



Gender equality and diversity

***HANKEN GENDER EQUALITY &
EQUAL TREATMENT POLICY***

2020 to 2022



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Introduction

The Hanken School of Economics is a highly ambitious triple-accredited business studies institution. Our vision is to “set the benchmark for Nordic business schools and attract top academics, top students and business partners”. A key aspect of this is Hanken's efforts centred on gender equality and equal treatment, and how we interact with our employees and students. There are good conditions for positive development already in place, and the Hanken rectorate, board and management team have achieved a good level of gender equality thus far.

Hanken has zero tolerance for harassment of any kind. This applies both to Hanken's preventive measures to halt the growth of structures and conditions maintaining inequality and disparity, and to its direct intervention in harassment cases. The intervention process is available as a separate document (see Annex 1).

The Gender Equality and Equality plan for Hanken 2016–2018 was a comprehensive umbrella document of approximately 30 pages. The new plan (2020–2022) is structured differently. The new plan is short, focusing on a small number of tasks for the next three-year period. The previous plan details the background and lists the figures, the stated aims and the individuals responsible. With the exception of some of the statistics, that is all still current. For details, please see the 2016-2020 plan, as the content is not repeated below.

This 2020–2022 plan only makes reference to the legislation etc. at the end, and it is listed in a separate annex. The remaining annexes are: a link to an updated annex of figures and statistics, and an annex summarising the harassment response process. The latter annex is also intended to function as an independent document in potential harassment cases. The equivalent plan in place at the Stockholm School of Economics 2016–2018 served as our model and source of inspiration, so you may notice similarities between the two plans.

General principles and objectives

The School's executive management bears the overall responsibility for gender equality and equal treatment measures. The various councils and bodies at Hanken take these issues into consideration, together with the rapporteurs and heads of departments.

Heads of the institutions, directors and heads of department are responsible for implementing Hanken's objectives within institutions and divisions. The plan has been jointly developed by, and is being monitored by, the Gender Equality Committee and the Hanken Equality Representative.

- Hanken is continuously striving to attain increased gender equality and to maintain and achieve equal treatment of everyone within the School's divisions and offices, as well as among its students. Gender equality and equal treatment issues form part of the School's quality assurance and human resources undertakings.
- The School's staff policy and its teaching impart attitudes that foster gender equality and equal treatment. Hanken educates its students to become well-informed bachelor, master and PhD graduates who, through their actions, will help make working life more equal and equitable.
- Hanken's zero tolerance policy is not up for discussion. Should the Equality Representative, a member of the Gender Equality Committee, a head of department, employee or student report any event of discrimination or harassment, whether observed explicitly or indirectly as part of structures and processes, action should be taken.
- The plan offers an inclusive coverage approach, including gender, gender identity and orientation (LGBTQIA), ethnic background, religion or other beliefs, any disabilities, age, language, etc..
- All staff recruitment is to be discrimination-free. Any advertising is to be gender-neutral. Equality aspects will be taken into account in this process. Under-represented groups can be actively encouraged to apply. Please note that it is not discrimination if it promotes equality (= "positive discrimination").

- There will be a particular focus on issues around positive work/life balance, such as the option of flexible working hours, parental and family leave, meeting practices and other aspects impacting on work/life balance.
- Documents concerning gender equality and equal treatment, and response processes and support in cases of harassment or unfair treatment, must be easily accessible in both of the official Hanken languages. In addition to employees and students, casual staff and part-time teachers, associates and those applying to work or study at Hanken must also have access to the documents.

Tasks during the period 2020–2022

This plan focuses on five main sub-areas: working conditions, facts and awareness, discrimination and harassment prevention, recruitment, employee issues and salaries and, finally, studies and the cooperation with the student union. The tasks are not necessarily problem areas per se, but they can focus on improving further, since we wish to set the bar high – to set a Nordic standard.

