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EQUALITY AND NON-DISCRIMINATION POLICY 2026–2027

1 XAMK'S WORK FOR EQUALITY AND NON-DISCRIMINATION

1.1 Strategy and ethical principles

According to Xamk's strategy, we aim to be a responsible, good and desired place to work and study. We at Xamk take care of student and staff wellbeing. To promote this, we ensure everyone is treated fairly and equally.

We aim for high quality and impact in all our activities. Developing our staff's competence is also important to us. In the coming years, we will invest, for example, in leadership and management competence and increase our international competence. We also aim to grow the number of our international staff and students.

Xamk has its own [ethical principles](#), based on its values. They guide us at Xamk - staff and students alike - to act responsibly and respectfully in our daily lives, both internally and in our relations with customers and partners. Promoting equality and non-discrimination, respecting others, and condemning all inappropriate behaviour, harassment, discrimination, intimidation, and violence are all important parts of the ethical principles. Our ethical principles also encourage open interaction and good management. In accordance with the ethical principles, we strive to recognise our impact on the surrounding society, and we value ethical standards with our partners as well.

Xamk has also drafted [safer space principles](#), which apply to all events, activities, and facilities at Xamk and should be respected by everyone. These principles promote our strategy's goal of equality and non-discrimination. We can create a safer space by operating according to the following principles: I am responsible for high-quality interactions; I listen and give space; I respect individuality; and I do not tolerate discrimination or harassment.

In addition to the Equality and Non-Discrimination Policy, Xamk also has an [accessibility plan \(in Finnish\)](#), describing how Xamk's facilities, digital systems, learning environments, teaching methods, and study materials, as well as the general attitudes, enable the inclusion and equality of people with different personal

characteristics and in different life situations. Xamk's accessibility is assessed comprehensively every four years using the accessibility criteria developed by the national OHO project as a framework. You can find the criteria and information on the project online at <http://www.esok.fi/oho-hanke>.

1.2 UN Global Compact and the principles of empowering women

Since November 2020, Xamk has been a member of the UN Global Compact, a corporate responsibility initiative aiming to promote responsible and sustainable business. By committing to the Global Compact, Xamk is involved in promoting the UN's objectives, declarations, and agreements and is committed to complying with the ten principles of the Global Compact related to human rights, labour, environment, and anti-corruption activities. From the perspective of the Equality and Non-Discrimination Policy, the most essential ones of the ten principles of the UN Global Compact are human rights and labour principles, in particular, **principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; **principle 2:** Businesses should make sure that they are not complicit in human rights abuses; **principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; and **principle 6:** Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Xamk has also signed the Women's Empowerment Principles (WEPs) developed by UN Women and UN Global Compact ([Women's Empowerment Principles, WEPs](#)) and has introduced the WEPs Gender Gap Analysis Tool to help us assess our performance levels and set ambitious targets to promote equality, diversity, and equal pay. This tool is used to evaluate Xamk's equality work every two years.

1.3 Obligations and legal basis

The Equality Act, the Non-Discrimination Act, the Criminal Code, the Constitution, and the Employment Contracts Act provide a framework for the objectives and measures employers must meet to ensure the equal and fair treatment of their staff.

Non-discrimination

Under the Non-Discrimination Act (1325/201), **no one may be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation, or other personal characteristics.** Discrimination is prohibited regardless of whether it is based on a fact or assumption concerning the person themselves or another person.

Direct discrimination means less favourable treatment of a person on the grounds of personal characteristics when compared with the treatment of others in a comparable situation. **Indirect discrimination** occurs when an apparently neutral rule, criterion or practice puts a person at a disadvantage compared with others on the grounds of personal characteristics. In addition to direct and indirect discrimination, the Non-Discrimination Act also defines discrimination as harassment, denial of reasonable accommodation, and an instruction or order to discriminate. Proportionate different treatment that aims to promote equality or remove the disadvantages attributable to discrimination does not constitute discrimination.

