



Equality and Equity Plan



2023–2025
Jamk University of Applied Sciences

SISÄLTÖ

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1 PROMOTING EQUALITY AND EQUITY AT JAMK

Jamk has drawn up an equality and equity plan to support the achievement of Jamk's goals and to implement the obligations of the legislation concerning equality and equity. Jamk's goal is to educate experts who would be able to serve and build society through their own activities. The goal is also guiding from the perspective of the goals of equality and equity.

According to the Non-Discrimination Act, no one may be discriminated against on the basis of age, gender, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or any other reason related to the person. In addition to direct and indirect discrimination, harassment, denial of reasonable accommodation, and instructions or orders to discriminate are prohibited.

Direct discrimination means that a person or group of people is treated differently from other people in the same position. Indirect discrimination, on the other hand, means that a person is placed in a particularly disadvantageous position in relation to others. Harassment is a deliberate or actual violation of the dignity and integrity of a person or group of people. A harassment situation is characterized by a threatening, hostile, degrading, humiliating or offensive atmosphere. Denial of reasonable accommodation refers to a situation in which an employer or education provider would refuse the necessary reasonable arrangements that a person with a disability would need in order to participate, for example, job interview or entrance exam.

The positive special measures necessary to ensure effective equality to improve the position and circumstances of a certain group do not constitute discrimination. Positive discrimination is justified if its purpose is to promote de facto equality or to prevent or eliminate the harm caused by discrimination. Positive discrimination is therefore also possible in order to prevent or mitigate other types of harm than those caused by discrimination. For example, supporting socially disadvantaged people, such as people with disabilities, may be justified even when the weaker position cannot be shown to be due to discrimination.

The purpose of the Equality Act is to prevent direct and indirect discrimination based on gender and to promote equality between women and men. The purpose of the Act is also to prevent discrimination based on gender identity or gender expression. The Constitution of Finland, the Equality Act, the Non-Discrimination Act and the Employment Contracts Act require employers to take active measures to promote equality and non-discrimination and to eliminate discrimination and harassment.

Jamk takes the principles of equality and equity into account in all its decisions, their preparation and implementation. In addition to fulfilling the obligations set by legislation, the goal is to create an accessible, conversational atmosphere and community at Jamk, where even opposing views are valued and encouraged. The open and diverse Jamk offers community members opportunities to develop, learn and influence the development of the community.

The plan applies to the entire Jamk community, from staff to students, and it provides guidelines for promoting equality and equity at all levels and units of Jamk. The common thread is a prosperous, communal and equal higher education institution. It is important to have open and honest discussions in the Jamk community and to allow for different opinions. Jamk has zero tolerance for all discrimination.

Equal and non-discriminatory treatment increases the staff's and students' experience of fairness.

The objectives and measures of the plan focus on three areas:

- 1) Management and operating culture,
- 2) Recruitment, remuneration and career development,
- 3) Teaching and studying.

The accessibility plan, which has similarities with this plan, can be found on the [jamk.fi website](https://www.jamk.fi)

Plan update history

Year Measure

2016	Preparation and approval of Jamk's Equality and Equity Plan (appointed working group)
2021	Updating Jamk's the plan (appointed working group)
2022	Survey on the current state of equality and equity, staff and students
2023	Preparation and approval of Jamk's Equality and Equity plan (appointed working group)
2024	Specification of the process related to equality issues, co-operation group
2025	Update of Jamk's Equality and Equity Plan, co-operation group

The student plan is available in pdf format jamk.fi on the website [Regulations and principles | Jamk.](#)

2 CURRENT SITUATION

Jamk employs nearly 900 people in teaching, RDI and support services. In September 2025, the number of employees was 872, of whom 61% were women and 39% men. The average age of the personnel was 47 years. Of the employment relationships, 85% were permanent and 15% were fixed-term.

