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LUND UNIVERSITY

School of Economics and Management

Faculty Board

ACTION PLAN FOR GENDER EQUALITY, EQUAL OPPORTUNITIES AND DIVERSITY AT LUND UNIVERSITY'S SCHOOL OF ECONOMICS AND MANAGEMENT (EHL)

The present Action Plan applies as of 18 December 2013 and until further notice, although at most until and including 31 December 2017. It was drawn up by the gender equality and equal opportunities committee of the School of Economics and Management in consultation with the faculty office and has been approved by the faculty board of the School of Economics and Management.

The faculty board has overall responsibility for gender equality and equal opportunities work at the School of Economics and Management. The gender equality and equal opportunities committee is to prepare matters within the area of gender equality, diversity and widening participation for the faculty board of the School of Economics and Management, as well as to inspire, encourage and spread knowledge about equal opportunities work. The faculty office at the School of Economics and Management is to provide practical support to the departments in their gender equality and equal opportunities work. The faculty office is also responsible for an annual follow-up (annual gender equality report). Operational responsibility rests mainly with the departments, but also with faculty-wide bodies such as the academic appointments board, the health, safety and environment committee and the library board. In order to support the operational and practical work, faculty management is to issue complementary rules of application where relevant.

Promoting gender equality, equal opportunities and diversity at the School of Economics and Management is a prerequisite for achieving a better work and learning environment for both employees and students. By integrating the work on gender equality, equal opportunities and diversity as a natural part of our daily work duties, we can create an attractive workplace in which everyone can thrive and develop by being given the same conditions for career opportunities, personal development and studies. By integrating several perspectives and taking advantage of our diversity, we simultaneously build a stronger brand and increase our competitive strength.

LUND UNIVERSITY'S POLICY FOR GENDER EQUALITY, EQUAL OPPORTUNITIES AND DIVERSITY

The School of Economics and Management's Action Plan for Gender Equality, Equal Opportunities and Diversity is based on Lund University's Policy for Gender Equality, Equal Opportunities and Diversity, approved by the University Board on 8 September 2011. The policy decision identifies six prioritised focus areas:

1. Discrimination
2. Equal opportunities
3. Recruitment and promotion
4. Leadership
5. Salaries and terms of employment
6. Gender and intersectional perspectives

The present action plan will discuss the prioritised focus areas. Among them, the School of Economics and Management particularly emphasises equal opportunities as well as recruitment and promotion. This is because equal opportunities work is important, as surveys have shown that some groups within the faculty experience problems in their work environment. Recruitment and promotion are important issues both for the individual's opportunities for development and the organisation's opportunities for strategic initiatives.

Discrimination

At the School of Economics and Management, discrimination is never accepted, regardless of whether it occurs between work colleagues or fellow students, between a manager and a subordinate employee or between a lecturer and a student. Discrimination is defined as victimisation based on gender, ethnicity, religion or other belief, sexual orientation or disability. It is the responsibility of all, both employees and students, to counteract discrimination. Management, directors of studies and programme directors are responsible for ensuring that measures are rapidly applied in reported cases of discrimination. Human Resources can assist with advice and support, as well as collaborating on training aimed at preventing discrimination. The Occupational Health Service and Student Health Service can also offer support and help on these issues.

Measures:

- Faculty management, heads of department and other key persons should take part in training on how to prevent and counteract discrimination.
- Incidents of discrimination or suspected discrimination are to be taken seriously and promptly reported to the head of department or to the dean.

Equal opportunities

Lund University's core values are to permeate all activities. This includes the organisation standing for basic human rights and democratic values and that respect, tolerance and consideration are to characterise all relationships. Equal opportunities mean that everyone is treated with respect and consideration and gets the opportunity to develop on the basis of their personal circumstances.

The School of Economics and Management sees a strength in the employee structure reflecting society and values the differences that make each individual

unique. This constitutes an added value and a competitive advantage. In order to make the most of diversity, all employees and students must feel welcome and treated equally. Nobody is to experience harassment or exposure to continuous unpleasantness from colleagues. Harassment can be more or less deliberate and the assessment of it is subjective. What determines whether an action can be considered harassment or not is whether the person subjected to the behaviour feels offended.

