



UPPSALA  
UNIVERSITET

UFV 2014/455

# Action plan for equal opportunities

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2014-2016

Adopted by the Vice Chancellor on 08/04/2014

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## Introduction

At Uppsala University all employees and students shall be treated with respect and be given the opportunity to work and study on equal terms regardless of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation, age or social background. Equal opportunities are a quality issue for the organization and a justice issue for the individual.

The point of departure for this action plan is the Higher Education Act (SFS 1992:1434), Discrimination Act (SFS 2008:567), Ordinance (2001:526) Regarding the Responsibility of Governmental Authorities for Implementing the Disability Policy and Uppsala University's Equal Opportunities Programme.

Uppsala University's Equal Opportunities Programme states the targets and strategies which apply for the work on equal opportunities and who is responsible for respective supports of the systematic work on equal opportunities.

This action plan for the period 2014-2016 states the decided standing assignments, targets, measures and the division of responsibilities. The action plan also states how the work shall be followed up. The action plan is adopted by the Vice Chancellor of the University.

## Discrimination Act

The Discrimination Act covers seven grounds of discrimination – sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation and age.

The requirements of the Discrimination Act for employers and education providers vary between the different grounds of discrimination:

- For three grounds of discrimination (sex, ethnicity and religion or other belief) there are requirements for preventative work for employees.
- For the ground of discrimination sex there is requirement for a 3 year action plan for employees.
- For five grounds of discrimination (sex, sexual orientation, ethnicity, religion or other belief and disability) there are requirements for 1 year action plans for students.

## Action plans within the area of equal opportunities

See the Flow chart of Uppsala University's goals and regulation documents for equal opportunities work in appendix 1.

### Action plan for equal opportunities

At the pan-university level a three year Action plan for equal opportunities is adopted which includes the requirements of the Discrimination Act for action plan for equality. At the disciplinary domain/faculty level and departmental level/equivalent with at least 25 employees, either an action plan for equal opportunities or a gender equality plan shall be prepared. These action plans shall contain targets which can be followed-up and instructions for temporal concrete measures in which those in charge are specified. The action plans shall be published on each website.

The action plan at the disciplinary domain/faculty level shall be based on the pan-university action plan. The action plans of departments/equivalent shall be based on both the action plan of the disciplinary domain/faculty and on the pan-university action plan.

### Action plan for equal treatment of students

At the pan-university level a one year action plan for equal treatment of students is adopted in accordance with Chapter 3, § 16 of the Discrimination Act. Each domain/faculty board shall also annually prepare an action plan for equal treatment of students. This shall have concrete information on how the University's shared intentions for equal treatment of students shall be implemented within the disciplinary domain/faculty. The starting point should therefore be the pan-university Action plan for equal treatment of students. The respective faculty's Action plan for equal treatment of students shall be published on the respective website.

### Follow-up

The officer in charge of implementation of assignments and measures in the pan-university action plan must submit reports within the framework of regular follow-up of activities. This applies to measures at both pan-university, disciplinary domain/faculty, and the department level/equivalent.

Based on the reports, annually the Human Resources Division compiles how the assignments and measures of the previous year have been carried out.

In accordance with its commission, the Council for Equal Opportunities shall analyse the annual follow-up of the University's work on equal opportunities and report to the Vice Chancellor in a manner that all grounds of discrimination are highlighted.

## Standing assignments

**Equal opportunities work shall be integrated into all activities at Uppsala University. This means that the work shall primarily consist of continuous efforts in the daily work. The assignments are generally formulated. How the assignments are carried out shall be stated in the annual follow-up.**

### A. Standing assignments which cover the entire University

#### Work and study conditions

- All managers in charge within all activities shall actively work towards ensuring that the work environment/study environment is free from discrimination, offensive behaviour and harassment. All employees, including doctoral students and students shall be informed about the meaning of the concepts harassment and sexual harassment, and where the University's information material "On the prohibition of and measures against discrimination. Information for students"<sup>1</sup> is available.
- All managers in charge within all activities shall work towards highlighting heteronormativity in the work and study environment and actively counteract its consequences.
- All those who are active shall be given the opportunity to combine studies, research and other work at the University with parenthood. The guidelines are stipulated in "Uppsala University's parental policy."
- Individual adaptation and accessibility measures for people with disabilities regarding premises, furniture and fittings and equipment shall be taken in accordance with specific decisions.
- Issues concerning the work environment and equal opportunities shall be highlighted in connection with performance reviews.
- Aspects concerning equal opportunities shall be integrated when updating provisions, guidelines, action plans and programmes.

