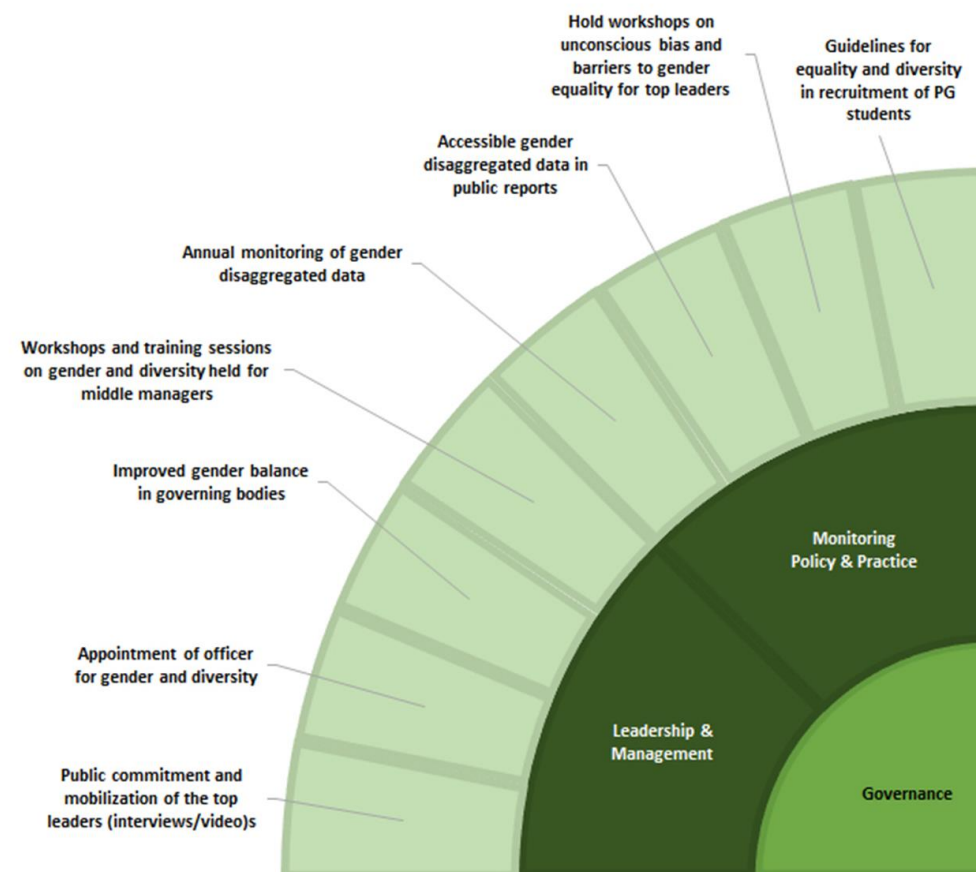


SAGE Quadrant 4: Governance

Each institution has drawn up the Quadrant 4 of the SAGE Wheel showing the local measures which indicate **how each dimension was translated into action.**

