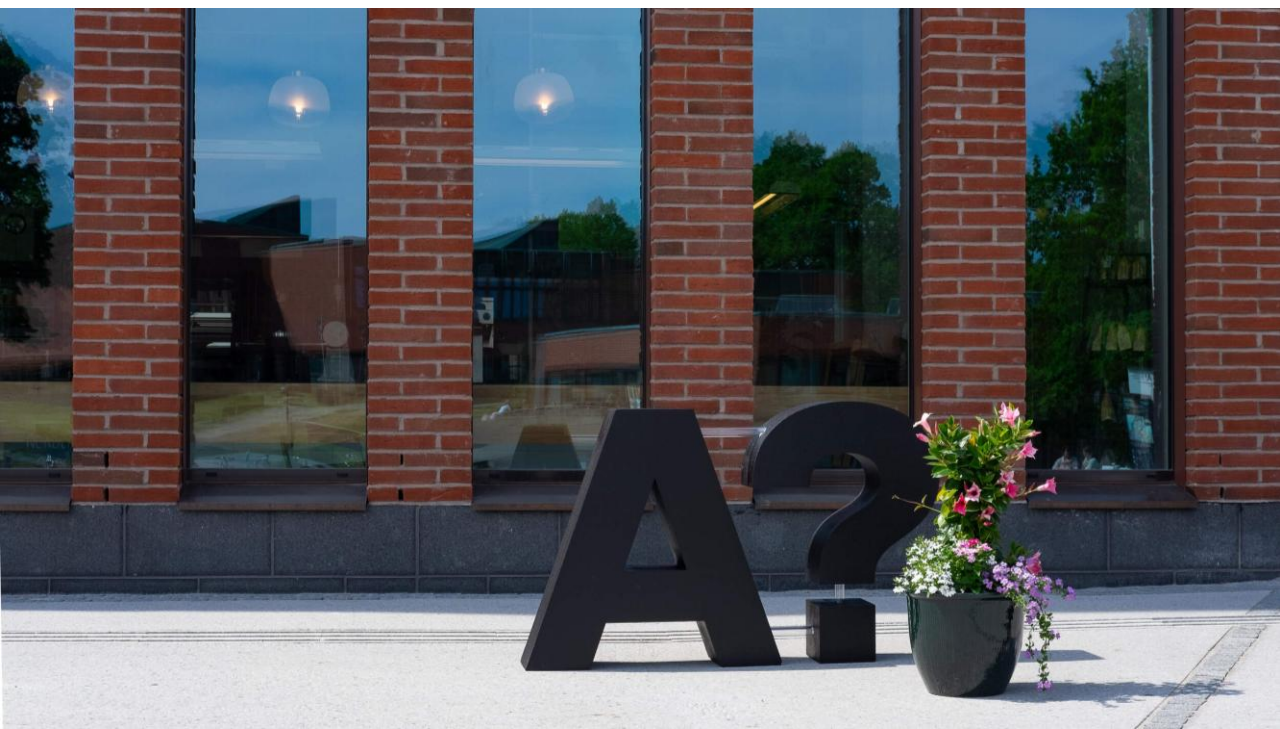




HR EXCELLENCE IN RESEARCH



HR Excellence in Research

Aalto University Action Plan 2026-2029

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Strategic development themes at a glance

Aalto University is committed to implementing the principles of the European Charter for Researchers and to supporting excellent research through responsible employment practices, inclusive community culture and sustainable researcher careers.

Based on the self-assessment, staff surveys, researcher interviews and changes in the operating environment, **three broader strategic development themes have been identified for the Action Plan period 2026–2030.**

Each theme comprises **several specific development objectives and implementation actions**, supported by defined indicators and monitoring. The concrete actions under each theme are presented in detail on the following pages.

1. Enabling inclusive and thriving teams and communities

Target 2030: Inclusive leadership, psychological safety and support for wellbeing are integrated into everyday leadership and team practices.

2. Integrating & engaging international faculty

Target 2030: International employees experience a seamless and welcoming end-to-end journey from arrival to full integration into the Aalto community, Finnish working life and society.

3. Enhancing sustainable work

Target 2030: Researchers experience sustainable working conditions, supportive leadership and meaningful career development opportunities throughout their careers.

