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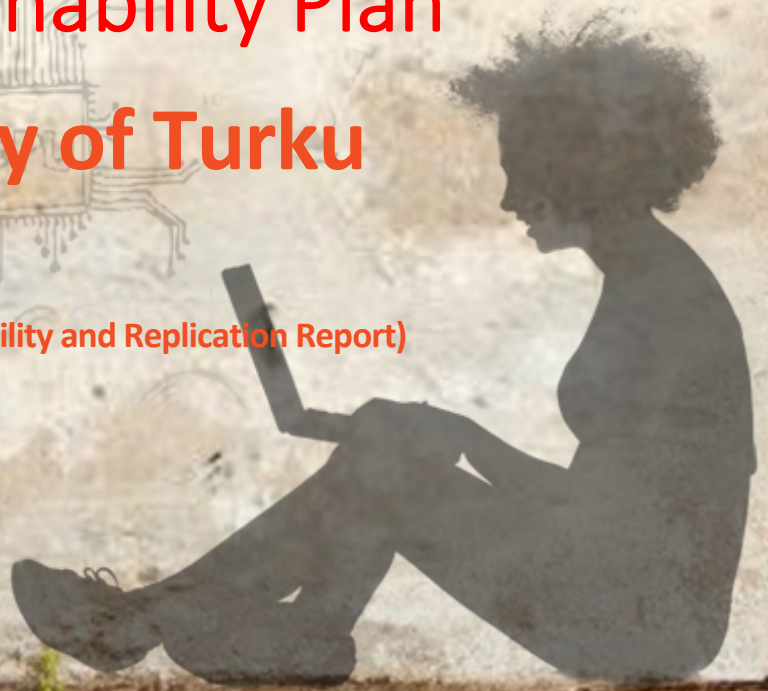
Gender Equality in Information Sciences and Technology

GEPs Sustainability Plan University of Turku

(Annex to D 5.4 Sustainability and Replication Report)



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Table of Contents

1	Overall Strategy of the Sustainability Plan	4
1.1	Sustainability objectives	4
1.2	Design process of the sustainability plan	5
1.3	Plan to sustain outcomes beyond the project end	6
2	Sustainability Plan for the HR & Management Area	7
2.1	Promote both women and men in ICT field	9
2.2	Give voice to women in ISS	10
2.3	Follow-up for gender-balanced recruiting	11
2.4	Creating individual career plans	12
2.5	Encouraging for the academic career in ICT field	13
3	Sustainability Plan for the Institutional Communication Area	14
3.1	Support institutional communication about equality	14
4	Sustainability Plan for the Teaching and (potential) students' services Area	16
4.1	Continue peer support program in the unit	16
5	Sustainability Plan of the Research Design and Delivery Area	18
	List of Involved Stakeholders	19
	Abbreviations	19
	Links to Detailed Descriptions and Further Materials	20

1 Overall Strategy of the Sustainability Plan

1.1 Sustainability objectives

Many gender equality objectives and actions are already included in the **University of Turku Equality Plan** (https://intranet.utu.fi/index/equality_issues/Documents/Equality_plan_2017.pdf). *The aim of the University of Turku Equality Plan* is to advance equality as well as to prevent direct and indirect discrimination and harassment. The University monitors the realization of the plan and develops its operations based on the results. The plan is updated once during the three-year term of each Equality Committee.

The University of Turku has an *Equality Committee* in place, whose task is to advance and monitor the implementation and development of equality at the University. The Rector appoints the Committee, which consists of representatives of personnel organizations, teachers, other staff and students.

The *Advisor on Equality Issues*, who works in Human Resources at the University Services, gives instructions and guidance both for students and staff on equality issues. The Advisor on Equality Issues works in collaboration with the University Equality Committee and cooperates with the Students Union. Each member of the University working community must take the *equality viewpoint* into account in their work and strive to advance the realization of equality at the University. The University emphasizes *participation and communality* in its operation. These principles are manifested in the equal opportunities of the members of the University community to develop their skills and competence in a versatile way. Participation also means taking into account the needs of the community members in developing curricula and teaching methodologies, ensuring accessibility, and sensitivity to recognize the demands of a multicultural environment.