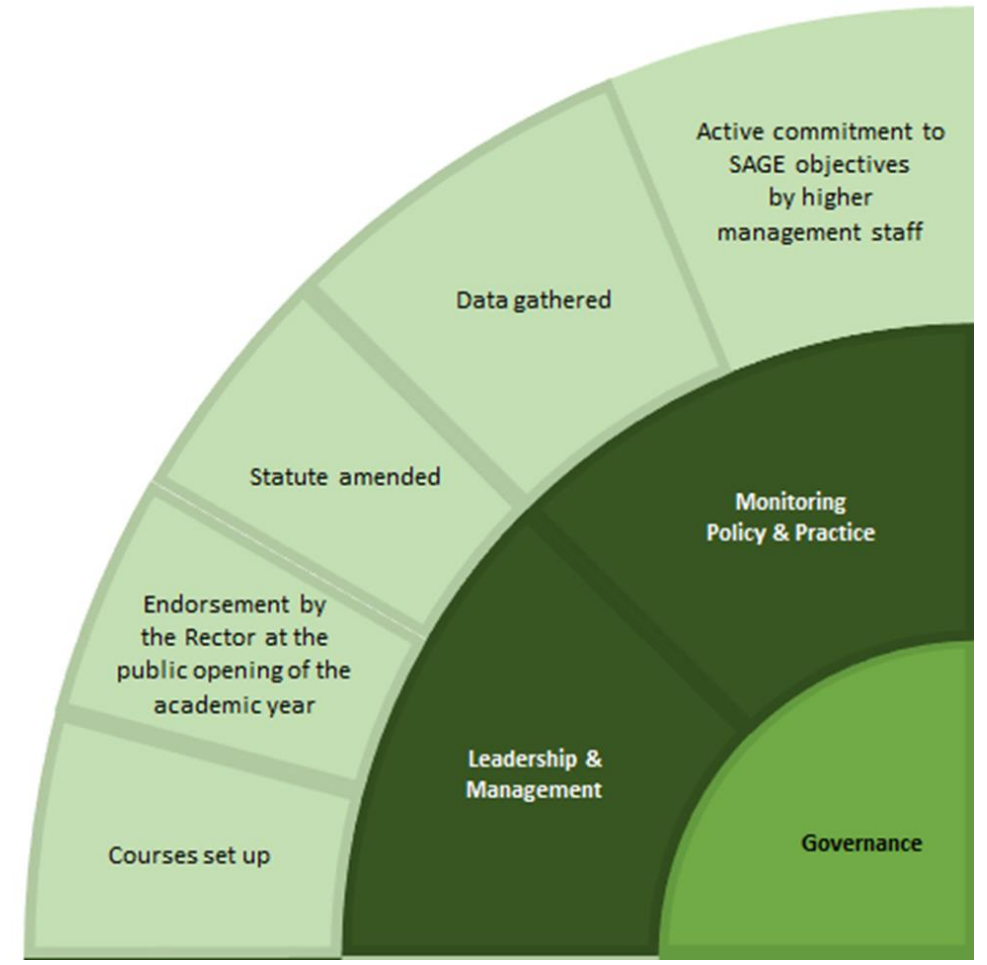
ISCTE-IUL's example

SAGE Quadrant	Dimension	Action planned	Measure of success
Governance	Acting at the Management and Leadership Levels	Enhance sensitivity for gender equality in the organisation	Public commitment and mobilization of the top leaders (interviews/video)
		Promote a gender and diversity policy	Appointment of officer for gender and diversity
		Identify gender imbalances in governance bodies	Improved gender balance in governing bodies
		Contribute to improved institutional competences in gender equality	Workshops and training sessions on gender and diversity held for middle managers
	Monitoring Policy and Practice	Implement systematic gender data collection	Annual monitoring of gender disaggregated data
		Disseminate gender data	Accessible gender disaggregated data in public reports
		Provide training on barriers to gender equality and diversity	Hold workshops on unconscious bias and barriers to gender equality for top leaders
		Improve gender balance amongst the student body	Guidelines for equality and diversity in recruitment of PG students



