



The Aalto University Equality Plan 2016–2018

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1 Equality work at Aalto University

1.1 Introduction

The Aalto University Equality Plan expresses Aalto's resolve to promote equality, presenting the university's equality principles as well as targets and key measures for meeting the targets over the three-year period of the plan (2016–2018).

The Equality Plan also describes Aalto's organisation of the equality advocacy work and provides guidelines for action. Many of the plan's objectives are already part of the standard operating procedures of the university.

The Equality Plan is based on the values of the university and on the university strategy. Statutory obligations also apply to the plan ([Act on Equality between Women and Men 609/1986](#), [1329/2014](#) and the [Non-discrimination Act 1325/2014](#)). The Aalto strategy affirms the university's commitment to [social and sustainable development](#) and to promoting equal opportunities for university members to learn, acquire knowledge, participate and make a difference. The successful attainment of equality at Aalto depends on making [the values of the university](#) a visible part of all university practices.

The Equality Plan applies to all who work and study at Aalto. Every member of the university community has a responsibility to promote equality where they are, in their own environment. Key to the promotion of equality are also the management teams of the university and the schools and the directors of the departments, units and services. Other prominent figures in equality work include all supervisors, all who serve in teaching positions and all appointment and admissions committee members.

Appendix 1 of the Equality Plan contains definitions of key concepts. Aalto's equality statistics for 2015 (Appendix 2) and the Accessible learning implementation plan (Appendix 3) are also appended.

Comments have been solicited from employees and student representatives during the various stages of drafting the plan.

President Tuula Teeri has approved Aalto University's Equality plan 2016-2018 on 29 February 2016.

1.2 Objectives

Aalto University aims to provide a non-discriminatory, gender-equal and accessible environment (including physical infrastructure, operating procedures, decision-making, services, teaching and research) in which all genders, employees with different duties,

and employees and students of different backgrounds receive equal treatment and can participate without discrimination in university activities.

The common aim of all is for a good, safe and just work and study atmosphere to prevail at the university.

In a gender-equal and non-discriminatory Aalto University:

- All university staff, taking into consideration their academic or professional qualifications and positions, have equal rights and responsibilities as well as equal opportunities for career advancement and personal development.
- Everyone involved in teaching or research work has the opportunity to affect the development of the work as well as other operational planning.
- Every applicant is treated equally in job recruitment, student admissions and teaching situations, and students are provided with equal opportunities for study.
- Study attainments are evaluated fairly on the basis of learning outcomes and evaluation methods, which are clearly and openly defined.

Aalto University is dedicated to identifying and eliminating practices and structures that foster or sustain inequality and discrimination. The work of furthering equality at Aalto is supported by perseverant planning and coherent organising.

Aalto's equality work is based on a process of continuous improvement (see p. 12 of the PDCA cycle). Structures and operating models that support equality are also needed.

The objectives and developmental measures at the start of the 2016–2018 planning period will focus on organising the work of promoting equality and on making operational enhancements.

- To *increase impact*, the equality work will be incorporated as part of the quality management work of the schools.
- Making equality work a regular part of all operations and decision-making of the Aalto community requires the building up of a shared understanding, which can be achieved through enhanced external and internal communications and the use of a common vocabulary. In addition, guidelines for reporting discrimination and other equality materials must be clearly comprehensible, easily accessible and brought up to date.
- During the 2016–2018 planning period, the university will conduct the Aalto Equality Survey together with the student union. The findings will be taken into consideration when composing and updating the annual action and implementation plans.

The objectives, measures and timetables will be described in more detail in the equality **action and implementation plans** of the university (Section 5) and of the schools, to be published later as appendices to the present document. For continuity, systematic

monitoring and evaluation of the implementation of the targets is essential as well as the setting of new objectives and measures when needed.

1.3 The role of accessibility in promoting equality

The Aalto University Equality Plan serves as a cornerstone for the Accessible learning implementation plan (Appendix 3), which is updated at three year intervals and included in the university's operational and implementation plans on equality.

Accessible learning is at once an end, an instrument and an ideal. With its underlying non-discriminatory values, Aalto's sense of community is enhanced by accessible learning. 'Enabling environment' refers to a barrier-free research, study and work environment and to accessible services and practices that are equally available to all members of the community regardless of differences in background or functional capacity. The daily operations of an enabling environment equipped with technological support can be clearly grasped and easily learned and understood by all members of the community.

1.4 Statutory obligations

Statutory obligations applying to the Equality Plan include the [Act on Equality between Women and Men 609/1986, 1329/2014](#) (an amendment to 609/1986, unavailable in English) and the [Non-discrimination Act 1325/2014](#). Under these laws, universities are obliged to actively promote equality in student admissions, in staff appointments and in other study and employment arrangements. Teaching, research and educational materials must also be supportive of these values (incl. in admissions criteria, impartiality in teaching situations, evaluation of study attainments and in the non-discrimination competencies of teachers).

In the amended equality act (1329/2014), the prohibition of discrimination based on biological sex was expanded to cover discrimination based on gender identity and expression. Under the new act, universities are obliged to pro-actively prevent this kind of discrimination. Aalto University has dedicated itself to the prevention of harassment and discrimination against sexual minorities.

1.5 Definitions of concepts

The concepts used in equality work have been given precise definitions so that community members understand their relevance.

The most important Finnish concepts in equality work are *tasa-arvo* and *yhdenvertaisuus*, which are usually both translated as 'equality' (or more specifically as 'gender equality' and 'non-discrimination', respectively, depending on the context). The Equality Committee uses the abbreviation EQU. Other key concepts used in the plan are defined in **Appendix 1**.

Equality (*tasa-arvo*)

- refers to the equal worth of all members of society and individuals as human beings. In Finland in general and in this plan in particular, the term '*tasa-arvo*' refers most often to equality between men and women (gender equality).

Yhdenvertaisuus equality

- refers to the usage in Section 8, subsection 1 of the Non-discrimination Act (1325/2014) prohibiting discrimination based on religion, age, disability, origin, nationality, language, opinion, political activity, trade union activity, family relationships, state of health, sexual orientation or other personal characteristics.