Measures:

- Through the dissemination of information, seminars and ongoing discussions on our work environment, employees and students are to acquire increased knowledge and understanding of the meaning of equal opportunities.
- Systematic and purposeful work is to be carried out to increase gender equality and diversity in the recruitment and admission of employees and students.
- Harassment is to be prevented and counteracted through systematic and purposeful work.
- There is to be a faculty-wide *code of conduct* to regulate how employees and students are to behave towards their colleagues.
- The diversity perspective is to be integrated in education.

Recruitment and promotion

At most levels of the education system as well as in most staff categories, there are more men than women at the School of Economics and Management. The general trend is that the higher the level in the education system and in the hierarchy of lecturers and researchers, the more male-dominated it gets. Most administrative staff are female. There is also a gender imbalance within some technical staff categories, in which the majority are men. It appears that the conditions for making a career within the School of Economics and Management are not equal for women and men. This is a problem of fairness and is also considered a loss of expertise for the organisation as a whole.

The School of Economics and Management strives to have employees with an international background or experience. This applies explicitly to the senior level, i.e. professors, but also to more junior staff such as research students and those in career development positions (post doc and associate senior lecturer).

Lecturers and researchers

The aim of the School of Economics and Management is to achieve an even gender distribution among employees, which means that the ratio of women to men should lie within a 40–60% range within all staff categories and for all types of positions. At present the School of Economics and Management does not meet this goal. There is thus good reason to increase efforts to achieve a more even gender distribution at all levels. Currently, measures that aim to increase the proportion of female professors and senior lecturers are being prioritised.

At the moment, approximately 2 out of 10 employees at the School of Economics and Management have an international background. With regard to

internationalisation, the aim of the School of Economics and Management is to pursue existing internationalisation efforts in order to achieve the best possible result, without identifying absolute figures or percentages. The School of Economics and Management is continuing to work for increased international recruitment focusing on professors, career development positions and research students. In the long term, the recruitment of junior staff could result in increased internationalisation among senior lecturers as well. In order for this to become a reality, we must show that there are attractive career paths for people with international backgrounds within the faculty.

Measures:

- When filling vacancies, the School of Economics and Management is to follow strategic recruitment plans which include efforts to increase diversity.
- The head of department is to involve the representatives to the gender equality and equal opportunities committee of the School of Economics and Management in recruitment procedures, both at the time of the vacancy announcement and when filling the post.
- In order for the faculty to get a sense of how the departments have endeavoured to recruit the under-represented gender and people with an international background, the latter are to report their work on widening participation at the time of the recruitment process.
- The departments are to ensure that all those who are recruited and who do not have Swedish as a native language are given the opportunity to take part in Swedish lessons.
- For internationalisation, it is also important for employees within all categories to be offered support to develop their knowledge of English, by attending courses for example.

Professor

The School of Economics and Management has only a few female senior lecturers who may achieve the qualifications for a professorship in the next few years. In order to improve the proportion of women promoted to professorships, female senior lecturers must be encouraged and provided with increased resources to achieve the qualifications necessary for a professorship. Female senior lecturers deemed to be close to the qualifications needed for a professorship can be given increased scope for research. In that case, once the promotion has been achieved, the departments are subsequently to be compensated by the faculty for the costs that arose, in accordance with the proposed measures below.

In the case of vacancy announcements for professorships, significant efforts are to be made through active recruitment measures, in part to get female applicants for the positions aimed at the under-represented gender, and in part to get applicants from other countries.

Measures:

- In connection with the vacancy announcement for a professorship, the departments are to make an inventory of potential female applicants, both internally and externally, and encourage those available to apply for the

position. The costs of this type of active recruitment, for example inviting candidates to visit the School of Economics and Management, are to be covered by the faculty.

