



## EQUAL OPPORTUNITY PLAN

JANUARY 1, 2016 – DECEMBER 31, 2018

STOCKHOLM SCHOOL OF ECONOMICS (SSE)

Adopted by the SSE President on December 15, 2015

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## **1. INTRODUCTION**

The Stockholm School of Economics (SSE) has a distinguished reputation both in Sweden and abroad and cooperates with leading universities all over the world. Our vision is to safeguard and strengthen our position as one of the leading business schools in Europe. Our ability to recruit, nurture and retain talented students and employees is critical to our continued success.

In order to achieve this, SSE strives to be a creative and stimulating place for working and studying where people with different backgrounds and experiences are given the same rights, opportunities and responsibilities. From an equality and diversity perspective, this means that gender equality will exist on all levels; that all employees will be able to influence their work and to feel included in their working environment; that no unwarranted differences in salaries exist; that equal opportunities exist regarding professional development; that good possibilities exist for combining work and family; and that no discrimination or harassment occurs on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation or age.

SSE has a zero-tolerance attitude regarding discrimination and harassment, including sexual harassment, and actively works to prevent discrimination and harassment from occurring.

In accordance with the Swedish Discrimination Act (2008:567), SSE has established two different plans. In addition to this Equal Opportunity Plan for 2016-2018, an Equal Treatment of Students Plan has been established and is revised annually.

### **The SSE Equal Opportunity Plan Is an Action Plan for 2016-2018**

During the current plan period, the equality and diversity work will heavily focus on how SSE can move towards gender equality in all categories of employees and in SSE management, how SSE can create a student environment that attracts the best students at all levels regardless of gender, and how SSE can increase the knowledge and awareness of equality and diversity for students and personnel through information and education.

The Equal Opportunity Plan has been developed in collaboration with SACO, the trade union with which SSE has a collective bargaining agreement. The plan was then discussed at the Faculty and Program Board meeting on December 7, 2015 and thereafter adopted by the President.

## **2. DIVISION OF RESPONSIBILITY FOR EQUALITY AND DIVERSITY ACTIVITIES**

The overall responsibility for equality and diversity work at SSE rests with the President. The President adopts the Equal Opportunity Plan on the recommendation of the Faculty and Program Board. The Equality and Diversity Manager is then responsible for implementing and following up on the plan on a school-wide level. Department heads and unit managers are responsible for implementing the plan in their respective departments/units.

### 3. GENERAL GUIDELINES AND INSTRUCTIONS

This section addresses the continuous equality and diversity work that the management team, Faculty and Program Board (FPB), department heads and unit managers must carry out on a regular basis.

- The physical and social working environment at SSE will promote inclusion and prevent discrimination/harassment on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age.
- Issues related to the physical and social working environment at SSE will be addressed in all employees' annual reviews.
- A mapping of what qualifications and competencies are needed, as well as of what particular methods will be used to ensure gender equality and diversity, will precede all nominations/appointments to preparatory and governing bodies.
- Gender equality will be taken into consideration in all recruiting. Where there are two otherwise equally merited applicants, the position will be offered to the applicant of the underrepresented gender.
- Vacant positions are to be described in a gender-neutral way and persons of the underrepresented gender will be actively encouraged to apply. External recruiters will be directed to follow these guidelines as well.
- All recruitment at SSE will be free from discrimination on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age.
- Information on SSE's equality and diversity plans and routines will be included in the introduction of all new employees.
- Employees on parental leave will continuously receive information about activities at SSE and in their respective departments/units.
- Employees on parental leave will also be offered professional development to the same extent as other employees in order to facilitate their return to work.
- The particular situation of parents of small children will be taken into consideration when decisions are made regarding, for example, working hours, internal information meetings and training sessions, other meetings and business trips.
- Zero tolerance regarding discrimination and harassment will be enacted at all times.
- The aspects of equality and diversity will be taken into account by faculty when designing programs and courses and when choosing course materials, guest lecturers and so on, and by professional services staff when performing their daily duties.

## 4. ACTIVITIES DURING THE PERIOD 2016-2018

### Working Conditions

**Objective:** *The physical and the social working conditions at SSE will be formed in such a way that they promote equality and diversity and prevent discrimination/harassment on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age.*

**Action A:** The employee survey conducted in 2015 will be analyzed to identify which areas need to be maintained, held under observation and improved from an equality and diversity perspective. Department heads and unit managers will thereafter receive support in presenting and working with the results.