2 Organising and resourcing equality work at Aalto

2.1 Actors, operational model and responsibilities

Equality work must be soundly organised in order for the planning, monitoring and implementation of the values Aalto represents, particularly the values of equality and non-discrimination, to be successful. During the 2016–2018 period, the promotion of equality will become a more integrated part of Aalto's quality management work. The Deans are responsible for equality work in their schools as part of their work on quality management, while the schools' quality managers are responsible for their respective EQU task forces (i.e. the actions groups involved in equality work) and for the drafting and monitoring of the annual action and implementation plans.

The Occupational Safety Committee, other working groups and the harassment contact appointed by the Student Union also deal with equality affairs.

The work of promoting equality is supported by other university guidelines and plans, among these the Code of Conduct, the Implementation Plan for Accessible Learning for 2015–2017, the Human Resources plan, language policies and various surveys and inventories, including staff and workplace surveys and the survey on job pay. Additional support for equality work is provided by various services and organisations, such as Learning Services (LES), Human Resource Services (HRS) and partners such as student health care (FSHS) and occupational health care.

Aalto University Equality Committee

The Aalto University Equality Committee provides support for Aalto University's values particularly in terms of equality planning, implementation and monitoring. The three-year (3) term of the Committee coincides with that of the planning period. The Committee meets three times annually.

The Committee is staffed by 18 members (plus 2 legal counsels, when needed) during the 2016–2018 period.

Committee meetings are attended by the committee chair and the minute-taker, the six (6) individuals in charge of quality work for their schools, the harassment contact person (1) of the student union (AYY) and a student representative appointed by AYY (1 + 1 deputy member), one (1) staff representative, three (3) representatives for teaching and research, and the university's specialist on accessibility (1). In addition, representatives from Support Services (1), Learning Services (1), Communications Services (1) and, when needed, legal counsels for Learning Services and Human Resource Services (2) also serve on the committee.

The duties of the Aalto University Equality Committee are:

- to set the goals and the measures used in equality work at Aalto University
- to hold the responsibility for the composition, the annual monitoring and possible revisions of the EQU plan in accordance with law
- to assess and monitor the implementation of the annual action and implementation plans of the schools and of Aalto's joint services
- to support the equality work of the schools
- to monitor progress in the state of equality at Aalto through statistical means and feedback
- when improvement needs are discovered, to include them as developmental targets in the action and implementation plans of the university
- to conduct needs assessments and planning in equality matters

The Equality Coordinator

The EQU Coordinator is the contact person for non-discrimination and equality-related questions. The Coordinator also sits on the EQU Committee as its permanent secretary. Aalto University's EQU coordinatorship is a part-time position. The Coordinator advises students, staff members and other persons who need help or advice on the procedures for the further processing of equality matters; when needed, the coordinator directs clients to an occupational safety delegate, a trustee, or the harassment contact person of the Student Union (AYY).

- Permanent Secretary of the Aalto University Equality Committee
- Responsible for the activities of the EQU task force at the university level
- Together with the university-level EQU task force, the Coordinator furthers the implementation of EQU plan objectives and is responsible for promoting equality work as well as for seeing that progress is made in the annual action and implementation plans of the university's joint services.
- Collects and compiles feedback and any statistical reports relating to equality work
- Supports the EQU task forces and the equality work of the schools.
- Takes care of university-level communications on equality matters and keeps the information up-to-date.

EQU task forces

The EQU task forces, led by the EQU Coordinator and the persons in charge of quality management at the schools, are responsible for cascading the work of non-discrimination and equality throughout the schools and the university's joint services. The EQU task forces are kept small and efficient. Student and staff representation is taken into account when composing the task forces in the schools, which may also draw upon existing quality management groups for task force membership. The tasks forces:

- Draft and update the annual action and implementation plans of the schools and Aalto's joint services; are responsible for progress made in the plans and for promoting equality work.
- Monitor the implementation of planned measures and report to the EQU Committee annually.
- The EQU task forces of the schools are responsible for providing information and general communications about equality in the schools, and for raising equality issues to the attention of the schools' steering groups or management groups.

AYY student representation and the harassment contact person

Aalto University Student Union (AYY) selects a harassment contact from among its members. The duty of the contact person is serve as an aide and support to students in harassment cases. The contact represents the AYY on the Equality Committee as a standing member. Along with the contact person, the AYY appoints one (1) annually rotating student member and one (1) deputy.

Each school's EQU task force also includes one or more student representatives.

2.2 Compilation, structure and content of the plan

The Aalto University Equality Plan

The Aalto University Equality Plan sets forth the university's general principles on equality. The plan also sets general targets and offers important concrete steps by which the targets may be achieved within the three-year (3) timeframe of the plan.

The action and implementation plans

Aalto's six (6) schools along with the university's (1) joint services unit draft concrete operational and implementation plans of their own annually under the direction of the EQU task force. These plans are based on both the Aalto University Equality Plan, which is in force for three years at a time, and the Accessible learning implementation plan, which is appended to the Equality Plan. The action and implementation plans help to ensure that the targets set by the university will be realised in daily practice. The plans also bring to light the unique features of the different schools and units as well as their own developmental needs and goals.

The action and implementation plans are kept concise. They present clear objectives and measures, assessment criteria, parties responsible and timetables in a way that allows for easy measurability and evaluation.

The school's respective action and implementation plans are published annually online as appendices to the Aalto University Equality Plan.

The action and implementation plans are phased in by stages. In the beginning of the 2016–2018 planning period the developmental measures will target ways to reorganise the work of promoting equality and to enhance the operations. The action and implementation plans of the individual schools will be completed in early 2016 and the first reporting will take place in early 2017.

After final approval the Aalto University Equality Plan will be immediately put into action with its equality principles guiding the university's operations and activities.

3 Procedures, monitoring methods and materials

3.1 The EQU clock and flexibility in the quality development cycle

The operational model for equality work aims for flexibility in work, openness towards experimenting with new models, the sharing of information and best practices, and the

monitoring of measures and objectives with redefinitions if needed (Figure 1. Quality development cycle for equality work).

