SEAMK
Seinäjoen ammattikorkeakoulu
Seinäjoki University of Applied Sciences

Equality and Non-Discrimination Plan 1 January 2026 – 31 December 2027

Seinäjoki University of Applied Sciences

Codetermination Advisory Board 2 February 2026

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1. Introduction

Seinäjoki University of Applied Sciences (SEAMK) aims to promote equality, non-discrimination, diversity, and wellbeing in the work community and place of study by means of the measures recorded in the Equality and Non-Discrimination Plan.

SEAMK's values include entrepreneurial spirit, internationality, SEAMK spirit, and responsibility. These values can be explained in more detail as follows:

> *"We do things together, value each other, and care for each other. We operate in an open and interactive manner. We share the joys of success. We are proud of our expertise and our university of applied sciences. We assume responsibility for developing the professional skills and employability of our students and the success of the region. We care about our collective wellbeing and the environment. Each of us is responsible for our own actions and we encourage students to act responsibly. We develop our expertise and share our knowledge with others."*

Under the Act on Equality between Women and Men (hereafter 'the Equality Act') (Laki naisten ja miesten välisestä tasa-arvosta 609/1986), employers must promote gender equality in working life in a targeted and systematic manner. An employer must prepare an equality plan if it employs at least 30 employees on a regular basis. This plan must pay particular attention to salaries and wages and other terms and conditions of employment. It must be drawn up at least every two years and record measures to promote equality.

An education provider must ensure that women and men have the same opportunities for education and professional development and that teaching, research, and learning materials support the implementation of the aims and measures provided for under the Equality Act. Special attention should be paid to student selection and admissions, the organisation of teaching, learning differences

and the assessment of study attainments, and the prevention and elimination of sexual harassment and gender-based harassment.

The purpose of the Non-Discrimination Act (Yhdenvertaisuuslaki 1325/2014) is to promote equality and prevent discrimination. Under the Act, no person shall be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activities, family relations, health, disability, sexual orientation or any other personal reason. An employer must assess the realisation of non-discrimination at the workplace and, in taking the workplace's needs into account, develop the working conditions and operating methods to be followed when selecting personnel and when making decisions concerning personnel. Employers employing more than 30 people must prepare a plan detailing the measures required to promote non-discrimination. An education provider must assess the realisation of non-discrimination in its activities and take the necessary measures to promote non-discrimination.

At Seinäjoki University of Applied Sciences, the above two documents have been combined into an Equality and Non-Discrimination Plan that is updated every two years. The plan has been updated by the SEAMK Equality and Non-Discrimination Working Group consisting of Administrative Director Johanna Säilä-Jokinen (chair); Principal Lecturer Emilia Kangas; Development Manager, Human Resources Mervi Lehtola; Project Manager Lotta Haapala; shop steward (Trade Union of Education, OAJ) Marja-Liisa Saariaho; and Development Manager, Learning and Teaching Tuija Vasikkaniemi.

2. Equality and non-discrimination at SEAMK

In accordance with the Equality Act, SEAMK has prepared a report on equality in the workplace/educational institution, a breakdown of the distribution of women and men in different roles, and a survey of the classification, salaries, and pay differences in the work duties of women and men. A statistical report on the number of personnel has been compiled using the personnel and student figures for 2025.

2.1. Personnel

The findings of the review required by the Equality Act regarding the placement of women and men in different roles are presented in the tables of Appendix 1 by gender[1], title, wage group, and the nature of the employment relationship. The age distribution of the personnel has also been examined.

The average age of SEAMK employees has risen gradually since 2022. At the end of 2025, the average age of all SEAMK employees was 48.1. The average age of women was 1.8 years higher than that of men.

In 2025, a total of 401 person-years of full-time work was carried out at SEAMK. Of this, the share of teaching was about 47%, the share of RDI work was about 22%, and the share of other work was about 31%. Women accounted for about 64% of the aforementioned person-year accumulation. Especially in administrative and support service tasks (so-called other work), the share of women was high, or more than 70%.

The share of fixed-term tasks in the person-years performed at SEAMK is relatively small. In 2025, persons working in fixed-term employment relationships produced about 22% of the total number of person-years. However, there are considerable differences between employee groups in this respect. While the share of fixed-term work in teaching was only 6%, the corresponding share in RDI was as high as 60%. This result is explained by the fact that the majority of RDI work is carried out in fixed-term projects. Another large group of fixed-term employees consists of students carrying out their work placement.

[1] The systems currently available allow employees to be grouped by gender only into men and women.

Part-time employees account for less than one tenth of SEAMK's employees each year. In 2025, the share was about 8%. In previous years, part-time work has been clearly more common among women than men, but the gender gap has evened out. In 2025, it was 2 percentage points.

Over the past ten years, SEAMK has made determined efforts to grow the number of international students and employees. However, the share of international employees at SEAMK is still fairly modest, and their numbers have even started to decline in recent years. From the beginning of the 2020s, the number of non-Finnish employees rose slowly from year to year, reaching a level of slightly over 8 person-years in 2023 at its highest. In 2025, that number was 6.82 person-years. The share of work performed by international employees at SEAMK has also decreased from 2.1% (in 2023) to 1.7%.

In 2025, the average monthly salary of SEAMK employees was EUR 4,872.20. When compared by occupational group, the highest salaries are among teaching staff (EUR 5,582.41 on average) and the lowest are among persons in the "other personnel" group (EUR 4,078.93). However, these figures are not comparable because they employees are covered by different collective agreements.

The average salary of women at SEAMK is about 94% of the average salary of men. The gender gap has not changed significantly in recent years. In terms of percentage, the greatest differences are found in the teaching staff. The average monthly salary of male teachers is approximately EUR 423 higher than that of female teachers. The explaining factor is the section of the collective agreement concerning the availability supplement, which increases the salary of teachers of vocational subjects in the field of technology compared to other subject areas. The RDI personnel is the only SEAMK employee group in which the average salary of women was higher than that of men in 2025. Explaining factors include more women in senior management and expert positions. At the beginning of 2026, almost 70 per cent of staff working in senior management and supervisory positions at SEAMK were women.

2.2. Students

Statistics on equality and non-discrimination in the student body are presented in the tables in Appendix 2. The systems currently available allow students to be grouped by gender only into men and women.

At about 55%, the relative share of women studying for a SEAMK bachelor's degree of all SEAMK degree students is fairly in keeping with the national average. However, in the Information and Communication Technologies (ICT) sector the share of female students in relation to male students at SEAMK is approximately 19 percentage points below the national level. In the service sectors, on the other hand, the proportion of female students at SEAMK is nearly 15 percentage points above the national level.

As regards students studying for a master's degree, the relative share of women of all students studying for a master's degree at SEAMK is slightly lower than the relative share at the national level (62% vs. 70%). In the field of business, administration and law, the share of female students at SEAMK is a scant 6 percentage points lower than the national level (the difference has decreased), while in the forestry, fisheries and veterinary sector, the share of women is as much as 21 percentage points higher than the national level.

The proportion of women of the students applying for degree programmes at universities of applied sciences decreased steadily during 2020–2023 from 60% to slightly over 45%. In 2024, the share of women in all applicants increased to about 50%, and it was about 61% in 2025. The distribution of new students remained broadly unchanged until 2024: about 53–56% of new students have been women, but about 60% of new students were women in 2025. The share of women completing a bachelor's degree in the total number of degrees has also increased steadily, indicating that women are more likely to complete their degree than men. As the number of women starting their studies in relation to the number of men has remained more or less the same until 2025, it may be that in previous years more women than men have not accepted an offered study place. There is no clear

reason why the amount of women among applicants (61%) and new students (60%) increased significantly in 2025 compared to previous years.

The relative proportion of women compared to men has remained more or less the same for those starting a master's degree programme in the past five years, remaining at under 2/3 of new students. As a rule, the share of degrees completed by women has also remained at over 60%, and in 2025, about 65% of master's degrees completed at SEAMK were by women. However, the gender distribution of applicants for master's degree programmes is not as even and varies annually. This is partly due to the fact that not all master's degree programmes are available every year. There are more new female-dominated programmes starting on some years than on others.

During the past four years, there has been no major variation in applicants' age groups when looking at applicants for both bachelor's and master's degree programmes. The number of applicants under the age of 29 has decreased over the past five years. In 2025, their share was about 62%. The amount of applicants in the age group of 30–39 has remained more or less the same (24–25%) for the past four years. Furthermore, there has been no major change in access to the degree programmes when examining the age groups of those admitted. The share of students admitted is about the same as their proportion in each age group of applicants.

Between 2020 and 2025, the number of international students at SEAMK has grown more than fivefold. Growth has been particularly rapid in the past two years. In 2024, 705 of the 5,958 students at SEAMK were non-Finnish citizens. In 2025, there were already 1,069 international students, which is more than 16% of the 6,376 degree students at SEAMK. This kind of rapid growth also creates specific challenges to the realisation of equality and non-discrimination in the SEAMK community.

In the national feedback questionnaire for graduants (AVOP), the average score given by graduates from the bachelor's degree programme to the statement: "Teachers take students into account equally and fairly" was 5.74 in 2025 (2024 average was 5.72) on a scale of 1 to 7. The score had improved in three sectors, and in four sectors it had decreased compared to the previous year's AVOP score. For those who completed a master's degree, the average score on this statement was 6.40 in 2025 (the average was 6.18 in 2024 and 6.20 in 2023).