A. Working conditions

Aim: *Both the physical and social setting at Hanken are such that they promote equality and equal treatment as well as prevent harassment and discrimination.*

Task: Our welfare surveys include questions on gender equality and equal treatment. The results are also analysed from an equality perspective. The heads of institutions and senior staff receive reports and support for presentation and further treatment regarding the outcome

Tools: The School's general well-being barometer, so-called pulse surveys on specific issues

Responsibilities: The HR department and the Equality Representative

Task: Governing documents (guidelines, plans and other similar support documents) will be reviewed from a gender equality perspective. For instance, career pathways at Hanken are going to be revised during this period, and should also be revised from the equality perspective. Documents concerning the balance between work and parenting obligations also require particular review.

Tools: Follow-up by the Equality Representative

Responsibilities: Vice-rectors, HR

Task: The Hanken websites have been overhauled. All the text and images, both on the websites and in any other material appearing on social media and in information documents, will be reviewed.

We are avoiding reinforcing stereotypes by promoting equality and diversity instead - not least in terms of language and accessibility.

Tools: The content of the Hanken websites, social media channels and brochures

Responsibilities: Those producing the above content; communications staff

Task: Finnish Education Employers¹ are overseeing a project to increase well-being at its universities. Hanken is following up on Finnish Education Employers' efforts to develop good practices around employee well-being with the aim of Hanken being a good role model, and of improving its working conditions wherever Finnish Education Employers' research has shown that Hanken can improve its practices.

Tools: Finnish Education Employers' documents

Responsibilities: HR, trade-union representatives, occupational safety and health representative

¹ Finnish Education Employers represent employers in the Finnish general education and tertiary education sectors. The association is a member of the Finnish Chamber of Commerce, EK.
<https://www.sivista.fi/esittely/in-english/> (last retrieved 30.09.2020).

B. Facts and awareness

Aim: *Hanken will intensify and systematise gender equality and equal treatment efforts at all levels in order to improve gender equality treatment as well as prevent and deter discrimination and harassment. Hanken will develop ways to support these efforts and assess the need of such efforts.*

Task: Whenever documents, guidelines, plans and other similar support documents are updated, they will also be assessed from a gender equality and equal treatment perspective before any decisions are made.

The transparency of decision-making processes will be improved.

Tools: Routines for updating documents, payroll accounting

Responsibilities: The Equality Representative, rapporteurs including heads of departments

Task: Measures to increase awareness among key senior staff (rapporteurs, including heads of departments) so that these issues are a natural part of the preparations and not overlooked.

Tools: Meetings with the above key senior staff

Responsibilities: The Equality Representative, rapporteurs including heads of departments

Task: The Hanken Gender Equality Committee meets at least twice a year to discuss experience and observations, and to inspire good gender equality efforts at Hanken. **Tools:** Meetings of the Committee

Responsibilities: The Equality Representative, rapporteurs including heads of departments

Task: Support for institutions and departments on how they can take equal treatment and gender equality issues into account in their jobs.

Tools: Consulting

Responsibilities: The HR department and the Equality Representative

C. Preventing discrimination and harassment

Aim: *Everyone who works or studies at Hanken should be able to easily find information on gender equality and equal treatment at Hanken, whether it concerns gender, gender identity and orientation (LGBTQIA), ethnic background, religion or other beliefs, any disabilities or age. Everyone should also know what they can do if they experience or witness discrimination, harassment or not being treated equally.*

Task: The plan from 2016–2018 will be updated and revised as set out in the guidelines in the introduction. The documents will be divided into more accessible parts: gender equality plan, statistics annex, annex of key web links, and directives in the event of harassment and discrimination. Availability of those documents on the websites will be reviewed. Once the documents are finished, they will be distributed to all employees and students. The plan is available in both Swedish and English.

Tools: Gender Equality Plan 2020–2022, Revised harassment response procedures, Hanken websites

Responsibilities: The Equality Representative, communications staff, HR

Task: Everyone at Hanken - from top management and union representatives to part-time staff, doctoral students and undergraduates - is aware of their responsibility to create an inclusive, tolerant environment where everyone feels welcome and everyone accepts the Hanken zero tolerance policy for harassment.