The employer must, taking into account different grounds for discrimination, assess the realisation of equality **in recruitment and in the workplace**. An employer who regularly employs at least 30 persons must have a plan for the necessary measures for the promotion of equality. These measures and their effectiveness must be discussed with the personnel or their representatives.

The education provider and the educational institution maintained by it shall evaluate the realisation of equality in their activities, how these activities affect different population groups, and take necessary measures to promote the realisation of equality.

Equality

Under the Act on Equality between Women and Men (609/1986), every employer **must promote gender equality** in the workplace in a purposeful and systematic manner. Direct and indirect discrimination based on gender is prohibited, and the employer shall take steps to promote gender equality. Education providers and employers are also obliged to **take pre-emptive action** in a purposeful and systematic manner **against all discrimination based on gender identity or gender expression**.

Education providers must ensure, first, that women and men have equal opportunities for education and professional development, and second, that teaching and research activities, as well as learning materials, support and comply with the Act on Equality between Women and Men. Education providers are also required to prepare an equality plan, in cooperation with staff and students, to develop their activities. This equality plan must include an assessment of the current equality situation within the institution, the necessary measures to promote equality, and a review of the extent to which previously included measures have been implemented and the results achieved. Special attention must be given to student admissions, the organisation of teaching, learning differences, the assessment of student performance, and measures to prevent and eliminate sexual and gender-based harassment.

In order to promote **gender equality**, the **employer** must act in such a way that job vacancies attract applications from both women and men, promote the equitable recruitment of women and men in the various jobs and create for them equal opportunities for career advancement, promote equality between women and men in the terms of employment, especially in pay, develop working conditions to ensure they are suitable for both women and men, facilitate the reconciliation of working life and family life for women and men by paying attention especially to working arrangements, and act to prevent the occurrence of discrimination based on gender.

If an employer regularly has a workforce of at least 30 employees in employment relationships, the employer shall prepare an equality plan detailing how the equality measures are implemented. This equality plan must include an assessment of the current equality situation in the workplace, the necessary measures to be initiated or implemented to promote equality and achieve pay equality, and a review of the extent to which previously included measures have been implemented and the results achieved.

1.4 Implementation of the Equality and Non-Discrimination Policy

Xamk's Equality and Non-Discrimination Policy is prepared for two years at a time. In addition, the Policy is reviewed annually and updated as necessary. The Policy is drawn up in cooperation with HR services, the

Sustainability Coordinator, and shop stewards. Students can also influence the content of the Policy during its preparation phase. The Services and Administration Management Team processes and approves the Policy. Before its publication, the Equality and Non-Discrimination Policy will also be discussed in the employer-employee cooperation working group.

Xamk is a member of INGENIUM, a higher education alliance comprising higher education institutions from 10 European countries. The INGENIUM higher education institutions form a network aimed at providing high-quality education and increasing cooperation among its members. Diversity and inclusiveness are key values in the INGENIUM network. Xamk's Equality and Non-discrimination Policy serves as a basis for promoting this work within our organisation. INGENIUM also develops common practices that support Xamk's own goals.

2. WORKING CULTURE, MANAGEMENT, AND COMMUNICATION

2.1 Working culture

Human interaction is necessary to ensure that the work community operates well. It involves encountering diversity and diverse differences of opinion and accepting and respecting them. At Xamk, we treat everyone with respect. We respect and value the diversity of our community, meet everyone as individuals, and treat everyone equally.

Xamk has zero tolerance for harassment and inappropriate behaviour. Everyone has the responsibility and right to intervene constructively and in a solution-oriented manner in any incidents they witness. For more information on the handling of harassment and inappropriate treatment cases, see section 5.

2.2 Management, decision-making, and supervisory work

Equality and non-discrimination are at the core of Xamk's management culture. Management and supervisors serve as an example for both staff and students. Everyone must feel they are treated fairly and appreciated.

