



DIVERSE AND EQUAL METROPOLIA

Equality and non-discrimination plan of Metropolia University of Applied Sciences for 2023–2024

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This publication is Metropolia's equality and non-discrimination plan for 2023–2024 and it concerns both students and staff. It is published every other year in Finnish and English. Diversity themes are also covered. This publication has been created by Metropolia's diversity and equality working group, and commented on by the occupational safety and health committee, cooperation committee, Management Group and numerous experts within the organisation. All staff and students were invited to participate.

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Equality and non-discrimination work at Metropolia University of Applied Sciences

Metropolia University of Applied Sciences is committed to promoting diversity, equality and equal opportunities and to preventing discrimination in all of its activities. The planning of the equality and non-discrimination is steered by statutory obligations, the Act on Equality between Women and Men (609/1986), as amended in (1329/2014) and the Non-discrimination Act (1325/2014)). Metropolia is committed to promoting equal opportunities for all its members to learn, develop, participate and have an influence within the university of applied sciences community.

Metropolia's equality and non-discrimination plan is based on Metropolia's joint values, strategic goals and ethical principles, taking into account the degree regulations and rules of procedure.

Equality and non-discrimination is worked on by everyone at Metropolia.

People form the basis for our operations. We respect one another. We invest in a dialogue-based operating culture that values diversity. We encourage agile learning, creativity and bold experiments. Our cooperation is built on openness and trust. In line with our



new value base and new ethical operating principles, we strive to ensure equal opportunities for all in a diverse Metropolia.

The equality and non-discrimination plan applies to all persons studying or working at Metropolia. Every member of the UAS community is obliged to promote the realisation of equality and non-discrimination within their own working environment.

In addition to these Acts, Metropolia University of Applied Sciences must comply with the provisions of the Finnish Constitution, the Employment Contracts Act and the Occupational Safety and Health Act concerning equality, equal opportunities and non-discrimination. Metropolia will not accept discrimination. It is the duty of everyone at Metropolia to react without delay to any labour protection, discrimination or harassment situation they have personally witnessed or learned about, following the agreed procedure.

In accordance with the Non-discrimination Act, an employer must evaluate how well equality is realised at the workplace and, taking the needs of the workplace into account, develop working conditions and the procedures followed when selecting staff and making decisions that concern the staff.

The principles of equality and non-discrimination work

The principles of equality and non-discrimination work are as follows:

- every member of the UAS staff has similar rights and obligations and equal opportunities to develop and advance their career
- everyone has an opportunity to influence and participate in the development and planning of operations
- all applicants are treated equally when recruiting employees or selecting students
- all students are offered equal opportunities to study in teaching situations
- learning, studying and guidance are developed in such a way that equality and non-discrimination are transparent principles in all learning and guidance activities
- the assessment of study performance is based on published, clearly defined learning outcomes and assessment criteria
- attention is paid to accessibility and every effort is made to offer equal opportunities to all
- the remuneration system is developed to be equal

| PLAN | DO | CHECK | ACT |
|--|---|---|---|
| The equality and non-discrimination plan sets clear targets and measures for the planning period for each party with a certain responsibility. | We act according to plan. The measures are integrated into the day-to-day activities at the UAS. The responsible parties report in accordance with the line organisation. | Assessment information is collected systematically and comprehensively over a long period. The outcomes of activities are analysed by the equality working group relative to the targets set. | Operations are developed by analysing information that has been obtained in the assessment and by refining it into ideas and solution alternatives to develop and improve operations. |

TABLE 1. CYCLE OF CONTINUOUS DEVELOPMENT AS AN ACTION PLAN

Equality and non-discrimination work is implemented at Metropolia under the principle of a cycle of continuous development as shown in Table 1.

Evaluation of the 2021–2022 period and description of the current situation

The previous period was self-evaluated by the equality and non-discrimination working group through diversity management and by following other evaluation materials and reports. This chapter highlights some of the achievements per target area.