Person-year by personnel group (incl. researcher's career level) and total

Personnel group	2023		2022	
	number	person-workyear	number	person-workyear
Teaching personnel	387	340	389	342
RDI Personnel	192	175	190	176
Other personnel	333	305	318	288
Total	912	820	897	807

Share of fixed-term employees, % by personnel group


Personnel group	2023		2022	
	Man	Woman	Man	Woman
Teaching personnel	16,54 %	19,11 %	17,80 %	18,40 %
RDI Personnel	28,25 %	30,53 %	32,50 %	34,70 %
Other personnel	15,08 %	18,00 %	14,70 %	18,60 %

Women's average salary/men's average salary, (earnings for regular working hours by personnel group and average for the entire personnel)

Personnel group	2023		2022	
	Man	Woman	Man	Woman
Teaching personnel	5330,64	4918,77	5041,15	4706,64
RDI Personnel	4042,04	3984,95	3981,78	3813,06
Other personnel	4271,50	3589,47	4129,68	3390,39
Average salary	4700,92	4177,21	4482,33	3987,29
Average salary €/kk	4370,81		4167,35	
Women's earnings compared to men's earnings	88,86 %		88,96 %	

The latest survey assessing the current state of equality and equity was conducted among Jamk's staff in autumn 2022. The number of respondents was 369. In the results of the equality and equity survey, the greatest dispersion was found in gender pay and career advancement, where it was felt that equality between genders and people of different ages is not realized at a sufficient level. The reconciliation of work and other aspects of life was seen as a positive thing. 13% of the respondents had observed and experienced discrimination or harassment.

3 EQUALITY AND EQUITY WORK IN EVERYDAY LIFE



"Jamk is committed to promoting equality and equal opportunities for the members of the Jamk community, both staff and students, to learn, participate and make a difference. Achieving the goals requires that measures that promote equality and equity are part of Jamk's everyday operations and communications."

Vesa Saarikoski, Rector, Jyväskylä University of Applied Sciences Ltd

The following areas have been identified in the university of applied sciences work community that we particularly want to pay attention to:

1. At Jamk, we act responsibly, ethically and treat people equally in all employment, study, teaching and administrative practices.
2. The activity and responsibility of individuals in promoting equality and equity is essential: promoting equality and equity is an obligation for every member of the Jamk community. Jamk has zero tolerance for all discrimination.
3. Equality is developed by refining and disseminating good practices, as well as by identifying shortcomings and proposing solutions to them. By doing so, equality and individual rights are realized in the Jamk community.
4. If discrimination occurs, it is addressed immediately and systematically. In cases of discrimination, the early support model for staff and students is followed.
5. As an employer, Jamk develops working conditions and the operating methods that are followed when selecting personnel and making decisions concerning personnel, taking into account the needs of the workplace. Promotion measures must be effective, appropriate and proportionate, taking into account the operating environment, resources and other circumstances.

3.1 MANAGEMENT CULTURE

Good leadership is the key success factor at Jamk. The goal of equality and equity management is that every member of the higher education community feels that they are treated fairly, feels that their work is valued and appreciates the work of others. The results of personnel surveys and workplace surveys will be utilized in the development of an equal, non-discriminatory, diverse and pluralistic operating culture.

Goal 1:

The diversity of staff and students is taken into account in management.

Measures: Increase open dialogue between management, staff and students at all levels of operations. Ensure the physical, mental and social accessibility of work and learning environments. Increase communication and training on the diversity of staff and students.

Responsibility: management, supervisors, student services, human resources

Goal 2:

Supervisors work to create and maintain an equal, just, inclusive and enthusiastic operating culture.

Measures: Supervisor training will include coaching related to diversity and work ability management as well as age management. In managerial positions, the recruitment process includes a suitability assessment.

Responsibility: management, supervisors, human resources

Goal 3:

All Jamk employees are obliged to intervene without delay in any occupational safety and health, discrimination or inequality situations they observe or become aware of.