Xamk encourages open dialogue and decision-making and follows the principles of good governance. Management and supervisors take equality, non-discrimination, and people's diversity into account in the planning of operations and decision-making. This is supported by appreciative interaction and an encouraging and participatory culture of feedback and initiative. The supervisor promotes the openness and two-way communication of the work community. Supervisors are also responsible for ensuring that the tasks and resources are allocated equally. It is important for us at Xamk to promote and support the wellbeing of our community members and our ability to work.

In autumn 2025, Xamk drafted its own leadership commitments: 'I interact genuinely', 'I build trust', and 'I help you succeed'. Each commitment is supported by specific leadership actions that help bring the com-

mitments into everyday practice. The leadership commitments help us harmonise and strengthen the leadership culture at Xamk. For supervisors, the leadership commitments outline their responsibilities and expectations and support their decision-making. For staff, we hope that the commitments create a sense of security and build trust. The leadership commitments will be included in future development discussions and employee surveys.

In addition to equal pay for staff, Xamk pays attention to career development, opportunities to participate in decision-making, and equality among personnel groups. In addition to staff, it is important to promote student participation. Equality surveys for both staff and students are conducted regularly, and the results are used to develop our operations.

2.3 Equality and non-discrimination competence and communication

Equality and non-discrimination themes are included in supervisor training and new employee orientation. Xamk's ethical principles are part of the responsibility training of Xamk employees. The competence and awareness of all staff members regarding equality and non-discrimination issues are also increased through regular training and campaigns.

Xamk's community includes people from diverse language backgrounds, which is why we are flexible in our language use. In our daily interactions, we use both Finnish and English, or other languages if needed and possible. We communicate clearly and understandably so everyone can participate. We also encourage bravery in using and learning other languages. Fluency in language skills is not required to work in a multilingual environment. We create a positive communication culture that values different languages, dialects, accents, and different ways of speaking. We don't criticise or judge anyone's way of speaking. Xamk's units can agree on what language they generally use and how they apply Xamk's language principles within their unit. Unit supervisors will address language matters within their units to ensure that all members are heard and aware of their unit's language practices. In other work-related situations and events organised by Xamk, the appropriate language will be chosen on a case-by-case basis, depending on the participants' needs and the situation.

We ensure that our communications have a human-to-human approach, being clear, equal, and understandable. Xamk's employees may be experts, but they do not talk down to anyone or hide behind jargon. Even the most difficult matters should be discussed in a solution-oriented way so that we can have an influence and change things for the better.

3 STAFF EQUALITY AND NON-DISCRIMINATION

3.1 Recruitment

Recruitment processes at Xamk are transparent and fair. Applicants have equal opportunities to be selected in accordance with the Equality and Non-Discrimination Act. The job requirements are explained openly,

and the recruitment criteria are as transparent as possible. Fixed-term employment relationships are concluded only for justified reasons.

Applicants' merits are always assessed by at least two persons, and the aptitude assessment carried out by an external party is used at least when selecting persons for indefinite employment relationships. Vacancies are always advertised internally on the intranet and on the external website. We support the career development of our staff, for example, by enabling job rotation, staff exchange, and the utilisation of competence across unit boundaries.

In permanent teaching and RDI positions, the application process is also conducted in English unless there is a position-related obstacle to this.

3.2 Career development

Xamk values the diversity of different age groups and the versatile expertise they bring to the organisation. Xamk employees are encouraged to keep an eye out for open positions and apply for them according to their interests and competences. Xamk's Management Team has approved a preliminary model of a researcher's career path, and negotiations on the practical operating model are ongoing. In the future, the goal is to expand the operating model for this career path planning to other tasks.

The goal is for Xamk to also have a diverse age structure. Therefore, older workers are seen as an important resource, and attention is paid to the transfer of tacit knowledge. The special needs of older workers are taken into account individually, and their health is monitored in accordance with the action plan through age group examinations in occupational health care.

