Karolinska Institutet’s action plan for equal treatment
2013–2015
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Appendix 1: Follow-up of active measures in Karolinska Institutet’s action plan
for equal treatment 2010-2012 (Ref 687/2010-200)

Issued by:

Karolinska Institutet

Authorised by the President March 19, 2013
A word from the President

Karolinska Institutet (KI) is a University that sets demanding goals for research and education. We aim to be one of Europe’s leading medical universities, and among the best in the world. This also means that we must have students and employees who are happy in their work, and are given opportunities to develop their skills. A pleasant environment for studying and working favours creativity and provides the right conditions for cooperation and discussion.

It is my firm belief that all students and employees working together can create an open and creative environment. This is vital for success in education and research. For that reason, factors such as gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age cannot be allowed to stand in the way.

We need a multitude of voices in KI in order to develop our core activity – a first-class education that provides the intellectual infrastructure for an international research career and a future in health and medical care – plus a clear striving for excellence in many research areas.

Let us work together to improve the health of our fellow human beings by ourselves contributing to a tolerant and open organisation.

Anders Hamsten
President
**Introduction**

KI’s campaign for equal treatment owes its origins to the Discrimination Act which came into force on 1 January 2009. The Act is intended to promote equal rights and opportunities for employees and students, and to combat discrimination and harassment on the grounds of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

The Discrimination Act has a requirement that an employer, together with employees, must prepare a plan to promote equal opportunities (Chapter 3, Section 13) every 3rd year, and that the Education Coordinator must prepare an annual equal treatment plan for students (Chapter 3, Section 16).

KI has chosen to implement this based on a common 3-year action plan for employees and students. This covers all the various grounds for discrimination, and explains why the term “equal treatment” is used in this plan as the overarching strategic concept. In order to fulfil the requirement for a one-year action plan specially for students, KI will report specifically once a year on measures carried out for students.

The action plan for KI’s campaign on equal treatment 2013-2015 covers all employees as well as applicants and students at undergraduate, graduate and post-graduate levels.
Karolinska Institutet – for equal treatment

All employees and students are entitled to the same rights, opportunities and obligations regardless of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age. The campaign for equal treatment aims to create an inclusive environment for study and work that is also free of discrimination, offensive behaviour and harassment. Utilising other people’s various experience and qualities is regarded by KI as a fundamental requirement for excellence in both research and teaching.

Strategy 2012\(^1\) is intended to provide guidance for employees and students at KI. The strategy sets out KI’s strategic and fundamental values. This action plan is also based on that. This states that everything that KI does is to be characterised by the following values – an ethical approach; trust and support for all initiatives from employees and students; creativity, independence and competence; good leadership and participation; equal opportunities and diversity; and a leadership team who will show the way for KI’s values.

The campaign for equal treatment at KI has been divided up under the following headings:

- Recruitment and equal gender distribution among students and employees
- Good study and work conditions
- Salaries and other forms of compensation

Within these 3 areas, KI has formulated ongoing measures and special initiatives which are described below. In addition to specific measures, KI continually disseminates information about equal treatment by means of printed materials and a website.

Ongoing measures and special initiatives 2013 – 2015

A number of ongoing measures and special initiatives will be implemented during the period in order to achieve the goals that have been set. The goals are presented first, then the ongoing measures and finally any special initiatives.

For all ongoing measures and special initiatives, the organisational unit responsible for the implementation is clearly identified. The plan distinguishes between “responsibility” and “operational responsibility”. The former is usually the person ordering the activity, and the latter establishes who is to carry out

the activity. Furthermore, the plan identifies the target group, the grounds for discrimination, financing, the timeframe, follow-ups/measurement figures.

Goals for recruitment with equal treatment and even gender distribution

- Admission and recruitment procedures must be transparent, and without any discrimination on the grounds of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.
- KI is to have an even gender distribution in all drafting, advisory or decision-making bodies.
- KI will increase the proportion of employees and students of the under-represented gender in all appointments, tasks and training courses.

Ongoing measures

Review of recruitment training courses

In the recruitment and training courses run by the University Administration, there must be a clear perspective on equal treatment, in order to ensure that recruitment is done with equal treatment, and to retain or achieve an even gender distribution.