Significant work for enhancing equality has been carried out by the University of Turku in the context of the EQUAL-IST project, during the period June 2017 until May 2019. In this respect, a particular Gender Equality Plan (GEP) has been designed and implemented, whose actions will be endorsed in the next update of the aforementioned University of Turku Equality Plan.

Most of the students of University of Turku are female. Several subjects still remain as male-dominated, including Information Systems Science, that is located in the Faculty of Economics (Business School), dominated however by female students. The overall goal of the equality work in University of Turku has been awareness raising about equality issues in general, yet with a strong focus on gender equality issues and ICT-IST in particular. However, during the iterations of GEP implementation for the EQUAL-IST-project it was clearly shown that the evaluation of the activities seemed difficult and work and changes are needed to ensure the sustainability of the EQUAL-IST project after the project time.

These objectives were seen as important:

- To promote both women and men in ICT field
- To give voice for women in ISS
- Follow-up for gender-balanced recruiting
- To support institutional communication about equality
- To continue peer support program in the unit
- To create individual career plans
- To encourage for the academic career in ICT field.

These sustainability objectives are also supported by the **Student Union of University of Turku**. They have published an **Equality Guide for the Organisations of The Student Union of the University of Turku** (https://www.tyy.fi/sites/tyy.fi/files/tyyn_equality_guide_2017-2020.pdf)

1.2 Design process of the sustainability plan

The process of design and development of the Sustainability plan for UTU started with a general discussion about the Gender Equality Plan. Being aware of the yearly changes in the economic situation this sustainability plan was designed so that in general it can be carried out by the existing staff (Equality Committee, Advisor on Equality Issues, etc.). The other leading principle was to include already existing processes to support this plan. These are for instance the review discussions, events for major subject choices. To define the roles across different tasks, the project group decided to carry out a Responsibility Assignment Matrix (RACI)(https://en.wikipedia.org/wiki/Responsibility_assignment_matrix) exercise to identify responsible actors for the tasks needed to be performed in gender equality work. This was seen as important, because delegation is an essential part of sustainability, as there are no resources for recruiting anybody just for the equality issues at ISS subject after the project time. According to RACI matrix the following roles were nominated in each of the actions.

- **Responsible:** The person who does the work to achieve the task. They have responsibility for getting the work done or decision made. As a rule this is one person; examples might be a business analyst, application developer or technical architect.
- **Accountable:** The person who is accountable for the correct and thorough completion of the task. This must be one person and is often the project executive or project sponsor. This is the role that responsible is accountable to and approves their work.
- **Consulted:** The people who provide information for the project and with whom there is two-way communication. This is usually several people, often subject matter experts.
- **Informed:** The people kept informed of progress and with whom there is one-way communication. These are people that are affected by the outcome of the tasks, so need to be kept up-to-date.

After this, the information was shared with the subject head and department manager and GEP working group members who agreed on the assignments which we describe in the next chapter.

1.3 Plan to sustain outcomes beyond the project end

The experiences gained during the EQUAL-IST project implementation phases lays the basis for a sustainable development. The RACI matrix described in the previous chapter will create the basis for delegating the tasks after the project time. This serves as a guiding document.

The key issue was to find out permanent resources, roles and structures in the organization to whom responsibilities could be assigned. These most important human roles are as follows:

- Head of the subject area
- Department head
- Dean
- Head of the university equality committee
- Secretary of the university equality committee
- Rector of the university.

Altogether, 55 permanent resources that could assist in the sustainability of gender equality work at the HR & Management, Institutional Communication, Teaching and (potential) students' services, Research Design and Delivery intervention areas are identified, at the levels of:

- Institute/major subject (Information Systems Science, ISS)
- Department (Department of Management and Entrepreneurship¹)
- Faculty (Turku School of Economics)
- University.

Another form of sustainability is to bind equality activities to rules and guidance publications of the university. Several authors have the authority to assign these, starting from Rector and central administration actors down to the head of the subject area.