The implementation of action and implementation plan targets, and thereby of the university's equality targets as well, is followed regularly by the schools and by the EQU Committee. At the EQU Committee's first meeting of the year, the schools and the university-level EQU task force report on the progress of the previous year's action and implementation plans and present updated action and implementation plans for the current year. (Figure 2. The EQU one-year clock to organise and guide implementation of equality work at Aalto)

The annual updating is an opportunity to appoint new EQU task force members, record the results of implemented measures and objectives, set new objectives and measures along with criteria for their evaluation, and to make decisions on monitoring and on timetables.

FIGURE 1. Quality development cycle for guiding equality work

The PDCA cycle (Plan, Do, Check, Act) is a method to provide for continuous improvements in quality. PDCA also enables the flexible, ever-evolving character of equality work to be described.

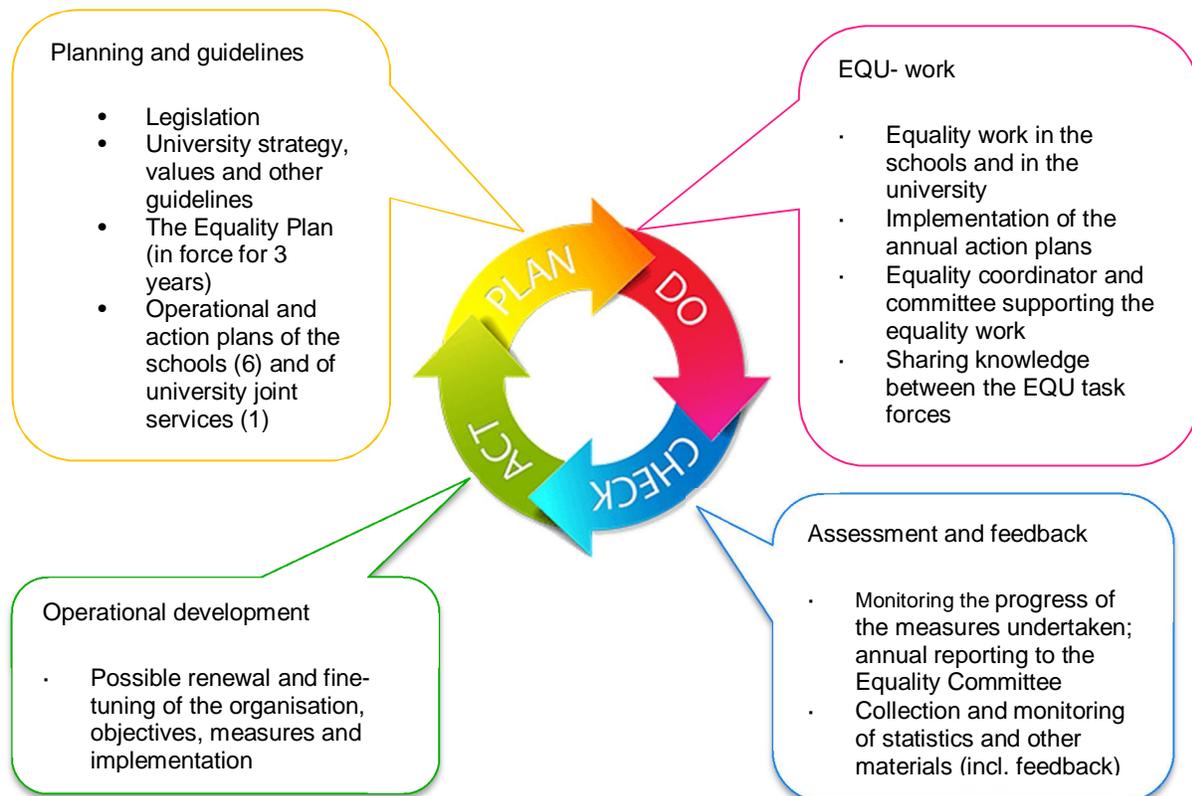
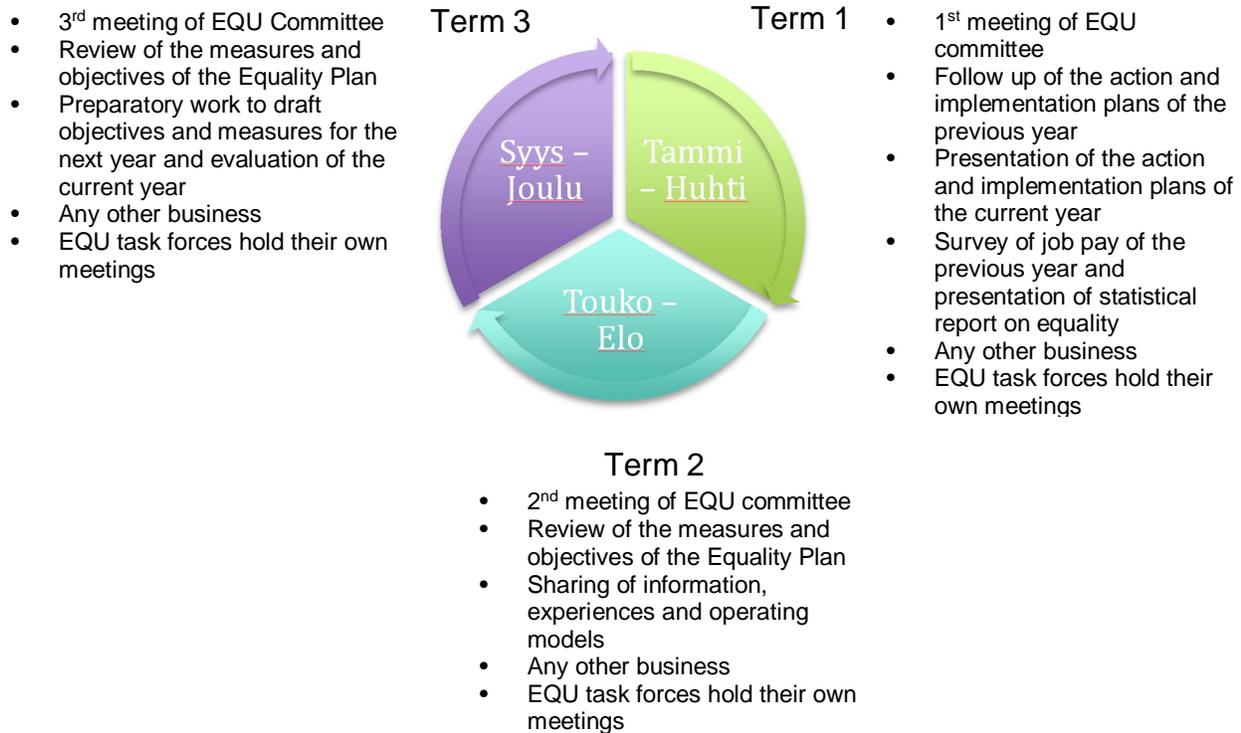


FIGURE 2. The EQU annual clock to organise and guide implementation of equality work at Aalto.



