNISIS, HR		X		X	Structural cost
2. Ensure the implementation of the "Vision 50/50" project, i.e. faculty action plans to be drawn and implemented from 2013. Document good practice and devote an annual Rectorate-Deans meeting to monitoring and exchange of experience between the Faculties and the Rectorate.	Rectorate, Deans	EOO and Consultative Committee on Equality	X	X	X	X	40,000 CHF / year
3. Draw up an inventory of the current legal bases and regulations regarding the promotion of equality, at the level of the UNIL, the Canton, and other Swiss universities, propose improvements and make use of opportunities for revision of laws and regulations to strengthen the institutional grounding of equality.	EOO	Rectorate		X	X		Structural cost
4. Strengthen the modern, egalitarian image of the UNIL in visual communication (PR and messages), lay down guidelines for the use of non-discriminatory language in official documents and enhance the offer of support for staff (guides, training, EOO consultations).	Rectorate	EOO, Consultative Committee on Equality, UNICOM	X	X	X	X	Structural cost
Axis 2 - Proportion of women in the professorial staff and decision-making bodies			2013	2014	2015	2016	
5. Improve the equality monitoring of procedures, emulating good practice in other Swiss or foreign universities: e.g. define powers of delegates and the EOO clearly, examine the possibility of teaching release for delegates, open up the possibility of EOO monitoring of procedures or better involving the chairs of appointments committees.	EOO	Rectorate, <i>Services des postes académiques</i> , Delegation	X	X	X	X	Structural cost
6. Study the feasibility of enshrining the principle of the rule of preference in the legal bases and regulations of the University (see Measure 3).	SEE MEASURE 3						
7. Improve statistical monitoring of appointments procedures and management of the database common to the Academic Posts Service and the EOO.	EOO	<i>Services des postes académiques</i>	X				Structural cost
8. Analyse the data contained in the appointments committee reports: understand the candidates' chances of being appointed.	EOO	Rectorate		X			10,000 CHF / year-
9. Develop instruments for information and training (e.g. workshops, online tools) with gender specialists at the UNIL, or other universities in Switzerland or abroad, to ensure that the professorial staff and the appointments committees are made aware of equality issues.	EOO	Consultative Committee on Equality, Delegation, and support from Rectorate		X			Structural cost

Measure	Responsibility	Collaboration/ support	Implementation				Cost
			2013	2014	2015	2016	
10. Devise a scheme for reception of researchers which inter alia takes into account the specific needs of dual career couples (in particular, support for spouses).	Rectorate, HR	EOO, Faculties		X			Structural cost
11. Ensure the presence of women in the important bodies and committees, in particular those with powers to allocate funds/fellowships or decide on appointments or promotions.	Rectorate	SG	X	X	X	X	Structural cost
Axis 3- Promotion of junior faculty development			2013	2014	2015	2016	
12. Continue with measures in favour of intermediate academic staff (see above) and devise measures to support junior faculty members, especially in the postdoctoral phase (e.g. with financial support to assist with travel or childcare expenses). A survey will be carried out to discover the needs of this population.	Rectorate	Junior Faculty Development Committee	X	X	X	X	Structural cost
13. Mentoring: make permanent the financing of the mentoring programmes (Réseau Romand and StartingDoc) and the REGARD training programme. Adapt these offers to the existing external range of offers.	EOO	Rectorate			X	X	37,000 CHF / year
14. A project to evaluate the impact of mentoring on women's path through the doctorate (StartingDoc programme).	Rectorate	EOO		X			Structural cost
15. "Egalité" and "Tremplin" grants: make these two types of grants to junior faculty women permanent. Adapt these offers to the existing external range of offers.	EOO	Rectorate	Beyond period covered				To be assessed in 2016
16. Include the question of "equality" in the training designed to make thesis directors aware of their dual role of support and scientific supervision.	Rectorate	EOO, CTL		X	X	X	Structural cost
Axis 4 - Conditions for people with family commitments			2013	2014	2015	2016	
17. Expand accommodation for young children on the campus: 44 places made available by providing a third crèche on the UNIL site.	Rectorate	EOO, Infant Accommodation Committee	X	X			1,000,000 CHF / year
18. Evaluate the emergency child-minding project SOS Parents.	EOO		X				Structural cost
19. Ensure that information on the rights of working parents is available to employees and their managers. Reprint and distribute the brochure for parents and managers.	EOO, HR		X	X	X	X	Structural cost
20. Investigate the scope for improving the existing offers for parents, e.g. in relation to leave, renewal of contracts and adjustment of working hours.	Rectorate	EOO, FS, HR	X				Structural cost

Axis 5 – Success in study and ending horizontal segregation in the choice of courses			2013	2014	2015	2016	
21. Continue with activities for girls and boys, in particular in the <i>Journée Oser tous les métiers</i> , and also in collaboration with the EPFL.	EOO	EPFL	X	X	X	X	Structural cost
22. Organise activities containing an “equality” aspect within the various UNIL events for the general public, in collaboration with the relevant services and Faculties.	EOO	Services and Faculties	X	X	X	X	Structural cost
Axis 6 – Equality in staff management and development, especially ATS			2013	2014	2015	2016	
23. Improve databases on ATS and produce gendered indicators for statistical monitoring of equal opportunity;	Rectorate	HR, UNISIS	X				Structural cost
24. Develop support and training for HR in the Faculties and include raising awareness of gender equality questions;	Rectorate, HR	EOO	X	X	X	X	Structural cost
25. Develop support and training for academic managers (and their assistants) in managing administrative and technical staff. Include raising awareness of gender equality questions;	Rectorate, HR	EOO	X	X	X	X	Structural cost
26. Work on transparency of promotion criteria and draw up a promotion handbook for managers. Encourage managers to examine with their staff the appropriateness of job descriptions and the possibilities for promotion or a change of job profile (extension of scope) in assessment interviews;;	Rectorate, HR		X	X	X	X	Structural cost
27. Coordinate with future steps by the Canton of Vaud in evaluation of equal pay.	Rectorate, HR	EOO	X				Structural cost

Abbreviations

ATS	Administrative and technical staff
BuLa	Equality offices of the Universities and Hautes Écoles of French- and Italian-speaking Switzerland
CHUV	Teaching Hospital of the Canton of Vaud
CRUS	<i>Conférence des recteurs des universités suisses</i> (Rectors' Conference of the Swiss Universities)
CSE	<i>Centre de soutien à l'enseignement</i> (Centre for Teaching and Learning)
CUS	<i>Conférence universitaire Suisse</i> (Swiss University Conference)
EOO	Equal Opportunities Office
EPFL	Ecole polytechnique fédérale de Lausanne
FBM	Faculty of Biology and Medicine
FDSC	Faculty of Law and Criminal Justice
FGSE	Faculty of Geosciences and Environment
FS	Financial Service
FTE	Full-Time Equivalent
FTSR	Faculty of Theology and Religious Studies
HEC	Faculty of Business and Economics
HR	Human Resources
LUL	Law of 6 July 2004 on the University of Lausanne
MER	<i>Maître d'enseignement et de recherche</i> (Senior Lecturer)
PAS	Associate Professor
PAST	Assistant Professor
PO	Ordinary professor
SNSF	Swiss National Science Foundation
SSP	Faculty of Social and Political Sciences
UNICOM	Communication and Audiovisual Service
UNIFR	University of Fribourg
UNIGE	University of Geneva
UNINE	University of Neuchâtel
UNISIS	Information and Statistics Service
USI	Università della Svizzera italiana (University of Lugano)