2.3. Equality and non-discrimination work at SEAMK in 2024–2025

Since 2022, Seinäjoki University of Applied Sciences has been implementing a combined Equality and Non-Discrimination Plan that covers the development of these themes for both the higher education institution's employees and students. The uniform plan has provided a good basis for more systematic and determined equality and non-discrimination work.

In 2024–2025, Seinäjoki University of Applied Sciences has prepared and updated guidelines on discrimination and harassment (e.g. safer space principles, policy for preventing inappropriate treatment and an early intervention operating model and a policy for situations of harassment and inappropriate treatment experienced by a student), carried out measures to improve physical accessibility, provided personnel training on equality and non-discrimination (e.g. neurodiversity), made teaching more versatile (e.g. course implementations online and studification), promoted internationalisation at home, and increased the number of group work spaces and quiet work facilities.

The Equality and Non-Discrimination Plan prepared for 2024–2025 included a significant number of ambitious objectives and proposals. Not all of them were implemented during the programme period. Nevertheless, when assessed as a whole, the equality and non-discrimination work at Seinäjoki University of Applied Sciences has been developed in the right direction during the period under review. The positive development is visible, for example, in the assessment of the

implementation of the plan presented to the Co-operation Advisory Board in March 2026.

3. Objectives and measures promoting equality and non-discrimination

Every employee and student of Seinäjoki University of Applied Sciences must promote equality and non-discrimination in their own environment, through their own actions and behaviour. Everyone is responsible for using inclusive actions, expressions, and modes of speech.

3.1. Policies for staff

The policies in this chapter are presented in more detail in Appendix 3.

Theme I: Inclusive leadership

Objective 1: All staff feel they are treated equally and in a non-discriminatory manner.

Policies:

- Supervisors and the workplace community treat staff equally and in a non-discriminatory manner.
- Seinäjoki University of Applied Sciences has an up-to-date accessibility and inclusivity plan that is updated systematically.

Objective 2: Personnel must have equal and non-discriminatory opportunities to participate in the planning, preparation, and decision-making of matters related to their work and the work community.

Policies:

- Equal and non-discriminatory opportunities to participate via e.g. working groups.

Theme II: Promoting diversity

Objective 1: Ensure communication and participation in English in an appropriate manner.

Policies:

- Guidelines, presentation materials for staff meetings, etc. are also available in full or in part in English.

Objective 2: Online services are easy to use, and their content is understandable (accessible) to all.

Policies:

- The accessibility officer ensures that online services are accessible

Objective 3: The working and learning environments are both socially and physically accessible.

Policies:

- The aim is to make working and learning environments accessible, taking into account the needs of different users.

Theme III: Preventing discrimination and harassment

Objective 1: Seinäjoki University of Applied Sciences has zero tolerance for all forms of discrimination, bullying, and harassment.

Policies:

- Harassment and discrimination are addressed immediately.

Theme IV: Reconciling work and other life

Objective 1: Taking into account the reconciliation of different stages of employees' careers, as well as their professional life and aspects of their personal life

Policies:

- Employees have the possibility of flexible working hours, part-time work, teleworking, transfer of leave periods during the academic year, temporary adjustment of work tasks, etc. in accordance with equality principles.

Objective 2: Employees of different ages and in different life situations have sufficient work resources

Policies:

- The measures identified in the work community development plan are actively applied.

Theme V: Pay

Objective 1: Remuneration is based on the principles of equality and non-discrimination.

Policies:

- Pay is determined on the basis on competence and the complexity and performance of the work task(s). The pay system is being developed.

Theme VI: Skills development and career progression

Objective 1: Staff and staff skills are developed in an equal, non-discriminatory, and inclusive way.

Policies:

- Annual development meetings are held for all personnel to review their skills and development needs.
- There are career paths whose criteria are clearly described.

Theme VII: Recruitment

Objective 1: Both internal and external job applicants are assessed in an equal and inclusive way.

Policies:

- Internal and external recruitment advertisements are communicated to all personnel.
- There are clear guidelines for the recruitment process.
- SEAMK Human Resources is involved in recruitment processes.

3.2. Staff targets and measures for 2026–2027

When selecting measures for the next few years, efforts have been made to take account of both the development of indicators describing the state of equality and non-discrimination and the assessment of the implementation of the previous Equality and Non-Discrimination Plan.

Various measures aimed at ensuring accessibility contribute to supporting the achievement of the objectives of the Equality and Non-Discrimination Plan. In this, the accessibility plan is a key document at SEAMK. To avoid unnecessary overlaps, the measures included in the accessibility plan have not been included in this Equality and Non-Discrimination Plan.

The objectives and measures presented in this chapter are presented in more detail in Appendix 4.

Theme I: Inclusive leadership

Measures:

- Measure 1: Communicating the development of the equality and non-discrimination situation of SEAMK personnel and the implementation of the measures specified for its development to all personnel.

Theme II: Promoting diversity

Measures:

- Measure 1: Continuing the implementation of the neurodiversity training in spring 2026 (launched in autumn 2025) and agreeing on possible further measures based on experiences gained.
- Measure 2: Survey and harmonise the signs used on the SEAMK campus stage by stage, paying particular attention to developing accessibility in the physical environment (e.g. clear signs for parking spaces for persons with reduced mobility, disabled toilets and lifts).
- Measure 3: Ensuring that accessibility guidelines are available on SEAMK's website (measure is recorded in the SEAMK accessibility plan) and that necessary signs are up in Finnish and, where possible, in English.

Theme III: Preventing discrimination and harassment

Measures:

- Measure 1: Surveying the prevalence of any discrimination and harassment situations at SEAMK, for example with an anonymous survey and/or by monitoring the number of reported discrimination and harassment incidents.
- Measure 2: Strengthening communication on the safer space principles.

Theme IV: Reconciling work and family life

Measures:

- Measure 1: Developing policies (including supplementary orientation and survey of competence needs) that supervisors, in cooperation with other

SEAMK experts, can use to support an employee returning to work after a long period of leave (e.g. parental leave, sick leave, etc.).
- Measure 2: Strengthening supervisors' competence and anticipation skills in relation to the absences referred to in chapter 4, sections 7–7b of the Employment Contracts Act.

Theme VI: Recruitment

There are no measures linked to this theme in the key measures selected for 2026–2027.

Theme VII: Strengthening equality and non-discrimination skills

Measures:

- Measure 1: Implementing personnel training related to equality and non-discrimination as well as difference and diversity as part of the training offered by the SEAMK Academy (special themes including how to dismantle segregation).
- Measure 2: Strengthening language and cultural competence and a mutually appreciative operating culture by implementing SEAMK's policies on language and cultural awareness.

Personnel have been provided with an action plan that supports equality and non-discrimination at SEAMK via our Intranet. The action plan includes guidelines on the prevention of mistreatment, recognising and preventing psychosocial strain at work and the remediation of harm and the Early Support Model.

3.3. Policies for students

The policies in this chapter are presented in more detail in Appendix 5.

Theme I: Applying to become a student

Objective 1: Equal treatment and non-discrimination of student applicants.

Policies:

- All applicants have equal opportunities to demonstrate their competences during the admissions process. The information provided to applicants shall take into account the different groups of applicants in a balanced way. The available special arrangements and adaptations are clearly communicated.
- Practices and information on admissions exams and the whole admissions process are planned to be inclusive.
- No discriminatory student selection criteria. The joint admissions process follows national recommendations and guidelines for student selection, which include equal and transparent treatment of applicants.
- Ensuring that images and student stories used in student marketing promote diversity.

Theme II: Teaching and guidance

Objective 1: Diversity of students is taken into account in modes of teaching and guidance

Policies:

- Using diverse teaching methods and modes of teaching in education and facilitating year-round teaching (e.g. the national CampusOnline cross-institutional study network of universities of applied sciences, other cross-institutional networks, studification). Opportunities for online studies will be increased and the quality of online teaching will be monitored.

Objective 2: Raise students' awareness of diversity and difference.

Policies:

- In teaching and guidance, efforts will be made to dismantle different stereotypical ways of thinking and operating.
- SEAMK offers courses related to the topic
- The curricula take into account internationality, diversity and ethics (cf. the recommendation on shared competences by the Rectors' Conference of Finnish Universities of Applied Sciences Arene).

Objective 3: Learning materials, teaching contents and encounters with students are equal and non-discriminatory.

Policies:

- The learning materials are up-to-date and sensitive to diversity. No materials and teaching contents containing attitudinal or stereotypical expressions are used.
- Avoid gender-based and other presumptive language when encountering students.
- Accessible learning materials.

Theme III: Study environment

Objective 1: A learning environment that is equal and equitable for all.

Policies:

- We strive to create an accessible learning environment for all, meaning not only physical, but also psychological and social accessibility.
- Seinäjoki University of Applied Sciences has an up-to-date accessibility and inclusivity plan that is updated systematically. (See this plan, Chapter 3.1 Staff practices to promote equality and non-discrimination/Theme I/Objective 1.)
- The work of FSHS with the student community takes the form of inspections of the study environment (OPY) every three years and the measures resulting from them, expert activities and welfare and wellbeing campaigns.

Objective 2: We operate in two languages (Finnish and English).

Policies:

- The information and guidelines are also published in English.

Theme IV: Prevention of bullying, discrimination, and harassment

Objective 1: SEAMK has zero tolerance towards all forms of discrimination, bullying, and harassment.

Policies:

- Students are aware of the Principles of a Safer Space (published in November 2023). They are presented in the course of SEAMK studies.
- Any observed bullying, discrimination or harassment will be addressed immediately.
- Active engagement of SAMO's contact persons for harassment. Student associations may have their own harassment contact persons.

