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CENTER FOR CULTURAL POLICY RESEARCH CUPORE

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# **EQUALITY AND NON-DISCRIMINATION PLAN 2022–2025**

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## FOREWORD

This is the equality and non-discrimination plan of the Center for Cultural Policy Research Cupore. The center was founded in 2002 and it is maintained by the Finnish Foundation for Cultural Policy Research. Its task is to produce and disseminate research information, reports and assessments to support decision making and civil society.

According to Finnish law, any organization that permanently employs more than 30 persons must prepare an equality and non-discrimination plan. Even though Cupore is not obliged to do so based on the size of its staff, the center's strategy *Tutkiva, oppiva, välittävä Cupore. Kulttuuripolitiikan tutkimuskeskus Cuporen strategia vuosille 2020–2025* (Cupore researches, learns and cares, strategy of the Center of Cultural Policy Research Cupore for 2020–2025) includes the preparation of an equality and non-discrimination plan. Cupore hasn't had an explicit equality plan up until now. In Cupore's previous strategy (2015–2020) equality among the staff was promoted through the development of the personnel practices.

In Finland the Employment Contracts Act (55/2001), the Act on Equality between Men and Women (609/1986) and the Non-Discrimination Act (1325/2014) oblige employers to treat employees and job applicants equally. The employer must assess and promote non-discrimination and gender equality within the work community purposefully and systematically.

In legislation non-discrimination means that all people are equal and no one should be discriminated against based on age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or other personal characteristics. Gender equality means that people must not be treated differently based on their gender, gender identity or expression of gender.

This plan describes the state of equality and non-discrimination at Cupore and practices that can promote equality in the work community. It proposes, based on the description, certain goals and measures that can be useful in the monitoring and advancement of equality and non-discrimination.

## HOW THE PLAN WAS PREPARED

The work of preparing the equality and non-discrimination plan began at Cupore in the latter part of 2020. The actual plan and the inquiries it entailed were realized in 2021.

The plan was prepared by a working group consisting of Emmi Lahtinen (researcher), Anna Kanerva (senior researcher, deputy director), Olli Jakonen (researcher, shop steward) and Ari Kurlin Niiniaho (researcher, occupational safety representative). Vappu Renko (researcher, substitute shop steward) substituted for Olli Jakonen as the shop steward in autumn 2021. All employees were welcome to join the working group.

The current state of equality and non-discrimination at Cupore was examined by reviewing the existing practices, documents and guidelines and the results of an employee wellbeing survey. Moreover, a pay survey and an equality and non-discrimination survey were carried out in spring 2021.

The pay survey examined the salaries of the employees from the viewpoint of gender equality and non-discrimination as well as Cupore's current recruitment and salary structure practices. The pay survey was conducted in cooperation among Cupore's head of administration and the shop steward and the results were discussed with the staff in spring 2021.

The equality and non-discrimination survey examined the employees' perceptions and experiences of the realization of equality and non-discrimination in different work situations and in the treatment of employees. It also explored their experiences of the atmosphere in the work community. It was an independent survey but it was planned in conjunction with the employee wellbeing survey carried out every other year. The equality and non-discrimination survey was prepared by the working group and it was commended by the members of Cupore's executive team. The results were discussed with the staff in September 2021.

In the process of preparing the plan a need was identified to create guidelines for acting as a member of the Cupore work community and so-called principles for a safer space to support cooperation beyond the work community. They should serve towards a shared and conscious endeavor to maintain spaces and practices that allow people to work and express their opinions safely. This means, among other things, maintaining an atmosphere of respect for others, defining responsibilities clearly and creating practices also for dealing with conflicts. Everyone has the right to be themselves in the work community, without having to fear belittling or discrimination.

The final plan was written in the latter part of 2021. The working group gave a draft for the research executive team to comment on at the end of November, after which it was reviewed by the executive team at the beginning of December. The plan was then opened for the entire staff to comment on. After the last round of comments, the plan was finalized. The final plan was translated into Swedish and English.

## **CUPORE AS AN ORGANIZATION AND WORK COMMUNITY**

Cupore is a research center maintained by the Foundation for Cultural Policy Research. The board of the foundation defines the general guidelines for the center's operations as well as the agenda and budget of the foundation. The board of the foundation is made up of representatives appointed by the Finnish Ministry of Education and Culture and the University of Jyväskylä.

The foundation's advisory board evaluates the activities of the foundation and the research center and offers expert advice on the research policy. The members of the advisory board represent Finnish universities and research institutes centrally involved in cultural policy research.

At the beginning of 2021 there were 19 persons working at Cupore, 11 (around 60 %) of whom were employed permanently and the rest on a temporary basis. Cupore did not recruit any new employees in 2021. The job titles among the staff were researcher, senior researcher, project manager, communications officer, head of administration, deputy director and director. The share of the staff working under the title of researcher was 32 percent (6 persons). 36 percent of the staff (7 persons) worked under the title of senior researcher.

In 2021 36 percent (5 persons) of the staff were men and 64 percent (14 persons) were women. There were both men and women working under the title of researcher or senior researcher. The average age of the employees was 46. The average age was 41 for the men and 47 for the women.