#### Information

- Students shall routinely be informed about the support which can be offered to students with disabilities.
- Students shall routinely be informed about the activities at the Language Workshop and Reading studio.
- The information of the University shall be designed so that people with disabilities can communicate with Uppsala University and search for information on equal terms as every other student, employee or visitor.

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<sup>1</sup> "About prohibition of and measures against discrimination. Information for students and employees" can be downloaded as a PDF from the Employee portal <https://mp.uu.se/web/info/anstallning/likavillkor/program-plan-riktlinjer>.

### **Leadership positions, investigative and decision-making bodies**

- Uppsala University must achieve gender balance in all positions which entail responsibility for managing operations and/or staff and in investigative and decision-making bodies. Both men and women shall be nominated for assignments within the University to an equal degree and the bodies in which the University is represented. When only one individual is to be nominated for a board, one man and one woman shall be suggested. Departure from these nominating regulations shall be justified in writing.
- In collegial elections via an assembly of electors, where the ultimate decision is to be made by a superior instance, the assembly of electors must be charged with nominating at least one candidate of each sex.

### **Pay and competence development**

- All managers in charge within all activities shall actively work towards ensuring that all staff categories continuously benefit from competence development.
- Pay at Uppsala University must be gender-neutral. Pay differentials shall be objectively warranted.

### **Recruitment**

- Advertisement shall be done in such a way as to attract a broad spectrum of applicants. Vacant positions shall be described in gender-neutral terms and potential applicants of the under-represented sex shall be actively sought.
- Each body at the University that submits proposals for employment, for example, recruitment groups, shall provide a written account of how the gender equality aspect<sup>2</sup> has been considered; otherwise the officer making the employment decision must refer back the matter back to the body. This account must consist of a review of the deliberations made in the context.

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<sup>2</sup> Link to the Employee portal: <https://mp.uu.se/web/info/anstallning/lika-villkor/rekrytering>.

## B. Standing assignments which specifically cover the disciplinary domains, faculties and departments

### Work and study conditions

- The Faculty Boards shall decide on measures which result in each student in courses which result in interaction with patients/clients/equivalent acquiring greater awareness on different living conditions of people in terms of sexual orientation, transgender identity or transgender expression. Examples of such courses are law, teaching, psychology and theology, social studies, courses within behavioural science and all programmes within medicine and pharmaceutics.
- Students at Uppsala University shall, as far as possible, be offered teaching by lecturers/supervisors of different sex. This relates to entire education programmes and subject studies of at least 30 credits.
- Teaching and examination forms shall be adapted and made available for students with disabilities.

### Information

- Each department/equivalent shall clearly state on its website who at the department/equivalent students with disabilities can contact for support in the study situation.
- Each department/equivalent shall translate its information material related to recruitment, work conditions and harassment to English.

### Gender Equality officers and working groups

- Each department/equivalent shall appoint a Gender Equality Officer and working group. Both employees and students shall be represented in the working groups. The domain/faculty boards/equivalent are recommended to, in an equivalent manner, establish special bodies for investigating gender equality cases.

### Recruitment

- One member shall specifically be responsible for monitoring equal opportunities issues in each recruitment group/equivalent within the University.
- For appointments with expert proceedings, in which an assessment is obtained from two or more people, men and women shall be equally represented as far as possible. Departure from this shall be justified in writing.

## C. Standing assignments which specifically cover the University Administration

**Standing assignments to the University Director and how the University Director has distributed these assignments are presented below. How the assignments are carried out shall be stated in the annual follow-up.**

### **Division for Communication and External Relations**

- Consider aspects related to equal opportunities for text and image production.
- Ensure that new web publishing tools comply with international standards for accessibility on the web.