3.3 Salary

The pay criteria at Xamk are equal, clear, and based on the collective agreement. The same salary is paid for work of similar difficulty. An annual pay survey is conducted at Xamk to increase transparency and openness in positions with similar requirements. The pay survey is reviewed by the work community advisory board with personnel groups.

3.4 Training

Xamk supports the competence and career development of its staff, taking into account equality and non-discrimination. An orientation plan is drawn up for new employees. Supervisors review competence development needs annually in connection with development discussions and monitor the fulfilment of competence requirements. Employees are offered diverse training opportunities. All personnel groups have the right to spend the same number of working hours on training to develop their professional skills.

3.5 Reconciling free time, work, and family life

If possible, we aim to organise work tasks so that part-time work is possible if the person so wishes. Part-time family leave is available annually. Part-time work, job alternation leave, and other flexibility arrangements are granted equally.

There are many reasons for part-time work. Part-time employment is often agreed upon at the employee's initiative - for example, parents of young children may feel that it suits their life situation, or a person approaching retirement age may need slightly shorter working hours.

4 STUDENT EQUALITY AND NON-DISCRIMINATION

4.1 Student admission

Everyone has the opportunity to apply for a student place and be admitted to study at Xamk, regardless of their background, personal characteristics, or life situation. The assessment criteria for student learning are transparent and treat students equally.

Xamk offers studies in different forms, such as online, contact, and blended studies, which makes completing studies easier for, e.g., students with families or who work. Regardless of the form of studying, we aim to provide all students with equal access to support and guidance services and necessary orientations.

4.2 Equal and non-discriminatory learning environment and support services

Xamk's learning environment is tolerant, safe, and fair. Students have the opportunity to be heard and influence the development of their studies and study environment. Learning environments should provide accessible and equal opportunities to study. This is taken into account when planning operating models and physical learning environments.

High-quality guidance and support services support learning and the progress of studies. In addition to the functionality of the processes, the resources of the services are adequate and correctly allocated. Guidance and advisory services follow the principles of gender sensitivity, meaning that the defining characteristics are individual tendencies, competence, and opportunities, regardless of gender.

4.3 Opportunities for influencing and advocacy

In order to promote equality and non-discrimination and to increase interaction, students' voices are heard in Xamk's decision-making. Student Union Kaakko is an important partner in ensuring this. Among other things, the student union coordinates the selection of student representatives. Student representatives are

members of the Board of South-Eastern Finland University of Applied Sciences Ltd, various management groups, teams, and development forums.

5 HARASSMENT AND INAPPROPRIATE TREATMENT

Xamk has created a new procedure for the handling of harassment and inappropriate treatment cases. The new procedure emphasises our zero tolerance for harassment, defines the concepts of harassment, and provides staff and students with instructions on reporting incidents through the Falcony system, as well as on hearings, disciplinary actions, monitoring, and available support services.

Anyone who has experienced harassment or inappropriate treatment should bring the matter to the attention of the person who behaved inappropriately towards them as soon as possible. If this is not enough, the matter will be handled through discussions, an official report, and, if necessary, a hearing. At every stage, we aim to resolve the matter at a low threshold; however, if necessary, official measures and disciplinary action will be taken, possibly even reporting the offence to the police.

The student union has an advocacy specialist and harassment contact persons who have been trained for their tasks. The harassment contact persons' task is to listen without judgment and, when requested, intervene in harassment situations. Their operation is entirely confidential. The contact details of the students' harassment contact persons are available on Kaakko's website: [Harassment contact persons - Opiskelijakunta Kaakko](#)

Whistleblowing channel

Xamk has a [Whistleblowing channel](#) through which students and staff can confidentially report suspected offences, violations, or abuses. The Whistleblowing channel is a tool for maintaining Xamk's ethical principles and trust. Our entire organisation and its employees must comply with the ethical principles and applicable legislation in their daily work. If an employee or someone in contact with our organisation suspects a violation, they can submit an anonymous report through the whistleblowing channel.