- Vacancy announcements for professorships are to be made through international channels and the department is to make an inventory of available potential candidates from universities abroad and to encourage them to apply. The costs of this type of active recruitment, for example inviting candidates to visit the School of Economics and Management, are to be covered by the faculty.
- Costs that arise for a department that has awarded extra research time to a senior lecturer of the under-represented gender, up to a maximum of six months, in order to qualify for a professorship, are to be compensated by the faculty once the promotion has been achieved.

Senior lecturer

As for vacancy announcements regarding professorships, active recruitment measures are to be taken towards the under-represented gender in the recruitment of senior lecturers. In addition, the gender gap principle in the Higher Education Ordinance is to be applied, which entails giving precedence to the under-represented gender when two candidates of different genders can be regarded as equal or nearly equal in terms of qualifications, unless there are valid reasons to the contrary. The departments are also actively to support female senior lecturers in their career planning.

Measures:

- In connection with the vacancy announcement for a senior lectureship, the departments are to make an inventory of available potential female applicants, both internally and externally, and encourage them to apply for the position.
- When appointing senior lecturers, the academic appointments board is to instruct the experts to apply the gender gap principle in the Higher Education Ordinance.
- In the same way as regards the achievement of qualification for a professorship, the departments are to be compensated if extra resources are allocated to senior lecturers of the under-represented gender who are deemed to be close to qualifying for readership. Two thirds of the costs, up to three months' extra research time, are to be compensated by the faculty once promotion has been achieved.

Career development positions

The vacancies for career development and qualifying positions announced at the School of Economics and Management are post doc and associate senior lecturer.

Measures:

- In cases where the faculty or a department within the School of Economics and Management takes part in the selection process for externally

appointed career development positions, the gender equality aspect is to be taken into account.

- The announcement of vacant career development positions is to be made through international channels and the department is to make an inventory of available potential applicants from universities abroad and encourage them to apply for the position.

Research students

Doctoral students are the employment category with the most equal gender distribution and this is a positive trend for the future. In order to achieve results higher up in the qualifications hierarchy, it is important that the departments take measures to maintain the number of female applicants to research studies, for example by organising information meetings for female Master's degree students in view of admission to research studies. It is known that openness and competition in most contexts benefit gender equality. When announcing vacancies for doctoral studentships and admissions to research studies, it is therefore important that the requirements for admission and appointment are clear.

Research studies are another activity which offers good conditions for internationalisation of the staff at the School of Economics and Management. Each department is encouraged to actively recruit research students internationally. This is done by informing international students at the Master's degree level at the School of Economics and Management about the opportunities of continuing their studies to the research level and using international channels when calling for applications.

Besides increasing the proportion of women and people with an international background in research studies, it is urgent that as many of these people as possible are encouraged to pursue their careers within higher education. Careers support and clear, explicit norms for what constitutes a qualification for appointments are particularly important for doctoral students of the under-represented gender or with international backgrounds. Measures that promote gender equality and equal opportunities are important, especially for people in the early stages of their careers within the university world.

Measures:

- Degree project supervisors should actively encourage female and international students with good study results to apply to research studies.
- The departments are to organise information meetings on admission to research studies for female and international students at the Master's degree level and disseminate announcements concerning admission to research studies through international channels.
- Careers support for doctoral students is to exist in the form of annual individual staff appraisals and can also take the form of mentoring programmes and networks.
- The doctoral students' individual study plans should be complemented with a plan for furthering their career.

Administrative and technical staff

The gender distribution for employees in administrative and technical positions at the School of Economics and Management leaves quite a lot to be desired from the point of view of gender equality, as women are the vast majority although the majority of administrative managers are also women. It is desirable that a better gender balance be achieved within all staff categories. The aim is to offer an attractive workplace providing opportunities for development for both women and men.

Measures:

- At the level of faculty and department, structures for professional development of technical and administrative staff are to be created. Efforts are to be made to create opportunities to take on additional responsibilities/authority and work duties leading to professional development.
- In connection with the announcement of vacancies of administrative and technical positions, the department is to make an inventory of available potential applicants of the under-represented gender, both internally and externally, and to encourage these people to apply.
- Particular attention is to be paid to the gender equality aspect in connection with recruitment of managers.
- At both the faculty and department levels, gender neutral professional titles are to be preferred.
- Opportunities for career planning are to be highlighted, in particular in connection with the annual individual staff appraisals. Examples of support structures for careers planning are specified assignments, the creation of networks for interprofessional cooperation and exchange, and mentoring.