3.4. Student targets and measures for 2026–2027

When selecting measures for the next few years, efforts have been made to take account of both the development of indicators describing the state of equality and non-discrimination and the assessment of the implementation of the previous Equality and Non-Discrimination Plan.

Various measures aimed at ensuring accessibility contribute to supporting the achievement of the objectives of the Equality and Non-Discrimination Plan. In this, the accessibility plan is a key document at SEAMK. To avoid unnecessary overlaps, the measures included in the accessibility plan have not been included in this Equality and Non-Discrimination Plan.

The objectives and measures presented in this chapter are presented in more detail in Appendix 6.

Theme I: Applying to become a student

There are no measures linked to this theme in the key measures selected for 2026–2027.

Theme II: Teaching and guidance

Measures:

- Measure 1: Besides developing online studies, updating the process of studification at SEAMK level and developing guidance to utilise the offering of the cross-institutional study network. These also indirectly develop the process for the accreditation of prior learning (OT).
- Measure 2: Promoting internationalisation at home at the curriculum level and in practice by increasing encounters:
  - Ensuring that students become aware of the possibility of participating in short-term international student exchanges that combine both physical participation and online learning (BIP, Blended Intensive Programme). Developing related communications to make them understandable.
  - Utilising existing potential so that students speaking different languages will only complete some study units together. Making an effort to organise related pilots.
  - Practising study-related guidance situations in authentic situations and in environments with different languages.
  - Making versatile use of the measures related to inclusion and encounters in the Room for Cultures project (8/2025-7/2028).
- Measure 3: Strengthening language and cultural competence and a mutually appreciative operating culture by implementing SEAMK's policies on language and cultural awareness in teaching and guidance. Creating opportunities for students to consider the significance of language and cultural awareness also as an employment skill.
- Measure 4: Preparing Intranet pages on individual teaching arrangements (previously referred to as "special arrangements").
- Measure 5: Ensuring that assignment instructions in Finnish and English, for example in Moodle, are identical also in terms of the amount of required reading.
- Measure 6: Reviewing the questions of the AVOP questionnaire for graduants and the career tracking survey related to equality and non-discrimination in all degree programme teams.

Theme III: Study environment

Measures:

- Measure 1: Ensuring that SEAMK has an accessible Exam facility in 2026 and instructions on how to book and use it.
- Measure 2: The FSHS study environment inspection (OPY), which is carried out every three years, is scheduled for 2026. Making an effort to correct any shortcomings in the learning environment revealed by the results.
- Measure 3: Ensuring that accessibility guidelines are available on SEAMK's website (measure is recorded in the SEAMK accessibility plan) and that necessary signs are up in Finnish and, where possible, in English. (See this plan, Chapter 3.2 Staff practices to promote equality and non-discrimination for 2026–2027 / Theme II / Measure 3.)

Theme IV: Prevention of bullying, discrimination, and harassment

Measures:

- Measure 1: A policy for situations of harassment and inappropriate treatment experienced by a student was drawn up at SEAMK during the previous equality and non-discrimination plan. Monitoring the functioning of the policy and the further developing the process if necessary.

Theme V: Other measures

The student barometer, carried out every two years, is an important indicator of the equality and non-discrimination experienced by students. The student feedback questionnaire for graduants (AVOP), which is carried out annually by universities of applied sciences, contains questions on equality and non-discrimination. In addition, student forums organised in some degree programmes offer good opportunities to address students' thoughts about and experiences of equality and non-discrimination.

4. Monitoring

4.1. Equality and non-discrimination in action

Data generated by e.g. the personnel survey and the student barometer, as well as HR and student administration reports, are used when evaluating the realisation of equality and non-discrimination.

The personnel survey on employee satisfaction and community spirit is carried out for full-time employees every 2–3 years. The survey, which is assessed by HR, analyses such matters as leadership and supervisory work, work management, working culture, working conditions, and inclusiveness. Among other things, the aim of the personnel survey is to make the work community more equal and non-discriminatory.

Students respond to SEAMK's student barometer every three years. Regular monitoring has been carried out since 2000, which allows for historical comparison. Each year, SEAMK receives diverse information from the national feedback questionnaire for graduants (AVOP). AVOP examines many factors related to the quality of studies and student satisfaction, which are also partly linked to issues of non-discrimination. The Student Union of Seinäjoki University of Applied Sciences (SAMO) also carries out a SKOPO survey every two years.

4.2. The Equality and Non-Discrimination Plan 2026–2027 in action

The task of the Codetermination Advisory Board (CAB / YT-neuvottelukunta) is to monitor the implementation of the plan and to ensure that the Equality and Non-Discrimination Plan is up to date. The plan is reviewed every two years. The personnel barometer, student barometers, and personnel financial statements are key monitoring tools for assessing equality issues.

The Equality and Non-Discrimination Plan is available to both students and staff on the SEAMK Intranet site.

Appendices

Appendix 1: Statistics on SEAMK personnel

Table 1. Average age of personnel by gender.

	Men	Women	Total
31 December 2020	46.1	49.7	48.5
31 December 2021	45.7	49.0	47.9
31 December 2022	45.8	48.1	47.3
31 December 2023	46.5	48.0	47.5
31 December 2024	46.4	48.6	47.7
31 December 2025	46.9	48.7	48.1

Table 2. Person-years of full-time employees, by personnel group and gender.

	Personnel group	Men	Women	Total
1 January–31 December 2021	Teaching staff	60	106	165
	RDI personnel	25	36	61
	Other staff	28	79	106
	Total	112	220	332
1 January–31 December 2022	Teaching staff	65	110	175
	RDI personnel	31	53	84
	Other staff	33	76	109
	Total	129	239	368
1 January–31 December 2023	Teaching staff	69	110	179
	RDI personnel	33	51	84
	Other staff	33	80	113
	Total	135	241	376

1 January–31 December 2024	Teaching staff	72	111	183
	RDI personnel	35	48	83
	Other staff	34	82	116
	Total	141	241	382
1 January–31 December 2025	Teaching staff	72	116	188
	RDI personnel	36	54	90
	Other staff	36	87	123
	Total	144	257	401

Table 3. Proportion of fixed-term staff in person-years by personnel group, gender, percentage.

	Personnel group	Men	Women	All personnel
1 January–31 December 2021	Teaching staff	6%	9%	8%
	RDI personnel	66%	66%	66%
	Other staff	13%	13%	13%
	All personnel	21%	20%	20%
1 January–31 December 2022	Teaching staff	7%	11%	9%
	RDI personnel	56%	65%	62%
	Other staff	18%	15%	16%
	All personnel	22%	24%	23%
1 January–31 December 2023	Teaching staff	7%	8%	8%
	RDI personnel	55%	63%	60%
	Other staff	18%	16%	17%
	All personnel	21%	22%	22%

1 January–31 December 2024	Teaching staff	7%	3%	5%
	RDI personnel	49%	52%	51%
	Other staff	13%	13%	13%
	All personnel	18%	16%	17%
1 January–31 December 2025	Teaching staff	8%	6%	7%
	RDI personnel	53%	54%	54%
	Other staff	20%	15%	16%
	All personnel	22%	19%	20%

Table 4. Number of full- and part-time employees, number and percentage of person-years.

		Person-years			%		
		Men	Women	Total	Men	Women	Total
1 January–31 December 2021	Full-time	105	199	304	94%	90%	92%
	Part-time	7	22	29	6%	10%	8%
1 January–31 December 2022	Full-time	125	214	339	97%	90%	92%
	Part-time	4	25	29	3%	10%	8%
1 January–31 December 2023	Full-time	126	215	341	93%	89%	91%
	Part-time	9	26	35	7%	11%	9%
1 January–31 December 2024	Full-time	136	226	362	96%	94%	95%
	Part-time	5	15	20	4%	6%	5%
1 January–31 December 2025	Full-time	134	234	368	93%	91%	92%
	Part-time	11	22	33	7%	9%	8%

Table 5. Number of international personnel by personnel group, full-time employees, person-years.

(Figures consist of employees with non-Finnish nationality. Persons with dual citizenship are not included in the figures.)