3.2 Communications

The presentation, content, language usage and visual materials of the internal and external communications of the university must be accessible and consistent with the promotion of equality. The university and the schools shall share information about equality-related regulations, obligations and responsibilities with those who work and study in the schools and inform them about the ongoing equality work and the persons in charge. The EQU Committee, the EQU Coordinator and the EQU task force carry a special responsibility for reporting and communications.

Everyone must have access to procedures that can be followed if one witnesses or experiences discrimination, harassment, abuse or bullying. New students and employees should familiarise themselves with the Equality Plan as part of their orientation training and material.

The multilingualism of Aalto and the Language Guidelines that support it promote internationalisation and the development of a multicultural identity. To ensure language equality, the working languages used at the university are Finnish, Swedish and English. The language to be used in teaching and study attainments is determined on the basis of the teaching language stated in the curriculum.

The Aalto University Equality Plan will be published on the university website.

In addition, the annually updated action and implementation plans of the schools as well as a university-level summary of the targets reached and the measures implemented will be published on Inside (the university intranet) and Into (the student portal).

3.3 Statistical and other monitoring materials

Research data and up-to-date statistics are important tools for carrying out equality work (Appendix 2). Both quantitative and qualitative data are needed in following the state of equality at Aalto.

The EQU Committee regularly collects data on the situation and on the experiences of students and staff concerning equality. Aalto also participates in national and international collaborations with other universities on equality issues.

The state of equality at Aalto is monitored through statistics (incl. the survey on job pay as stipulated in the equality act), through various reports and studies, such as occupational and student well-being surveys, and through the active solicitation of course feedback. The work on equality is supported for its part by:

- The *Survey on job pay* carried out at one-year (1) intervals
- The *Personnel survey* carried out at two-year (2) intervals
- The *Workplace surveys* carried out according to a five-year (5) plan
- The *International Student Barometer* (ISB) performed at approx. two-year (2) intervals
- The *Bachelors feedback survey* sent to all graduating bachelors

In addition, figures of interest, e.g. the relative share of students and staff who speak Swedish as their mother tongue, of international doctoral and masters-level students and of international staff, are monitored as key indicators of how well the Aalto strategy is being fulfilled. Diversity and diversity enhancement are taken into account in the strategies of the departments and schools.

Students and staff may perform various information searches of the statistical data as needed.

4 Assessment of the 2012–2014 period

The main objectives of equality work for the planning period 2012–2014:

- 1) Determine the state of equality at Aalto University
- 2) Based on the analysis, present practical measures for promoting equality
- 3) Implement the organisation of equality work promotion at Aalto University
- 4) Establish equality work as part of all activities and decision-making within the university community

In the detailed operational plans for 2013–2014, objectives and measures were grouped into four clusters of emphasis at both the university and the school level:

- a) EQU committee work
- b) Materials and statistics
- c) Occupational well-being, student well-being and the Aalto identity
- d) Academic recruitment processes and career paths, including reviews

Accomplishments and challenges

Equality work at Aalto was organised with the founding of the Aalto University Equality Committee, which began its work in June 2012.

In addition to the Chair, Secretary and the contact person for equality issues, the 15-member committee included a representative of Aalto joint units (1), contact persons for each of the schools (6), a student representative from the student union (1) and four specialists (4).

The Committee has assembled 15 times over the 2012–2014 period. In conjunction with the launch of the equality project in 2012, an equality assessment was carried out and produced a statistical report based on data from 2011. The findings of the report were used in the Aalto University Equality Plan for 2012–2014 and in the school-specific action plans that were composed in the years that followed.

The work of making equality a firm part of all university operations and decision-making continues.

Examples of concrete achievements include: the launch of the Code of Conduct (2014–2015) and its subsequent revisions; the work achieved with Human Resource Services in designing the Guide to equality in recruitment (2013); in concert with the various parties concerned, development of statistical data for equality monitoring (2013–2014); compiling a set of best practices for the orientation sessions of new international staff and students (2013), which was the product of collaboration between the schools and Human Resources.

The Aalto University Equality Plan 2016–2018

As the 2012–2014 equality period progressed, many challenges and targets for development were identified. These have been incorporated into the planning of activities for the 2016–2018 period.

One problem identified was the high turnover among Committee members. The role of the school contact persons on the Committee also posed challenges. In addition to many schools feeling unable to handle the equality work in the way desired or with the resources at their disposal (due e.g. to disproportionately high goals in relation to the contact persons' positions and resources), the dual identity of Committee members, being at the same time the contact persons for the schools, also seemed sometimes a daunting role to fill.

The objectives were at times overly ambitious and difficult to measure. Systematic monitoring mechanisms were also lacking. The monitoring by the Committee of the implementation of school-specific action plans was for the most part verbal.

One aim for the next period is to define concrete objectives that are more clearly measurable. An additional aim is to organise activities more to the purpose at hand and to integrate the equality work more closely into the schools' quality management work.

5 Promotion of equality at Aalto 2016–2018: objectives and measures

5.1 Recruitment, pay and career development

As an equal-opportunity employer, Aalto University has made a commitment to base its recruitment decisions on applicants' competencies, skills and aptitudes. Aalto's recruitment processes are clearly defined, transparent and fair, giving emphases appropriate to the different types of positions in the various career systems. Positive action (affirmative action) may be applied within the bounds of the law.