Target group: managers, HR staff, supervisors in doctoral education

Grounds for discrimination: gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

Responsibility: Human Resources Office

Operational responsibility: Human Resources Office

Timeframe: 2013–2015

Financing: ordinary budget

Follow-ups/measurement figures: review of course contents

Information and marketing activities to reduce uneven gender distribution in the undergraduate study programme

In 2011, the proportion of women among KI’s full-time equivalent students was 73% at the undergraduate and graduate levels. Among new entrants the corresponding figure was 77%. The gender distribution is also very uneven among KI’s various study programmes. By disseminating information and marketing these courses in situations where many belong to the under-
represented gender, the recruitment of this category can increase. One way this can happen is by targeted advertising and cooperation in various situations where the under-represented gender is to be found.

**Target group:** prospective students of under-represented gender

**Grounds for discrimination:** gender

**Responsibility:** Board of Education

**Operational responsibility:** Education Support Office

**Timeframe:** ongoing

**Financing:** ordinary budget

**Follow-ups / measurement figures:** the initiatives are documented. During the 2013-2015 timeframe the uneven gender distribution among new entrants at the undergraduate level must decrease from 77% to 75%.

### Special initiatives

**The proportion of women among newly-recruited professors must rise to 47% during the 2013–2015 timeframe**

In 2012 the figure was barely 27% among all women professors at KI. The proportion of women among newly-recruited professors (including promoted professors) was 31%. KI will strive to achieve a more even gender distribution in all subject areas, and a greater proportion of newly-recruited tutors and researchers of under-represented genders to achieve the range 40–60% for all categories of tutors and researchers. In order to achieve the 40–60% range for professors, there is a recruitment target set by the Government for 2012–2015 which requires that at least 47% of the professors appointed to be women. The target includes promoted professors and visiting professors, but not adjunct-professors.

A working party set up by the President will, during the 2012–2015 timeframe, produce and implement measures aiming to achieve a more even gender distribution both in the short and long term.

**Target group:** women appointed to a professorship during 2013–2015

**Grounds for discrimination:** gender

**Responsibility:** the President

**Operational responsibility:** Council for equal treatment

**Timeframe:** 2012–2015

**Financing:** by special decision
Follow-ups/measurement figures: At least 47% of professors appointed during 2012–2015 must be women.

Even gender distribution in drafting bodies and decision-making bodies, plus management functions

There must be an even gender distribution in all drafting, advisory or decision-making bodies. Currently there is an uneven gender distribution in management functions such as President, Vice President, deans and assistant deans. Currently (January 2013) the President is a man and the Vice President is a woman. The Deans of all three Boards are men. Two of the three assistant deans are also men. The proportion of women among Heads of Department is 32%, and 73% among administrative managers in the departments. Recruitment to drafting, advisory or decision-making bodies must be equal, in the range 40–60%.

In order to ensure that KI will in future have an even gender distribution in drafting, advisory and decision-making bodies, the decision procedures that precede appointments and notifications of vacancies for such groups will be reviewed and will be supplemented with written tests to ensure an even gender distribution. As an introduction to this project, information will be gathered about the reasons why women and men are not willing, in certain situations, to come forward as candidates for certain jobs in KI’s drafting, advisory or decision-making bodies.

One special project has been set up to investigate the reasons why no woman applied for the post as KI’s President, and why so few women were selected for the posts of Dean or Assistant Dean. An interview study will be made with women who were involved in the early stages of recruitment but then did not stand as candidates. The project will result in establishing guidelines to ensure an even gender distribution in future recruitments to such bodies.

Target group: management functions, groups responsible for setting up such bodies

Grounds for discrimination: gender

Operational responsibility: Council for equal treatment. A special commissioner will be appointed.

Timeframe: 2013

Financing: special budget allocation of SEK 50,000

Follow-ups/measurement figures: gender distribution in management functions such as President, Vice President, deans and assistant deans, plus other drafting, advisory or decision-making bodies
Developing tools for equality indicators

Any activities on equality need to be, and by law must be, goal-oriented. In order to describe gender equality in the organisation, and have some results from the equality programme, it is important to know the current state of the organisation. During 2013 a number of equality indicators were defined, based on a model prepared by Uppsala University. The goal was that the indicators should be web-based, and available via existing systems at KI, such as VIS (Verksamhetsinformationssystem/Activity Information System).