	Personnel group	Men	Women	Total
1 January–31 December 2021	Teaching staff	2.00	1.00	3.00
	RDI personnel	1.00	0.00	1.00
	Other staff	1.53	0.80	2.33
	Total	4.53	1.80	6.33
1 January–31 December 2022	Teaching staff	3.21	1.58	4.79
	RDI personnel	0.00	0.00	0.00
	Other staff	1.83	0.78	2.61
	Total	5.04	2.36	7.40
1 January–31 December 2023	Teaching staff	2.89	1.63	4.52
	RDI personnel	0.00	0.90	0.90
	Other staff	1.86	0.74	2.60
	Total	4.75	3.27	8.02

1 January–31 December 2024	Teaching staff	2.95	0.00	2.95
	RDI personnel	0.00	1.00	1.00
	Other staff	1.00	0.42	1.42
	Total	3.95	1.42	5.37
1 January–31 December 2025	Teaching staff	3.32	0.00	3.32
	RDI personnel	0.00	1.00	1.00
	Other staff	1.67	0.83	2.50
	Total	4.99	1.83	6.82

Table 6. Average salary, 31 December

	Personnel group	Men	Women		Total
		EUR	EUR	% of men's pay	EUR
31 December 2021	Teaching staff	5,302.97	4,908.81	92.57%	5,055.47
	RDI personnel	3,958.16	4,110.43	103.85%	4,047.35
	Other staff	3,649.09	3,697.66	101.33%	3,685.41
	Total	4,530.81	4,281.81	94.50%	4,367.79
31 December 2022	Teaching staff	5,381.04	5,028.64	93.45%	5,161.45
	RDI personnel	4,047.82	4,214.07	104.11%	4,157.51
	Other staff	3,671.90	3,727.92	101.53%	3,707.84
	Total	4,602.97	4,371.49	94.97%	4,454.51
31 December 2023	Teaching staff	5,512.21	5,085.90	92.27%	5,240.92
	RDI personnel	3,996.62	4,057.97	101.54%	4,036.04
	Other staff	3,679.17	3,477.49	94.52%	3,538.46
	Total	4,478.24	4,216.06	94.15%	4,321.99

31 December 2024	Teaching staff	5,701.44	5,313.75	93.20%	5,461.63
	RDI personnel	4,204.20	4,299.24	102.26%	4,259.64
	Other staff	4,020.79	4,053.08	100.80%	4,043.55
	Total	4,898.82	4,661.36	95.15%	4,748.24
31 December 2025	Teaching staff	5,845.06	5,422.37	92.77%	5,582.41
	RDI personnel	4,450.09	4,491.91	100.94%	4,476.08
	Other staff	4,065.95	4,083.75	100.44%	4,078.93
	Total	5,070.87	4,767.02	94.01%	4,872.20

Table 7. SEAMK management, deans and supervisors: number.

	Personnel group	Men	Women
1 January 2022	Members of SEAMK Management Group (including a representative of the student union)	4	5
	Heads of Degree Programme (excluding members of the Management Group)	6	6
	Research and Development Managers (excluding members of the Management Group and Heads of Degree Programme)	1	3
	Deans and other supervisors (excluding members of the Management Group, Heads of Degree Programme and Research and Development	3	10
1 January 2023	Members of SEAMK Management Group (including a representative of the student union)	3	6
	Heads of Degree Programme (excluding members of the Management Group)	5	7
	Research and Development Managers (excluding members of the Management Group and Heads of Degree Programme)	2	3
	Deans and other supervisors (excluding members of the Management Group, Heads of Degree Programme and Research and Development	2	11

1 January 2024	Members of SEAMK Management Group (including a representative of the student union)	3	6
	Heads of Degree Programme (excluding members of the Management Group)	5	7
	Research and Development Managers (excluding members of the Management Group and Heads of Degree Programme)	2	3
	Deans and other supervisors (excluding members of the Management Group, Heads of Degree Programme, and Research and Development	2	11
1 January 2025	Members of SEAMK Management Group (including a representative of the student union)	3	6
	Heads of Degree Programme (excluding members of the Management Group)	6	8
	Research and Development Managers (excluding members of the Management Group and Heads of Degree Programme)	2	3
	Deans and other supervisors (excluding members of the Management Group, Heads of Degree Programme, and Research and Development	2	11
1 January 2026	Members of SEAMK Management Group (including a representative of the student union)	3	7
	Heads of Degree Programme (excluding members of the Management Group)	6	8
	Research and Development Managers (excluding members of the Management Group and Heads of Degree Programme)	2	3
	Deans and other supervisors (excluding members of the Management Group, Heads of Degree Programme, and Research and Development	2	10

SEAMK
Seinäjoen ammattikorkeakoulu
Seinäjoki University of Applied Sciences

Appendix 2: Statistics on SEAMK students

Table 8. SEAMK degree students (bachelor's) by gender 2023–2025 (%) (Source: Vipunen Education Statistics Finland)

		Arts and humanities		Social sciences		Business, administration and law		Information and communication technologies		Engineering, manufacturing and construction		Agriculture and forestry		Health and welfare		Services		Total	
		Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
2023	SEAMK	28.4	71.6	26.7	73.3	47.3	52.7	88.1	11.9	79.0	21.0	44.8	55.2	14.4	85.6	31.1	68.9	47.1	52.9
	national		72.1		73.6		56.2		26.9		22.6		54.1		83.7		58.9		53.6
2024	SEAMK	28.1	71.9	26.7	73.3	47.0	53.0	88.0	12.0	77.9	22.1	44.8	55.2	14.7	85.3	25.6	74.4	46.7	53.3
	national		72.7		73.7		56.9		28.1		23.2		54.8		83.8		58.3		54.0
2025	SEAMK	27.4	72.6	26.1	73.9	44.4	55.6	89.3	10.7	76.6	23.4	43.5	56.5	14.8	85.2	27.8	72.2	44.8	55.2
	national		73.0		75.6		57.6		28.5		23.3		55.8		83.9		57.4		54.4

Table 9. SEAMK degree students (master's) by gender 2023–2025 (%) (Source: Vipunen Education Statistics Finland)

		Arts and humanities		Business administration and law		Engineering, manufacturing and construction		Agriculture and forestry		Health and welfare		Services		Total	
		Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
2023	SEAMK	15.4	84.6	40.7	59.3	79.7	20.3	28.6	71.4	10.0	90.0	0.0	100.0	39.3	60.7
	national		77.0		69.7		24.7		58.5		89.5		71.6		69.6
2024	SEAMK	25.0	75.0	37.0	63.0	73.6	26.4	25.0	75.0	9.4	90.6	8.3	91.7	38.3	61.7
	national		76.5		69.2		24.8		60.9		89.5		72.6		69.3
2025	SEAMK	16.7	83.3	35.1	64.9	77.9	22.1	18.2	81.8	10.8	89.2	14.3	85.7	38.4	61.6
	national		77.4		70.6		25.0		60.6		88.3		71.0		69.6

Table 10. SEAMK bachelor's degree programmes: share of applicants, new students and degrees by gender (Source: Vipunen Education Statistics Finland)

	All applicants		New students		Completed degrees	
	Men	Women	Men	Women	Men	Women
2020	39.6%	60.4%	45.9%	54.1%	43.9%	56.1%
2021	42.6%	57.4%	46.7%	53.3%	42.2%	57.8%
2022	48.4%	51.6%	47.2%	52.8%	39.2%	60.8%
2023	54.3%	45.6%	44.6%	55.4%	37.7%	62.3%
2024	50.2%	49.8%	44.3%	55.7%	39.9%	60.1%
2025	38.9%	61.1%	40.2%	59.8%	36.2%	63.8%

Table 11. SEAMK Master's degree programmes: share of applicants, new students and degrees by gender (Source: Vipunen Education Statistics Finland)

	All applicants		New students		Completed degrees	
	Men	Women	Men	Women	Men	Women
2020	48.9%	51.1%	47.2%	52.8%	35.7%	64.3%
2021	30.6%	69.4%	39.7%	60.3%	30.6%	66.7%
2022	55.3%	44.7%	38.6%	61.4%	37.5%	62.5%
2023	49.9%	50.1%	35.0%	65.0%	30.4%	69.6%
2024	57.4%	42.6%	40.2%	59.8%	42.4%	57.6%
2025	41.7%	58.3%	39.1%	60.9%	34.9%	65.1%

Table 12. SEAMK: Applicants for bachelor's and master's degree programmes by age group (percentage) (Source: Vipunen Education Statistics Finland)

	29-year-olds and younger	30–39-year-olds	40–49-year-olds	50-year-olds and older	Total
2020	67.8%	20.7%	8.9%	2.6%	100.0%
2021	68.3%	20.6%	8.9%	2.2%	100.0%
2022	67.2%	22.8%	8.2%	1.7%	100.0%
2023	66.8%	24.3%	7.5%	1.4%	100.0%
2024	64.7%	25.3%	8.3%	1.8%	100.0%
2025	61.9%	24.5%	11.1%	2.6%	100.0%

Table 13. SEAMK: New bachelor's and master's programme students by age group (percentage) (Source: Vipunen Education Statistics Finland)

	29-year-olds and younger	30–39-year-olds	40–49-year-olds	50-year-olds and older	Total
2020	64.9%	22.2%	9.6%	3.0%	100.0%
2021	67.6%	20.8%	9.4%	2.2%	100.0%
2022	67.0%	20.5%	9.3%	3.2%	100.0%
2023	65.3%	20.9%	10.5%	3.2%	100.0%
2024	63.6%	21.3%	12.2%	3.0%	100.0%
2025	64.2%	22.5%	10.6%	2.7%	100.0%

Table 14. SEAMK: Bachelor's and master's degrees by age group (percentage) (Source: Vipunen Education Statistics Finland)

	29-year-olds and younger	30–39-year-olds	40–49-year-olds	50-year-olds and older	Total
2020	64.3%	22.4%	9.5%	4.0%	100.0%
2021	59.7%	25.7%	11.3%	3.5%	100.0%
2022	57.3%	24.6%	13.7%	4.1%	100.0%
2023	55.0%	27.2%	12.8%	5.0%	100.0%
2024	52.7%	28.8%	13.2%	5.2%	100.0%
2025	no statistics yet				

Table 15. SEAMK: The average score of graduates from the bachelor's degree programme to the statement: "Teachers take students into account equally and fairly". (Scale: 1–7 (Source: Feedback questionnaire for university of applied sciences graduants AVOP, Vipunen Education Statistics Finland)