Measures: Creating a culture of speaking up at Jamk. The early support model will be updated. Harassment contact person activities (organization, training) will be launched. It will be ensured that every employee and student knows what to do if they feel they have been discriminated against. Principles of a safer space are created. Training on equality and equity issues will be organised for the entire community. Responsible behavior is guided by Jamk's ethical and pedagogical principles.

Responsibility: management, supervisors, personnel, students, occupational safety and health organization, human resource, student services

Goal 4:

Development of monitoring and indicators

Measures: Ensure that personnel surveys include questions related to equality and equity and systematically monitor the results of the surveys. The results will be used concretely in the development of the operating culture and, if necessary, through immediate measures. An annual personnel financial statement is drawn up, which describes the personnel structure, age and gender distribution, and how the measures of the equality and equity plan have been taken forward.

Responsibility: management, supervisors, human resources, quality team

Goal 5:

Identify and eliminate activities and structures that cause inequality.

Measures: Training related to cultural and linguistic sensitivity, gender sensitivity, diversity, dialogue skills and anti-racism will be organized.

Responsibility: human resources

Goal 6:

Work-life balance

Measures: The reconciliation and balance of work, studies and other aspects of life will be supported through the organization of work and the equal distribution of tasks. Flexible working time arrangements and family leave are welcomed. The hybrid work model is being developed. Part-time work and partial sickness allowance is utilised.

Responsibility: management, supervisors, human resources

Goal 7:

Jamk is an active player in building transparent RDI and educational activities that do not have unequal structures or practices based on gender or other personal reasons. In transparent RDI and education activities, equality and equity are key cross-cutting principles.

Measures: Systematic data collection on the realization of equality and equity in Jamk's RDI activities and teaching will be planned and monitoring indicators will be compiled. The principles of equality and equity in the different stages of project management will be added to the RDI guidelines. Communication related to equality and equity in projects and teaching is developed. Sufficient resources will be ensured in projects and teaching for equality and equity measures, monitoring, communications and training. RDI management and project managers are trained in equality and equity issues..

Responsibility: management, RDI management, supervisors, human resources

3.2 RECRUITMENT, HIRING, CAREER DEVELOPMENT

Jamk is committed to acting as an equal employer that makes personnel selections based on qualifications, competence and suitability. The recruitment processes are fair, clear and transparent. Jamk supports career development by taking into account the principles of equality and equity. Job rotation is part of Jamk's personnel policy.

Goal 1:

Recruitment processes are transparent and guided by clear guidelines..

Measures: Develop the recruitment process and candidate experience. The composition of the application groups will take into account staff representatives. Anonymous recruitment and recruitments through

the LinkedIn channel are looked into. An induction process is further developed, guaranteeing at least a basic level of general induction for all Jamk employees. Pre-boarding measures are being prepared and implemented.

Responsibility: supervisors, human resources

Goal 2:

An open and transparent remuneration system.

Measures: Awareness of the collective agreement's pay system will be increased. In the event of a justified pay difference, deficiencies are reviewed and corrected. The process and criteria for allocating local batches will be explained. The transparency of the assessment criteria for job demands (TVA) will be increased. Salary levels are displayed in recruitment advertisements.

Responsibility: supervisors, human resources

Goal 3:

The salary structure promotes fair pay, supports the development of the personnel's competence for more demanding and diverse tasks, and encourages the personnel to perform better.

Measures: The functionality of the salary system and the organization of work tasks will be reviewed annually (basic salary, employee benefits, development opportunities). Pay surveys are carried out. Guidelines for performance-based remuneration (basic salary, employee benefits, development opportunities) will be drawn up for Jamk.

Responsibility: management, supervisors, human resources

Goal 4:

Equal training and development opportunities regardless of job and unit

Measures: Career advancement and opportunities for diverse work tasks are supported through needs discussions and job rotation. Supervisors are trained in competence management and development as well as in reviewing issues related to career planning. Vertical and horizontal career and learning paths are created.