Recruitment, career development and remuneration

It is Metropolia's policy to treat all applicants equally in recruitment and to promote diversity in its staff. The staff is offered equal opportunities to develop themselves and to advance in their careers. The remuneration system is being developed to be more and more equal.

- Objective:** Openness and equality in recruitment

What was done? Our new recruitment programme enables a more open and equal recruitment process thanks to good communication features. However, anonymous recruitment is not totally possible at this moment.

- Objective:** A consistent induction process that guarantees at least a basic level of

induction for all new Metropolia employees, including part-time staff.

What was done? A Moodle course was created for all new employees for the purposes of a general induction of the organisation, including a Seppo game called Kohti yhdenvertaisempaa Metropoliaa ("Towards a more equal Metropolia").

- Objectives (a summary of four objectives):** Equal education and development opportunities and equal career advancement opportunities, supporting a balance between work/study and other life, and creating a age-friendly workplace

What was done? During the planning period, common policies were created concerning study during working hours. Internal training has been available to all. Development reviews model has been developed to support work well-being and coping. Arrangements concerning working hours, such as flexitime for administrative and support staff, option to exchange holiday bonus partly into leave and a flexible hybrid model were applied to promote a work-life balance enabling, for example, the care of children or other relatives. Age-friendliness was increased by means of work organisation and part-time work,

for example.

- Objective:** Open and transparent remuneration system

What was done? There has been a continuous dialogue between shop stewards and the employer regarding the system of remuneration. When determining the pay, we will evaluate various factors, all of which are described to the staff in the OMA intranet. The evaluation of various factors, such as the level of difficulty of the job and job performance, always involve an element of subjectivity, which is why a common line of interpretation has been continuously developed.

The OMA intranet content on pay and remuneration was completely updated in the summer of 2022, with further adjustments made also after it. Communication to supervisors and employees has been uniform in content.

Equal pay between women and men is monitored with a pay survey every other year in accordance with the Act on Equality between Women and Men. This was done in 2021. The previous equality and non-discrimination plan detected a difference in the pay between male and female heads

of competence units, which has since then been rectified.

Studying and teaching

Metropolia aims to be a study community where everyone feels safe to study and where everyone is valued and treated with respect, and where no harassment or discrimination is tolerated. In 2022, we engaged in renewing Metropolia's value base, also formulating our ethical operating principles to promote a safe and socially sustainable higher education community and operating culture.

- Objective:** Survey the students' experiences of equality and non-discrimination with a questionnaire.

What was done? The surveys were carried out in 2021 and 2022. Unfortunately the response rate was very low, so no conclusions could be drawn.

- Objective:** Safe studying environment where harassment or discrimination are not tolerated.



What was done? One measure was to ensure that every student knows how to act if they feel they have been harassed or discriminated against. This was promoted in 2022 by creating an operating model for students for the treatment of inappropriate behaviour and harassment, with instructions for staff also being updated. The purpose of the instructions is to prevent and identify harassment and inappropriate behaviour and to ensure that any harassment is dealt with properly.

- 3. Objective:** Every student has an equal right to receive guidance within a reasonable amount of time regardless of the stage of their studies or their degree programme.

What was done? A learner-oriented guidance model was developed in a project in 2021. Metropolia students are also able to seek individual support for their studies provided the need for such support has been identified earlier or during the studies. A student's need for individual support and guidance may be related to diagnosed or suspected learning difficulties, or a mobility, hearing or visual issue.

Students may raise the need for such support directly with Metropolia's student advisor (MERkka) to determine not only the exact need for support but also the student's strengths. Once these have been identified, the student is also able to apply for any individual learning arrangements.

Management, operating culture and communications

Metropolia aims to be a working community where everyone feels safe to work and where everyone is valued and treated with respect, and where no harassment or discrimination is tolerated. In 2022, we engaged in renewing Metropolia's value base, also formulating our ethical operating principles to promote a safe and socially sustainable higher education community and operating culture.