¹ Please note that the department name does not include anything about information systems. Yet Information Systems Science is the biggest subject within the department.

2 Sustainability Plan for the HR & Management Area

Action Title	Description	Links with 2 nd iteration of the GEP implementation (October 2017 – February)	Timeframe	Level of Implementation	Tentative targets
2.1 Promote both women and men in ICT field	<p>Organizing an ISS presentation yearly, before the major subject applications to enhance more (women) applicants to ISS</p> <p>Discussing gender issues in individual development discussions (obligatory and scheduled by the university) with staff</p>	Activity 2.2.2 Promote both women and men in ICT field through providing more social activities for students in ISS	1-3 years	Implemented at the Faculty as well as at the University	<p>40% of students selecting ISS as major subject should be women</p> <p>Add gender equality issues as a part of all development discussions, as implemented by the order of department head, try to implement this also to the university level routines</p>
2.2 Give voice for women in ISS	Secure a gender balanced representation of speakers at seminars and other events organized by ISS	Activity 2.3.1 Support of Institutional communication about equality, promoting both women and men in ICT field	1-3 years	Implemented at the Department of ISS	40% of speakers at seminars organized by ISS are women

2.3 Follow-up for gender-balanced recruiting	Emphasize the importance of gender balance in each recruitment process, both for academic staff recruitment and calls for students' applications. To include this action in the agenda on gender issues that are yearly discussed in staff meetings both at institute and department level.	Activity 3.1.1 Balancing (the emotional labour) work between employees in ISS unit and supporting institutional communication about equality	1-3 years	Implemented at the Department of ISS	At least one woman applicant to each open position, of staff members of ISS 30% women, at least 40% of student applicants to ISS should be women .
2.4 Creating individual career plans	Create career plans aiming at encouraging both male and female researchers to develop in their academic career	Activity 1.1.1 Tutoring and encouraging all younger researchers in their career development	1-3 years	Implemented at the Faculty as well as at the University	All non-permanent staff members have an individual career plan
2.5 Encouraging for the academic career in ICT field	Encouraging students and other stakeholders to select and academic career	Tutoring and encouraging all younger researchers to apply research funds	1-3 years	Implemented at the Department of ISS	Yearly at least 8 students are recruited to university staff (non-permanent positions of doctoral student positions), at least 40% of them are females

Figure 1, Summary Table of Sustainable Actions on HR & Management

2.1 Promote both women and men in ICT field

Action's description

Interviews among the ISS faculty members and students are carried out on how they think about the gender-neutrality in institutional communication. This is most naturally done in connection with personal review discussions of the staff.

An ISS presentation is yearly organised before the major subject applications to enhance more women applicants to ISS. This activity is assigned to a senior staff member by the institute head or him/herself. In this presentation the gender equality issues are taken up. At least one student from both genders is always included in the presentation; the persons are typically selected by the ISS student union.

Sustainability dimensions

- Rules and procedures

The review discussions are obligatory according to the order of the university rector. To the ISS subject, discussion on gender issues has been added to the agenda by order of the department head.

The events about the major subject choices are promoted through the digital channels in UTU and as this is regular part of the study process and every first year student participates to this event. According to the habits of Turku School of Economics a subject topic introduction is presented to first year students by all subjects. This tradition is over 20 years old and will continue as long as students have to select their major subject after some 6 months of studies. The major subject (institute) head is responsible for organizing this event.

- Structures

University offers central software platforms to document and implement issues around review discussions.

Study office of Turku School of Economics is responsible for organizing the subject presentations to first class students, reporting about this to the Vice Dean of education. They organize the schedule of the presentations, and inform students of the presentations.

- Resources and Financial Planning

Review discussions are part of normal university routine and need no extra resources. Conducting of the ISS presentation must be included in the working plan of the person to whom it is allocated.

- Knowledge and expertise

The persons leading review discussions in the role of supervisors are given access to ample education by the university. The department head is responsible to maintain sensitivity to gender issues among the superiors.

