

Fribourg, May 3rd, 2022

Dear madams and sirs,

On behalf of StrukturELLE I am sending you the criteria as requested in a new section of the Ordinance.

Firstly, the different levels of criteria need to be established in order to provide a framework for implementation. These criteria are related to strategy (formulation in the performance mandate, objectives in the strategy, hierarchical levels involved, involvement of internal bodies), operational criteria (what are the target values, verifiable objectives, indicators, measures to achieve the objectives, reporting processes), organisational criteria (levels of integration and staff resources, responsibility and network), stakeholder criteria (incentives, promotions, communication, stakeholder groups).

The indicators concern the following areas:

- Research
 - o percentage of female authors (if applicable, first and last authors)
 - o percentage of publications on the theme of gender equality
 - o young academic talent programmes

- Acces of female students
 - o first generation female students (i.e. female students not from academic families)
 - o data collection/monitoring of application, admission and graduation rates of female students
 - o establishment of appropriate programmes for women's access
 - o encouragement of applications in fields where women are under-represented

- Number of women in leadership positions
 - o female deans
 - o female members of the management
 - o establish instruments to reduce the loss of women through the career stages ("leaky pipeline"), especially also for female professors
 - o female full professors, associates, permanent/permanent appointments, distribution of years of service according to gender

- Number of female graduates
 - o professional follow-up for female graduates
 - o follow-up of continuing education

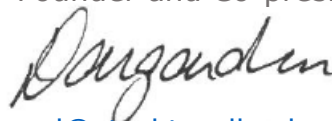
- Measures for improvement
 - o protection against discrimination based on gender, age, origin, religion, sexual orientation
 - o protection against sexual harassment, bullying, defamation, slander; protection of intellectual property
 - o publication of a binding code of conduct and introduction of mandatory anti-discrimination training (for students and professors)
 - o Participation of the university in a supra-university, national
 - o national complaints body that ensures independent investigation of complaints regarding discrimination complaints
 - o maternity and paternity policy favouring women's participation
 - o childcare facilities for students and staff in sufficient number and quality

The need for practical implementation is based on numerous constitutional, federal and cantonal standards, equality strategies and sustainable development.

I look forward to presenting this to you in more detail.

Maya Dougoud

Founder and Co-president



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