The research and teaching staff at Aalto is predominantly male, while between schools the gender divisions can show great differences. Women account for 20% of the university's professors, 38% of other teaching staff and 29% of the research staff (figures from 31 October 2015). As for other personnel, the service units (except for IT services) are staffed predominantly by women. Men occupy more managerial positions than do women. Figure 3. 'Gender scissors' illustration of the diminishing share of women in research-oriented careers after dissertation.

Teaching and research personnel

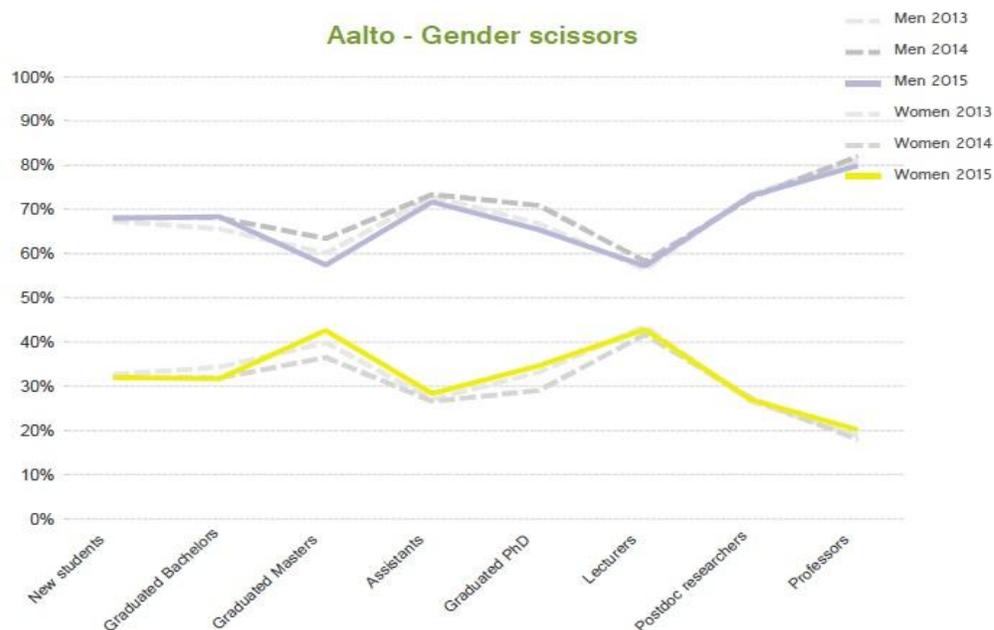


FIGURE 3. Aalto - 'Gender scissors' The percentage of women rises until the position of lecturer, then declines.

As of late October 2015, employment relationships at Aalto University totalled 4413, of which 60% were fixed-term. Fixed-term employment relationships were found typically in the academic environment, especially in the internship stages when employees are building their doctoral or post-doc competencies. Also accounting for the fixed-term contracts is the number of bachelor's and master's degree students working as research and course assistants. Aalto follows the best practices compiled by the working group on fixed-term university employment contracts and, based on them, continues to engage in discussions on the university's own more detailed policies.

The Aalto University personnel plan for 2015 states the following concerning fixed-term employment relationships:

- The grounds for a fixed-term contract are to be understood by the employee.
- Continuations of fixed-term contracts should be made well in advance of the end of the contract.
- The quantity and quality of fixed-term employment relationships are to be examined by the employer annually and the matter discussed with the chief trade union representatives.

Objective

- The objective is to bring about equality in Aalto's recruitment and career development practices.
- Aalto strives to realise gender equality in job pay.

Actions

Actions	Who	When
Monitoring of equality (gender percentages) and non-discrimination (e.g. in recruitment, total applicants, applicants selected, and working groups making the selection).	EQU task forces EQU Committee Human Resource Services	annually
The quantity and quality of fixed-term employment relationships are to be examined by the employer annually and the matter discussed with the chief trade union representatives.	Human Resource Services	annually
Statistical monitoring of annual pay	EQU Committee Human Resource Services	annually

5.2 Education and study

Although the percentage of female university students and graduates has grown steadily, certain research fields continued to be divided along gender lines. Aalto University's marketing for prospective students must reflect gender equality and not show partiality with respect to age or ethnic background. New students must be encouraged to apply for fields traditionally labelled as male or female.

The realisation of equality and non-discrimination will be monitored in admissions testing, in organising education and in evaluations.

Objectives

- Reduce gender divisions (as a percentage) in the fields of study
- 100% equal treatment of students

Actions

Action	Who	When
Aalto University marketing material and communications must be aimed equally at all without consideration of gender or ethnic background.	Communications EQU task forces	2016–2018
In marketing and communications, applicants regardless of gender should be encouraged to apply to fields traditionally labelled as male or female.	Communications EQU task forces	2016–2018
The realisation of equality will be monitored in admissions testing, in the implementation of education and in evaluations.	Learning Services EQU task forces	2016–2018

5.3 Compatibility of family, work and study

The compatibility of family, work and study will be supported broadly for all forms of family. A favourable attitude will be shown towards worktime flexibility when needed for caretaking responsibilities, and students will be offered support and guidance for making studies and family life mutually compatible.

While a majority (60%) of bachelor's students reported in a 2014 survey that they did not need guidance in order to balance studies with family life, 24% disagreed somewhat or completely regarding the adequacy of the guidance available. Five per cent (5%) reported the amount of guidance as adequate and 11% described it as somewhat adequate.

Discrepancies have been noted between schools in their practices for granting doctoral candidates the right to extend a fixed-term employment relationship. Aalto seeks to expand the right to employment extensions in all schools to cover employment leaves for caretaking purposes.

Objectives

- In the employment relationships of doctoral candidates, attention must be given to possible leaves for caretaking, for military or civilian service, and rights to extensions of the employment relationship. The goal is to achieve full (100%) implementation in practice.
- Formulate best practices for making work and family life compatible.
- Students will feel that adequate guidance is available for striking a balance between family life and studies. (Improve the satisfaction level on this point in the surveys of bachelor's students.)