	2020	2021	2022	2023	2024	2025
Arts and humanities	5.13	5.23	5.40	5.51	5.12	5.07
Social sciences, journalism and information	5.74	6.17	5.65	6.05	5.54	5.62
Business, administration and law	5.99	6.02	6.11	6.01	5.83	5.71
Information and Communication Technologies (ICT)	5.92	6.00	(no graduates from degree programmes in the field in question)	(no graduates from degree programmes in the field in question)		6.31
Engineering, manufacturing and construction	5.70	6.03	5.84	5.94	5.76	5.80
Agriculture and forestry	5.55	5.68	5.60	5.72	5.80	5.70

Health and welfare	5.52	5.63	5.20	5.63	5.68	5.76
Services	5.67	5.41	5.49	5.56	6.13	6.00
SEAMK, total	**5.68**	**5.79**	**5.61**	**5.80**	**5.72**	**5.74**

Table 16. SEAMK: Bachelor's and master's programme students by age group (Source: Vipunen Education Statistics Finland)

	Finland		EU/ETA		other		Total	
	Qty	%	Qty	%	Qty	%	Qty	%
2020	4,614	95.6	72	1.5	141	2.9	4,827	100
2021	4,839	94.3	84	1.6	210	4.1	5,133	100
2022	5,157	90.2	90	1.6	468	8.2	5,715	100
2023	5,118	88.3	84	1.5	588	10.2	5,793	100
2024	5,253	88.2	72	1.2	633	10.6	5,958	100
2025	5,307	83.2			1,069*	16.4	6,376	100

*includes EU/EEA students

Appendix 3: Policies for staff and related monitoring indicators

Theme I: Inclusive leadership

Objective 1: All staff feel they are treated equally and in a non-discriminatory manner.

- Policies: Supervisors and the workplace community treat staff equally and in a non-discriminatory manner.
    - Responsible persons: Deans and supervisors and other workplace community members
    - Monitoring indicators:
        - Question 24 of the personnel survey (*I am free to express my views to my supervisor, even if I disagree with them.*)
            - Personnel survey 2019: 3.40
            - Personnel survey 2022: 3.65
            - Personnel survey 2025: 3.67
        - Question 38 of the personnel survey (*SEAMK treats its employees fairly and equitably.*)
            - Personnel survey 2019: 2.89
            - Personnel survey 2022: 3.12
            - Personnel survey 2025: 3.13
        - Question 41 of the personnel survey (*SEAMK rewards performance fairly.*)
            - Personnel survey 2019: 2.65
            - Personnel survey 2022: 2.91
            - Personnel survey 2025: 2.98
- Policies: Seinäjoki University of Applied Sciences has an up-to-date accessibility and inclusivity plan that is updated systematically.
    - Responsible persons: Administrative Director and Development Manager, Human Resources, as well as the Development Manager, Learning and Teaching and professional special education teacher in matters concerning the students
    - Monitoring indicators:
        - An up-to-date accessibility and inclusivity plan is available to everyone. (yes/no)

- Year 2022: yes
- Year 2023: yes
- Year 2024: yes
- Year 2025: yes

Objective 2: Personnel must have equal and non-discriminatory opportunities to participate in the planning, preparation, and decision-making of matters related to their work and the work community.

- Policies: Equal and non-discriminatory opportunities to participate via e.g. working groups.
    - Responsible persons: Management Group and deans and supervisors
    - Monitoring indicators:
        - Question 11 of the personnel survey (*My supervisor is interested in my ideas and initiatives.*)
            - Personnel survey 2019: 3.21
            - Personnel survey 2022: 3.44
            - Personnel survey 2025: 3.50
        - Question 19 of the personnel survey (*Personnel in our team have the opportunity to contribute to how operations are developed*.)
            - Personnel survey 2019: 3.35
            - Personnel survey 2022: 3.42
            - Personnel survey 2025: 3.46
        - Question 42 of the personnel survey (*SEAMK consults staff when making decisions that affect them*.)
            - Personnel survey 2019: 2.68
            - Personnel survey 2022: 2.87
            - Personnel survey 2025: 3.01

Theme II: Promoting diversity

Objective 1: Ensure communication and participation in English in an appropriate manner.

- Policies: Guidelines, presentation materials for staff meetings, etc. are also available in full or in part in English.
    - Responsible persons: Deans and supervisors and all other workplace community members
    - Monitoring indicators:
        - Materials available in English (yes/no)
            - Year 2022 (estimate): materials are increasingly available also in English, but not fully
            - Year 2025 (estimate): the amount of materials in English has gradually increased, for example intranet bulletins are already released fairly comprehensively in two languages, but materials are not yet comprehensively available

Objective 2: Online services are easy to use, and their content is understandable (accessible) to all.

- Policies: The accessibility team ensures that online services are accessible
    - Responsible persons: Deans and supervisors, accessibility team, all staff
    - Monitoring indicators:
        - Percentage of all SEAMK websites that are accessible in terms of content and technology
            - Year 2022: 90% of SEAMK's online services and social media channels covered by the Digital Services Act mainly meet level A and AA accessibility requirements (WCAG)

- Year 2025: 90% of SEAMK's online services and social media channels covered by the Digital Services Act mainly meet level A and AA accessibility requirements (WCAG)

Objective 3: The working and learning environments are both socially and physically accessible.

- Policies: The aim is to make working and learning environments accessible, taking into account the needs of different users.
    - Responsible persons: Administrative Director, Property and Security Manager
    - Monitoring indicators:
        - Accessibility surveys carried out (yes/no)
            - Year 2022: yes
            - Year 2025: No new surveys have been carried out. Previous surveys were processed comprehensively and related measures were taken in 2024, which has been continued in 2025
        - Question 32 of the personnel survey (*The working spaces at my disposal are appropriate.*)
            - Personnel survey 2019: 3.00
            - Personnel survey 2022: 3.25
            - Personnel survey 2025: 3.15

Theme III: Preventing discrimination and harassment

Objective 1: Seinäjoki University of Applied Sciences has zero tolerance for all forms of discrimination, bullying, and harassment.

- Policies: Harassment and discrimination are addressed immediately.
    - Responsible persons: All staff, managers, supervisors, health and safety manager and representatives

- Monitoring indicators:
  - Question 25 of the personnel survey (*My supervisor has the courage to tackle problems when necessary.*)
    - Personnel survey 2019: 3.26
    - Personnel survey 2022: 3.50
    - Personnel survey 2025: 3.54

Theme IV: Reconciling work and other life

Objective 1: Taking into account the reconciliation of different stages of employees' careers, as well as their professional life and aspects of their personal life

- Policies: Employees have the possibility of flexible working hours, part-time work, teleworking, transfer of leave periods during the academic year, rotational leave, temporary modification of work tasks, etc. in accordance with equality principles.
  - Responsible persons: Supervisors
  - Monitoring indicators:
    - Question 48 of the personnel survey (*SEAMK provides good conditions for the wellbeing of our staff.*)
      - Personnel survey 2019: 2.89
      - Personnel survey 2022: 3.21
      - Personnel survey 2025: 3.31

Objective 2: Employees of different ages and in different life situations have sufficient work resources

- Policies: The measures identified in the work community development plan are actively applied.
  - Responsible persons: Supervisors
  - Monitoring indicators:
    - Question 16 of the personnel survey (*The workload in my team is usually reasonable.*)
      - Personnel survey 2019: 2.64

- Personnel survey 2022: 2.82
- Personnel survey 2025: 2.87

▪ Question 48 of the personnel survey (*SEAMK provides good conditions for the wellbeing of our staff*.)

- Personnel survey 2019: 2.89
- Personnel survey 2022: 3.21
- Personnel survey 2025: 3.31

Theme V: Pay

Objective 1: Remuneration is based on the principles of equality and non-discrimination.

- Policies: Pay is determined on the basis on competence and the complexity and performance of the work task(s). The pay system is being developed.
  - Responsible persons: Management, deans and supervisors
  - Monitoring indicators:
    - Question 41 of the personnel survey (*SEAMK rewards performance fairly.*)
      - Personnel survey 2019: 2.65
      - Personnel survey 2022: 2.91
      - Personnel survey 2025: 2.98

Theme VI: Skills development and career progression

Objective 1: Staff and staff skills are developed in an equal, non-discriminatory, and inclusive way.

- Policies: Annual development meetings are held for all personnel to review their skills and development needs.
  - Responsible persons: Deans and supervisors, personnel
  - Monitoring indicators:
    - Question 1 of the personnel survey (*My job is interesting.*)
      - Personnel survey 2019: 3.61

        - Personnel survey 2022: 3.75
        - Personnel survey 2025: 3.71
    - Question 5 of the personnel survey (*My employer supports my professional development.*)
        - Personnel survey 2019: 3.06
        - Personnel survey 2022: 3.19
        - Personnel survey 2025: 3.27
    - Question 10 of the personnel survey (*I get enough feedback.*)
        - Personnel survey 2019: 2.78
        - Personnel survey 2022: 2.98
        - Personnel survey 2025: 3.07
    - Question 41 of the personnel survey (*SEAMK rewards performance fairly.*)
        - Personnel survey 2019: 2.65
        - Personnel survey 2022: 2.91
        - Personnel survey 2025: 2.98
- There are career paths whose criteria are clearly described.
    - Responsible persons: Management, deans and supervisors
    - Monitoring indicators:
        - Question 1 of the personnel survey (*My job is interesting.*)
            - Personnel survey 2019: 3.61
            - Personnel survey 2022: 3.75
            - Personnel survey 2025: 3.71
        - Question 5 of the personnel survey (*My employer supports my professional development.*)
            - Personnel survey 2019: 3.06
            - Personnel survey 2022: 3.19
            - Personnel survey 2025: 3.27

        - Question 10 of the personnel survey (*I get enough feedback.*)
            - Personnel survey 2019: 2.78
            - Personnel survey 2022: 2.98
            - Personnel survey 2025: 3.07
        - Question 41 of the personnel survey (*SEAMK rewards performance fairly.*)
            - Personnel survey 2019: 2.65
            - Personnel survey 2022: 2.91
            - Personnel survey 2025: 2.98

Theme VII: Recruitment

Objective 1: Both internal and external job applicants are assessed in an equal and inclusive way.