Target group: everywhere in KI

Grounds for discrimination: gender

Responsibility: Human Resources Office

Operational responsibility: Human Resources Office

Timeframe: 2013–2015

Financing: ordinary budget

Follow-ups/measurement figures: the number of indicators

Support and training for the departments to facilitate the changeover to an open recruitment process for doctoral students

In 2012 the Board of Doctoral Education set up a working party to investigate the preconditions required for shared and open advertising of all doctoral places at KI. The purpose of this initiative, in the form of a recruitment process exposed to competition and based on skills, was to broaden the recruitment base of postgraduate research students, to improve the match between such research students and places, and thereby raise the quality of doctoral education. An open advertising procedure and a structured recruitment process that focuses on the applicants’ skills also means that the risk of conscious or unconscious discrimination is detected and minimised. In order to achieve this goal the departments are offered special support and training during 2013–2014.

Target group: prospective doctoral students, senior managers, HR managers etc in the various departments

Grounds for discrimination: gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

Responsibility: Board of Doctoral Education

Operational responsibility: Human Resources Office

**Financing:** by special decision of the Board of Doctoral Education

**Follow-ups/measurement figures:** evaluation, follow-ups of new recruits

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**Survey of the gender distribution among the teaching staff at undergraduate level and graduate level, as well as the process for establishing course responsibility**

In a survey of people in charge of courses for the medical program in 2012, it emerged that these people in the programme were not evenly represented by gender. Among those responsible for courses only 9% were women. This is usually described as "internal gender segregation". This concept means, for example, that women and men in the same "workplace /employer are allocated different work tasks, or have chosen different specialisms – which means that the ways they exercise their profession are different" (SOU 2004:43, page 41–2).

The uneven gender distribution may mean that women and men are not given the same career opportunities as teachers. KI also runs the risk that valuable skills are not utilised (if recruitment of people such as course managers is not done across the entire teaching staff) and that the students do not have both women and men as models for their future professional life.

In order to initiate a survey of any internal gender segregation among KI’s teaching staff, an investigation is to be carried out of the gender distribution among course managers, and of the process of allocating tasks to course managers.

**Target group:** teachers at undergraduate and graduate levels

**Grounds for discrimination:** gender

**Responsibility:** Board of Education

**Operational responsibility:** Faculty Office

**Timeframe:** The survey will take the form of tasking the departments with answering questions about gender distribution of taught staff as well as course managers, and will be carried out during 2013.

**Financing:** ordinary budget

**Follow-ups/measurement figures:** All study programmes will need to answer the questions in the survey. A special report will then be prepared with proposals for possible actions.
Goals for study and working conditions

- KI must be an inclusive university with a good work and study atmosphere, free of discrimination and harassment, one that stands out as a place with mutual respect between employees and students.

- KI must be an attractive place for working and studying, where all students and employees regardless of gender are given the same opportunities to combine work, studies, and parenthood, and are encouraged to the same extent to make use of their rights to parental leave.

- All employees must have equal opportunities and rights to develop their skills, regardless of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

- KI must be highly accessible in terms of its activities, information and premises.

- Employees and students must be aware of what rights and obligations apply arising from relevant legislation, and who they can turn to if they wish to complain about harassment or discrimination.

- Training at KI must maintain an equal treatment perspective where relevant.

Ongoing measures

Consultative support for the departments and the study programme

The university management offers support to the departments and the study programme about harassment and discrimination pursuant to the Discrimination Act.

**Target group:** managers and other employees, teachers and students

**Grounds for discrimination:** gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

**Responsibility:** Human Resources Office and the Faculty Office

**Operational responsibility:** Human Resources Office and the Faculty Office, coordinators for equal treatment

**Timeframe:** 2013–2015

**Financing:** ordinary budget
Follow-ups/measurement figures: Estimated number of contacts fed back to the appropriate Head of Departmental.

Coordinate compensatory pedagogical support for students with disabilities

For students at undergraduate, graduate or postgraduate (doctoral) level with some form of documented permanent impairment it is possible to receive pedagogical support for studies in order to overcome disabilities while studying, and to be able to pursue studies with as much equal treatment as possible.