Actions

Action	Who	When
Provide doctoral candidates the right to extended caretaking leaves: contact doctoral programmes/Deans and Heads of departments to cascade this rule.	EQU Committee EQU task forces Human Resource Services	2016
Review the issue of implementing rights to extend employment relationships in academic positions.	Human Resource Services	2016–2017
Determine what guidance and support measures are at this time available to students to balance studies with family life.	EQU task forces Learning Services	2016–2017

5.4 Promoting accessibility and barrier-free environments

Aalto University aims to furnish an enabling environment that is barrier-free, healthy and safe with accessible research, learning and teaching available to all members of Aalto's diverse community. Every member of the community is encouraged to promote non-discrimination in all fields. Personal initiative will be supported through training, performance reviews and budget negotiations as well as operational and financial planning. (APPENDIX 3)

With the help of feedback, monitoring, benchmarks and training, the interactivity and culture of Aalto's operating environment is being made more accessible (the PDCA quality cycle is becoming realised in practice). At the same time the accessibility of both the physical and the digital operating environment is being developed through e.g. research results, feedback and the Stivi recommendations.

Construction and renovation of the campus in a barrier-free direction will continue from 2016 to 2020. New construction complies with F1 of the National Building Code of Finland and sites slated for renovation are subjected to barrier-free studies. Through barrier-free solutions and innovation, the campus and its buildings are barrier-free for Aalto community members, partners and visitors who have a sensory or mobility impairment. The measures are defined in more detail in the campus, facility and workspace strategies.

In accordance with the obligations of the Non-discrimination Act and disability policies, Aalto is developing training and employment for persons with disabilities. Nevertheless, moderate adjustments are sometimes needed to achieve completely barrier-free study, research or other work environments. These are planned and carried out together with students and employees as well as external experts when needed.

Objectives

- An enabling environment
- A barrier-free campus
- An accessible digital environment

Actions

Actions	Who	When
<ul style="list-style-type: none"> Staff will be offered proactive customised training for improving accessibility. 	Campus Services, Human Resource Services	2016–2018
<ul style="list-style-type: none"> Construction will comply with F1 of the National Building Code of Finland. New construction will incorporate barrier-free planning. Barrier-free surveys will be made a part of renovation planning. Regular maintenance, repair and communications concerning audio induction loops, stairlifts, ramps, entrances and signage. 	Aalto University Campus & Real Estate (ACRE) ACRE	2016–2018 2016–2018
<ul style="list-style-type: none"> Through standards and guidelines, information and communications systems will be developed to better support the basic operations of the university. 	IT Services	2016–2018

5.5 Promoting diversity at Aalto University

Aalto's diversity is shown in its multiculturalism and multilingualism. Multiculturalism implies the equality and mutual coexistence of different cultural and linguistic groups. A diverse university demands a firm commitment to non-discrimination in matters of sexual orientation and age. The university will always act on the side of diversity and against discrimination.

Objectives

- Engagement and encouraging the participation of others. All will have opportunities to take part in all university activities.
- Viewpoints from people of different backgrounds are to be given equal consideration and accepted as part and parcel of a developing, innovative university community.
- The religions and convictions of university members shall be respected on campus.
- No one on campus will be marginalised or discriminated against for their sexual identity or orientation.

- The competencies of different periods in different age groups is to be valued as a natural part of a diverse community. Variety in age groups can enrich all working and study groups (see 5.5.1).
- International staff (having a nationality other than Finnish) shall constitute 25% of the workforce by the year 2020.

Actions

Action	Who	When
<ul style="list-style-type: none"> • Information about diversity and diversity awareness will be added to supervisory materials. 	The EQU Coordinator in cooperation with Human Resource Services	2016
<ul style="list-style-type: none"> • A determination will be made of the status and availability of services and material for international students and employees to help them integrate into Finnish society and university life. 	Human Resource Services EQU task forces EQU Coordinator	2016–2017

5.5.1 Promotion of age equality

Working with different age groups is part of the nature of university life. The enrichment available through this is something to be cherished. Age discrimination can take many forms. Beside older employees, older students may also be subject to age discrimination. Ageism may also be directed at young or youngish employees. While ageism affects both men and women, daily experience shows that women bear the brunt of it.

Employees with a long career behind them must be seen as a resource. Oftentimes older veteran employees have experiential capital that is valuable to pass on to the work community. On the other hand, the younger generation of employees also possess special abilities and knowledge of benefit to older employees. Such cooperation and the mutual sharing of knowledge and skills must be promoted and developed through supportive practices.

Aalto University does not have an actual leadership programme relating to age, however. In planning and operations, efforts are made to take into consideration the special needs arising from different life stages and situations. The response to part-time retirement and other forms of flexible work has been favourable.

Objectives

- Aalto employees will be respected throughout their entire careers (zero tolerance for age discrimination)
- The sharing of tacit knowledge and skills will be recognised as a natural part of a well-functioning work community.
- Students shall be treated as equals regardless of age (zero tolerance for age discrimination)

Actions

Action	Who	When
<ul style="list-style-type: none"> · Support active networking between employees. · Employee performance reviews should bring up the sharing of tacit knowledge. Sharing knowledge and skills shall be taken into consideration when setting long-term objectives. 	Human Resource Services Supervisors	2016–2018
<ul style="list-style-type: none"> · Information and guidelines on practices for the sharing of tacit knowledge and skills should be included in supervisory training and materials. 	Human Resource Services EQU Coordinator	2016
<ul style="list-style-type: none"> · Professors will be informed of the Emeriti system. 	Human Resource Services	2016

5.5.2 Furthering linguistic equality

Objectives

- Multilingualism: Activities at Aalto will be consonant with [Aalto University's Language Guidelines](#).

Actions

Action	Who	When
<ul style="list-style-type: none"> · At a minimum, ensure that summaries of discussions and decisions of the university's key administrative bodies are available in Finnish or English when the substantive documents of the talks or decisions are in Finnish or English. · Further the implementation of Aalto University's Language Guidelines. Intervene when shortcomings in multilingualism are noted, particularly in communications involving staff, academic or student affairs. 	EQU task forces Human Resource Services Learning Services Communications Services	2016–2018

5.6. Data collection, statistics and communications

Up-to-date statistics and other research data are important tools in equality work, and they are monitored at the Aalto, school, department and degree-programme level (APPENDIX 2). The statistics and reports of Aalto University are prepared in a way that enables the actual attainment of equality to be systematically assessed over the long term. This is also taken into account when designing information systems.