- Policies: Internal and external recruitment advertisements are communicated to all personnel
    - Responsible persons: SEAMK Human Resources and SEAMK Marketing and Communication
    - Monitoring indicators:
        - Recruitment advertisements communicated (yes/no)
            - Year 2022: yes
            - Year 2025: yes
- Policies: There are clear guidelines for the recruitment process.
    - Responsible persons: SEAMK Human Resources
    - Monitoring indicators:
        - Guidance up to date and accessible to all who need it (yes/no)
            - Year 2022: no (specification of guidelines pending)
            - Year 2025: yes (partly)

- Policies: SEAMK Human Resources is involved in recruitment processes.
    - Responsible persons: SEAMK Human Resources
    - Monitoring indicators:
        - SEAMK Human Resources involved in recruitment processes (yes/no)
            - Year 2022: yes
            - Year 2025: yes

Appendix 4: Objectives and measures regarding personnel and their monitoring indicators for 2026–2027

Theme I: Inclusive leadership

Measure 1: Communicating the development of the equality and non-discrimination situation of SEAMK personnel and the promotion of the measures specified for its development to all personnel.

- Responsible persons: Development Manager, Human Resources, Administrative Director, Quality Manager and SEAMK Human Resources (with the support of the Equality and Non-Discrimination Expert)
- Schedule: From autumn 2026 onwards
- Resources: Estimated total workload required for preparation approximately 2 weeks
- Monitoring indicators:
    - The equality and non-discrimination situation has been communicated to the personnel as follows (e.g. intranet news, etc.):
        - Year 2026:
        - Year 2027:
    - Progress on key measures has been communicated to personnel as follows:
        - Year 2026:
        - Year 2027:

Theme II: Promoting diversity

Measure 1: Continuing the implementation of the neurodiversity training in spring 2026 (launched in autumn 2025) and agreeing on possible further measures based on experiences gained.

- Responsible persons: Development Manager, Human Resources; Administrative Director; and student psychologist (if necessary, in collaboration with occupational healthcare)
- Schedule: Years 2026–2027

- Resources: Estimated total workload about 1 month and about EUR 5,000 reserved for outsourced training (administrative decision already made on the appropriation for training in spring 2026)
- Monitoring indicators:
    - The neurodiversity trainings planned for spring 2026 (2 times) have been implemented as planned (yes/no):
        - 2026
        - Year 2027: –
    - Estimated need for possible further measures based on the neurodiversity training implemented during academic year 2025–2026 and started their implementation (yes/no):
        - 2026
        - Year 2027:

Measure 2: Survey and harmonise the signs used on the SEAMK campus stage by stage, paying particular attention to developing accessibility in the physical environment (e.g. clear signs for parking spaces for persons with reduced mobility, disabled toilets and lifts).

- Responsible persons: Property and Security Manager, Administrative Director and Occupational Safety and Health Manager
- Schedule: Year 2026 (continuous)
- Resources: Estimated total working time required for planning approx. one week, additionally EUR 3,000 needed for acquiring new signs/updating previous ones (not considered separately in the budget)
- Monitoring indicators:
    - Systematic updating of signs started / updating process continued (yes/no):
        - Year 2026:
        - Year 2027:

Measure 3: Ensuring that accessibility guidelines are available on SEAMK's website (measure is recorded in the SEAMK accessibility plan) and that necessary signs are up in Finnish and, where possible, in English.

- Responsible persons: Property and Security Manager and Administrative Director (in cooperation with SEAMK Marketing and Communications and Language Services)
- Schedule: 2026 (continuing as necessary in 2027)
- Resources: SEAMK employees' total working hours used for the planning and implementation of guidelines and signage is about 2 weeks (included in these persons' job description, no separate resources have been allocated), and possible outsourced services total EUR 4,500
- Monitoring indicators:
    - Necessary signage to support accessibility put up at the different properties of the campus (yes/no)
        - Year 2026:
        - Year 2027:

Theme III: Preventing discrimination and harassment

Measure 1: Surveying the prevalence of any discrimination and harassment situations at SEAMK, for example with an anonymous survey and/or by monitoring the number of reported discrimination and harassment incidents.

- Responsible persons: Administrative Director and Occupational Safety and Health Manager
- Schedule: Continuous
- Resources: Estimated total workload about 2 working weeks
- Monitoring indicators:
    - Implemented (yes/no):
        - Year 2026:
        - Year 2027:

Measure 2: Strengthening communication on the safer space principles

- Responsible persons: Administrative Director, Occupational Safety and Health Manager, Development Manager, Learning and Teaching and Faculty Deans (in cooperation with SEAMK Marketing and Communications)
- Schedule: Continuous
- Resources: Estimated total workload about 2 working weeks
- Monitoring indicators:
    - Implemented (yes/no)
        - Year 2026:
        - Year 2027:

Theme IV: Reconciling work and family life

Measure 1: Developing policies (including supplementary orientation and survey of competence needs) that supervisors, in cooperation with other SEAMK experts, can use to support an employee returning to work after a long period of leave (e.g. parental leave, sick leave, etc.).

- Responsible persons: Development Manager, Human Resources, SEAMK Human Resources and Administrative Director in cooperation with the Equality and Non-Discrimination Expert and occupational health
- Schedule: 2026 (model creation and testing)
- Resources: Estimated total working time required approximately 2 working weeks
- Monitoring indicators:
    - Code of conduct drawn up (yes/no):
        - Year 2026:
        - Year 2027: –
    - Policies developed based on received feedback:
        - Year 2026:
        - Year 2027:

Measure 2: Strengthening supervisors' competence and anticipation skills in relation to the absences referred to in chapter 4, sections 7–7b of the Employment Contracts Act.

- Responsible persons: Administrative Director
- Schedule: 2026
- Resources: No specific resource (falls within the normal remit of the Administrative Director)
- Monitoring indicators:
    - Implemented (yes/no):
        - Year 2026:
        - Year 2027:

Theme VI: Recruitment

There are no measures linked to this theme in the key measures selected for 2026–2027.

Theme VII: Strengthening equality and non-discrimination skills

Measure 1: Implementing personnel training related to equality and non-discrimination as well as difference and diversity as part of the training offered by the SEAMK Academy (special themes including how to dismantle segregation).

- Responsible persons: Equality and Non-Discrimination Expert; Development Manager, Human Resources
- Schedule: Continuous
- Resources: Estimated working time required for planning and implementing training approximately 3 working days, in addition a total of approximately EUR 3,000 per year of possible outsourced services
- Monitoring indicators:
    - Number of training courses delivered:
        - Year 2026:
        - Year 2027:
    - Number of personnel participating in training (% of personnel):
        - Year 2026:

        - Year 2027:

Measure 2: Strengthening language and cultural competence and a mutually appreciative operating culture by implementing SEAMK's policies on language and cultural awareness

- Responsible persons: Administrative Director, Occupational Safety and Health Manager (in cooperation with SEAMK's working group on language and cultural awareness at SEAMK)
- Schedule: Continuous
- Resources: Estimated total workload about 2 working weeks
- Monitoring indicators:
    - Implemented (yes/no)
        - Year 2026:
        - Year 2027:

Appendix 5: Policies for students and related monitoring indicators

Theme I: Applying to become a student

Objective 1: Equal treatment and non-discrimination of student applicants.

- Policies: All applicants have equal opportunities to demonstrate their competences during the admissions process. The information provided to applicants shall take into account the different groups of applicants in a balanced way. The available special arrangements and adaptations are clearly communicated.
    - Responsible persons: The Student Affairs Manager and those involved in admissions communication
    - Monitoring indicators:
        - Number of relevant complaints to the Examination Board. The aim is to prevent any complaints arising about equality and non-discrimination
            - Year 2022: 0
            - Year 2023: 0
            - Year 2024: 0
            - Year 2025: 0
- Policies: Practices and information on admissions exams and the whole admissions process are planned to be inclusive.
    - Responsible persons: The Student Affairs Manager and those involved in admissions communication
    - Monitoring indicators:
        - Number of relevant complaints to the Examination Board. The aim is to prevent any complaints arising about equality and non-discrimination
            - Year 2022: 0
            - Year 2023: 0
            - Year 2024: 0
            - Year 2025: 0

- Policies: No discriminatory student selection criteria. The joint admissions process follows national recommendations and guidelines for student selection, which include equal and transparent treatment of applicants.
    - Responsible persons: Student Affairs Manager
    - Monitoring indicators:
        - Number of relevant complaints to the Examination Board. The aim is to prevent any complaints arising about equality and non-discrimination
            - Year 2022: 0
            - Year 2023: 0
            - Year 2024: 0
            - Year 2025: 0
- Policies: Ensuring that images and student stories used in student marketing promote diversity.
    - Responsible persons: SEAMK Marketing and Communications
    - Monitoring indicators:
        - Number of relevant complaints to the Examination Board. The aim is to prevent any complaints arising about equality and non-discrimination
            - Year 2022: 0
            - Year 2023: 0
            - Year 2024: 0
            - Year 2025: 0