- 1. Objective:** Establishment of the equality and non-discrimination working group

What was done? The Diversity and equality working group (name changed on 1 January 2023) established its operating model and development progressed systematically in the group in the period 2021–2022.

- 2. Objective:** Promoting a community spirit, openness and dialogue through a culture that values diversity.

What was done? A panel discussion was held during the anti-discrimination week, and a Seppo game called Kohti yhdenvertaisempaa Metropoliaa ("Towards a more equal Metropolia") was created. Diversity and inclusiveness training was carried out and people were engaged to create a new value basis and ethical operating principles. Staff was

encouraged to attend Metropolia's internal sustainable development training.

- 3. Objective:** Good behaviour should become standard practice and the threshold for intervening in inappropriate behaviour should be low.

What was done? Guidelines were made for the treatment of inappropriate behaviour and harassment separately for students and staff.

- 4. Objective:** Improve the accessibility of communications by increasing easy-to-read elements and bilingual content.

What was done? We improved the usability and bilingual elements of OMA intranet, used by staff and students. A digital accessibility section was added in the intranet, with a number of instructions to improve accessibility. The section was made in Finnish and English. The development work to improve the accessibility of Metropolia's digital services was continued throughout the period.



TABLE 1. PERCENTAGE OF FEMALE STUDENTS IN THE DIFFERENT FIELDS TAUGHT AT METROPOLIA UAS DURING 2018-2022.

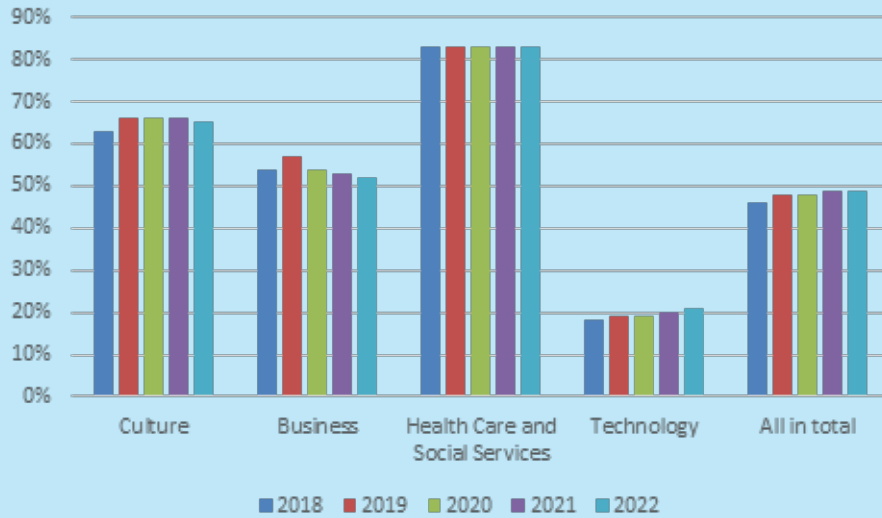
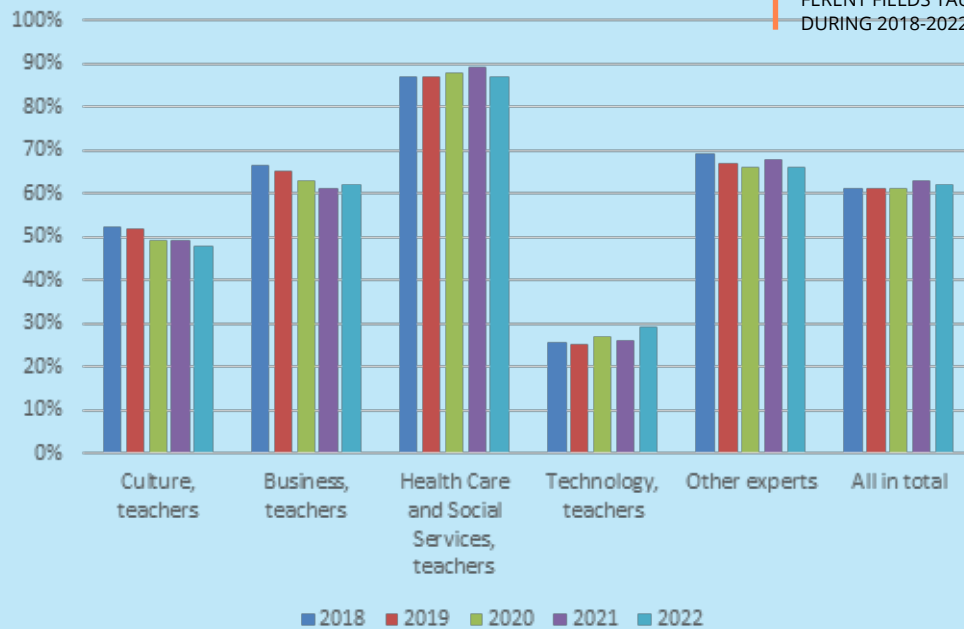