Bachelor's and Master's degree programmes

The updated gender equality annual report for the School of Economics and Management in 2012 shows that in the faculty as a whole, the gender distribution is within the 40-60 per cent ratio. This applies for all levels of education up to the Master's level. However, there are individual departments where the gender imbalance is significantly more marked. There are also departments where the proportion of female students decreases at the higher levels. In these cases, efforts to increase the impact of a gender perspective and the application of gender-aware teaching can be effective means of achieving a more equal gender distribution.

With regard to the internationalisation of the student group, the School of Economics and Management has been successful through its exchange agreements with universities abroad. The School of Economics and Management has also been particularly successful in recruiting international Master's degree students which has contributed to widening participation at the faculty.

With regard to the recruitment of students from non-academic backgrounds and work on equal opportunities issues, efforts have been more tentative and this is work that the faculty needs to develop further in compliance with the current guidelines at Lund University.

Measures:

- For initiatives aimed at achieving a more equal gender distribution, see the next section on Gender perspectives and gender-aware teaching.

Leadership

At the School of Economics and Management, most of those in leadership positions are men. This result depends to a certain extent on the prevailing uneven gender distribution. The School of Economics and Management's goal is to achieve equal gender distribution and internationalisation of leadership positions to reflect the equivalent distribution among all employees.

A specific problem for people with an international background is that the official language at Lund University, as a public authority, is Swedish, which means that mastery of the language is a requirement. A more general problem is that the recruitment base for leadership positions is not only narrow but also that it coincides to a large extent with the recruitment base for the final stages in a teaching and research career. Nevertheless, it is urgent to increase the training and recruitment of women and people with an international background for leadership positions and preparatory and decision-making bodies. Induction into leadership positions often happens on boards, in preparatory committees and positions at the department level. In order to take account of diversity, it is therefore urgent that young employees of both genders and with various backgrounds are recruited to such positions.

Measures:

- Continued investment is to be made into leadership development for the under-represented gender and people with international backgrounds.
- Gender equality aspects and internationalisation are to be taken into account in recruitment to preparatory and decision-making bodies at the department level.
- Continued investment into training those in leadership positions on gender equality issues and coaching leadership focusing on the development of employees' potential.

Salaries and terms of employment

The Equal Opportunities Act prescribes the mapping and analysis of salary discrepancies between women and men. Salary discrepancies are mapped annually by the University's central administration in cooperation with the faculties. The mapping forms the basis for an analysis of salary differences at the departments within the School of Economics and Management. According to the law, this mapping is not only to draw attention to unjustified salary differences, but the mapping and analysis are also to serve as documentation for equal opportunities measures regarding salaries at the departments.

Measures

- At the staff appraisal of female lecturers and researchers, particular attention is to be drawn to issues of career planning and promotion.
- The planning and organisation of work duties is to be done in such a way as to enable parenthood to be combined with a career.

Gender perspective and intersectional perspective

Integrating gender and intersectional perspectives in more of the study programmes offered at the School of Economics and Management is a big challenge and much remains to be done. More generally, the work is both of academic value and benefit to equality in a broad sense. More specifically, the integration of a gender perspective and the application of gender-aware teaching at the School of Economics and Management can contribute to creating undergraduate education that increases understanding and awareness of the value of diversity, which in turn can contribute to widening participation of students in the future.

Gender perspective and gender-aware teaching are to be included in training on teaching and learning in higher education.

Measures:

- Course syllabi are to be written in such a way as to make it possible to assess how and in what way a gender perspective is included.
- A gender perspective is to be taken into account in the choice of required reading and the appointment of teaching staff.
- Course evaluations should include questions on how a gender perspective has been integrated in teaching. The departments' teaching management are responsible for ensuring that the outcome of evaluations is followed up.
- Lecturers are to be given the opportunity and encouraged to take part in courses in teaching and learning in higher education including gender perspectives and gender-aware teaching.