### **Buildings Division**

- Comply with the guidelines in the Handisam series “Riv Hindren – Riktlinjer för tillgänglighet”<sup>3</sup> (Tear Down the Barriers – Guidelines for Accessibility) for reconstruction and/or new construction.
- Plan for furnishing and equipment required for people with disabilities are included in connection with supply of premises measures.
- Design and introduce procedures for the equal opportunities perspective being considered in connection with new construction.

### **Human Resources Division**

- Advertise once per term in Swedish and English about the Discrimination Act in student union magazines.
- Conduct follow-up of assignments and measures in the “Action plan for equal opportunities” in accordance with the requirements of the Discrimination Act.
- Inform relevant people at the University that they shall inform their partners within placement studies about the Discrimination Act and “Guidelines for handling harassment cases in accordance with the Discrimination Act”<sup>4</sup>.
- Inform heads of department/equivalent about this “Action plan for equal opportunities” and “Guidelines for handling harassment cases in accordance with the Discrimination Act.”
- Initiate, coordinate and participate in internal and external forums for exchange of knowledge within the area of equal opportunities.
- Provide information, advice, competence development, and training about equal opportunities to the entire operations.
- Conduct salary surveys every third year.
- Translate to English newly produced regulations, guidelines, action plans and procedures within the division's functional responsibility.

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<sup>3</sup> “Tear Down the Barriers – Guidelines for Accessibility. In accordance with Ordinance 2001:526 which is concerned with the responsibility of national authorities for the implementation of disability policy” can be downloaded as a PDF from [www.handisam.se](http://www.handisam.se).

<sup>4</sup> Uppsala University's “Guidelines for handling harassment cases in accordance with the Discrimination Act” are accessible as a PDF in the Set of targets, rules and regulations at [www.uu.se](http://www.uu.se).



**Planning Division**

- Offer consultative support and training within the area of accessibility from an educational perspective.
- Offer courses on the treatment of heterogeneous student groups “Nya studenter – nya utmaningar” (New students – new challenges), focusing on lecturers, administrative staff and others who have contact with students as a part of their work.
- Provide English courses for teaching staff that are expected to lecture in English.
- Collaborate with the Council for Equal Opportunities for the integration of equal opportunities work in the University's quality management.

**Student Affairs and Academic Registry Division**

- Consider aspects related to equal opportunities for text and image production.
- Offer consultative support and training within the area of accessibility for student cases.
- Offer service and provide support to students with disabilities.
- Inform about the various forms of support which Uppsala University offers to students in the form of, for example, the Language Workshop.
- Participate in the University's work on accessibility issues

## Targets for the period 2014-2016

**Below are the prioritized targets for equal opportunities work for the 2014-2016 period. These are formulated based on the University's Equal Opportunities Programme.**

By the end of the period, the following targets must have been reached:

- Mapping of how the work on equal opportunities is managed at the disciplinary domain, faculty and department level is conducted.
- Prerequisites for systematic and active work for increasing diversity among the University's employees have been created.
- The LGBTQ perspective shall have been highlighted.
- Efforts to reduce absence due to illness among female doctoral students have been implemented at Uppsala University.
- The consequences of introducing tuition fees for students from non-EU countries have been mapped from an equal opportunities perspective.
- The social study environment of students has been examined from an equal opportunities perspective.
- Specific efforts for improving accessibility for students have been introduced.
- The recruitment groups of the University have undergone the training "Rekrytering på lika villkor" (Recruitment on equal terms).
- Measures for developing competence for the ground of discrimination Age have been implemented.
- Measures for increasing awareness of normativity in the work and study environment have been implemented.
- Measures against unequal opportunities for academic and/or administrative career have been implemented.
- Measures against processes which entail unequal opportunities for applying for and receiving resources have been implemented.

## Measures

Attaining the period's targets requires distinctive efforts from the disciplinary domains, faculties and departments/equivalent as well as the University Administration. Measures at the disciplinary domain, faculty and department level/equivalent are determined by the respective University management.

The person(s) assigned responsibility must lead or be responsible for the investigation and planning necessary for the measure in question to be decided or implemented by the person or body authorized to do so.