TABLE 2. PERCENTAGE OF WOMEN OF STAFF, LECTURERS AND OTHER EXPERTS IN THE DIFFERENT FIELDS TAUGHT AT METROPOLIA UAS DURING 2018-2022



Current state of equality and non-discrimination

The gender distribution of Metropolia's students has been stable from one year to the next, and it reflects the traditional distribution into male-dominated and female-dominated occupations. Currently, 79% of students in Technology and Transport are men, whereas 83% of students in Health Care and Social Services are women. Culture students are 65% female. The most even gender distribution between men and women is in Culture, Social Sciences and Business Administration, where women accounted for 52% of students at the end of 2022. Of all the students in 2022, 49% were women and 51% men. The overall gender distribution is explained by the fact that the Technology and Transport faculty has more students than any other (7,842). The second-biggest faculty is Social Services, Health and Sports, at 5,415 students.

A review of the equality and non-discrimination situation at Metropolia for the staff was conducted on the basis of the statistics in the Staff Report (2022) and for the students on the basis of student statistics.

Metropolia's staff has been stable from one year to the next, and it reflects the traditional distribution into male- and female-dominated occupations. Currently, 71% of lecturers in Technology and Transport are men, whereas in 87% of lecturers in Health Care and Social Services are women. The Faculty of Business is also female-dominated, with women accounting for 62% of the lecturers. The most even gender distribution between men and women in Culture, where women accounted for 48% of lecturers at the end of 2022. Of the entire staff, 62% are women and 38% are men, which is also the gender distribution in administration and support services (women 66% and men 38%).

The average age of full-time staff has fallen slightly in recent years. At the end of 2022, the average age of the entire staff was 48.2 years. The average age of the teaching staff was 51.2 years and the average age of other experts 44.8 years. The biggest age groups among the full-time employees were 46–55 years (315) and 56–65 years (295).

The number of fixed-term employees has increased in recent years. At the end of 2022, 17% (173 employees) of Metropolia's full-time staff had a fixed-term employment contract.

In the salary statistics for teachers, there is a gap between men and women in the average for the overall salaries paid for various job titles. Depending on years served, there was a

difference of 172–360 euros in favour of male senior lecturers, and a difference of 733 euros for principal lecturers at 20 years of years served. The gap can be explained by the availability supplement paid to the lecturers in the Technology faculty on the basis of the General collective agreement for the private teaching sector (Finnish Education Employers), corresponding to 13.1–27.7% of the lecturer's base salary under the collective agreement. The supplement is reflected in the overall salary.

The greatest reason for inequality of pay between the genders is that the professions are very much divided into male- and female-dominated professions. In the case of teaching staff, the pay gap between men and women can be explained by the bonus for low availability of labour under the collective agreement, which is paid to lecturers in the faculty of Technology. The supplement should not be agreed upon in collective agreements, but paid on a market basis, which is a labour market policy advocated by Metropolia.