6 CURRENT STATUS AND MONITORING

6.1 Assessment of equality and non-discrimination at Xamk

Under the Non-Discrimination Act, the employer must, taking into account different grounds for discrimination, assess the realisation of equality and the related risks in recruitment and in the workplace. The education provider and the educational institution it maintains must also assess how their activities affect different population groups.

In higher education institutions, age discrimination may target people of different ages, and discrimination may target any age group. Age must not be a deciding criterion for admission, assessment of student learning, recruitment, or career development. Particular attention must be paid to the equality and non-discrimination of older people, young people, or recent graduates and those of reproductive age.

As Xamk strives for internationalisation, the diversity of students and staff will also increase. The multicultural nature of the higher education community increases when members of the community come from different native languages, origins, or nationalities. Especially those belonging to visible minorities are vulnerable to racism and discrimination. A multicultural community requires tolerance, non-discrimination, and education to function. Different religions, beliefs, and opinions must also be respected and their diversity accepted. Education and information are used to dismantle prejudices and prevent discrimination. In addition, concrete measures should be taken to ensure the realisation of calm facilities for prayer use or the possibility of special diets in accordance with beliefs. Higher education institutions should aim to promote staff and students' freedom of religion and right to profess and practice their religion as part of an inclusive and multicultural higher education community. In consideration of religious observance at work/studies, breaks between classes, for example, can be scheduled according to prayer times, if necessary.

Persons with disabilities and with otherwise limited functional capacity may easily be underestimated in recruitment, studies, and the workplace. There is a need to increase understanding that a person who needs aids or other support in order to function is a valuable member of the higher education community whose competence is a resource. No one may be discriminated against due to disability, limitation of functional capacity, or health. We aim to provide students with the necessary individual teaching arrangements on request to enable them to complete their studies. Everyone's health is a private matter, and each person can decide for themselves what help or special arrangements they would like and what they choose to tell others about their health or disability. The education provider and the employer must make reasonable adjustments to the person with a disability. In Xamk, accessibility is assessed every four years.

At Xamk, we understand that gender is diverse and that everyone's experience of it is individual. Everyone has the right to their own gender identity and gender expression, and equality cannot only be reduced to the equal status and rights of women and men. It is important to identify and intervene in discrimination and harassment based on a person's gender identity or gender expression. In the name of equality, concepts related to gender diversity must be adopted in communications. The diversity of sexual orientation must also be taken into account in communications. No one may be discriminated against on grounds of gender or sexual orientation, and no one is obliged to disclose their sexuality or family relationships if they do not directly affect their work.

We recommend using gender-neutral or gender-sensitive language. We aim to reduce the use of gender-specific terms as much as possible, for example, by using 'chair' or 'chairperson' instead of 'chairman', and 'esihenkilö' instead of 'esimies' for the Finnish term for supervisor. Instead of 'Good morning, ladies and gentlemen,' we can use a gender-neutral greeting, such as 'Good morning, everyone.' When referring to a person whose preferred pronouns are unknown or whose gender is irrelevant to the context, we recommend using 'they' to avoid making assumptions about their gender.