Theme II: Teaching and guidance

Objective 1: Diversity of students is taken into account in modes of teaching and guidance

- Policies: Using diverse teaching methods and modes of teaching in education and facilitating year-round teaching (e.g. the national CampusOnline cross-institutional study network of universities of applied sciences, other cross-institutional networks, studification). Opportunities for online studies will be increased and the quality of online teaching will be monitored.
    - Responsible persons: Faculty Deans, Development Manager, Learning and Teaching, Heads of Education, YAMK teachers, teaching staff
    - Monitoring indicators:
        - Online delivery of all courses is increasing every year (yes/no)
            - Year 2022: yes
            - Year 2023: yes
            - Year 2024: no reliable statistics available
            - Year 2025: no reliable statistics available
        - The number of alternative accreditation courses is increasing every year (yes/no)
            - Year 2022: yes
            - Year 2023: yes
            - 2024: yes, but major variation by field
            - 2025: yes, but major variation by field
        - Question(s) of the national annual AVOP questionnaire for graduants on study methods and experiences of equality and non-discrimination in teaching and guidance. Scale 1–7.
            - *Statement: The skills needed to operate in a multicultural work environment were taken into*

account in my studies. (Asked only from bachelor's degree graduates)
    - Year 2022, av. 5.29
    - Year 2023, av. 5.33
    - Year 2024, av. 5.38
    - Year 2025, av. 5.39
- *Statement: Teaching methods and ways of working take into account the student's individual learning methods. (Asked only from bachelor's degree graduates)*
    - Year 2022, av. 4.81
    - Year 2023, av. 4.89
    - Year 2024, av. 4.95
    - Year 2025, av. 4.96
- *Statement: Teachers take students into account equally and fairly. (Asked from both bachelor's and master's degree graduates)*
    - Year 2022, av. 5,61 (bachelor's degree) and 6,33 (master's degree)
    - Year 2023, av. 5,80 (bachelor's degree) and 6,20 (master's degree)
    - Year 2024, av. 5,72 (bachelor's degree) and 6,18 (master's degree)
    - Year 2025, av. 5,74 (bachelor's degree) and 6,40 (master's degree)

- SEAMK Student Barometer questions on the experience of equality and non-discrimination in teaching and guidance. The Student Barometer is carried out every 2 years for students in the second year, statements on a scale of 1 to 5.
    - *Statement: Perceived equality in teachers' activities.*
        - Year 2022: averages: full-time students 3.9; multiform students 4.1; master's programme students 4.1

    - Year 2025: *data not available yet*
- *Statement: SEAMK values students.*
    - Year 2022: averages: full-time students 3.9; multiform students 4.0; master's programme students 4.0
    - Year 2025: *data not available yet*
- *Statement: The individuality of students is well taken into account in the studies.*
    - Year 2022: averages: full-time students 3.4; multiform students 3.4; master's programme students 3.5
    - Year 2025: *data not available yet*

Objective 2: Raise students' awareness of diversity and difference.

- Policies: In teaching and guidance, efforts will be made to dismantle different stereotypical ways of thinking and operating.
    - Responsible persons: Teaching staff
    - Monitoring indicators: –
- Policies: SEAMK offers courses related to the topic
    - Responsible persons: Faculty Deans; Development Manager, Learning and Teaching; Heads of Degree Programme
    - Monitoring indicators:
        - Courses offered on embracing difference and diversity (yes/no)
            - Year 2022: yes
            - Year 2023: yes
            - Year 2024: yes
            - Year 2025: yes
- Policies: The curricula take into account internationality, diversity and ethics (cf. the recommendation on shared competences by the Rectors' Conference of Finnish Universities of Applied Sciences Arene).
    - Responsible persons: Faculty Deans; Heads of Degree Programme; Managers of International Education Services;

Development Manager, Learning and Teaching, Principal Lecturers of master's programmes

- Monitoring indicators:
  - More teaching and/or materials in English in degree programmes (yes/no)
    - Year 2022: yes
    - Year 2023: yes
    - Year 2024: no data available
    - Year 2025: yes (added to curriculum guidelines)

Objective 3: Learning materials, teaching contents and encounters with students are equal and non-discriminatory.

- Policies: The learning materials are up-to-date and sensitive to diversity. No materials and teaching contents containing attitudinal or stereotypical expressions are used.
  - Responsible persons: Teaching staff
  - Monitoring indicators:
    - Question(s) in the SEAMK Student Barometer and the AVOP questionnaire for graduants on the experience of equality and non-discrimination in teaching and guidance (See objective 1).
- Policies: Avoid gender-based and other presumptive language when encountering students.
  - Responsible persons: Teaching staff
  - Monitoring indicators: –
- Policies: Accessible learning materials.
  - Responsible persons: Teaching staff
  - Monitoring indicators: –

Theme III: Study environment

Objective 1: A learning environment that is equal and equitable for all.

- Policies: We strive to create an accessible learning environment for all, meaning not only physical, but also psychological and social accessibility.
    - Responsible persons: Administrative Director, Property and Security Manager, Development Manager, Learning and Teaching, Head of Degree Programme, teaching staff
    - Monitoring indicators:
        - Student Union SAMO's Skopo survey (Note! Responsible persons are not responsible for this)
            - Year 2022: No result (latest survey carried out in 2018)
            - Year 2024: When asked "Do you feel that teachers treat students equally", students answered (n = 627) 78% yes and 22% no.

- Policies: Seinäjoki University of Applied Sciences has an up-to-date accessibility and inclusivity plan that is updated systematically. (See this plan, Chapter 3.1 Staff practices to promote equality and non-discrimination/Theme I/Objective 1.)
- Policies: SEAMK Student Welfare Action Plan 1 January 2022–31 December 2024. (Note! Since 2025, the student well-being team has drawn up an action plan similar to that of other SEAMK teams
    - Responsible persons: Development Manager, Learning and Teaching, student well-being team
    - Monitoring indicators:
        - Monitoring the implementation of the student welfare action plan annually in the Education Management Group (yes/no)
            - Year 2022: yes
            - Year 2023: yes
            - Year 2024: yes

- Year 2025: no (monitoring of the student well-being team's action plan happens with SEAMK-level practices, just like other teams)

- Policies: The work of FSHS with the student community takes the form of inspections of study environments (OPY) and the measures resulting from them, expert activities and welfare and wellbeing campaigns.
    - Responsible persons: SEAMK personnel representatives working in the FSHS health working group (students are also represented in the health working group.)
    - Monitoring indicators:
        - Results of periodic inspections of learning environments (every three years)
            - Year 2023: The OPY inspection carried out and action taken based on its results.

Objective 2: We operate in two languages (Finnish and English).

- Policies: The information and guidelines are also published in English.
    - Responsible persons: All personnel
    - Monitoring indicators:
        - Information and guidelines also published in English (yes/no)
            - Year 2022: bulletins and guidelines are increasingly available also in English, but not fully
            - Year 2023: as above, but to an increasing extent
            - Year 2024: yes, almost all (there may sometimes be some exceptions)
            - Year 2025: yes, almost all (there may sometimes be some exceptions)

Theme IV: Prevention of bullying, discrimination, and harassment

Objective 1: SEAMK has zero tolerance towards all forms of discrimination, bullying, and harassment.

- Policies: Students are aware of the Principles of a Safer Space (published in November 2023). They are presented in the course of SEAMK studies.
    - Responsible persons: Development Manager, Learning and Teaching; Study Counsellors
    - Monitoring indicators: Students have been informed about the safer space principles (yes/no):
        - 2024: yes, but not yet systematically (The safer space principles are presented for the first time in connection with the course School and Career Planning right at the beginning of the studies.
        - 2025: yes and there are also plenty of bulletins about it on the campus

- Policies: Any observed bullying, discrimination or harassment will be addressed immediately.
    - Responsible persons: All personnel
    - Monitoring indicators:
        - Questions on bullying and discrimination in the SKOPO survey of the Student Union of Seinäjoki University of Applied Sciences (SAMO)
            - Year 2022: No survey. Last survey conducted in 2018
            - Year 2024: When asked “Have you experienced bullying/discrimination/harassment from a student or staff at SEAMK during your studies?”, students answered: 88% no; 6% yes, bullying; 3% yes harassment, 7% yes discrimination (n = 659)
            - Year 2024: When asked “Have you noticed bullying/discrimination/harassment of others at

SEAMK?”, students answered: 85 % no and 15 % yes (n = 623)

- Policies: Active engagement of SAMO’s contact persons for harassment. Student associations may have their own harassment contact persons.
    - Responsible persons: SAMO
    - Monitoring indicators: –

Appendix 6: Objectives and measures regarding students and their monitoring indicators for 2026–2027

Theme I: Applying to become a student

There are no measures linked to this theme in the key measures selected for 2026–2027.

Theme II: Teaching and guidance

Measure 1: Besides developing online studies, updating the process of studification at SEAMK level and developing guidance to utilise the offering of the cross-institutional study network. These also indirectly develop the process for the accreditation of prior learning (OT).