Cupore's primary working language is Finnish. Swedish and English are also used for communicating and working together in the work community.

Cupore's activities are managed by the director. The center has a head of administration and a deputy director, who also serves as the head of occupational safety. Since 2014 Cupore has had an occupational safety representative elected

by the staff, and since 2015, a shop steward and a substitute shop steward. They represent the staff to the employer in issues concerning, for example, the employment relationships.

## **EQUALITY AND NON-DISCRIMINATION AT CUPORE**

According to Cupore's strategy, the equality and non-discrimination plan should pay attention to, for example, wellbeing at the workplace, recruitment practices, facilities, operating practices, cooperation and strengthening of expertise. The Finnish Act on Equality between Men and Women requires for the employer to promote equal opportunities for men and women to develop their careers and the balanced placement of men and women in various jobs, as well as equal pay, and to facilitate the reconciling of the needs of family life and working life. The current state of affairs in the different focal areas of the plan is described in the following sections.

### **Strategic documents**

According to the current strategy, Cupore's key values are independence and transparency, diversity, non-discrimination, equality, responsibility and commitment to the goals of sustainable development. The strategy states that attention should be paid at Cupore to non-discrimination and gender equality both in terms research themes and subjects and human resources.

Cupore is committed in its research to the guidelines for responsible conduct of research and authorship guidelines of research publications of the Finnish National Board on Research Integrity. They aim to ensure that all persons participating in the research work get equal recognition for the work they have done but are at the same time equally responsible for the contents and results of the research. Equality and non-discrimination are also taken into consideration in Cupore's data management guidelines concerning the gathering and treatment of research data.

The employee handbook provides basic information on the job practices, rules and job benefits at Cupore. It is meant for all the employees and it also works as an introductory tool for new employees. The guide does not deal specifically with practices and principles relating to equality and non-discrimination.

**Personnel management**

The person responsible for personnel management at Cupore is the director. The director is the superior of all the employees and has an appraisal and development discussion with every one of them annually. The purpose of the discussion is to set personal goals for the employee's work at Cupore, to assess the achievement of the goals set in the previous year, to plan personal development measures and to give and receive feedback.

**Employee wellbeing**

Cupore has regularly carried out employee wellbeing surveys since 2015. The employees' experiences concerning equality and non-discrimination are taken into consideration in the questions. The employee wellbeing survey is conducted in the same basic form every other year to ensure the compatibility of data.

It is equally possible for all the employees to work shorter hours if the situation so requires. In parental leave practices Cupore conforms with the existing laws and collective bargaining contracts. According to the results of the survey, Cupore is a good place to work when it comes to reconciling the needs of work and private life.

All the persons with an employment contract at Cupore are entitled to employee health care. The exercise and culture vouchers are equally available to all the employees.

**Facilities**

Cupore's office is located on the sixth floor of an office building, which can be accessed by elevator or stairs. The building entrance and elevator are not however accessible to all and the elevator is too small to accommodate a wheelchair.

At Cupore all the employees have the possibility to work remotely.

**Recruitment and employment relationships**

The person responsible for recruiting and hiring employees at Cupore is the director. The recruitment is based on openness and equal treatment of applicants. The recruitment advertisements are generally published in Finnish and in some cases also in Swedish and/or English.

Proposals to make temporary posts permanent are presented by the director at Cupore's board meetings and the board makes the decisions about them. The nature and funding of the operations set limits to Cupore's activities, the duration of the employment contracts and the recruitment of new employees.

**Salary**

The salaries at Cupore are based on the complexity of the job duties (task-based salary part) and on the employee's performance (personal salary part). The salary model includes a pay scale and an assessment scale for personal performance as well as the type of education required for the different job titles and it also takes into consideration other duties than those relating purely to research or research management. The salary model is open for all the employees to view and it was designed in cooperation among the staff and Cupore's board in 2015–2016.

The pay survey did not show pay or other inequalities connected to gender or job title. When new employees are hired the salary level is defined based on the complexity of the duties and the applicant's education and work experience. The aim is to appraise the salaries of all the employees in connection with the annual appraisal and development discussions. Moreover, the salaries are appraised per job title. If differences are detected, the reasons behind them can be investigated and the situation fixed, if need be.

**Career development and strengthening expertise**

From the viewpoint of career development, Cupore has rather limited advancement opportunities to offer and most of the employees in the research organization have their own specific fields of expertise, which creates challenges to the circulation of job positions.

According to the employee wellbeing survey, most of the employees find opportunities for professional development and learning new things more important than advancement opportunities. Employees at Cupore can develop their competences by, for example, attending courses or training events. These needs and opportunities are reviewed annually in connection with the appraisal and development discussions.

**Work culture and cooperation**

Cupore does not have specific guidelines on acting as a member of the work community. According to the employee wellbeing survey, the work community has a good team spirit and cooperation works well among the staff. What are seen as essential for Cupore's work community in terms of the realization of equality and non-discrimination are open and fair practices, transparency of decision making, an atmosphere of respecting the opinions, ideas and work of others, the competence and attitudes of the employees and a work culture that accepts difference.