Target group: students and teachers

Grounds for discrimination: disability

Responsibility: Education Support Office

Operational responsibility: Education Support Office, coordinator for students with disabilities

Timeframe: 2013–2015

Financing: provision as set out in the annual government appropriation directions 0.3% of the grant for undergraduate education

Follow-ups/measurement figures: Follow-ups: By means of a web-based survey every other year the quality of the service is measured, and how well the support measures work in practice. The next survey will take place in December 2013.

Training courses and seminars about equal treatment

During 2013–2015 a number of training courses will be offered centrally in order to raise the level of knowledge and awareness among the target group affected. Some examples of the contents: gender studies, harassment, discrimination, case handling, student rights, special grounds of discrimination and equal treatment in medical care. Training courses include topics such as training in management and leadership, supervisor training for students at undergraduate, graduate and postgraduate (doctoral) level, and also direct to students and HR staff.

Target group: managers and workers, teachers, supervisors, representatives for equal treatment, also students etc.

Grounds for discrimination: gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

Responsibility: Human Resources Office and the Faculty Office

Operational responsibility: coordinators for equal treatment
**Timeframe:** 2013–2015

**Financing:** ordinary budget

**Follow-ups/measurement figures:** At least 1,000 participants per year. Evaluation of the training delivered.

### Special initiatives

#### Web training

Web-based training was prepared during 2012 and operational in 2013. The purpose of the training is to increase people’s understanding of the Discrimination Act. In 2013 the training is being marketed.

**Target group:** employees and students

**Grounds for discrimination:** gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

**Operational responsibility:** Council for equal treatment

**Operational responsibility:** Faculty Office

**Timeframe:** 2013–2015

**Financing:** ordinary budget at the Council for equal treatment SEK 10,000 for amendments to the training

**Follow-ups/measurement figures:** Operational in 2013. During 2013 at least 100 people did the training.

#### Start of network for equal treatment

The background to the formation of the network was because the gender balance among professors (27% of the professors at KI are women, December 2012) and because of the special treatment on the grounds of ethnicity which had been noted in previous investigations at KI, and as part of the KI project Mentor4Equality. Added to this was experience from Mentor4Equality and other networks such as the KTH network for female students, Malvina. Many people have learned that it is important to have a situation which provides badly needed space to discuss and deal with experience that may at first seem unique and personal, but in a broader perspective, which a network enables, are elements in a more widespread general pattern.

The purpose of the network is to support researchers at the individual level, and also to contribute to structural changes, such as being part of a pressure group able to discuss ideas and formulate requirements, and to be a reference group.
for management and the Council for equal treatment. The network can play its part in improving the circumstances at KI based on an equal treatment perspective and improved opportunities for recruiting women and other marginalised groups, and help them to develop their careers.

The network is planned to offer things like meetings, lectures and workshops, as well as a newsletter and email circulation list that gives members the opportunity to keep others informed, to work together and to support each other.

**Target group:** Teachers, researchers and doctoral students. Network members could be all those searching for an inspiring and supportive environment to share experience, support each other and develop as researchers.

**Grounds for discrimination:** gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

**Responsibility:** Board of Research

**Operational responsibility:** Education Support Office /Career Service, board consisting of four network members

**Timeframe:** 2013–2015

**Financing:** special budget allocation of SEK 50,000 / year

**Follow-ups/measurement figures:** the number of meetings, annual evaluation

### Developing leadership programmes

Studies have demonstrated that a precondition for an equal opportunity programme in work organisations to be successful is clear support and commitment by management. KI’s knowledge-generating project Mentor4Equality has also identified the value of a leadership team aware of gender and equal treatment for making it possible to achieve equal treatment in a research career. The project has also identified a risk that KI will lose current and prospective skilled and excellent researchers because of discrimination and unequal treatment. It is therefore very important that leadership training courses offer an understanding of gender, and that the courses permeated by an equal treatment perspective designed to promote gender awareness and inclusive leadership.

As part of efforts to combat discrimination, to fully utilise skills in the organisation, and to lead the change process towards greater gender equality, during 2013 a training course will be developed about leadership being aware of gender and equal treatment. Research-based gender awareness and an equal treatment perspective are to be integrated into existing leadership training courses where possible. One element in this work will be the development of a special module which will then become an ongoing action.

