



Program 40/60 2030

Summary of the Gender Equality Plan
for the Stockholm School of Economics

Latest revision: March 1, 2024



Background

The Stockholm School of Economics is of the strong conviction that competency does not depend on gender and that a lack of gender equality negatively affects the quality of an organization. SSE must therefore continually strive towards achieving gender equality in order to ensure that we attract the most competent employees and students that reflect the world in which we live, work and study.

At SSE, we are well aware of the shortcomings of our past and the challenges of our future. We have therefore established this strategic gender equality program. It serves as an action plan and guides us in implementing and carrying out the many measures and activities that will help us achieve our lofty gender equality goals.

There is a vast body of literature that describes in depth the reasons as to why gender inequality pervades and persists in both academia and society at large. The purpose of this document is therefore not to reiterate what the literature tells us. Rather, the document's purpose is to summarize how SSE works to address gender inequality based on the lessons learned from the research.

Strategic Goals

The overall goal of the implementation of this program is straightforward – a minimum 40/60 ratio between women and men at SSE across all categories, with female full professors and thereby department heads being a prioritized goal along with management positions and students in all programs. By 2030, SSE will also be the most gender-equal higher education institution in Sweden according to Nyckeltalsinstitutet's JÄMIX gender equality index, and will have received recognition by at least one other organization for its gender-equality efforts and success.

It should be noted that SSE is aware of the fact that this plan appears to reinforce a binary view of gender, largely due to there only being two legal genders (female and male) in Sweden. However, SSE recognizes the limitations and exclusionary aspects of a binary view and gender identification and/or expression beyond the traditional gender dichotomy are both welcomed and encouraged.

Resource Allocation

The program is spearheaded by the full-time Diversity, Equity and Inclusion Manager and the part-time Gender Equality Coordinator in close collaboration with, among others, the SSE President, Senior Executive Vice President, and Human Resources Director, as well as the SSE Diversity, Equity and Inclusion Committee.

The SSE Board of Directors annually allocates earmarked funds to the program based on planned activities and initiatives. In addition, work and activities carried out by various SSE employees is funded through the annual budgets of their respective departments.



Data Collection and Monitoring

Gender disaggregated data is gathered and reported based on, among others, the following key performance indicators:

- Gender statistics for students, faculty, professional services and leadership positions
- Positive changes in the SSE culture as indicated by, for example, employee and student surveys, focus groups and interviews
- Reduced prevalence of gender-related experiences of exclusion (surveys, focus groups, exit interviews, etc.)
- Increased number of qualified applicants of the underrepresented gender applying (and where applicable being interviewed) for work or study at SSE
- Initiatives and activities financed by the Gender Equality Fund
- Yearly increase in SSE's position in the JÄMIX index
- Reduced number of students and employees who experience discrimination or harassment on the basis of gender, including sexual harassment.

Reports on the program and the progress towards achieving gender equality at SSE are given annually to the Board of Directors, as well as multiple times each year to the Faculty and Program Board and the Diversity, Equity and Inclusion Committee.

Training

All SSE faculty and staff are required to attend training that focuses on tools for creating gender equal, open and inclusive environments. These tools include, for example, the use of the norm-critical perspective as well as identifying and combating microaggressions and master suppression techniques. Similar training is also given annually to the newly-elected Board of Directors of the Student Association at the Stockholm School of Economics (SASSE), as well as the project group for the introduction of new students. Regular training is also provided for everyone in managerial positions on the legislation and regulations relating to the prevention and addressing of discrimination, harassment, sexual harassment and bullying.

Focus Areas

The following areas are particularly focused on during the program period from both the employer perspective and the student perspective. Related or new areas may be added as necessary. Activities listed are examples of measures that are carried out and additional activities may be added under each focus area during the 10-year period.

Recruitment

Attracting a wide variety of applicants and carrying out a high-quality, competency-based recruitment process is central to achieving gender equality. Recruitment of both students and employees is therefore a significant area of focus during the program period. Recruitment process guidelines have been developed and implemented and managers have received



specific training and support in competency-based recruitment and unconscious bias. Work with student recruitment through, for example, the ambassador and other outreach programs continues.

The SSE Culture

It is imperative that the culture at SSE is welcoming and inclusive of students and employees alike regardless of gender. Gender stereotypes and repressive norms and structures must be eliminated, and much can be achieved by every individual at SSE taking daily responsibility for our common culture. Since there is a great deal of both knowledge and creativity at SSE, the program provides the possibility to apply for grants from a gender equality fund administered by the HR department for specific initiatives and activities that contribute to a culture that fosters gender equality. In addition, surveys and interviews are carried out to track progress on cultural change.

Leadership at SSE

No change will take place without strong, committed management that leads by example. Furthermore, gender equality throughout an organization begins with gender equality in the leadership positions where the most power and influence lie. Thus, specific focus is placed on rectifying the gender imbalance that today exists among these positions, as well as on leaders' responsibility for promoting gender equality in both words and actions.

Academic Career Paths

During the last decade, SSE has undergone a strategic and cultural change in how good academic performance is defined and evaluated. The most significant aspect of this change was the introduction of a tenure and promotion system in 2010. While it is a vast improvement over the behind-closed-doors decision-making processes of the past, the lack of women among senior faculty remains. Therefore, the program places specific focus on increasing the number of women among associate and full professors.

Collaboration with Other HEI's and SASSE

Because gender inequality is a problem that nearly all organizations face, collaboration with other higher education institutions (HEI's) is vital. During the program period, SSE continues to collaborate with other Swedish HEI's through, for example, national and local networks for equality, diversity and equal treatment at colleges and universities. In addition, SSE continues its international collaboration with, for example, CIVICA (<https://www.civica.eu/>) and the TARGETED-MPI program (<https://targeted-mpi.eu/>). Conferences are attended and study visits are carried out where appropriate. The already-established in-depth collaboration with the Student Association at the Stockholm School of Economics (SASSE) also continues.

Additional Information and Signature

For additional information on the gender equality worked being carried out at SSE, please contact info@hhs.se.



A handwritten signature in blue ink, reading "Lars Strannegård".

Lars Strannegård
President of the Stockholm School of Economics