- Responsible persons: Development Manager, Learning and Teaching, Study Counsellors; Peppi Coordinator also involved
- Schedule: Updating the studification process in 2026, guidance on utilising the offering of the cross-institutional study network particularly in 2026, but the work is continuous
- Resources: No specific resource planned (falls within the normal remit of the responsible persons).
- Monitoring indicators:
    - Updating the studification process
        - Year 2026: yes / no
        - Year 2027: -
    - Developing guidance to utilise the offering of the cross-institutional study network.
        - Year 2026: there are apparent measures of developing the guidance: yes/no
        - Year 2027: the development of guidance has been continued from the previous year in concrete terms: yes/no

Measure 2: Promoting internationalisation at home at the curriculum level and in practice by increasing encounters:

- **Ensuring that students become aware of the possibility of participating in short-term international student exchanges that combine both physical and online learning (BIP, Blended Intensive Programme). Developing related communications to make them understandable.**
- **Utilising existing potential so that students speaking different languages will only complete some study units together. Making an effort to organise related pilots.**
- **Practising study-related guidance situations in authentic situations and in environments with different languages.**
- **Making versatile use of the measures related to inclusion and encounters in the Room for Cultures project (8/2025-7/2028).**

- Responsible persons: International Education Services and Heads of Degree Programmes are responsible, but all of teaching staff are partly responsible for the implementation. Cooperation with the project representatives of the Room for Cultures project and possibly also with the student well-being team (especially the student social counsellor)
- Schedule: Years 2026–2027
- Resources: No specific resource planned (falls within the normal remit of the responsible persons) except for the project.
- Monitoring indicators:
    - Information about short-term exchanges (BIP) has been shared clearly and comprehensibly to each degree programme
        - Year 2026: yes / no
        - Year 2027: yes / no
    - Experiments have been carried out on study cooperation between students speaking different languages
        - Year 2026: yes / no (qty)
        - Year 2027: yes / no (qty)

- How many degree programmes have made use of the measures related to inclusion and encounters in the Room for Cultures project (8/2025-7/2028)
  - Year 2026: number of degree programmes
  - Year 2027: number of degree programmes

Measure 3: Strengthening language and cultural competence and a mutually appreciative operating culture by implementing SEAMK's policies on language and cultural awareness in teaching and guidance). Creating opportunities for students to consider the significance of language and cultural awareness also as an employment skill.

- Responsible persons: Teaching and guidance staff, Heads of Degree Programmes, special responsibilities: Faculty Dean Marjo Josh and Expert Maiju Kinossalo
- Schedule: 2026–2027
- Resources: No specific resource planned (falls within the normal remit of the responsible persons)
- Monitoring indicators:
  - Language and cultural awareness as an employment skill is included in the contents of all curricula
    - Year 2026: yes / no
    - Year 2027: yes / no
  - Organising an event to share experiences of language and cultural awareness in teaching and guidance
    - Year 2026: -
    - Year 2027: yes / no

Measure 4: Preparing Intranet pages on individual teaching arrangements (previously referred to as "special arrangements") for students and teaching staff. Sharing information about it.

- Responsible persons: Development Manager, Learning and Teaching, Professional special education teacher
- Schedule: Spring 2026

- Resources: No specific resource planned (falls within the normal remit of the responsible persons)
- Monitoring indicators:
    - The Intranet site on individual teaching arrangements has been prepared:
        - Year 2026: yes / no
        - Year 2027: -
    - Information has been shared on the Intranet site going live
        - Year 2026: yes / no
        - Year 2027: -

Measure 5: Ensuring that assignment instructions in Finnish and English, for example in Moodle, are identical also in terms of the amount of required reading.

- Responsible persons: Development Manager, Learning and Teaching; Heads of Degree Programmes, teaching staff
- Schedule: 2026–2027
- Resources: No specific resource planned (falls within the normal remit of the responsible persons)
- Monitoring indicators:
    - The matter has been discussed in the degree programmes whose groups include Finnish-speaking and non-Finnish-speaking students. In principle, there should be no separate assignment instructions because the degree programme / course is always implemented in a certain language.
        - Year 2026: yes / no
        - Year 2027: yes / no

Measure 6: Reviewing the questions of the AVOP questionnaire for graduants and the career tracking survey related to equality and non-discrimination in all degree programme teams.

- Responsible persons: Heads of Degree Programmes, Quality Manager
- Schedule: 2026–2027

- Resources: No specific resource planned (falls within the normal remit of the responsible persons)
- Monitoring indicators:
    - The Quality Manager has produced materials that the Heads of Degree Programmes have discussed in their respective degree programmes
        - Year 2026: yes / no
        - Year 2027: yes / no

Theme III: Study environment

Measure 1: Ensuring that SEAMK has an accessible Exam facility in 2026 and instructions on how to book and use it.

- Responsible persons: Development Manager, Learning and Teaching, Manager of Digital Services, Digital Pedagogy Team, Property and Security Manager
- Schedule: Spring 2026
- Resources: No specific resource planned (falls within the normal remit of the responsible persons), can require some kind of resourcing for furniture (e.g. adjustable desk)
- Monitoring indicators:
    - Accessible Exam room has been set up
        - Year 2026: yes / no
        - Year 2027: –
    - Instructions for using the accessible Exam room have been prepared for SEAMK degree students and for exam visits.
        - Year 2026: yes / no
        - Year 2027: –

Measure 3: The FSHS study environment inspection (OPY), which is carried out every three years, is scheduled for 2026. Making an effort to correct any shortcomings in the learning environment indicated by the results.

- Responsible persons: Teaching Support Manager, Property and Security Manager, Administrative Manager
- Schedule: Year 2026–2027
- Resources: No specific resource planned (falls within the normal remit of the responsible persons)
- Monitoring indicators:
    - Possible shortcomings in the learning environment identified in the OPY inspection have been rectified (where possible)
        - Year 2026: yes / partly / not started
        - Year 2027: yes / partly / not started

Measure 4: Ensuring that accessibility guidelines are available on SEAMK's website (measure is recorded in the SEAMK accessibility plan) and that signs are up in Finnish and, where possible, in English. (See this plan, Chapter 3.2 Staff practices to promote equality and non-discrimination for 2024–2025 / Theme II / Measure 3.)

Theme IV: Prevention of bullying, discrimination, and harassment

Measure 1: A policy for situations of harassment and inappropriate treatment experienced by a student was drawn up at SEAMK during the previous equality and non-discrimination plan. Monitoring the functioning of the policy and the further developing the process if necessary.

- Responsible persons: Administrative Director, Faculty Deans, Development Manager, Human Resources, Development Manager, Learning and Teaching
- Schedule: 2026–2027
- Resources: No specific resource (falls within the normal remit of the responsible persons)

- Monitoring indicators:
    - Update status
        - Year 2026: no update needs emerged / update needs have emerged but could not be resolved / update needs have emerged and have been resolved
        - Year 2027: no update needs emerged / update needs have emerged but could not be resolved / update needs have emerged and have been resolved

Theme V: Other measures

Students have been provided with guidelines on equality and non-discrimination via the SEAMK Intranet. The student barometer, which is carried out every two years, is an important set of indicators of equality and non-discrimination as experienced by students. In order to improve surveying of these issues, the questions included in the barometer must be more effectively targeted than at present. The student feedback questionnaire for graduants (AVOP), which is carried out annually by universities of applied sciences, contains questions on equality and non-discrimination. In addition, student forums organised in many degree programmes offer good opportunities to address students' thoughts about and experiences of equality and non-discrimination.

Appendix 7: Personnel survey research questions

Work motivation

1 My job is challenging and interesting
2 My work is mentally demanding and stressful
3 I feel that I am achieving something useful with my work
4 My contribution is important for our organisation
5 My employer supports my professional development
6 I have recently been considering a change of employer

Managing your work

7 I know what is expected of me in my job
8 The objectives of my department are clear to me
9 I have sufficient autonomy to make decisions about my work
10 I get enough feedback on my work
11 My supervisor is interested in my ideas and initiatives

Working conditions

12 I get the information I need to do my job well
13 It is often unclear who decides on what
14 I think my salary level is competitive
15 The tools in my department are appropriate
16 The workload in my department has generally remained reasonable

Communication and inclusivity

17 Information flows well in our department
18 Our department has a good team spirit
19 People in our department have the opportunity to participate and use their initiative

20 In our department, we are ready to go above and beyond what is normally expected of us, if necessary
21 Our staff actively share their knowledge and skills with their colleagues
22 I believe that our department will take action based on the results of this survey

Managerial work (supervising)

23 My supervisor trusts their subordinates
24 I am free to express my views to my supervisor, even if I disagree with them
25 My supervisor has the courage to tackle problems when necessary
26 My supervisor gives me recognition for good performance
27 Orientation to new jobs is handled by our department

Efficiency and flexibility

28 Work is well organised in our department
29 Our department is efficient
30 Our department is constantly striving to find better ways of working
31 Our staff have the flexibility to adopt new procedures when necessary
32 Adequate attention is paid to the working environment in our department
33 Our organisation's principles and values are well respected in the day-to-day operations of our department

Employer image

34 Our organisation has recently moved in the right direction
35 I am very clear about the values and goals of our organisation
36 I believe our organisational values and goals are worth pursuing
37 I believe we can deliver excellent products/services to our customers
38 Our organisation treats its employees fairly and equitably
39 I am willing to recommend our organisation as an employer
40 The future looks bright for our organisation

Leadership culture

41 Our organisation rewards performance fairly
42 Our organisation consults staff when making decisions that affect them
43 Our organisation's strategy and future prospects are well communicated to staff
44 I have confidence in the ability of senior management to make the right decisions for our organisation
45 The changes made in our organisation have been well implemented

Business culture

46 Decision-making in our organisation is effective
47 Our organisation is hampered by too much bureaucracy and formality
48 Our organisation takes sufficient care of the wellbeing of our staff
49 There are too many rumours in our organisation
50 Cooperation with other departments is smooth