**Target group:** managers and executives
Grounds for discrimination: gender, ethnicity

Responsibility: Human Resources Office

Operational responsibility: Human Resources Office, management strategy and equal treatment coordinators

Timeframe: 2013

Financing: ordinary budget

Follow-ups/measurement figures: the number of participants, evaluation

We are all different – a project focusing on impairment

In 2012 a project was initiated focusing on impairment as the grounds of discrimination. Actions were planned in the following problem areas:

- to facilitate the return to work after a period of illness that has resulted in some form of permanent impairment (planned in collaboration with occupational therapy training)
- to prevent discrimination in recruitment situations

Target group: employees, students, HR staff, managers etc.

Grounds for discrimination: disability

Responsibility: Council for equal treatment

Operational responsibility: Human Resources Office

Timeframe: 2013–2015

Financing: ordinary budget plus SEK 100,000 from the joint employment security funds

Follow-ups/measurement figures: in accordance with the project plan produced during 2013. Evaluation of completed activities.

Mentor4Equality

Karolinska Institutet has been granted SEK 1.6 million by the Delegation for equal treatment in the College for the equal opportunities project “Mentor4Equality”. The project investigates the conditions needed for a research career at KI, from a gender perspective. By increasing knowledge, the project can help to create the preconditions facing men and women making a research career at KI. The project is running over a two-year period which started in the autumn 2011 and completion in spring 2013. The main purpose of the project was to generate knowledge about the mechanisms and structures that counteract gender equality during doctoral education and the postdoctoral period. KI intends to utilise and spread the experience and know-how
generated in the project and to prepare proposals for actions which will be included in KI’s equal treatment plan and KI’s other administrative documents and business plans.

**Target group:** doctoral students and researchers

**Grounds for discrimination:** gender

**Responsibility:** Board of Research

**Operational responsibility:** Faculty Office

**Timeframe:** 2013

**Financing:** External. The Delegation for Gender Equality in Higher Education.

**Follow-ups/measurement figures:** report and proposals for actions

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**Call for funds for preventive action in equal treatment**

In order to stimulate preventive action in equal treatment at individual departments or study programmes, the Council for equal treatment is calling for financial funds. Funds may be sought in order to arrange seminars, carry out surveys or simply in other ways to act preventively. Students will search, working closely with an employee.

**Target group:** employees and students

**Grounds for discrimination:** gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age

**Responsibility:** Council for equal treatment

**Operational responsibility:** Human Resources Office, Faculty Office

**Timeframe:** 2013–2015

**Financing:** ordinary budget at the Council for equal treatment, SEK 50,000 annually

**Follow-ups/measurement figures:** The number of applications, rejections and level of approvals are followed up. The projects are reported to the Council for equal treatment.

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**The use of the English language in postgraduate education**

English is universally the main language in postgraduate education. It is used at international congresses and in many other stages in research education. There is therefore a requirement when someone is accepted for doctoral studies at KI that a prospective doctoral student has a good command of English for communicating with others. A large proportion of KI's postgraduate
students cannot speak Swedish, but on the same terms as other Swedish-speaking doctoral students, they must be able to assimilate the information needed in doctoral education. This means that all the rules and guidelines that are important and relevant for doctoral students and supervisors must exist in both Swedish and English. Information from the University Administrative Department and Board to doctoral students/supervisors must therefore always be available in English. Communicating decisions to individuals about doctoral education must always be written in English if the person concerned does not speak Swedish. Working parties under a Board must have both Swedish and English as their working languages. Exceptions to the use of English apply to decision-making bodies with official responsibilities, such as the Board of Doctoral Education, which will continue to use Swedish as the working language. The measures will also make it easier for non-Swedish-speaking outside parties to obtain information about doctoral education: It will also encourage greater internationalisation.

**Target group:** doctoral students, supervisors in doctoral education etc

**Grounds for discrimination:** ethnicity

**Responsibility:** Board of Doctoral Education

**Operational responsibility:** Faculty Office

**Timeframe:** 2013–2015

**Financing:** ordinary budget

**Follow-ups / measurement figures:** review of existing material

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**Goals for salaries and other forms of compensation**

- Equal salary for the same work or work of equal quality.