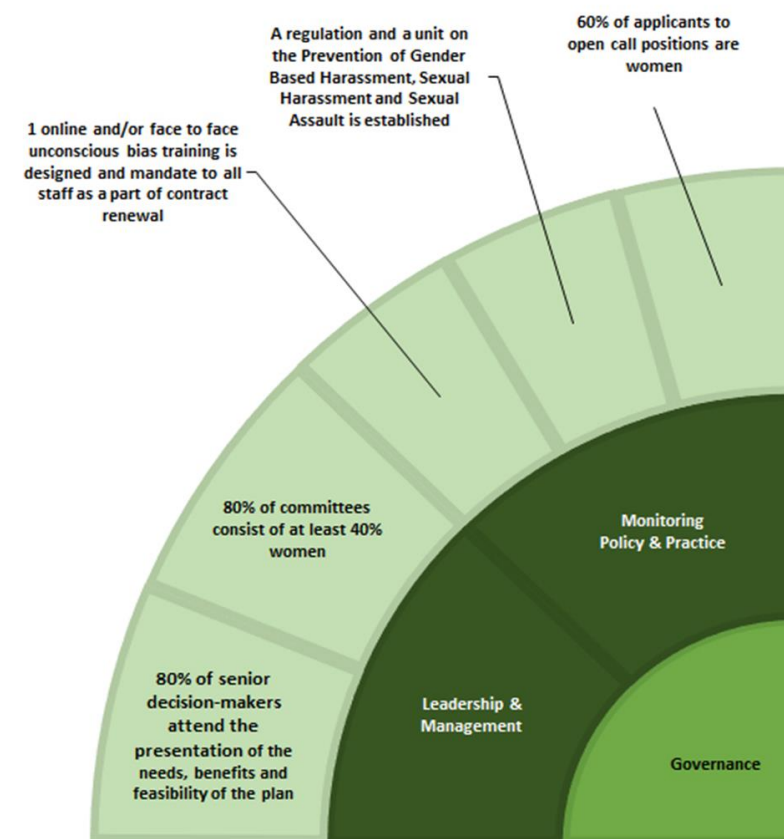
UNIBS's example

SAGE Quadrant	Dimension	Action planned	Measure of success
Governance	Acting at the Management and Leadership Level	Mini-courses (6 hours) on unconscious bias for academic officers in collaboration with CUG	Courses set up
		Public commitment to gender equality by the Rector	Endorsement by the Rector at the public opening of the academic year
		Amending the University Statute to set up a Gender Equality Committee	Statute amended
	Monitoring Policy and Practice	Monitor gender ratio in selection committees of new lecturers	Data gathered
		Increasing the sensibility for gender equality at the University	Active commitment to SAGE objectives by higher management staff