**Indicator:** The completed analysis and support material

**Accountable Persons:** The Personnel Director and the Equality and Diversity Manager

**Time Frame:** 2016

**Action B:** Working environment issues will be addressed in all employees' annual reviews.

**Indicator:** Follow-up with the Personnel Director

**Accountable Persons:** Department heads and unit managers

**Time Frame:** Annually

**Action C:** An employee survey will be conducted to measure employee satisfaction. Department heads and unit managers will receive support in presenting and working with the results.

**Indicator:** The completed survey and support material

**Accountable Persons:** The Personnel Director

**Time Frame:** 2017

**Action D:** All documents at SSE will be reviewed, and where necessary revised, to ensure that they are written with gender-neutral and inclusive language. A third alternative ("Other") will always be available when employees are asked to indicate their gender.

**Indicator:** Follow-up with the Equality and Diversity Manager

**Accountable Persons:** All document owners

**Time Frame:** 2016, thereafter continuously

**Action E:** Texts and images used in SSE's information and marketing materials, as well as Web and social media channels, will be reviewed, and where necessary revised, to ensure that they convey equality and diversity. Checklists will be created to facilitate equality and diversity when materials and images are created by SSE employees or external suppliers.

**Indicator:** Follow-up with the Director of External Relations and the Equality and Diversity Manager

**Accountable Persons:** All material/image owners

**Time Frame:** 2016, thereafter continuously

**Action F:** SSE's premises will be reviewed from an equality and diversity perspective to establish where there are shortcomings in terms of, for example, accessibility. An action plan will then be established for correction of as many shortcomings as are practically and economically feasible.

**Indicators:** The review report and the subsequent action plan

**Accountable Persons:** The Equality and Diversity Manager, the Purchasing and Service Director and the Senior Executive Vice President

**Time Frame:** 2016

## Increased Knowledge and Awareness

**Objectives:** *Intensify and systematize the work to promote equal treatment and prevent discrimination and harassment on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age, as well as to prevent sexual harassment at SSE. Analyze the needs and develop concrete measures to support the continuous work in these areas on all levels at SSE.*

**Action A:** Review, revise and, where necessary, create relevant guidelines, policies, plans, routines and supporting documents to promote equal treatment and prevent discrimination and harassment.

**Indicator:** The completed documents

**Accountable Person:** The Equality and Diversity Manager

**Time Frame:** Annually

**Action B:** Offer at least four seminars/lectures per year on the topics of equality and/or diversity, including relevant laws, guidelines and routines, aimed at all employees.

**Indicator:** List of completed seminars/lectures

**Accountable Person:** The Equality and Diversity Manager

**Time Frame:** Annually

**Action C:** The SSE Equality and Diversity Committee will meet at least twice a year for inspiration and the exchange of ideas and experiences.

**Indicator:** Meeting minutes

**Accountable Person:** The Equality and Diversity Manager

**Time Frame:** Annually

**Action D:** Support will be offered to all departments/units in how they can integrate equality and diversity issues into all aspects of their work.

**Indicator:** Meeting minutes, reviewed documents, etc.

**Accountable Person:** The Equality and Diversity Manager

**Time Frame:** Continuously

## Discrimination and Harassment

**Objectives:** *All employees will be able to easily find information on how SSE works to prevent discrimination and harassment on the basis of gender, gender identity or expression, ethnicity, religion or other beliefs, disability, sexual orientation and age. All employees will have knowledge of what to do if discrimination or harassment, including sexual harassment, occurs. Department heads, unit managers and key personnel will receive support in preventing and dealing with discrimination and harassment.*

**Action A:** Existing information about and routines for preventing and dealing with discrimination and harassment will be reviewed and revised. They will thereafter be distributed to all employees and students.

**Indicator:** The revised routines and intranet pages

**Accountable Persons:** The Equality and Diversity Manager, the Personnel Director and the Program Office Administrative Director

**Time Frame:** 2016

**Action B:** Department heads, unit managers and key personnel will receive training in relevant legislation and policies as well as in how they should prevent and address discrimination and harassment in their respective areas of responsibility.