The teaching staff's personal salary elements between men and women are similar on average.

A significantly lower number of family leave days were taken in 2022 compared to the previous year, and they were predominantly taken by women. Men used 12% of family leave days, which is somewhat more than in previous years (in 2019, the figure was 4%).

This corresponds to 468 days out of a total of 3,964 family leave days taken. Paternity leave accounted for 346 days and care leave for 107 days.

Taking family leave must be taken into account in pay inequality between the genders and opportunities to advance in your career. Since the entry into force of the family leave reform on 1 August 2022 has already somewhat increased the number of days taken by men as family leave.

The staff survey studied the equality and non-discrimination status in Metropolia. Most respondents in 2022 felt that people of different gender and age are treated equally in the workplace (gender 3.47/4; age 3.42/4). On the whole, the experience of equality and non-discrimination was slightly lower than the above (3.08/4). 88% of the respondents have not experienced harassment, bullying or inappropriate treatment in the workplace. 7% had experienced inappropriate treatment that had been dealt with, while 5% were in the process of resolving it. Metropolia is committed to zero tolerance in terms of harassment. The treatment process, guidelines and support concerning harassment was developed during the year. The results for 2022 were somewhat better than in 2021 in all aspects.

Metropolia's diversity management was evaluated internally in the autumn of 2022 with the self-evaluation tool of Finnish Business

and Society. The tool makes visible the current strengths and areas requiring development in the organisation's diversity management, providing a guideline for future development. The tool evaluated the current state of diversity from the viewpoint of organisational commitment, of diversity management processes, and of the staff and customers, users and other partners. The Metropolia analysis also included a student viewpoint. The results were discussed at the Metropolia Management Group's strategy afternoon and presented in workshops in December 2022 on the equality and non-discrimination plan applying to all persons studying or working at Metropolia. The self-evaluation highlighted a few areas of development for this plan.

Metropolia also participated in the KPMG Inclusion, Diversity & Equity (IDE) study in 2022 for Finnish organisations. On the scale of 1 to 5 IDE maturity scale applied in the study, Metropolia was between 2 and 3. See the background material for a link to the study.



Promoting equality and non-discrimination at Metropolia in the 2023–2024 period: description of current status, aims and measures for each responsible party

On the basis of the evaluation of the 2021–2022 period and the self-evaluation on diversity management in the autumn of 2022, new goals were chosen and work was continued with earlier goals for the 2023–2024 period.

Recruitment, career development and remuneration

On the basis of the self-evaluation development areas and other evaluation material, areas that were chosen for development were recruitment, induction, career advancement and remuneration to promote diversity, equality and non-discrimination especially from the viewpoint of Metropolia staff.

1. OBJECTIVE:

Development of openness and equality in recruitment

MEASURES:

Supervisors are coached on how to observe and promote diversity in the various stages of the recruitment process and to carry out language-aware recruitment. A diversity statement was added to all job advertisements. A diversity statement indicates the organisation's commitment to promoting diversity. Supervisors are coached to identify various forms of discrimination and the effects of unconscious assumptions especially in recruitment. The indicators for staff diversity is measured in terms of gender, age and nationality, and development in these included in the staff report.

FOLLOW-UP:

The diversity statement has been adopted in all recruitment. the number of training sessions for supervisors is monitored and candidates are chosen and statistics are made from the viewpoint of diversity (such as gender and nationality).

RESPONSIBILITY:

Human Resources Services and supervisors

2. OBJECTIVE:

Induction development to support diversity

MEASURES:

Develop the induction process and induction manuals, also in English, and coach the supervisors to enable them to manage induction well, where the diversity of new employees is also taken into account.