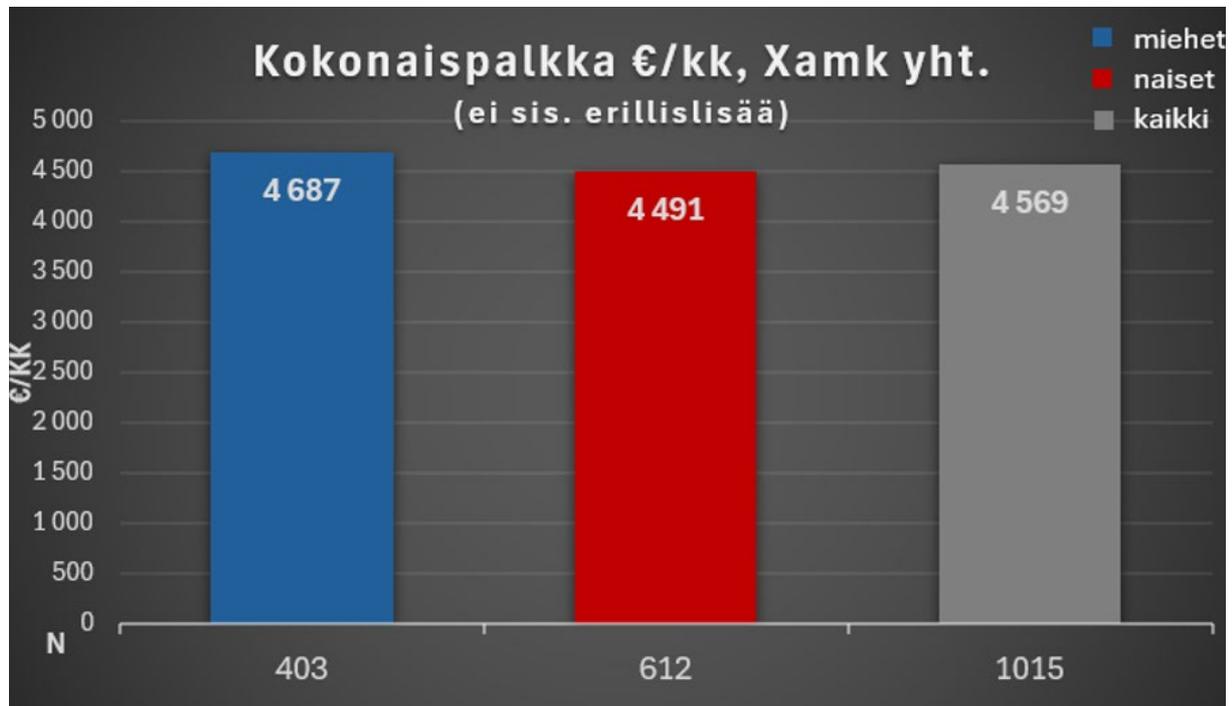
Attention must also be paid to multiple discrimination and the challenges it poses to equality. Often, discrimination and anti-discrimination measures are examined only from one perspective, but in reality, an individual may be discriminated against for several characteristics.

Breakdown of the placement of men and women in different positions at Xamk:

	2024			2023			2022		
	miehet	naiset	yht.	miehet	naiset	yht.	miehet	naiset	yht.
Henkilöstö yht	403	612	1015	362	583	945	331	560	891
AT-henkilöstö yht	259	384	643	227	358	585	206	349	555
Atk-henkilöstö	18	5	23	16	5	21	16	4	20
Hallintohenkilöstö	34	65	99	31	54	85	27	58	85
Huoltohenkilöstö	10	3	13	9	3	12	8	3	11
Kirjastohenkilöstö	2	12	14	5	18	23	5	18	23
Muu (ravintolat)	2	13	15	2	20	22	2	19	21
Opetuksen tukihenkilöstö	27	94	121	22	84	106	22	77	99
TKI-henkilöstö	166	192	358	142	174	316	126	170	296
Opetushenkilöstö yht	144	228	372	135	225	360	125	211	336
Lehtori	106	200	306	99	198	297	96	185	281
Tuntiopettaja	25	10	35	23	9	32	16	6	22
Yliopettaja	13	18	31	13	18	31	13	20	33

Pay survey

A pay survey from 31 December 2024 compared the total pay of men and women. The average salary for men at Xamk is approximately EUR 200 per month (4.4%) higher than that for women. There are two main factors that explain this difference. Among the teaching staff, most of the employees who receive an availability allowance in the field of technology are men. The proportion of men in the top management is also higher than that of women.