## 2014

### Domain/faculty boards

- Map the operations and organization of the equal opportunities work.  
**Officer in charge:** Chairman of respective domain/faculty board

### University Administration

- Start inventory-taking of hearing technical aids in all lecture and seminar halls.  
**Officer in charge:** University Director (Head of the Buildings Division)
- Investigate the legal opportunities of producing the University's course compendium as accessible PDF files.  
**Officer in charge:** University Director (Head of the Legal Affairs Division)
- Organize theme day on the ground of discrimination Age for the Council for Equal Opportunities.
- Offer employees "Education about Norms and Norm Critical Pedagogy".
- Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).
- In collaboration with the Swedish Public Employment Service start work on introducing work placement programmes for people with disabilities.
- Investigate how the University's gender equality indicators are applied in the different areas of the operations.  
**Officer in charge:** University Director (Director of Human Resources)
- Offer measures for reducing absence due to illness among female doctoral students.  
**Officer in charge:** University Director (Director of Human Resources in collaboration with the heads of the Faculty offices)
- Design courses for doctoral students, lecturers and researcher about Uppsala University as organization, norms as well as master suppression techniques and counter strategies.  
**Officer in charge:** University Director (the Planning Director in collaboration with the Director of Human Resources)
- Map the consequences of introducing tuition fees for students from non-EU countries from an equal opportunities perspective.  
**Officer in charge:** University Director (Head of the Student Affairs and Academic Registry Division in collaboration with the Planning Director)
- Design information material on which rights and opportunities students with disabilities have for international study exchange.  
**Officer in charge:** University Director (Head of the Student Affairs and Academic Registry Division)

## 2015

### Domain/faculty boards

- Design measures which aim to increase the share of associate professors of the under-represented sex.

**Officer in charge:** Chairman of respective domain/faculty board

### University Administration

- Complete inventory-taking of hearing technical aids in all lecture and seminar halls.
- Design an accessible pan-University model for web-based orientation drawing.
- Organize open lectures on LGBTQ issues.
- Offer employees "Education about Norms and Norm Critical Pedagogy".
- Offer a work placement programme for people with disabilities, in collaboration with Arbetsförmedlingen (the Swedish Public Employment Service).
- Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).
- Investigate the prerequisites for LGBT certification of different operational areas.
- Investigate the need of continuous gathering of statistics in terms of origin of birth of students and employees, and in which forms.
- Prepare training on norm critical aspects and treatment.

**Officer in charge:** University Director (Head of the Buildings Division)

- Offer measures for reducing absence due to illness among female doctoral students.

**Officer in charge:** University Director (Director of Human Resources in collaboration with heads of the Faculty offices)

- Follow-up the results of Sveriges förenade HBTQ-studenters project "Avslöja heteronormen" (Reveal the Heteronorm).

**Officer in charge:** University Director (the Director of Human Resources in collaboration with the student unions)

- Conduct review of the University's academic festivals and ceremonies from an equal opportunities perspective.

**Officer in charge:** University Director (the Director of Human Resources in collaboration with the Director of Communication)

- Prepare supporting material for investigating the social study environment for students, including exchange students and students in international programmes, from an equal opportunities perspective.

**Officer in charge:** University Director (the Planning Director in collaboration with the Head of the Student Affairs and Academic Registry Division)

- Offer courses for doctoral students, lecturers and researchers about Uppsala University as organization, norms as well as master suppression techniques and counter strategies.

**Officer in charge:** University Director (the Planning Director in collaboration with the Director of Human Resources)

- Map the disciplinary domains' strategic investments and Vice Chancellor's strategic funds from a gender equality perspective.

**Officer in charge:** University Director (the Planning Director in collaboration with heads of the Faculty offices)

- If possible, prepare guidelines for production of the University's course compendium as accessible PDF files.  
**Officer in charge:** University Director (Head of the Student Affairs and Academic Registry Division)

## 2016

### Domain/faculty boards

- Conduct measures which aim to increase the share of associate professors of the under-represented sex.