FOLLOW-UP:

The induction Moodle course has been developed from the viewpoint of diversity and the number of training sessions for supervisors is monitored

RESPONSIBILITY:

Human Resources Services and supervisors



3. OBJECTIVE:

Objective: Career advancement principles are transparent

MEASURES:

Career advancement and opportunities to change one's work duties or to take on entirely new duties internally is supported transparently in performance reviews. The role of performance reviews is also highlighted as a means of career planning. Create career paths and their principles to increase transparency for alternatives in vertical and horizontal career advancement. Coach the supervisors in holding discussions concerning and career planning. Support employee's competence development through job rotation and work monitoring. Mobility from one role to another in the organisation and competence utilisation is promoted by considering ways to lower any obstacles to mobility.

FOLLOW-UP:

Career paths have been created, supervisor coaching has taken place and performance reviews discuss career planning.

RESPONSIBILITY:

Supervisors and Human Resources Services

4. OBJECTIVE:

Objective: Promotion of equality in remuneration

MEASURES:

Differences in pay are based on acceptable grounds, such as the level of demandingness of the job and work performance, and the grounds can be assessed the same way for all employees. Eliminate any discriminatory pay differences. Pay and remuneration principles are understandable, communication is open, understandable, unambiguous and the necessary information is available.

FOLLOW-UP:

Continuous debate to find a common line of interpretation, coaching of supervisors and clear communication to the staff. Continual analyses of pay data and coaching of supervisors. Results of personnel survey, use of clear and direct language, continuous improvement of the intranet pages. Ensure that we understand pay and remuneration principles the same way and ask if not sure.

RESPONSIBILITY:

Human Resources Services and supervisors



Studying and teaching

On the basis of the self-evaluation, areas in need of development included:

- development of students' diversity competences as part of orientation and tutoring
- students' diversity assumption, support of study capacity, and identification of changes in study capacity
- taking account of gender and sexual minorities as students

In the workshop for the 2023–2024 equality and non-discrimination plan, international students pointed out that any instructions and bulletins should also be available in English. This would make them feel that they are equal members of the higher education community.

1. OBJECTIVE:

Taking diversity better into account in teaching and guidance.

Learning contents and teaching practices do not include discriminatory elements, and assessments are transparent and fair. Every student has an equal right to receive guidance within a reasonable amount of time regardless of the stage of their studies or their degree programme.

MEASURES:

Coaching staff to take diversity into account in teaching and guidance. Reinforcing a model of student-oriented guidance to equality and non-discrimination in guidance.

FOLLOW-UP:

the number of training sessions is monitored and a learner-oriented guidance model has emphasised taking diversity into account. The above model is applied in the degree programmes.

RESPONSIBILITY:

learning activities

2. OBJECTIVE:

Development of orientation studies to support diversity

MEASURES:

Adding diversity and non-discrimination themes for first-year students' induction period and tutor training.

FOLLOW-UP:

Diversity and non-discrimination themes have been added for first-year students' induction period and tutor training.

RESPONSIBILITY:

learning activities and Metropolia's Student Union METKA (in terms of tutor training)



3. OBJECTIVE:

Prevention of inappropriate behaviour and harassment

MEASURES:

Instructions for students on dealing with inappropriate behaviour and harassment in Metropolia is made a permanent part of tutor training, and also through events and communication. Creating the principles for safer spaces and expanding their use in stages.

FOLLOW-UP:

Tutor training has discussed the instructions for students on dealing with inappropriate behaviour and harassment in Metropolia. The principles for safer spaces have been created and their introduction is monitored in each unit.

RESPONSIBILITY:

learning activities and Metropolia's Student Union METKA (in terms of tutor training)

4. OBJECTIVE:

Realisation of higher education democracy, opportunities to make a change and participate

MEASURES:

Developing a democratic operating culture and civic skills as part of sustainable development goals. Creating practices to strengthen and support the realisation of higher education democracy. Offering opportunities for dialogue and public discussion and decision-making, practising argumentation and looking at different viewpoints together. Developing opportunities for participation and decision-making through studification, by making them part of participation in society and learning of working life skills.

FOLLOW-UP:

Number of credit points used for participation and learning of working life skills.