As stipulated in the Discrimination Act, Chapter 3 Section 2, KI must every 3 years conduct a survey and analysis of the rules and practices for salaries and other terms of employment, plus any salary differences between women and men who produce work regarded as the same or of equal quality. The purpose of this survey and analysis is to discover, rectify and prevent subjective differences in salaries and other terms of employment between women and men.
Ongoing measures

Salary surveys and an equal opportunities analysis of salaries

Under the Discrimination Act, an employer must every third year carry out a survey and analysis of the salaries and terms of employment for women and men respectively. The survey and analysis must be done in several stages. First, the salary rules must be surveyed and analysed from an equal opportunities perspective, for example salary benefits and criteria for placing in salary levels in order to assess individual performances and results. In the next stage, salary differences between women and men who do the same work must be surveyed and analysed. Then the employer must survey and analyse salary differences between people doing equally good work. Work done predominantly by women must be compared with equivalent work not done predominantly by women. If subjective salary differences are found relating to gender, these must be rectified.

In 2013 a salary survey and analysis will be conducted, based on salary statistics as at 1st January 2013. From the result of this survey and analysis, a written action plan for equal salaries will be prepared. The action plan will contain details about any salary adjustments and other measures which need to be taken in order to achieve equal salaries for equal or equally good work, together with a cost estimate and schedule or any salary adjustments needed. The measures will be implemented directly after the salary survey.

Target group: employees

Grounds for discrimination: gender

Responsibility: HR Manager

Operational responsibility: Payroll Manager, Human Resources Office

Timeframe: 2013–2015

Financing: ordinary budget

Follow-ups/measurement figures: Written report with action plan. The measures will be documented and followed up until the next salary survey.
Organisation

The University Board and the President bear the ultimate responsibility for ensuring that KI is carrying out goal-directed work in the sphere of equal treatment.

The Council for equal treatment is tasked with operating strategically with KI’s current programme for equal treatment at a global level, and also to support equal treatment at the local level (departments and study programmes etc.). The Council is to operate strategically, based on the 7 grounds for discrimination described in the Discrimination Act.

The Council for equal treatment shall:

- be an advisory body for the President on issues involving equal treatment
- constitute a referral body both internal and external proposals, investigations etc that are relevant to equal treatment
- prepare a proposal for a three-year action plan for equal treatment at KI for employees and students as determined by the President
- plan and implement activities from the action plan throughout KI
- promote action on equal treatment throughout the three Boards’ spheres of activities
- promote action on equal treatment at the local level (departments, study programmes and suchlike)
- initiate and implement follow-ups and evaluations of the work being done on equal treatment among the Council, the Boards, the Departments, and the study programmes
- operate as an opinion-former, and spread knowledge and information both internally and externally
- monitor the work being done on equal treatment at the national and international level, and to participate in exchanges of experience and conferences, both nationally and internationally.

The Council for equal treatment has the following composition:

Chairman: Göran Dahllöf, professor

Representative of the Board of Research: Camilla Sjögren, professor

Representative of the Board of Doctoral Education: Marianne Schultzberg, Assistant Dean

Representative of the Board of Higher Education: Klara Bolander Laksov, Senior Lecturer

Head of Department: Jan Hillert, professor
Representative of the Departments' representative for equal treatment: Mona Esbjörnsson, researcher

Head of Administration: Thomas Tinglöv

There are also student representatives, representatives of doctoral students and coordinators for equal treatment

The mandate period runs for 3 years, and follows the mandate period for the Boards but with a half-year delay (mandate period July 1, 2012–June 30, 2015).

The deans of the Board of Research, the Board of Doctoral Education and the Board of Higher Education are responsible for the programme for equal treatment within each Board’s remit.

Heads of Department, the University Director and the Librarian are responsible for goal-oriented work on equal treatment in their respective departments, the library and the University Administration.

The representative (ombudsman) for equal treatment is appointed by a Head of Department/equivalent who can delegate work on equal treatment. Such delegation must follow clearly defined authorisations and an obligation to report to the Head of Department. A representative for equal treatment should be included in the departmental Council / management team / equivalent. The Departments report on their systematic preventive efforts by means of an action plan and action report.

Every employee and student has personal responsibility when meeting colleagues and students day-to-day to treat each of them with respect and to promote a safe and unprejudiced place of work or study.
Karolinska Institutet är ett av världens ledande medicinska universitet. I Sverige står Karolinska Institutet för drygt 40 procent av den medicinska akademiska forskningen och har det största utbudet av medicinska utbildningar. Sedan 1901 utser Nobelförsamlingen vid Karolinska Institutet mottagare av Nobelpriset i fysiologi eller medicin.