**Officer in charge:** Chairman of respective domain/faculty board

### University Administration

- Implement each campus area's buildings in the accessible model for web-based orientation drawing.  
**Officer in charge:** University Director (Head of the Buildings Division in collaboration with the Director of Communication)
- Rectify deficiencies in lecture and seminar halls for hearing technical aids.  
**Officer in charge:** University Director (Head of the Buildings Division)
- Offer employees "Education about Norms and Norm Critical Pedagogy".
- Offer a work placement programme for people with disabilities, in collaboration with Arbetsförmedlingen (the Swedish Public Employment Service), and evaluate this.
- Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).
- Conduct pilot study of forms for follow-up when employees, including doctoral students, choose to end their employment/service.
- If possible, offer operational areas the opportunity to LGBT certify areas of the operations.
- Investigate the situation of foreign doctoral students in terms of the work environment and working conditions.
- Prepare proposals for designing mentor operations for doctoral students.
- Prepare proposals for measures for increasing diversity among the staff of the University Administration.  
**Officer in charge:** University Director (Director of Human Resources)
- Design measures based on the review of the University's academic festivals and ceremonies from an equal opportunities perspective.  
**Officer in charge:** University Director (the Director of Human Resources in collaboration with the Director of Communication)
- Investigate the social study environment for students, including exchange students and students in international programmes, from an equal opportunities perspective.  
**Officer in charge:** University Director (the Director of Human Resources in collaboration with the Planning Director and Head of the Student Affairs and Academic Registry Division)
- Evaluate measures which have been conducted for reducing absence due to illness among female doctoral students.  
**Officer in charge:** University Director (Director of Human Resources in collaboration with heads of the Faculty offices)
- Offer courses for doctoral students, lecturers and researchers about Uppsala University as organization, norms as well as master suppression techniques and counter strategies.  
**Officer in charge:** University Director (the Planning Director in collaboration with the Director of Human Resources)

- Offer directors of studies, study advisers and student administration staff training on non-normative aspects and treatment  
**Officer in charge:** University Director (Head of the Student Affairs and Academic Registry Division in collaboration with the Director of Human Resources)

## Appendices

Appendix 1. Flow chart of Uppsala University's goals and regulation document for equal opportunities work





## Appendix 2. Glossary

### Discrimination Act (2008:567)

The Discrimination Act entered into force on 1 January 2009 and replaced the previous acts which in the civil law area regulated discrimination: the Equal Opportunities Act, Act on Measures against Discrimination in Working Life on Grounds of Ethnic Origin, Religion or other Belief, Prohibition of Discrimination in Working Life on Grounds of Disability Act, Act on a Ban against Discrimination in Working Life on Grounds of Sexual Orientation, Equal Treatment of Students at Universities Act, Prohibition of Discrimination Act and Act Prohibiting Discriminatory and Other Degrading Treatment of Children and Pupils. The Discrimination Act shall combat discrimination and in other ways promote equal rights and opportunities regardless of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

### Ethnicity

Is defined in the Discrimination Act (2008:567) as: national or ethnic origin, skin colour or other similar circumstance.

### Disability

Is defined in the Discrimination Act (2008:567) as: permanent physical, mental or intellectual limitation of a person's functional capacity that as a consequence of injury or illness existed at birth, has arisen since then or can be expected to arise. Disability is not a characteristic of a person. Instead it is the environment which can be disabling. It may involve deficiencies in accessibility for, for example, public premises, information, the opportunities for work, etc.

A disability may entail lifelong impairments of functions which may have consequences for the opportunity of people to perform different activities and restrict the sort of life people actually want to lead. There are different definitions of what constitutes a disability, which makes it difficult to estimate how many people have a disability.

### Handisam

Handisam is an agency which coordinates, accelerates and follows-up disability policies.

### Action plan for widening participation

Since 2002 the Government has commissioned higher education institutions to work on widening participation. The Student Affairs and Academic Registry Division at Uppsala University has been commissioned to prepare an action plan for widening participation. Widening participation entails attaining a more proportional distribution of the student population in terms of ethnic and social background, sex and disability.