The person running the ISS presentation must be well aware of the major subject and department issues. For this he/she must consult the major subject head and department head before the presentation. He/she must also be sensitive to gender issues and be aware of the gender issues in the department and university. The Institute head makes sure the person selected to keep the presentation has these capabilities.

- Consensus & Visibility

Both of the actions described here are well implemented in the university processes and rules, and as well accepted by staff members and students. No extra activities are needed.

2.2 Give voice to women in ISS

Action's description

Number of invited female and male speakers to different activities within the ISS subject (teaching, alumni meetings, lectures, conferences and seminars, etc.) will be monitored. One key activity is targeting to have at least three female speakers each year as well as having at least 20% of speakers women in the monthly ISS doctoral seminar series.

All staff members, but especially women, are encouraged to make presentations and lectures in public. The goal is to show that also women can present ISS expertise.

To enhance possibilities to follow-up this goal, motivating staff members to register the speeches and the publications in the university level UTUCris system is needed. The UTUCris system is a database where all university staff members register their activities, such as academic publications and oral presentations. UTUCris is the University of Turku installation of the Converis system (<http://help.prod-incites.com/converisLive/aboutConveris.html>).

Sustainability dimensions

- Rules and procedures

Doctoral education is a responsibility of the university by law. The monthly ISS doctoral seminar is carried out as a routine in UTU. The gender structure of the seminar is bound to the doctoral student structure of the institute: each doctoral student is expected to present her/his doctoral work once in a year. So decisions on who is to present in the doctoral seminar are de facto already made in the phase of doctoral student selection. The Institute aims at balancing gender in doctoral student recruitment, within the limits of academic performance being the main selection criteria, as stipulated by the university rules on doctoral student selection.

All staff members are encouraged to give speeches in different professional connections. All speeches should be reported to the University UTUCris system. The EQUAL-IST project time has been too short to promote the UTUCris system for reporting the academic performance such as speeches and presentations in the university level system. For academic staff members it is indeed essential to keep track and show their academic activity as this is a criteria taken into account for example in the critical activity of discussing about the salaries. If activities are not reported to the system there is no room for ask for salary increases.

- Structures

In yearly planning, the ISS doctoral seminar is included in the curriculum of the doctoral students. A responsible teacher is in charge of this task, usually a professor. He/she must ensure that all students have a possibility to present their doctoral thesis work.

All faculty members get a yearly call for reporting their academic activity to the UTUCris system and especially the young researchers are encouraged to do this as this may have an influence on their salaries. Oral presentations might be given a secondary role in reporting, and the department head must continue underlining that the oral presentations are also an important part of everyone's achievements.

- Resources and Financial Planning

Activities are part of the obligatory tasks of the major subject including in the normal university routines, thus no extra resources are needed. As it comes to alumni, they have performed without any cost, which is highly valued by the University.

- Knowledge and expertise

The major subject head must secure that the responsible teacher for the ISS doctoral seminar has the knowledge to guide the PhD students in this activity, including sensitivity to gender issues.

- Consensus & Visibility

All these actions described here are well implemented in the university processes and rules, and as well accepted by staff members and students. No extra activities are needed.

2.3 Follow-up for gender-balanced recruiting

Action's description

Gender ratio of applicants to open positions will be especially emphasised targeting at having at least one women applicant to each position, aiming at having the gender ratio in ISS personnel at least 30% women, and of major subject choices in ISS at least 40% of student applicants to be women. Main instrument to achieve this is to give visibility to the ISS women staff members, and to underline in the ISS presentation yearly first year the feasibility of ISS studies to women. It is already now a tradition to be continued that the person holding the an ISS presentation yearly is a woman.

Sustainability dimensions

- Rules and procedures

According to Finnish law gender discrimination is strictly forbidden, including gender equality in recruiting. To academic positions people are selected based on academic performance and in this context, gender issues are considered secondary issues.