### **Communications and publications**

An own channel for the staff has been created on Teams, which serves as the channel for Cupore's internal communications and where the agendas and memos of the staff meetings and the executive team can be viewed by all the employees. The Teams channel centered on the development of operations is also open to all the employees. Cupore also uses an all-staff emailing list.

Cupore's research publications are openly unloadable at the Cupore website. The website has three language options, but the more comprehensive volume of information is only available in Finnish. The abstracts of the research reports and news are principally published in three languages: Finnish, Swedish and English.

The accessibility of the publications is taken into consideration based on the layout guidelines prepared at Cupore. Their purpose is to ensure that the documents meet with various accessibility requirements.

## **MEASURES TO PROMOTE EQUALITY AND NON-DISCRIMINATION**

In the work community's own assessment, gender equality and non-discrimination are realized well at Cupore in many respects. As a single factor, language can limit the possibilities to work and act in different positions and to be equally a part of the work community. The differences in the types of employment contracts were also identified as something that can create experiences of inequality.

Based on the mapping it is good to assess and monitor the state of equality and non-discrimination on a regular basis, so that possible shortcomings can be identified and intervened in. It can however be difficult for a community to identify or assess own practices from the perspectives of equality, equity and non-discrimination.

The table below summarizes the development needs that came up in the process of preparing of the plan. The listed measures serve as tools for monitoring and promoting equality and non-discrimination in the work community during 2022–2025. Their achievement will be monitored and assessed every other year. The responsibility for these matter rests with Cupore's executive team. Matters in this area are also presented to Cupore's board.



<b>Goal</b>	<b>Measures</b>
<p>To regularly monitor the state and realization of equality and non-discrimination in the work community.</p>	<ul style="list-style-type: none"> <li>• The equality and non-discrimination plan are updated every four years. An equality and non-discrimination survey and a pay survey are repeated as a part of the plan.</li> <li>• A question about the equal treatment of the employees is included in the employee wellbeing survey carried out every other year.</li> </ul>
<p>To enhance openness in the recruitment processes and the recognition of diverse expertise, paying attention to the equal treatment and non-discrimination of the applicants.</p>	<ul style="list-style-type: none"> <li>• In the recruitment advertisements people representing different genders and backgrounds are encouraged to apply. A description of Cupore's values are included in recruitment advertisements.</li> <li>• To ensure that the recruitment criteria are well-grounded in relation to the vacant position.</li> <li>• To try anonymous recruitment, if possible.</li> <li>• To aim for openness of the advertising channels in the recruitment.</li> </ul>
<p>To strengthen the staff's competences on issues relating to equality and non-discrimination. To promote and maintain the acceptance of difference as well as mutual respect and trust in the work community.</p>	<ul style="list-style-type: none"> <li>• Training will be organized for the staff on promoting equality and non-discrimination in different situations.</li> <li>• Guidelines for acting as a member of the work community are created and included in the employee handbook.</li> <li>• Persons responsible for handling possible situations of discrimination are named and this information is included in the employee handbook.</li> <li>• The staff representatives are elected every other year.</li> <li>• To prepare principles for safer space.</li> </ul>
<p>To advance the employees' career and professional development on an equal basis.</p>	<ul style="list-style-type: none"> <li>• To create a structure for the appraisal and development discussions that pays attention to the perspectives and hopes of the employees concerning their career and professional development.</li> <li>• Employees' hopes and career development are taken into consideration as equally as possible in the division of work tasks and responsibilities.</li> <li>• To ensure that different positions in the organization are as available as possible to all the members of the work community, regardless of their type of employment contract.</li> <li>• Equality and non-discrimination are taken into consideration in the formation and assembly of the executive teams.</li> </ul>
<p>To develop the work environment and work from the viewpoint of accessibility.</p>	<ul style="list-style-type: none"> <li>• To include a question in the structure of the development discussions on the factors that may affect functional capacities in the facilities and work environment. To make the needed reasonable adjustments.</li> </ul>

Goal	Measures
	<ul style="list-style-type: none"> <li>• To try, as far as possible, to influence the office building management to carry out accessibility improvements in conjunction with basic renovations.</li> </ul>
<p>To promote openness, equality and non-discrimination in communications, decision making and cooperation.</p>	<ul style="list-style-type: none"> <li>• To communicate openly within the work community about new projects, duties and decisions.</li> <li>• To pay attention to openness and equality in Cupore's communications strategy.</li> <li>• To try to also influence cooperation with external partners to take equality and non-discrimination into consideration, and to also consider the issue in, for example, the membership of the board, the advisory board and steering groups.</li> </ul>
<p>To develop the salary model in cooperation with the staff. To increase openness and long-term thinking in employment relationships.</p>	<ul style="list-style-type: none"> <li>• To regularly review the requirements for the different job titles and the criteria of the personal salary part in the salary model. To update, if need be, the salary model in cooperation with Cupore's board and staff.</li> <li>• To clarify the grounds for making temporary work contracts permanent.</li> </ul>