### Action plan for equal treatment of students

Is an action plan which education providers annually shall prepare centrally and at the domain/faculty level. It shall contain measures to promote equal rights and opportunities for students who participate in or contact the operations. In accordance with the Act, the action plan shall cover at least the grounds of discrimination sex, ethnicity, religion or other belief, disability or sexual orientation.

### Heteronormativity

The conception that everyone is heterosexual and that this is the natural and desirable way to live. One of the starting points is expectations of womanhood and manhood as opposites and supplements of each other. Heteronormativity is about power. Those who belong to the heterosexual norm have the privilege of being something more than their sexual orientation and also have the power of assessing what is different and undesirable. Those who transgress the boundaries of heterosexuality are perceived as deviants. Source: Glossary of Equality Ombudsman (DO), [www.do.se](http://www.do.se).

## Sex

Is defined in the Discrimination Act (2008:567) as: that someone is a woman or a man.

## Transgender identity or expression

Transgender identity and expression is defined in the Discrimination Act (2008:567) as: that someone does not identify herself or himself as a woman or a man or expresses by their manner of dressing or in some other way that they belong to another sex.

## Reading studio

The Reading studio is located in the library at the Campus area called Blåsenhus and can be accessed when the library is open. The Reading Studio has two computer stations with various programs and functions for people with reading impairments. When you schedule a time, choose the computer station that is most suitable to your needs. Link to the website of the Reading Studio: [www.uu.se/sv/Service/For-dig-med-funktionshinder/Lasstudio/](http://www.uu.se/sv/Service/For-dig-med-funktionshinder/Lasstudio/).

## Diversity

The concept diversity stands for a numerical representation of various categories. The concept often refers to ethnic categories, which in Sweden are directly associated with countries of birth. In this action plan diversity refers to the grounds of discrimination ethnicity, religion or other belief.

## Religion or other belief

This ground of discrimination is not defined in the Discrimination Act (2008:567). The legislative history of the Discrimination Act (2008:567) Government Bill 2007/08:95 exemplify what is perceived as other belief. These are views such as Buddhism, atheism and agnosticism. However, racist beliefs for example are not covered. Even ethical or philosophical values which are not related to religion fall outside. Political views are not either covered (Government Bill page 81–83).

## Sexual orientation

Is defined in the Discrimination Act (2008:567) as: homosexual, bisexual or heterosexual orientation.

Language Workshop [www.sprakverkstaden.uu.se](http://www.sprakverkstaden.uu.se)

## Accessible PDFs

An accessible PDF means that the file has been created in such a manner that a person who with an aid gets the file read to them, is clearly informed of what the heading is, what the running text is and how any images appear.

### Appendix 3. Overview targets and measures 2014-2016

| Area                | Target 2014–2016  | Measures 2014  | Measures 2015   | Measures 2016   |
|---------------------|---|--|---|---|
| Equal opportunities | Mapping of how the work on equal opportunities is managed at the domain, faculty and department level is conducted.       | Map the operations and organization of the equal opportunities work.                                       |   |   |
| SEX                 |   | Investigate how the University's equality indicators are applied in the different areas of the operations. |   |   |
| Diversity           | Prerequisites for systematic and active work for increasing diversity among the University's employees have been created. |  | Investigate the need of continuous gathering of statistics in terms of origin of birth of students and employees, and in which forms. | Prepare proposals for measures for increasing diversity among the staff of the University Administration.       |
|                     |   |  |   |   |
| LGBT                | The LGBTQ perspective shall have been highlighted.  |  | Investigate the prerequisites for LGBT certification of different operational areas.  | If possible, offer operational areas the opportunity to LGBT certify areas of the operations.                   |
|                     |   |  | Organize open lectures on LGBTQ issues.   |   |
|                     |   |  | Follow-up the results of Sweden's united LGBTQ students' project "Avslöja heteronormen" (Reveal the Heteronorm).                      |   |
| Sex                 | Efforts to reduce absence due to illness among female doctoral students have been implemented at Uppsala University.      | Offer measures for reducing absence due to illness among female doctoral students.                         | Offer measures for reducing absence due to illness among female doctoral students.  | Evaluate measures which have been conducted for reducing absence due to illness among female doctoral students. |