- Structures

The gender balance goal is followed by university rules by actors in the faculty. At the faculty level, the study office keeps track of student selections, and the faculty coordinator keeps track of staff member recruitments. They both make also statistics about gender issues. The highest level university stakeholder monitoring of the gender equality is the Gender Equality Committee (see 1.1).

The gender issues will be discussed yearly in staff meetings both at institute and department level.

- Resources and Financial Planning

Taking care of this task is the matter of the whole staff of the department, so the existing human resources can be regarded covering the entire area. No extra financial planning either needed. The human resources of the unit as well as the department will be used for raising awareness of gender equality not only inside the unit but also beyond it.

- Knowledge and expertise

The university is responsible to make sure that persons participating in student or staff recruitments know the relevant law and university regulations, including those on gender issues. Ample education on these are offered.

- Consensus & Visibility

The university controlled media, Mercurius-magazine, University Aurora-magazine pick up new recruits to interviews and documentary articles, and follow gender balance in this activity. They also allow discussion on gender issues, as well as the Intranet-forums in several forms by the university.

2.4 Creating individual career plans

Action's description

In addition to reporting and discussing current achievements in individual career development discussions, the non-permanent and junior staff members should make a more formal career development plan, that is accepted and then supported by the department head. This plan often contains the element of being occupied outside University of Turku.

Sustainability dimensions

- Rules and procedures

The activity is considered a continuous delivery. The monitoring of the task is ensured through keeping up to date the entire department, the department head, the entire faculty as well as the faculty coordinator, not forgetting the doctoral students' mailing list as an important channel. The project database provides an excellent information platform in carrying out this task. The review discussions were described in the previous section.

- Structures

The activities are carried out in the structure of yearly review discussions.

- Resources or Financial Planning

The human resources are used for this activity, yet no extra resources needed to allocate, as the sustainability can well be carried out by the existing personnel allocating normal resources. This is possible, because the required actions and activities are of a permanent nature written in the performance specification of the department.

- Knowledge and expertise

As expressed and emphasised in several contexts during this project, necessary Gender Knowledge exists in order to sustain this activity. This is because gender equality is not only defined in the Finnish law on the general level, but also declared in the guiding principle of the university, based on which equality approach has been emphasised on faculty and department as well as individual levels.

- Consensus & Visibility

The review discussions are part of university routines. There is a great visibility to these events as the information is delivered through the digital channels of the university and via e-mail. As the visibility is very

good, there is a consensus of this activity and the review discussions are considered very sustainable, it suits well for as ongoing activity in gender equality.

2.5 Encouraging for the academic career in ICT field

Action's description

The critical guidance to academic career is carried out at the master thesis seminar group. It is important to pick up and encourage good performing students to academic studies. The responsible teacher for the master thesis group is responsible for this, and must have an eye on gender issues too.

A central activity within encouraging is feeding possible recruits with information on grant and other finance information. The responsible teacher for the master thesis group is responsible for this for students. The university administration well supports staff in grant applying. For example, university of Turku maintains the national register for grant possibilities, the Aurora service (<https://www.aurora-tietokanta.fi/en/>).

As people have selected the academic career, general continual career guidance is needed. An integral part of this is capacity building in grant and other finance applying.

Sustainability dimensions

- Rules and procedures

The master thesis seminar group is an obligatory part of the curriculum. The Aurora database is maintained by University of Turku through an agreement with the Ministry of Culture and Education.

- Structures

The responsible actors carrying out this activity are the tutors. The accountable of this activity is the department head being responsible for the overall completion of the task.

- Resources or Financial Planning?

Due to the general characteristics of the activity being part of normal university routine, no resources, whether monetary or human, beyond the unit are required in order to carry out this activity successfully.

- Knowledge and expertise

The necessary Gender Knowledge exists in order to sustain this activity. This is because gender equality is not only defined in the Finnish law on the general level, but also declared in the guiding principle of the university, based on which equality approach has been emphasised on faculty and department as well as individual levels.

- Consensus & Visibility

All these actions described here are well implemented in the university processes and rules, and as well accepted by staff members and students. No extra activities are needed.