However, in spite of the monitoring of statistics and many other materials (see Section 3.3), the state of equality still shows a need for improvement in core areas of the survey.

To further equality on campus, it is essential that the entire Aalto community be informed about the Equality Plan and the organising of equality operations. Information must be made easily available to the university community about the issues being promoted in the 2016–2018 period, including information about whom to contact regarding equality issues.

Objectives

- To will have a useful materials suitable for the purposes of monitoring the state of equality at Aalto.
- To make information easily available to the university community about the Equality Plan and the university's equality affairs.
- To include questions about the state of equality in occupational well-being surveys.
- To produce statistical data annually on the gender distribution of:
 - graduating students, and bachelor's, master's, licentiate and doctoral degrees
 - new students
 - international students
 - staff according to personnel groups
 - fixed-term staff according to job groups
 - family leaves
 - pay

Actions

Action	Who	When
<ul style="list-style-type: none"> · Aalto will conduct a survey over the 2016–2018 period to determine the state of equality 	EQU Committee Human Resource Services	Start in 2016
<ul style="list-style-type: none"> · The Equality Plan will be reviewed at each strategy period. 	EQU Committee	At each strategy period
<ul style="list-style-type: none"> · The EQU committee will monitor implementation of the Equality Plan objectives. 	EQU Committee	Annually
<ul style="list-style-type: none"> · Information will be circulated to all members of the Aalto community about the approved Equality Plan, its principles, operating methods and the organising of activities. 	EQU Coordinator Communications Services	2016

6 Procedures

This section contains procedures and practical guidelines for supporting the Aalto community in questions concerning equality matters, for problem prevention and resolution, and for attaining accessibility. While the guidelines are presented only briefly, links to the original materials as well as contact details for further information are included.

6.1 A model to support study capacity

A goal of equality work is to support academic skills and improve study capacities so that students may graduate by their target dates. The common principles of the [personal study plan \(HOPS\)](#) are an essential tool for safeguarding students' capacity to capacity. Aalto University uses a three-level HOPS system to support accessible learning (for details, see the [Implementation plan for accessible learning](#)). HOPS helps to ensure that students have equal opportunities to complete their studies. Student advising for its part focuses mainly on helping students develop their study skills and set clear HOPS objectives. During the HOPS process, an enhanced HOPS plan may be designed for the student based on a need for support expressed by the student or observed by staff. In this way study is supported through the schools own available resources and means as well as through the university's joint services. If needed to support enhanced HOPS, an individual teaching plan (HOKS) may be drawn up. The HOKS procedures are agreed upon at the university, school, department, degree-programme or unit level. This may involve general accessibility work as well the university's preparedness to make additional investments and alteration work to physical facilities. Additional information on arranging enhanced HOPS and HOKS is available from the university's Learning Services.

6.2 Implementation plan for accessible learning

The [Implementation plan for accessible learning](#) is based on the Aalto University strategy, the Aalto University Equality Plan and the [general policies on accessible learning](#). The six sections of the Implementation plan describe concrete measures that can be taken to achieve the agreed goals in a non-discriminatory and cost-efficient manner. The measures to be taken and the monitoring of their implementation was agreed upon between the Vice President and the service units in January 2015.

The general implementation and possible forms of support concern mainly the university's built environment, services, the learning and the work environment, teaching arrangements, learning situations and community interaction. The guiding principle is to realise equal opportunity, equality and an enabling environment for everyone in the Aalto community. Aalto University's Senior Advisor in Accessibility provides advice and support in addition to training and consultation to staff and students in all matters relating to the Implementation plan. The implementation will be carried out cost-effectively by: a) developing the service culture as well as staff competencies, b)

defining projects in detail from the perspective of equal participation, and c) taking accessibility into account in competitive bidding.

6.3 Permanent well-being at work (the PysTy model)

The permanent well-being model (PysTy) involve early support and caring. PysTy aims to maintain and promote the occupational wellbeing and health of Aalto staff and proactively to prevent impairment of the capacity to work. Every employee has a responsibility for her or his own occupational well-being and capacity to work. If changes are noticed in an employee's ability to cope at work, the expertise of occupational health care may be needed along with the PysTy model in order to determine the employee's coping ability and capacity to perform his or her work functions.

Instructions on using the PysTy model are available on Inside: [Permanent well-being at work \(PysTy\)](#)

Aalto University calls on its staff and students to observe good conduct and treat all individuals equally. Mistreatment, bullying and sexual harassment are unacceptable at Aalto. All Aalto members have responsibilities for the well-being and atmosphere of their workplace or study community. No one should have to suffer inappropriate treatment.

As part of PysTy, Human Resource Services has given out guidelines on harassment and mistreatment.

Procedures for employees who have been subjected to mistreatment and for persons accused of such are available on Inside: [Harassment and inappropriate treatment](#)

6.4 The Code of Conduct

The Academic Affairs Committee (AAC) of Aalto University approved [a Code of Conduct](#) for the university environment on 19 May 2015.

The aim of the code is to make the university a more pleasant and safe environment for all Aalto members – students as well as staff. The Code also gives consideration to equality issues. The Code is based on the principle that members of the university community must conduct themselves in a responsible manner and must respect the rights of the other Aalto members to enjoy a university environment that is safe, pleasant and allows them to make unhindered progress in their work or studies. Intervention should be made in cases of inappropriate conduct.

In connection with implementation of the Code, the Vice President issued on 3 November 2015 [Procedures for investigating suspected cases of study-related harassment and inappropriate conduct \(in Finnish\)](#). The contact persons and parties are also provided in the instructions.

Students who are victims of inappropriate treatment can turn to the Student Union member website: <http://ayy.fi/jasenille/mistaapua/>.