6.2 Monitoring and support material

The information required by the Equality and Non-Discrimination Policy is compiled annually in a personnel report, which also includes the results of the pay survey.

The personnel report monitors:

- number and structure of staff
- distribution of staff by personnel group
- gender distribution of staff
- share of full-time and part-time employment
- staff turnover
- age distribution of staff
- sick leaves and accidents
- salaries and compensation
- staff training days and structure

The effectiveness of the Policy's measures is monitored through an annual employee survey and an equality survey conducted every two years.

Results and development proposals are reviewed by Xamk's Management Team, the work community advisory board, and the occupational safety and health committee. The results of the survey are published for staff on Lux.

For students, the equality and non-discrimination situation is monitored every two years through a survey conducted in autumn. In addition, students' equality and non-discrimination are assessed through student statistics.

Harassment cases are monitored to the extent that they are reported, for example, through the incident reporting system. Harassment cases are recorded by the Head of Preparedness and Safety, Student Union Kaakko, and the Occupational Safety and Health Manager.

Xamk also assesses the progress of its equality and non-discrimination work by using the UN Women and the UN Global Compact's WEPs Gender Gap Analysis Tool. The tool assesses equality in four different themes: leadership, workplace, marketplace, and community. Issues covered by the assessment include gender equality strategy, equal pay, recruitment, and equality in supply chains. The realisation of commitment, implementation, measurement, and transparency is assessed for each theme.

The assessment from autumn 2025 was conducted using 2024 personnel data. Xamk received a score of 63/100, reaching the very good 'Achiever' category. In the previous assessment from autumn 2023, Xamk's score was 60/100, indicating a slight improvement since then. Xamk still has room for improvement in its impact on the surrounding society and supply chains, in particular. The results of the Gender Gap Analysis Tool are not public and are intended solely for internal use by the organisation. However, the tool allows monitoring the organisation's own progress, provided that regular reports are submitted to it. The next time Xamk will use the tool will be in autumn 2027 to assess its 2026 data.

Results of the staff and student equality survey 2025:

The staff equality survey is conducted every two years alongside the employee survey. A total of 355 staff members responded to the staff equality survey. The student equality survey is conducted once every two years in the autumn as a separate survey. A total of 84 students responded to the student equality survey. For the 2025 surveys, new response options were added to the minority question. This aimed to improve our ability to identify significant development targets and ensure every staff member's voice is heard.

In the staff equality survey, 77.9% of respondents fully or partly agreed that equality is realised at Xamk. This percentage decreased from the previous survey (87.6% in 2023). Several open-ended responses mentioned the first change negotiations and the gender differences in top management as factors that reduced equality. Other such factors mentioned in the responses included women taking on greater responsibility for additional tasks in the workplace, fixed-term employment relationships, and higher salaries in the technology field. Respondents suggested development ideas to promote equality, including fostering open, transparent dialogue and improving pay transparency for allowances and rewards.

Among respondents to the **staff** equality survey, 14.3% reported having experienced discrimination or unequal treatment (12.6% in the 2023 survey). This discrimination or unequal treatment most often had to do with the distribution of duties and workload, salary, or career development. According to open-ended responses, respondents felt that Xamk should intervene more decisively in cases of inappropriate behaviour and speech.

Among Xamk's **students**, 76% fully or partly agreed that equality is realised at Xamk (79.1% in the 2023 survey). Students mainly felt that men and women have equal opportunities to progress in their studies, to receive flexible study opportunities, to be appreciated as students, and to influence at Xamk.

Of the **students** who responded to the survey, 10% reported having experienced discrimination or unequal treatment (9.6% in the 2023 survey). This discrimination or unequal treatment most often had to do with course assignments, guidance, and flexible study opportunities. The reason for discrimination or unequal treatment was most often seen to be the student's personal characteristics or gender. Open-ended responses highlighted the importance of respecting differences. Respondents felt that accessibility and flexible study opportunities are realised unequally and inconsistently.