3 Sustainability Plan for the Institutional Communication Area

Action Title	Description	Links with 2 nd iteration of the GEP implementation (October 2017 – February)	Timeframe	Level of Implementation	Tentative targets
3.1 Support institutional communication about equality	Organize an annual event to encourage the discussions about non-discrimination, gender equality and emotional labour	Activity 2.1.1 Balancing the work between employees in ISS unit and supporting Institutional communication about equality	1-3 years	Implemented at the Faculty as well as at the University	Include at the agenda of the Student Union yearly meeting on gender issues an item to share information concerning gender equality and about anti-discrimination activities as well as discovering possible non-equality actions and activities

Figure 1, Summary Table of Sustainable Actions on HR & Management

3.1 Support institutional communication about equality

Action's description

Organizing possibilities to discuss about non-discrimination, gender equality and emotional labour discussion, minimum one purposefully organized event per year. In all staff meetings there is always a possibility to bring open issues up, and this also is true for gender issues. A yearly meeting with the Student Union is held yearly, and gender issues are taken up in this meeting. In addition, the doctoral students of the institute are expected to hold one meeting yearly focusing solely on gender issues.

Sustainability dimensions

- Rules and procedures

This activity as well as the other ones are integrated into existing management policies and regulations in the similar way following the university equality practises, having as accountable persons both the institute and the department heads, as well as the unit for work well-being and the equality ombudsman.

- Structures

This activity is carried out by several structures: the actors involved directly in this task are the equality ombudsman and the unit for work well-being. Other essential factors are the doctoral students' mailing list, extranet and ISS course for all faculty students. The accountable actors are both the institute and the department heads, as well as the unit for work well-being and the equality ombudsman.

- **Resources and Financial Planning**

The human resources needed and involved in this activity are described in the previous chapter Structures before. No extra personnel etc. are needed. This action does not require any financial resources either, as everything can be carried out under the normal working conditions.

- **Knowledge and expertise**

The necessary Gender Knowledge exists in order to sustain this activity. This is because gender equality is not only defined in the Finnish law on the general level, but also declared in the guiding principle of the university, based on which equality approach has been emphasised on faculty and department as well as individual levels. In this context, it is worth mentioning that in Finnish language, there is no distinction between genders in the usage of the personal pronoun like him/her in English. It can be known only from the context whether someone is talking about a man or a woman.

- **Consensus & Visibility**

In this deliverable, the assisting stakeholders by two-way consulting are the unit for work well-being, the equality ombudsman and the union steward group, the last mentioned informed and kept aware and up to date on this task.

4 Sustainability Plan for the Teaching and (potential) students' services Area

Action Title	Description	Links with 2 nd iteration of the GEP implementation (October 2017 – February)	Timeframe	Level of Implementation	Tentative targets
4.1 Continue peer support program in the unit	<p>Alumni survey is performed yearly to collect data about career possibilities of our students, including especially women as a yet disadvantaged group</p> <p>Mentoring of junior and non-permanent staff is continues.</p> <p>All staff members get peer support in individual career discussions</p>	Activity 2.4.1 Setting up peer support program in working unit	1-3 years	Implemented at the Department of ISS	<p>Alumni survey performed yearly</p> <p>All non-permanent staff members will be allocated a mentor.</p> <p>In all individual development discussions, staff members are given career counselling</p>

Figure 1, Summary Table of Sustainable Actions on HR & Management

4.1 Continue peer support program in the unit

Action's description

All junior and non-permanent staff members are allocated a peer to support them in their work activities. Especial attention is to be paid to support women in their career. In yearly review discussions, the superiors give career planning guidance. Alumni survey is performed yearly to collect data about career possibilities of our students, including especially women as a yet disadvantaged group.

Sustainability dimensions

- Rules and procedures

Review discussion are carried out in the beginning of each calendar year as a part of the university routines. A new on-line form for ISS subject was established to find out the possible issues regarding gender equality, so when the discussion follows the data on the form the gender issue becomes also automatically with to the discussions. In the new forms the gender equality issues are actively taken up and discussed. Also the academic career will be discussed to encourage young faculty members to develop in their career.