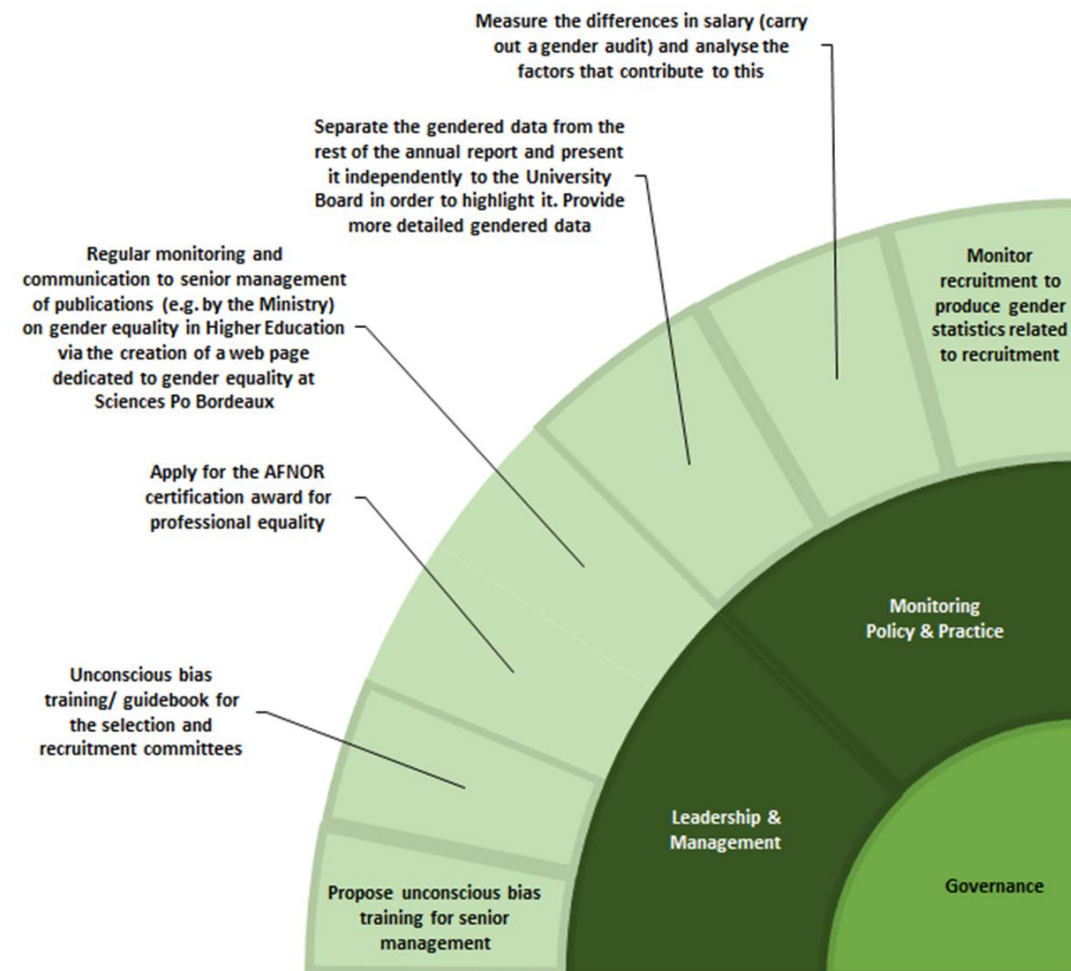
KHAS's example

SAGE Quadrant	Dimension	Action planned	Measure of success
Governance	Acting at the Management and Leadership Level	Draft the Gender Equality Plan (GEP) and make a based evidence presentation of the needs, benefits and feasibility of the plan to the senior decision-makers (Executive Committee and Senate).	80% of senior decision-makers attend the presentation.
		Encourage new appointments to decision making committees in order to make them more gender balanced.	80% of committees consist of at least 40% women.
	Monitoring Policy and Practice	Establish an annual training for all staff and faculty members on unconscious bias and harassment	1 online and/or face to face unconscious bias training is designed and mandate to all staff as a part of contract renewal
		Turn the Kadir Has University Policy Against Harassment and Discrimination into a regulation in order to be legally binding	A regulation and a unit on the Prevention of Gender Based Harassment, Sexual Harassment and Sexual Assault is established.
		Create a regulation/procedures for a non-discriminatory recruitment system, including actions and practices to attract a diversity of applicants and women especially in areas where numbers may be low.	60% of applicants to open call positions are women.



SCiPo's example

SAGE Quadrant	Dimension	Action planned	Measure of success
Governance	Acting at the Management and Leadership Level	Parity in the senior management team.	Propose unconscious bias training for senior management.
		Numerical gender imbalance in the different statuses (teacher/lecturer, senior lecturer, professor) and in the different disciplines taught.	Unconscious bias training/ guidebook for the selection and recruitment committees.
		Commitment to gender equality.	Apply for the AFNOR certification award for professional equality.
		Gender awareness and engagement of decision makers.	Regular monitoring and communication to senior management of publications (e.g. by the Ministry) on gender equality in Higher Education via the creation of a web page dedicated to gender equality at Sciences Po Bordeaux.
	Monitoring Policy and Practice	Gender indicators	Separate the gendered data from the rest of the annual report and present it independently to the University Board in order to highlight it. Provide more detailed gendered data.
		Gender pay gap.	Measure the differences in salary (carry out a gender audit) and analyse the factors that contribute to this.
		Quantitative data collection relating to recruitment	Monitor recruitment to produce gender statistics related to recruitment.



IUS's example

- Needs to be implemented
- In process
- Implemented (partially implemented)

SAGE Quadrant	Dimension	Action planned	Measure of success
Governance	Acting at the Management and Leadership Level	Unconscious Bias Training for SAGE team members	SAGE team members trained
		Capacities for GEP creation and implementation	SAGE team inclusive
		Appoint a Vice-Rector for Gender Equality	Vice-rector for gender equality appointed
		Review of female: male (deans)	Gender balance increased by promoting or recruiting excellent female academics. Target 40% female.
		Unconscious bias training	All deans completed training
		Leadership training for women	At least 10 female members completed the training
		Unconscious bias training for management	Training organized for management
		Evaluate and revise the committee structures to make it possible for women to participate in committees more (target 40%)	Committee structures examined to include greater female participation
	Monitoring Policy & Practice	Establishment of Gender Equality function	A person designated for (gender) equality at university appointed
		Monitor gender ratio at all grades	Gendered data available across administrative offices
		Introduce exit surveys and/or interviews to make information available	Procedure of introduced. HR keeps records. Vice-rector for gender and equality officer review annually
		Gender-proof policies. Introduce a bullying / harassment policy which will introduce a designated	Policy developed, reduction in observation and experience of sexist remarks reported