6.3 Measures and assessment of the previous Policy

The objectives of the previous Equality and Non-Discrimination Policy and the assessment of their realisation:

Objective	Background	Implementa- tion	Monitoring in- dicators	Responsibility	Realised
Prevention of discrimination	Strategy: equal and fair treatment	<ul style="list-style-type: none"> - Ethical principles to be included in staff orientation - Ethical principles for student orientation - Training and campaigns: anti-racism and inclusion 	Updating staff orientation, updating the orientation of new students, number and implementation of campaigns	Sustainability Coordinator, Communication	Xamk's ethical principles and safer space principles have been introduced into employee and student orientation.
Increasing staff diversity	Strategy: internationalisation	<ul style="list-style-type: none"> -Diversity clause for job advertisements - Adding an aim to the recruitment guidelines of the diversity of interviewers, if possible -Checking the formatting of job advertisements (gender neutrality) 	Job search statistics, new recruitments	HR	A diversity clause has been added to Xamk's job advertisements. Xamk's job advertisements are continually reviewed to ensure they are gender-neutral, regardless of the language used.
Promoting gender equality at every level of the organisation	WEPs Gender Gap Analysis Tool: proportion of women in senior management	Considering gender equality in changes in senior management composition	% of men and women in top management		The second change negotiations introduced changes to Xamk's management structure and the creation of new division-specific management teams. This renewal also improved the gender balance of the management teams.

Dismantling of gender stereotypes in studies	The need identified in the 2023 student equality survey	The aim is to use communication methods to shape ideas about traditionally male and female-dominated fields	Application statistics	Communication	Xamk's communication staff have undergone training in inclusive communication and representation.
Clarifying the process of dealing with harassment cases	The need identified in the 2023 equality survey	A process description to be created for the incident handling process	Process description attached to the Equality and Non-Discrimination Policy	Sustainability Coordinator, Student Union Kaakko	A procedure for the handling of harassment and inappropriate treatment cases has been drafted.
Ensure that (working) conditions and facilities are suitable for everyone regardless of gender	The need has been identified, e.g., in a student thesis (Piispa, 2022)	Ensuring adequate facilities (including dressing rooms and sanitary facilities) where possible, regardless of gender		Property Services	All campuses have gender-neutral toilets. The situation with the dressing rooms is still under review.

7 MEASURES TO DEVELOP EQUALITY AND NON-DISCRIMINATION

Objectives, shared responsibilities, and monitoring plan of the Equality and Non-Discrimination Policy 2026–2027:

Objective	Background	Implementation	Monitoring indicators	Responsibility
Improving accessibility	Strategy: fair and equal treatment	Reviewing and improving the accessibility of Xamk's facilities where possible	Improvements implemented on campuses	Sustainability Coordinator, HR, Property Services
Improving accessibility	Strategy: fair and equal treatment	Improving accessibility through training	Members of staff who participated in accessibility training	Sustainability Coordinator, HR

Promoting equality and non-discrimination	Strategy: fair and equal treatment The need identified based on equality surveys	Implementing DEI training for staff	Training courses organised	Sustainability Co-ordinator, HR
Promoting equality and non-discrimination	Strategy: fair and equal treatment The need identified based on equality surveys	Increasing awareness	Campaigns and communication	Sustainability Co-ordinator, HR
Promoting equality and non-discrimination	Leadership commitments: I treat everyone equally and develop our community spirit	Guide supervisors to discuss the significance of equality and non-discrimination in their units		Sustainability Co-ordinator, HR, supervisors
Promoting diversity	A statement on whether staff diversity is viewed favourably at Xamk has been added to the employee survey	All previously mentioned measures	The result of the statement has improved from before, or there are no "fully disagree" responses	Sustainability Co-ordinator, HR, supervisors