**Indicator:** List of completed training sessions

**Accountable Persons:** The Equality and Diversity Manager and the Personnel Director

**Time Frame:** Annually

**Action C:** All employees' responsibility for contributing to creating an open and inclusive environment where everyone feels welcome and SSE's zero tolerance of discrimination, harassment and sexual harassment will be addressed during department/staff meetings or at similar events.

**Indicator:** Follow-up with the Equality and Diversity Manager

**Accountable Persons:** Department heads and unit managers

**Time Frame:** Annually

## Recruitment and Employment Issues

***Objectives:** SSE will increase the number of employees of the underrepresented gender in all groups and on all levels in order to reach and maintain an interval of 40–60 targeted for management, faculty and professional services staff separately. SSE will continue its particular focus on increasing the number of female faculty members.*

**Action A:** Develop and implement a continuous strategy to increase the number of female faculty members.

**Indicator:** The completed strategy

**Accountable Persons:** Department heads, the Personnel Director, the Equality and Diversity Manager, the Faculty and Program Board and the President

**Time Frame:** 2016 (development), 2017–2018 (implementation)

**Action B:** Each department and professional services unit will develop and implement recruitment measures in order to attract and encourage the underrepresented gender to apply for vacant positions.

**Indicator:** Follow-up with the Personnel Director and the Equality and Diversity Manager

**Accountable Persons:** Department heads and unit managers

**Time Frame:** 2016, thereafter continuously

**Action C:** Faculty tenure and promotion requirements and how they are applied will be reviewed to identify stages that potentially disfavor the underrepresented gender. The requirements and their application will then be revised as deemed necessary.

**Indicator:** Tenure and promotion requirements

**Accountable Persons:** The Tenure Review Committee, department heads, the Faculty and Program Board, the President, the Personnel Director and the Equality and Diversity Manager

**Time Frame:** 2016–2017

**Action D:** The number of female professors will increase from 8 to at least 20 percent.

**Indicator:** Personnel statistics

**Accountable Persons:** The President, the Faculty and Program Board, department heads and the Personnel Director

**Time Frame:** 2018



## Salary Issues

**Objective:** *SSE will have no unwarranted differences in salaries, including unwarranted differences on the basis of gender or parental leave.*

**Action A:** The salary survey conducted at the end of 2015 will be analyzed from gender and parental leave perspectives to ensure that no unwarranted differences exist.

**Indicator:** The completed analysis

**Accountable Person:** The Personnel Director

**Time Frame:** 2016

**Action B:** Salaries will be analyzed from gender and parental leave perspectives during the annual salary review and every third year during the salary survey.

**Indicator:** The completed analyses

**Accountable Persons:** The Personnel Director and trade union representatives (where applicable)

**Time Frame:** Annually in conjunction with the salary review and 2018 in conjunction with the salary survey

## 5. FOLLOW-UP 2015

A new Equal Opportunity Plan was adopted in the beginning of 2015 that was to be valid until the end of 2017. The plan contained a detailed follow-up of activities carried out 2012–2014. Toward the end of 2015 it was evident that many of the activities in the plan had already been carried out. Thus the decision was made to adopt a new plan for 2016–2018.

The following planned activities were completed in 2015:

### Working Environment for Employees

**Objective 1, Action B:** An employee survey was conducted to measure employee satisfaction.

### Increase Knowledge and Awareness

**Objective 2, Action A:** A project manager (the Equality and Diversity Manager) was appointed for structuring the systematic and continuous equality and diversity work at SSE.

**Objective 2, Action C:** Gender awareness-seminars were offered for faculty in all departments at SSE.

**Objective 3, Action A:** A project manager (the Equality and Diversity Manager) was appointed for structuring the systematic and continuous equality and diversity work at SSE.

**Objective 3, Action B:** The informal task force (SSE Equality and Diversity Committee) was reactivated.

### Harassment and Discrimination

**Action B:** Information on routines was included in the introduction module for new employees.

### Salary Survey

**Objective 6, Action A:** A salary survey was conducted to identify unwarranted salary differences on the basis of gender.

### Remaining Activities

All other activities stated in the 2015 plan have been incorporated into the 2016–2018 plan.