RESPONSIBILITY:

learning activities



Management, operating culture and communication

In accordance with Metropolia's strategy, a community-based and participatory culture encourages every one of us to give their best towards achieving our common goals. Our operating culture manifests itself in agile and experimental renewal and in day-to-day efficiency. We work in a people-oriented way, we conduct important work using our strengths in diverse settings and we focus on creating an operating culture that values dialogue and diversity.

1. OBJECTIVE:

Development of working life skills, creation of a culture for appreciating and respecting others in work and student communities and making Metropolia's ethical operating principles a permanent and systematic part of the staff, students and partners.

MEASURES:

Organising coaching and theme days on the campuses. The ethical principles are made a permanent part of our operations through team discussions, development days and training, and to students through tutoring and orientation.

FOLLOW-UP:

Results of personnel and student surveys

RESPONSIBILITY:

Human Resources Services, Strategy and Development Services supervisors, employees, students and tutors

3. OBJECTIVE:

Language-aware communication and improved accessibility

In language-aware communication, you consider carefully what kind of language is used in a given situation, what language requirements are set for various tasks, and how the terminology chosen affects inclusion.

MEASURES:

Carrying out measures in Metropolia's international action plan and accessibility plan. All communication pays attention to accessibility. The instructions

2. OBJECTIVE:

Development of processes for diversity management

MEASURES:

Trying to identify diversity in more ways in various Metropolia processes, and to develop diversity management. In 2023, a version suitable for the competence units and other units will be made available on the self-evaluation of diversity management. A follow-up survey will be carried out in the entire organisation in 2024.

FOLLOW-UP:

Doing survey on the current state of diversity

RESPONSIBILITY:

management, supervisors, Human Resources Services

are available in Finnish and English, supporting the staff's development in Finnish/English, agreeing on language policy at meeting and in education. Making guidelines about language-aware communication.

FOLLOW-UP:

Monitoring the realisation of measures in Metropolia's international action plan and accessibility plan. The guidelines have been completed.

RESPONSIBILITY:

Communications and Marketing, Learning activities, Human Resources Services, UAS services.

Plan implementation and follow-up

The equality and non-discrimination plan is prepared for a period of two years at a time. The measures specified in the plan and their realisation are integrated into the day-to-day activities of the UAS, and the responsibility for the implementation of these measures lies with the line organisation. With regard to the staff, the process owner is the Human Resources Director and Human Resources Services. As for equality and non-discrimination in studying and teaching, the owner is the Director of Lifelong Learning and the Lifelong Learning Services.

The implementation of the plan is monitored and the plan is reviewed and, if necessary, updated. The responsibility for making the plan and following it up is clearly stated in the organisation, and metrics have been set for the actions. A more accurate roadmap is made of the plan, in which implementation of the actions is prioritised and scheduled, with more accurate designation of the parties responsible.

The staff and the students were given an opportunity to participate in the planning process in the workshops held in December 2022 and through an anonymous online survey. The draft plan was discussed by the Occupational Safety Committee on 9 February, the Management Group on 28 February, and by the Cooperation Negotiations Committee on 1 March. By the President decision, the plan was approved in March 2023.



Equality and non-discrimination work is carried out in accordance with the PDCA cycle of continuous development, the responsibility for which lies with the regularly meeting Diversity and equality working group. The working group consist of representatives from units in charge of the measures, student representatives, other experts on the subject, occupational safety representative and shop steward. The group monitors implementation of the plan, organises events to increase understanding of diversity and discusses topical issues regarding diversity, equality and non-discrimination in the higher education community.

It is the responsibility of the entire UAS community to ensure that the equality and non-discrimination work succeeds – everyone at Metropolia is responsible for their personal behaviour and actions. The Occupational Safety Committee participates in monitoring the implementation of the equality and non-discrimination plan in its own role. HR services staff, supervisors and members of management also participate in accordance with their roles.

Metropolia’s internal and external communications, content, presentations, language and visual material must promote equality and non-discrimination. Information about equality and non-discrimination work as well as the aims and measures of the equality and non-discrimination plan is actively communicated to staff and students.