Tools: List of tasks and measures that Hanken has undertaken to achieve these aims

Responsibilities: Rector, HR, Equality Representative, student union

Task: Everyone at Hanken knows what it means that the zero tolerance policy at Hanken is not up for discussion. This means that, if the Equality Representative, any member of the Gender Equality Committee, a head of department, employee or student notice any discrimination or harassment, whether explicit or indirectly embedded in structures and processes, they ensure to take action. This is assuming that they act

when the problem is noticed. How they act depends on the situation concerned. A reprimand as part of the situation, contacting the head of department or the Equality Representative are examples of measures that could be taken. Silence means approval of the behaviour. **Tools:** That they have sufficient sensitivity to react and feel that the environment is safe enough to be able to act

Responsibilities: Principal, HR, Equality Representative, lecturers and researchers, administrative staff, student union, students

D. Employment and staffing issues, including salaries

Aim: *Hanken strives to have a good gender balance (target 40-60%) among all categories of employees. There are good conditions in place for this, and the Hanken rectorate, board and management have already achieved a good level of gender parity. Wage increases should also reflect a healthy level of gender parity. Parental leave must not impact on career and salary progression – on the contrary, Hanken strives to be a role model in this area.*

Task: Reviews of the staffing schedules have shown gender parity, and there have been documented measures to achieve a more even gender distribution.

Tools: Staffing schedules, payroll accounts, staff statistics in the statistics annex of the Gender Equality Plan

Responsibilities: Principal, HR, heads of institutions and departments

Task: Tenure programmes and other career moves will be followed through. Particular focus will be placed on developing the number of professors. The equivalent review will also be done as regards salaries.

Tools: Payroll accounting, statistics annex of the Gender Equality Plan

Responsibilities: Tenure track committee, Rector, trade union representatives

Task: There will be a separate focus put on how Hanken supports families with small children. Since the aim is to be a role model, any documents supporting that aim will be reviewed. The equivalent review will also be done for salaries (see above).

Tools: Associated staffing documents, trade union representatives
Responsibilities: HR

E. Collaboration with the student union, studies

Aim: *The Stockholm School of Economics gained its first gender equality representative in 2016. Hanken will be intensifying its cooperation with the student union on these issues, offering support and clearly identifying the organisation's responsibilities and any areas overlapping.*

Task: The respective equality representative will be commencing a cooperation to support each other's activities and discuss how they can be intensified, with the aim of creating a permanent cooperation.

Input and evaluation of Hanken's efforts by the students will prove valuable, and since the student union 'only has a short-term memory', Hanken can support the student union's work by adding consistency.

Tools: Meetings between the Rector and student union as well as between the Hanken and Stockholm School of Economics equality representatives

Responsibilities: Rector & student union, equality representatives

Task: Hanken and the student union will be identifying the organisation's responsibilities and any areas overlapping between the respective organisations. Since Hanken is available 24/7, students also spend their free time at Hanken, and since the teaching is online, studying and essays are done at students' homes. In these cases:

Tools: documents

Responsibilities: the equality representatives

Task: The gender distribution of choices of study majors is not even. Hanken will be looking into what could be done to achieve a better gender balance regarding the choice of major.

Tools: WebOodi, analysis of the documentation

Responsibilities: The Admissions office, heads of department and heads of subjects, the Equality

Representative

Task: As part of its zero tolerance policy, Hanken will be conducting an audit of how various study achievements are assessed. In addition to gender factors, the audit will be looking at the treatment of foreign students to ensure that there are no hidden patterns of discrimination.

Tools: WebOodi, analysis of the documentation

Responsibilities: Admissions office, Equality Representative

Follow-up

At the end of the 2020–2022 period, at the latest, the Equality Representative will be reporting to the Gender Equality Committee, Rector and HR individually on each task on how work has progressed, any results achieved and/or what progress has been made on the respective tasks thus far. The report can be attached with the forthcoming Gender Equality Plan for 2023–2025.