| Area                | Target 2014–2016  | Measures 2014   | Measures 2015   | Measures 2016   |
|---------------------|---|---|---|---|
| Diversity           | The consequences of introducing tuition fees for students from non-EU countries have been mapped from an equal opportunities perspective. | Map the consequences of introducing tuition fees for students from non-EU countries from an equal opportunities perspective.    |   |   |
| Equal opportunities | The social study environment of students has been examined from an equal opportunities perspective.                                       |   | Prepare supporting material for investigating the social study environment for students, including exchange students and students in international programmes, from an equal opportunities perspective. | Investigate the social study environment for students, including exchange students and students in international programmes, from an equal opportunities perspective. |
| Accessibility       | Specific efforts for improving accessibility for students have been introduced.   | Start inventory-taking of hearing technical aids in all lecture and seminar halls.  | Complete inventory-taking of hearing technical aids in all lecture and seminar halls.   | Rectify deficiencies in lecture and seminar halls for hearing technical aids.   |
|                     |   | Investigate the legal opportunities of producing the University's course compendium as accessible PDF files.                    | If possible, prepare guidelines for production of the University's course compendium as accessible PDF files.   |   |
|                     |   |   | Design an accessible pan-University model for web-based orientation drawing.  | Implement each campus area's buildings in the accessible model for web-based orientation drawing.   |
|                     |   | Design information material on which rights and opportunities students with disabilities have for international study exchange. |   |   |
| Equal opportunities | The recruitment groups of the University have undergone the training "Rekrytering på lika villkor" (Recruitment on equal terms).          | Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).      | Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).  | Offer recruitment groups and assembly of electors the training "Rekrytering på lika villkor" (Recruitment on equal terms).  |

| Area                | Target 2014–2016  | Measures 2014   | Measures 2015   | Measures 2016   |
|---------------------|---|---|---|---|
| Age                 | Measures for developing competence for the ground of discrimination age have been implemented.            | Organize theme day on the ground of discrimination age for the Council for Equal Opportunities.   |   |   |
| Equal opportunities | Measures for increasing awareness of normativity in the work and study environment have been implemented. |   | Prepare training on non-normative aspects and treatment.  | Offer directors of studies, study advisers and student administration staff training on non-normative aspects and treatment   |
|                     |   |   | Conduct review of the University's academic festivals and ceremonies from an equal opportunities perspective.   | Design measures based on the review of the University's academic festivals and ceremonies from an equal opportunities perspective.  |
|                     |   |   | Offer employees "Education about Norms and Norm Critical Pedagogy".   | Offer employees "Education about Norms and Norm Critical Pedagogy".   |
| Equal opportunities | Measures against unequal opportunities for academic and/or administrative career have been implemented.   | Design courses for doctoral students, lecturers and researcher about Uppsala University as organization, norms, master suppression techniques and counter strategies. | Offer courses for doctoral students, lecturers and researchers about Uppsala University as organization, norms as well as master suppression techniques and counter strategies. | Offer courses for doctoral students, lecturers and researchers about Uppsala University as organization, norms as well as master suppression techniques and counter strategies. |
|                     |   |   |   | Conduct pilot study of forms for follow-up when employees, including doctoral students, choose to end their employment/service  |
|                     |   |   | Design measures which aim to increase the share of associate professors of the under-represented sex.   | Conduct measures which aim to increase the share of associate professors of the under-represented sex.  |
| Sex                 |   |   |   |   |
| Equal               |   |   |   | Investigate the situation of foreign doctoral students in terms of the work environment and working conditions.   |

| Area                | Target 2014–2016  | Measures 2014 | Measures 2015   | Measures 2016  |
|---------------------|---|---------------|---|--|
| opportunities       |   |               |   |  |
| Equal opportunities |   |               |   | Prepare proposals for designing mentor operations for doctoral students.   |
| Accessibility       |   |               |   | In collaboration with Arbetsförmedlingen (the Swedish Public Employment Service) start work on introducing work placement programmes for people with disabilities. |
| SEX                 | Measures against processes which entail unequal opportunities for applying for and receiving resources have been implemented. |               | Map the disciplinary domains' strategic investments and Vice Chancellor's strategic funds from an equality perspective. |  |