For each non-permanent and junior staff member, the department head allocates a tutor.

- Structures

The yearly individual career discussions are performed on the order of the university Rector. Their process is also heavily regulated. All the faculty members are due to participate. The department and subject heads are responsible for the overall completion of the task. The review discussion is target-oriented, scheduled and regularly organised; it is an equal and confidential discussion usually between the immediate supervisor and the employee. After the one-to-one discussions, the supervisor can, at his or her discretion, compile summaries at group and/or unit level in order to gain insight into the overall situation. Personal and confidential matters must not be identifiable in the summaries.

- Resources and Financial Planning

The individual career development (review) discussions are carried out on several levels. These activities also belong to the normal university routines, so, no extra resources, human or financial are needed. They are of a permanent nature written in the performance specification of the department.

Mentoring program is not stipulated at the university level. It is executed in the department by the order of the department head, who also allocates the mentors to the junior and non-permanent staff members.

Alumni survey is performed yearly by the subject head as a part of his normal duties, as stipulated by the department head.

- Knowledge and expertise

All the managers and aforementioned staff members are guided for carrying out the review discussions following the open policy principles. This means that all the people involved in this action are aware of how to carry out the discussions and which principles to follow. The necessary Gender Knowledge exists in order to sustain this activity. This is because gender equality is not only defined in the Finnish law on the general level, but also declared in the guiding principle of the university, based on which equality approach has been emphasised on faculty and department as well as individual levels. Furthermore, after EQUAL-IST project these persons are more than before aware of the gender equality issues in ISS and will take care that also these subjects will be discussed (see also 5.1).

- Consensus & Visibility

The members of the department are annually invited in the discussions by e-mail and as soon as they have been carried out, a compilation of the outcome of the discussions is produced. However, the privacy is always kept in the focus, so no person identifying information is published. All these actions described here are well implemented in the university processes and rules, and as well accepted by staff members and students. No extra activities are needed in order to carry out this activity.

5 Sustainability Plan of the Research Design and Delivery Area

No relevant actions were identified for being included in this area.

List of Involved Stakeholders

Position / Role	Name (gender) ²
- Vice rector UTU, professor	Riitta Pyykkö (W)
- Dean School of Economics, professor	Markus Granlund (M)
- Head of Department of Management and Entrepreneurship, professor ISS	Jukka Heikkilä (M)
- Vice dean School of Economics, professor ISS	Hannu Salmela (M)
- Unit head ISS, Dr.	Timo Leino (M)
- Education manager ISS unit, Dr.	Eija Koskivaara (W)
- Human Resources Director UTU	Sanna-Mari Tammilaakso (W)
- The Advisor on Equality Issues, Quality manager	Anu Mäkelä (W)
- Representative of ISS in the Equality Committee of the University, professor	Reima Suomi (M)
Working Group members of the EQUAL-IST project	
- Project manager, professor ISS	Reima Suomi (M)
- Research manager, Dr.	Brita Somerkoski (W)
- Senior Researcher, Dr.	Olli Sjöblom (M)
Students representatives	
- no permanent representatives appointed	
Equal Opportunities Bodies	
- Equality Committee of the University	14 members, 11 women and 3 men, Committee chair vice rector, professor Riitta Pyykkö (W), Committee secretary Study and work well-being coordinator Anu Mäkelä (W)

Abbreviations

CEO Chief Executive Officer

EQUAL-IST Gender Equality Plans for Information Sciences and Technology Research Institutions

GEP Gender Equality Plan

² The information in the brackets represents the stakeholder gender, where “m” stands for “man”, “w” stands for “woman”.

HR	Human Resources
ICT	Information and Communication Technologies
IST	Information Sciences and Technology
IS	Information Systems
IT	Information Technology
RPO	Research Performing Organisation
STEM	Science, Technology, Engineering, and Mathematics

Links to Detailed Descriptions and Further Materials

Gender equality in education in Finland:

<https://thl.fi/en/web/gender-equality/gender-equality-in-finland/education>