Responsibility: supervisors, human resources

Measures that have progressed and those that have not been promoted:

Measures related to the operating culture of management have been implemented in accordance with the plan. The description of the monitoring of equality and equity measures in the personnel financial statements has not been conducted.

Measures related to recruitment, hiring and career development have been implemented according to plan. Experiments with anonymous recruitment, pre-boarding measures and the implementation of performance-based pay guidelines have not been conducted.

3.3 TEACHING AND STUDYING

As an international higher education community, Jamk is committed to implementing equality and equity in student admissions, teaching and studying.

Today, the spectrum of higher education students is very diverse. Study groups may include students of very different ages and in different life situations. Different nationalities and cultures meet on our campuses. The activities are guided by the Universities of Applied Sciences Act and Decree, degree regulations, rules and regulations, and ethical and pedagogical principles that ensure a high-quality, equal and safe educational, study and working environment.

Goal 1:

All applicants have equal opportunities to apply for and be admitted to Jamk's degree programmes.

Measures:

- We are developing communication aimed at applicants into an accessible format for everyone, including those in need of special support.
- We encourage applicants, regardless of gender, to apply equally to different fields.
- We offer training options for people of different ages and in different life situations, from degree training to short courses.
- We ensure that student admissions are carried out fairly and in accordance with clear and transparent admission criteria.
- We enable special arrangements in entrance examinations, e.g. longer response time, quiet space, and assistive devices.

Responsibility: Marketing and Communications, Education Development Services, Admission Services, Units

Goal 2:

The study and learning environment (learning materials, teaching technologies, teaching methods and study assessment procedures) provides all students with equal opportunities to study and complete a degree on time.

Measures:

- We are developing alternative ways of studying independently of time and place.
- We take care of the accessibility of our facilities
- If possible, we make special arrangements with students in need of special support and take into account society's support systems.
- We take into account individual needs related to learning difficulties, disability or cultural and linguistic background.

Responsibility: units, education development services, facility services, accessibility contact person

Goal 3:

Jamk has an equal, just, safe, inclusive and inspiring study atmosphere.

Measures:

- We treat everyone equally, regardless of age, gender, sexual orientation, worldview, belief, ethnic background, nationality or language.
- We do not discriminate against anyone on the basis of disability or health.
- If the student encounters discrimination, bullying or unequal treatment either by students or staff, the student can turn to the teacher tutor, study counsellor, JAMKO's harassment contact person or tutor.

Responsibility: the entire Jamk community, JAMKO, Head of Student Services

- We will develop an operating model for students on how to act when they encounter inappropriate treatment.

Vastuu: Academic Affairs Committee

- We monitor and evaluate the realization of equality and equity by adding a new dimension to the student feedback survey and the student union's feedback survey.

Responsibility: Quality Manager

Goal 4:

Diverse guidance and support services enable smooth progress in studies.

Measures:

- At the beginning of the studies, a PLP is drawn up with each student, which can take into account the student's life situation, possible flexibility needs and special study arrangements. The PLPs are also reviewed annually between the student and the teacher tutor and edited if necessary.

Responsibility: student, teacher tutor

- We support the smooth and accessible progress of studies with a wide range of guidance and support services. Examples of guidance and support services that take place in groups include support measures related to stage fright, learning a foreign language, perceiving written language, or reading and writing. Individual support is available from a study psychologist. Other forms of support include alternative ways of completing studies, learning materials, learning aids and interpreter services. Peer guidance supports students at different stages of their studies.
- Jamk's student well-being group develops and shares good practices to support students' ability to study, self-directed and fluent studying, and to prevent delays and interruptions in studies.

Responsibility: Student well-being group

- Jamk strives to guarantee support services to all degree students on its campuses, including those enrolled at the partner university of applied sciences.

Responsibility: management, support services, JAMKO

- The student's gender, age or other personal characteristics do not affect teaching, guidance or the assessment of study attainments.