THE SCHOOL OF ECONOMICS AND MANAGEMENT'S GENDER EQUALITY AND EQUAL OPPORTUNITIES WORK

In addition to Lund University's established priority areas, the School of Economics and Management is investing in developing its work on gender equality, equal opportunities and widening participation in various ways. The prioritised areas are:

1. Gender equality and equal opportunities committee
2. Gender equality annual report
3. Action plans for gender equality and equal opportunities
4. Widening participation

The gender equality and equal opportunities committee

The School of Economics and Management is to have a faculty-wide committee for gender equality, equal opportunities and diversity. This committee is to consist of a chair whose post is partly remunerated by the faculty, one representative per department, a student representative, a doctoral student representative and representatives of the various employee organisations (the latter with the right to attend meetings and to make statements). The committee has no decision-making powers but is to prepare matters in the field of gender equality, equal opportunities, diversity and widening participation with a mandate from the faculty management. The members are to take an active part in drawing up the departments' gender equality, equal opportunities and diversity work. The committee is to inspire, encourage and disseminate knowledge about equality work. It is also important that information about the committee's work is continuously passed on to employees.

Measure:

- Each departmental budget is to specify the paid working hours set aside for one or several people to conduct work on gender equality, equal opportunities and diversity.
- The departmental management is to ensure that channels are established through which the department's representative in the School of Economics and Management's committee for gender equality, equal opportunities and diversity can report back to the department's employees about the committee's work.

Gender equality report

In order to conduct thorough and dynamic work it is important to have informative and continuous reporting on gender equality, equal opportunities and diversity work at the department and faculty levels. At the end of each calendar year, the faculty is to file a gender equality report to Lund University. With the purpose of following changes over time, this report is to contain information on gender distribution and the proportion of people with an international background among the employees at the departments and among the students. The report is also to contain an account of the departments' work on gender equality, equal opportunities and diversity issues and how they relate to the action plan of the School of Economics and Management.

Measure:

- The heads of department, together with the department representatives in the gender equality, equal opportunities and diversity committee of the School of Economics and Management, are to submit a gender equality report to the faculty at the end of each calendar year.
- The chair of the gender equality, equal opportunities and diversity committee is responsible for compiling the departments' reports and accounting for the gender distribution among students at the faculty as a whole.

Action plan for gender equality and equal opportunities

Depending on the various natures of the departments, there will be a need to work particularly on certain aspects of the contents of the faculty's action plan for gender equality, equal opportunities and diversity. It is important that the gender equality and equal opportunities work does not become a template which is imposed on all, but rather that the departments are given the freedom to identify their own needs and point out which measures they want to invest in. The heads of department are therefore to be responsible for an updated activity plan at each department, to be evaluated on an annual basis.

Measures:

- Each department is to draw up an activity plan for gender equality, equal opportunities and diversity to run over three years and to be evaluated annually. The plan is to include at least five prioritised issues that correspond to measures established in the School of Economics and Management's action plan for gender equality and equal opportunities, together with the justification for the choice of these issues as particularly

urgent ones. The annual evaluation is done via the departments' annual gender equality report at the end of each year.

- The action plan for gender equality, equal opportunities and diversity is to be developed in cooperation with the departmental representatives to the School of Economics and Management's committee for gender equality and equal opportunities, discussed on the department board and actively disseminated among the department's employees.

Widening participation

Most of what applies to widening participation of employees at the School of Economics and Management has been discussed in the section on recruitment and promotion above. With regard to widening participation of students, we refer to the action plan for equal opportunities for students. There is, however, an additional aspect that has not yet been dealt with and which does not fit into other action plans and this concerns widening participation of female employees of the School of Economics and Management in wider society. Currently, there is only one concrete project – the Board Ready Women – a database from which women can be recruited as board members in the private business sector. The ambition is to increase the number of similar projects in the future.

Measures:

- To disseminate knowledge among employees concerning the Board Ready Women and to encourage women to register their interest in the project.