Action Plan 2026-2039 in a nutshell

Strategic Development Themes	Actions	Responsibility	Key Indicators	Link to charter principle
Enabling inclusive and thriving teams and communities	1. Strengthen inclusive leadership and team development in academic environments 2. Strengthen peer networks and community engagement for faculty members 3. Provide targeted support for research teams experiencing challenges	- Supervisors and managers supported by HR - HR and other service providers - EDI officer	- Wellbeing survey data, particularly inclusion, belonging and psychological safety - EDI indicators - Participation in relevant leadership and community development activities	Embracing Diversity; Gender Equality; Working Conditions; Continuous Professional Development; Supervision and Mentoring
Integrating and engaging International faculty	4. Strengthen onboarding and integration support for international faculty members 5. Strengthen Finnish language learning and support multilingual working environments 6. Further develop dual-career and family support 7. Strengthen professional and social networking and community integration for international faculty members	- Supervisors and managers - ACMT and EDI officer - HR and other service providers - EDI officer	- Wellbeing survey data, particularly international staff experience, inclusion and sense of belonging - Onboarding experience data - Onboarding buddy participation/coverage - Participation in Finnish language and cultural integration activities - International faculty retention and exit data	Embracing Diversity; Free Circulation of Researchers; Working Conditions; Continuous Professional Development
Enhancing Sustainable Work	8. Develop and implement sustainable work planning and workload management practices 9. Strengthen early support, work ability and wellbeing practices	- Supervisors and managers supported by HR - HR, ACMT, EDI officer	- Wellbeing survey data, particularly workload and work ability - Coverage and use of sustainable work planning practices and tools - Work ability and workload indicators - Retention and exit data	Working Conditions; Supervision and Mentoring

Implementation Actions 2026-2029:

Enabling inclusive and thriving teams and communities

Strategic development theme:	Enabling inclusive and thriving teams and communities
Target 2030:	Inclusive leadership, psychological safety and support for wellbeing are integral to everyday leadership. A collaborative and respectful working culture underpins daily teamwork.
Why:	Academic work is increasingly collaborative and carried out in diverse and international research and teaching environments. Inclusive leadership, psychological safety and a strong sense of belonging are essential for the wellbeing, collaboration, professional development and long-term engagement of researchers and academic staff.
Actions 2026-2030:	1. Strengthen inclusive leadership and team development in academic environments - Integrate inclusive leadership and team development into leadership practices and development programmes for academic leaders, supported by practical tools, peer learning and recognition of good leadership practices. 2. Strengthen peer networks and community engagement for faculty members - Support peer-learning, professional and staff networks, and opportunities for dialogue and community engagement among faculty members. 3. Provide targeted support for research teams experiencing challenges - Further develop support practices for research teams experiencing wellbeing, inclusion or collaboration challenges, helping them identify and effectively use available support.

Implementation Actions 2026-2029:

Integrating & Engaging International faculty

Strategic development theme:	Integrating & Engaging International faculty
Target 2030:	International faculty members experience a seamless and welcoming end-to-end journey from arrival to full integration into the Aalto community, Finnish working life and society.
Why:	Supporting integration, inclusion and a sense of belonging is essential for the wellbeing, engagement and long-term retention of international faculty members.
Actions 2026-2030:	4. Strengthen onboarding and integration support for international faculty members - Develop tailored onboarding and integration support and strengthen buddy and peer support practices, using onboarding feedback and integration data to guide development. 5. Strengthen Finnish language learning and support multilingual working environments - Ensure access to Finnish language learning, support multilingual working environments and promote practical resources supporting integration into Finnish working life and society. 6. Further develop dual-career and family support - Develop the dual-career model and strengthen support for spouses and families through targeted services and collaboration networks. 7. Strengthen professional and social networking and community integration for international faculty members - Support international faculty members in building professional and social networks within Aalto and the wider Finnish community.

Implementation Actions 2026-2029:

Enhancing sustainable work

Strategic development theme:	Enhancing sustainable work
Target 2030:	Faculty members experience sustainable working conditions, manageable workloads and effective support for wellbeing and work ability throughout their careers.
Why:	Sustainable working conditions and manageable workloads are essential for faculty members' wellbeing and their ability to carry out high-quality academic work. Supporting sustainable ways of working helps researchers maintain their work ability, contribute effectively and build sustainable careers at Aalto.
Actions 2026-2030:	8. Develop and implement sustainable work planning and workload management practices - Develop, pilot and scale practices and tools for sustainable work and workload planning in academic work and strengthen managers' and supervisors' capabilities in workload management. 9. Strengthen early support, work ability and wellbeing practices - Further develop early support and work ability management practices supporting faculty members' wellbeing, work ability and recovery.