Responsibility: teachers, JAMKO in cooperation with Jamk

Goal 5:

As equal members of the higher education community, students have the opportunity to influence the development of their affairs and Jamk, also in terms of equality and equity.

Measures:

- We offer students ways to make a difference in the higher education community. Each Jamk working group has student representation, and all representatives have personal deputy members.

Responsibility: working group leaders, JAMKO

- The students meet with Jamk's management regularly.

Responsibility: Rector, JAMKO

Goal 6:

Fair treatment in student selection, study rights or assessment.

Measures: Students have the opportunity to apply for rectification if they feel they have been treated unfairly.

Responsibility: Student, Academic Affairs Committee, Board of Examiners, Head of Student Services

Goal 7:

We encourage our students to give feedback.

Measures: We will harmonize feedback channels in all sectors. Examples of feedback opportunities include course feedback, student feedback surveys, grumble week and immediate feedback.

Responsibility: Quality Manager

4 MONITORING, INSTITUTIONS AND RESOURCES

Jamk conducts an annual PeoplePower employee satisfaction survey. Every other year, the survey is more narrow, so-called Pulse survey. The study includes several statements related to the experience of equality and equity, reflecting these issues from the perspective of one's own work, the immediate team and the Jamk community. Workplace surveys are carried out in each unit every five years. In the workplace survey process, a survey is conducted among the unit's personnel, which also charts experiences related to equality and equity.

Jamk has a statutory Occupational Safety and Health Committee, in which the employer and the employees of the workplace are represented. The Occupational Safety and Health Committee monitors the results of personnel surveys, makes proposals and issues statements on the realization and development of equality and equity at Jamk. The personnel may submit proposals and statements concerning equality and equity work to the occupational safety and health committee. Jamk's co-operation group and RDI management group also monitor the realization of equality and equity annually and make proposals for the development of operations.

A separate equality and equity survey is carried out every three years for the personnel, on the basis of which the equality and equity plan is updated. In addition, the occupational safety and health committee may initiate separate equality and equity studies in cooperation with the management.

Resources for Jamk's equality and equity work consist of internal human resources, which are located especially in human resources, the occupational safety organisation and the co-operation group. The low-threshold harassment contact persons for the personnel are the occupational safety and health representatives of the units. In addition, Jamk's own staff can be utilised in internal equality and equity training. It is estimated that about 5000 € per year is spent on purchasing services from outside (training and coaching).

After two semesters of studies, students are given a feedback survey to chart, among other things: the importance of Jamk's guidance services and special support in the progress of studies, as well as the well-being and coping of students.

The Student Union JAMKO monitors the realization of equality and equity through its own activities, e.g. with an annual student feedback survey, actively communicating the themes to students and stakeholders, training and involving tutors, active actors and educational sector organizations, paying attention to its own activities, and actively monitoring and reporting on the themes to the university. JAMKO has representatives in the Student Affairs Board, which outlines and monitors the university's equality and equity work.

At the Student Union JAMKO, equality and equity work is promoted by an expert in communications and advocacy, an expert in guidance and well-being, a person in charge of social affairs and a chairperson in cooperation with the entire board. They will be allocated working time to implement measures related to equity and equality in the higher education community and opportunities to maintain their professional skills through training.

Student Union JAMKO's resources to promote and develop Jamk's equality and equity work are related to the working hours of JAMKO's staff and actors, and their costs are estimated annually approximately 3 500€/year.

Tämä dokumentti on allekirjoitettu sähköisesti JAMK Sign-järjestelmällä
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Jyväskylän Ammattikorkeakoulu Oy

Vesa Saarikoski

Rehtori, Rector

Organisaation varmentama (JAMK-käyttäjätunnus) (eIDAS-tunnistamisen varmuustaso: korotettu)
Certified by organization (JAMK user account) (eIDAS level of assurance: substantial)

Certified by organization