

## ZHAW Gender Equality Plan

The ZHAW Gender Equality Plan documents the principles, objectives and measures that form the basis of the university's efforts to achieve gender equality at the ZHAW and combat discrimination.

As the equal treatment of staff and students has been broadly established at the ZHAW for a long time, this document represents a summary of existing documents and provides a description of the measures taken by the ZHAW in the area of equality.

Equality at the ZHAW is based on the relevant legal frameworks provided at a federal and cantonal level (e.g. Art. 8 of the Federal Constitution) as well as the following management documents adopted by the Executive Board:

ZHAW mission statement and core values (2007) (in German), [Mission statement and university strategy 2015–2025 \(2015\)](#), [Gender-Policy \(2008\)](#) (in German), [Diversity-Policy \(2011\)](#) (in German), [Regulations on the Protection against Discrimination, Sexual Harassment and Bullying \(2009\)](#), Package of measures on gender equality management (2020)

### 1. Principles

The ZHAW's objectives and measures in the area of equality are based on the following principles:

- The ZHAW promotes actual gender equality for its employees and students in the areas of teaching, research and development and service provision. Gender equality is likewise promoted in the university's HR policy and reflected in its administrative activities at all levels and in all areas.
- The ZHAW follows an integrative gender approach in its strategic and operational planning and consistently takes account of the environments in which women and men live their lives, thus allowing it to benefit from the diverse experiences and expertise of its staff and students. At the same time, the ZHAW also incorporates the principles of diversity management in its activities.
- Structurally-related, gender-specific disadvantages are countered with suitable measures and steps are taken towards ensuring a gender balance at all levels of the ZHAW and in all of its organisational bodies.
- Gender equality helps to increase quality at the ZHAW.
- Gender equality at the ZHAW is part of a fundamental drive to strengthen diversity that is underpinned by the following principles.

#### 1.1 Equal opportunities and the development of potential

The ZHAW upholds equal opportunities for all members of the ZHAW community, including students, lecturers and other staff, and does so in all areas of activity. Only by preserving equal opportunities is it possible to identify, adequately develop and utilise the various skills and potential that these individuals have to offer. The ZHAW lives up to the principle of equal treatment of students and staff by taking suitable and proportionate measures to compensate for any individual or structural disadvantages or socially relevant inequalities that may exist.

#### 1.2 Protection against discrimination

The ZHAW implements both reactive and preventive measures to provide protection against discrimination. It facilitates the provision of counselling services and an internal system for

handling complaints and allows for action to be taken where necessary. It likewise raises awareness among all staff and students with respect to discrimination and the disadvantaging of certain groups and individuals.

### **1.3 Personnel management and development**

When recruiting new employees in all personnel categories, the ZHAW makes sure to uphold the principle of equal opportunities and takes account of diversity and gender competence as a relevant qualification factor in its decision-making processes. In developing its employees, the ZHAW incorporates and utilises various areas of expertise and potential based on diversity factors. The ZHAW personnel development measures, especially in the areas of training and continuing education, benefit all groups of individuals equally and include diversity and gender competence as relevant content. In the area of personnel management, solutions are developed for employees with special requirements (e.g. staff members with a disability or who have family care obligations).

### **1.4 Studying and teaching**

The ZHAW provides equal, fair and barrier-free access to its academic programmes and their organisation as well as study-related information. Measures aimed at ensuring equal opportunities and academic accommodations are especially targeted at students of the respective under-represented gender as well as students with a disability or migration background and those who find themselves in a difficult socio-economic situation. These measures contribute to appropriately integrating diversity and gender aspects in the curricula and contents of study programmes as well as in the process of personal development.

### **1.5 Gender equality**

Measures aimed at achieving true gender equality represent an interdisciplinary task that incorporates all areas of activity and study as well as all levels. The measures are implemented in accordance with the '*Gender Mainstreaming*' approach (integrative gender approach) with a focus on gender parity, equality as a personnel management task, the reconciliation of university life, professional commitments and care obligations as well as the integration of gender and diversity aspects in teaching, research and training. Further details can be found in the ZHAW [Gender-Policy](#) (in German).

### **1.6 Equal treatment of people with a disability**

The ZHAW endeavours to ensure barrier-free access for students and staff with a disability as well as adequate general conditions for studying and successfully performing activities in the areas of teaching, research, administration, continuing education and service provision. Depending on the type of impairment, students with a disability are granted academic accommodations in the study programme admission process as well as with respect to the course and the duration of the study programme and for academic assignments and examinations. The ZHAW also offers interested students with a disability advice in selecting degree programmes.

### **1.7 Equal opportunities and diversity as a management task**

Diversity management at the ZHAW encompasses all areas (all schools, study areas and core areas) and all levels (all hierarchical levels for lecturers and other employees). In performing their duties, management at the ZHAW exhibit an appreciative and supportive approach to

handling the diversity of the university's staff and students, while embracing the development and utilisation of different areas of potential and the preservation of equal opportunities and contributing to the implementation of diversity management.