REFERENCES

Aalto-internal references

- Aalto University Implementation Plan for Sustainability
<http://www.aalto.fi/en/about/strategy/sustainability/> (30 November 2015)
- Aalto University Language Policy
http://www.aalto.fi/en/about/reports_and_statistics/language_guidelines/ (30 November 2015)
- Aalto University Implementation Plan for Accessible Learning for the Academic Years 2015-2017 http://www.aalto.fi/en/midcom-serveattachmentguid-1e5e1ff4095bdeee1ff11e5be61b174161407ce07ce/equ_english_appendix3_accessible_learning_2015-2017.pdf (30 March 2016)
- Aalto University strategy <https://inside.aalto.fi/display/aallosta/Strategy> (30 November 2015)
- Aalto's general principles for personal learning plans (HOPS) <https://into.aalto.fi/pages/viewpage.action?pagelId=5120585> (30 November 2015)
- Guidelines for introducing the Permanent occupational well-being model (PysTy) <https://inside.aalto.fi/pages/viewpage.action?pagelId=37791176> (30 November 2015)
- Procedures for employees subjected to misconduct or for persons accused, Harassment and inappropriate conduct
<https://inside.aalto.fi/pages/viewpage.action?pagelId=37791177> (30 November 2015)
- Procedures for investigating suspected cases relating to study-related harassment situations and inappropriate conduct (30 November 2015)
<https://into.aalto.fi/pages/viewpage.action?pagelId=19639185>
- The Code of Conduct
<https://inside.aalto.fi/pages/viewpage.action?pagelId=37794778> (30 November 2015)
- General Regulations on Teaching and Studying
<https://into.aalto.fi/display/enregulations/Aalto+University+General+Regulations+on+Teaching+and+Studying> (30 November 2015)
- Aalto University Student Union member page:
<http://ayy.fi/jasenille/mistaapua/>. (30 November 2015)

Examples of equality plans

- University of Helsinki Equality Plan 2013–2016
http://www.helsinki.fi/henkos/tasa-arvo/equality_and_diversity-plan.htm
(30 November 2015)
- Equality Plan of the University of Turku 2014–2016.
http://www.utu.fi/fi/Yliopisto/yliopisto-tyonantajana/tasa-arvo/Documents/yhdenvertaisuus_ja_tasa_arvosuunnitelma.pdf
(30 November 2015)

Acts, statutes and decrees

- Act on Equality between Women and Men (609/1986), <http://www.finlex.fi/fi/laki/ajantasa/1986/19860609> (30 November 2015)
- Non-Discrimination Act (1325/2014), <http://www.finlex.fi/en/laki/kaannokset/2014/en20141325.pdf>
- The Language Act (423/20013), <http://www.finlex.fi/fi/laki/ajantasa/2003/20030423> (30 November 2015)
- Act on Occupational Safety and Health Enforcement and Cooperation on Occupational Safety and Health at Workplaces (44/2006) <http://www.finlex.fi/en/laki/kaannokset/2006/en20060044> (30 November 2015)
- Act on Co-operation within Undertakings (334/2007), <http://www.finlex.fi/en/laki/kaannokset/2007/en20070334> (30 November 2015)
- The Criminal Code of Finland (39/1889), <http://www.finlex.fi/fi/laki/ajantasa/1889/18890039001> (30 November 2015)
- The Constitution of Finland (731/1999), <http://www.finlex.fi/fi/laki/ajantasa/1999/19990731> (30 November 2015)
- Employment Contracts Act (55/2001), <http://www.finlex.fi/en/laki/kaannokset/2001/en20010055> (30 November 2015)
- Occupational safety (738/2002), <http://www.finlex.fi/fi/laki/ajantasa/2002/20020738> (30 November 2015)
- Act on disabilities (380/1987) (in Finnish and Swedish only), <http://www.finlex.fi/fi/laki/ajantasa/1987/19870380> (30 November 2015)
- Universities Act (558/2009) and decree <http://www.finlex.fi/en/laki/kaannokset/2009/en20090558> (30 November 2015)
- The National Building Code of Finland (incl. F1 (2005), _Barrier-free building, regulations and guidelines), http://www.ym.fi/en-US/Land_use_and_building/Legislation_and_instructions/The_National_Building_Code_of_Finland_ (30 November 2015)

APPENDIX 1. Central concepts used in the Equality Plan

Barrier-free refers to the materialisation of a physical, attitudinal and social environment that allows each individual, regardless of their qualities, to function equally with everyone else. This includes the accessibility of services, the availability of equipment, the intelligibility of information and the opportunity to participate in decision-making.

Harassment refers to the intentional or factual violation of the human worth or integrity of a person or a group of people in a way that creates a threatening, hostile, derogatory, humiliating or aggressive atmosphere. Harassment may be based on gender, sexuality, or ethnic or cultural origins, for example.

Interculturalism is a dynamic concept that refers to the relations evolving between people from different cultural groups. Interculturalism incorporates the existing equal interaction between a variety of cultures from which culturally shared expressions and definitions may stem through a dialogue and mutual respect.

Sustainable development refers to the social change taking place globally, continuously and in an instructed manner which aims to secure good living prospects for present and future generations. Sustainable development incorporates ecological, social and economic sustainability.

Multiculturalism refers to the cultural diversity of human communities. The term not only refers to ethnic minorities or representatives of different nationalities but also incorporates dissimilarity based on language, religion and socio-economic background.

In **multiple discrimination**, discrimination is usually based on more than one quality.

The term **positive action** (affirmative action) is used when an underrepresented gender or other group susceptible to discrimination is supported through measures that place them on a more equal footing with others. The objective of positive action is to attain factual equality.

Accessibility is a concept that describes the ease with which one can gain access to information, a system, a device, a programme or a service. Accessibility is thus a broader concept than the concept 'barrier-free'.

Mainstreaming refers to taking equality issues into account as a transparent principle in all activities.

Indirect discrimination refers to provisions, grounds or practices that – though seeming neutral – may place a person at a disadvantage.

Direct discrimination refers to treating a person in a less favourable manner than someone else.

APPENDIX 2. Aalto University - Gender and age equality statistics for 2015

APPENDIX 3. Aalto University Implementation Plan for Accessible Learning for the Academic Years 2015–2017