The final equality and non-discrimination plan is published on Metropolia’s intranet and public website in Finnish and English.

Follow-up and support material

The implementation of equality and non-discrimination plan is monitored in accordance with the PDCA cycle of continuous development by compiling monitoring and support material, listed below.

The material used for following up on the plan includes:

- Staff report, annually
- Staff survey, annually
- Students survey on equality and non-discrimination
- Student statistics and results of graduate feedback questionnaire (AVOP)
- Salary review, every second year
- Workplace survey reports by the occupational health care services, every five years
- Assessment of occupational health and safety risks, every five years
- Working community development plan, annually
- Universities of Applied Sciences Act
- Finnish Act on the Provision of Digital Services (306/2019) and the international Web Content Accessibility Guidelines (WCAG)
- Metropolia’s Code of Conduct
- Metropolia’s accessibility planning
- Metropolia’s Regulations and Degree Regulations
- Metropolia’s international action plan
- Operating model for the treatment of inappropriate behaviour and harassment at Metropolia (for students and staff)
- Metropolia’s safer space principles (to be piloted in 2023)
- Metropolia’s occupational safety action plan
- Early intervention and support model
- Student Guide on the intranet and the part containing instructions for individual support for study

Metropolia equality and non-discrimination plan is supported and supplemented by the following documents and policies:

Background material

Universities of Applied Sciences Act <https://www.finlex.fi/en/laki/kaannokset/2014/en20140932>

FIBS Diversity and inclusion self-assessment tool and user's manual, 2022. <https://monimuotoisuusarviointi.fi/en/>

Jousilahti Julia, Tanhua Inkeri, Paavola Juho-Matti, Alanko Leena, Kinnunen Amanda, Louvrier Jonna, Husu Liisa, Levola Maria, Kilpi Jenni 2022. KOTAMO : Report on the state of equality and diversity in Finnish higher education institutions <https://julkaisut.valtioneuvosto.fi/handle/10024/164427>

KPMG Finland 2022. Kilpajuoksua vai määrätietoista etenemistä Katsaus suomalaisten organisaatioiden hyviin käytäntöihin inklusiivisuus-, monimuotoisuus-, ja yhdenvertaisuustyössä. <https://assets.kpmg/content/dam/kpmg/fi/pdf/2022/08/fi-IDE-selvitys.pdf> (available in Finnish only)

Act on the Provision of Digital Services <https://www.finlex.fi/fi/laki/alkup/2019/20190306> (available in Finnish only)

Act on Equality between Women and Men <https://www.finlex.fi/en/laki/kaannokset/1986/en19860609>

Act on Occupational Safety and Health Enforcement and Cooperation on Occupational

Safety and Health at Workplaces <https://www.finlex.fi/en/laki/kaannokset/2006/en20060044>

Act on Disability Services and Assistance <http://www.finlex.fi/fi/laki/ajantasa/1987/19870380> (available in Finnish only)

Act on Co-operation within Undertakings, <https://www.finlex.fi/en/laki/kaannokset/2007/en20070334>

Degree Regulations of Metropolia University of Applied Sciences Ltd

Opetuksen erityisjärjestelyt Metropolia Ammattikorkeakoulussa. <https://opiskelija.oma.metropolia.fi/group/pakki/opiskelijan-opas/opinnot/opintojen-suunnittelu-ja-opinto-ohjaus/yksilöllinen-tuki-opiskelussa> (available in Finnish only)

The Constitution of Finland, <https://www.finlex.fi/en/laki/kaannokset/1999/en19990731>

The National Building Code of Finland (incl. F1 (2005) Accessible building, regulations and guidelines), <https://ym.fi/en/the-national-building-code-of-finland>

Operations model for processing inappropriate treatment and harassment at Metropolia - instructions for personnel. <https://oma.metropolia.fi/henkilokunnalle/henkilostoasiat/tyohyvinvointi/>

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