## **1.8 Organisational culture**

The ZHAW is committed to and practices an organisational culture that values diversity as a resource in both its internal communication and the way it represents itself to the outside world. This culture actively promotes equal opportunities, addresses discrimination in a preventive manner and, of course, embraces diversity.

## **2. Objectives**

### **2.1 Gender competence**

The ZHAW enables its staff and students to recognise gender aspects and to develop non-discriminatory ways of doing things in both their professional and social spheres of influence as well as in their study environment.

### **2.2 Increase in the share of the under-represented gender and reconciliation of university life, professional commitments and care obligations**

The ZHAW promotes a balanced gender ratio in all areas and at all levels and supports its staff and students in reconciling their university life, professional commitments and care obligations.

### **2.3 Discrimination**

The ZHAW is committed to eradicating any kind of direct or indirect discrimination based on gender.

In particular, it respects the principle of "equal pay for equal work", follows the rules on gender-appropriate language use and does not tolerate bullying based on gender or any other types of indirect discrimination such as sexist behaviour or sexual harassment.

### **2.4 Collaborations, exchange of experiences, networking**

Those involved in the area of equal opportunities at the ZHAW work together with the corresponding bodies of other universities and institutions at a cantonal, national and international level.

## **3. Specific resources**

The President's Office and the Schools utilise tools in order to ensure quality in terms of the achievement of equality and diversity management goals and the implementation of measures. In cooperation with the [Diversity Unit](#) and in keeping with the quality management and school management system guidelines of the ZHAW, success criteria and key figures are defined on the basis of which measures can be evaluated and transferred into a controlling process (see point 4).

HR and Diversity Unit resources are also available to ensure the continuous implementation of equality measures and the ZHAW Diversity Policy. Diversity Officers within the ZHAW Schools represent a further resource, while external counselling centres can also be called on if needed.

#### **4. Data collection and monitoring**

In order to monitor the success of measures and, where necessary, obtain information for further measures, the ZHAW commissioned the University of St. Gallen to compile a diversity benchmarking report in 2018, allowing it to see how it compared to other Swiss universities.

The ZHAW has also established internal equality monitoring, which is conducted every two years. This provides a far more detailed picture of the relationship between the genders at the ZHAW. The key figures are compared with previous monitoring results in order to identify how equality is being implemented at the ZHAW.

The share of women among the ZHAW's employees is recorded and broken down according to the categories of professors, lecturers, research associates, research assistants and administrative, technical and operations staff. As women work in part-time positions more often than men, the share of employees working on a part-time basis is likewise of interest.

Further areas covered include the share of women among those granted general promotions, the rate of return after maternity leave and turnover rates for women and men.

The gender distribution of men and women at the various management levels as well as the likelihood of being admitted to a management-level position are also determined.

The diversity dimensions of age (by age group) and nationality are also considered.

#### **5. Training**

The Diversity Unit regularly organises training courses with internal and external experts for ZHAW managers and other employees. These training courses are offered to staff at no cost.

The Diversity Unit also works together with external providers in order to provide specific types of training.

#### **6. Work-life balance and organisational culture**

The ZHAW also promotes part-time employment at management level and both encourages and supports co-leadership arrangements for academic management functions.

The ZHAW offers various well-implemented services such as crèche financing, flexible day care and hardship funds. It also provides advice on the reconciliation of work and family life.

#### **7. Gender equality during recruitment and career development**

Job advertisements at the ZHAW are prepared in a gender-appropriate manner that takes account of diversity. When hiring new employees, the ZHAW endeavours to ensure a gender distribution that is as balanced as possible. If no female (in male-dominated fields) or male (in female-dominated fields) candidates are identified for the initial short list, the next management level decides whether the selection process should be continued or the position should be advertised again.

In order to specifically promote the career opportunities of women at the ZHAW, the ZHAW is part of the mentoring programme "Frauen für Führungspositionen" (women for management positions) of the Zurich Universities of Applied Sciences and Arts. This programme, which is also referred to as "mentoring fff", gives qualified women the opportunity to explore the prospect of a management position (hierarchical or lateral) in a variety of ways, while also offering insights into management activities at the ZHAW and providing motivation for them to take on a management role where appropriate.



## 8. Measures against gender-specific violence, including sexual harassment

The measures against gender-based violence and sexual harassment are defined in the [Regulations on the Protection against Discrimination, Sexual Harassment and Bullying](#) and are implemented on this basis.

The ZHAW also conducts prevention campaigns with flyers, posters, a website and training workshops on this topic.

## 9. Regulation documentation

### 9.1 Regulation metadata

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