

Equality and Non-Discrimination Plan

Centria University of Applied Sciences

2025–2027

Centria's Commitment to Equality and Non-Discrimination

Centria UAS leads the way to a sustainable and better future. Centria promotes the highest levels of learning, based on know-how from RDI activities and working life.

The Equality and Non-Discrimination Plan 2025–2027 of Centria University of Applied Sciences has been prepared to promote equality and non-discrimination within the Centria community in collaboration with the personnel. The plan is based on the legislation mentioned in the sources. Other key documents guiding this activity include the [Strategy 2025–2028](#), [HR Policy](#), [Ethical Principles](#), [Sustainable Development and Responsibility](#) and [Accessibility Plan](#), effective from January 1, 2025.

This plan outlines the necessary measures, schedules and responsibilities for achieving the goals for 2025–2027. The furtherance measures and their effectiveness are regularly evaluated and developed in collaboration with personnel and student representatives. The current situation is described, taking into account the Equality and Non-Discrimination Plan 2023–2024. The objectives are designed to be natural parts of our processes and operations.

The plan was approved by the Occupational Safety and Health Committee on December 3, 2024 and the Cooperation Group on December 13, 2024. The plan comes into effect at the beginning of 2025 by the decision of the CEO, Rector.

Diverse Centria

Centria operates responsibly; the corporate culture and personnel management are developed purposefully, adhering to national and international laws, collective agreements, occupational safety and health regulations and the UN's sustainable development principles. All activities are committed to the principles of equality and non-discrimination.

Centrians treat each other with respect and behave responsibly. Everyone has the right to feel safe. Diversity is recognized as a strength and promoted by all means. Discrimination based on gender, race, age, ethnic origin, religion, sexual identity or any other similar factor is not tolerated under any circumstances. Values, other people and the shared environment are cared for according to the principles of sustainable development and responsibility.

Centria aims to promote diversity in general and amongst personnel. The characteristics of a diverse community include personnel commitment and integration, equal opportunities to receive information and being recognized as oneself. The employer's task is to ensure that all people can work in the same workplace without discrimination.

Diverse Centria

Current Situation

Centria University of Applied Sciences' Language Guidelines and Intercultural Competence -guidance ([Kielilinjaukset ja kulttuurien välinen osaaminen](#)) was implemented in 2023. The most essential materials have been translated into English, but accessibility has not been systematically considered in other communication, such as events. The orientation material was updated in 2024. In addition to Finnish, an English section was added to the orientation. The community is diverse, but linguistic equality is not yet sufficiently realized in practices.

Objective	Measure	Schedule	Responsible Entity
Ensuring linguistic equality in internal communication among personnel.	Key materials and guidelines for personnel are prepared in Finnish and English. Accessibility of information in English in larger personnel events and briefings is also considered.	By 31 December 2026.	Teams, Marketing and Communication services.

Organizational Culture and Leadership

Centria's organizational culture is based on openness, listening and genuine care. Matters are kept human-sized. Leadership is long-term, purposeful and fair. The same leadership principles are followed everywhere. Leadership and supervisory work are based on consistency, trust and participatory cooperation. Personnel expertise is utilized equally to achieve good results. Supervisors are responsible for ensuring that the work community guarantees safe, healthy and equal working conditions for everyone and that everyone has equal opportunities for orientation, training, career rotation, joint planning, preparation of matters and learning.

The supervisor is responsible for work management in the work community so that the workload is evenly distributed among the community members. Personnel management considers employees' different life situations and individual factors as strengths. Employees are encouraged to utilize work-life flexibility to maintain work ability.

Personnel job satisfaction is measured annually through personnel surveys. The results are processed at the steering group, profit responsibility area and team levels. The realization of equality, non-discrimination and diversity is regularly evaluated in personnel surveys and student feedback surveys. Based on the results, annual development targets are set, with measures, schedules and responsible parties defined. Student satisfaction is measured, for example, through course feedback, student surveys and the AVOP survey conducted for graduates.

Organisational Culture and Leadership

Current Situation

Centria has adopted tools for work ability management and proactive work ability management models, for which supervisors have been trained. [The Gender Equality Plan](#) has been prepared to support equality work personnel have been trained on inclusivity issues . The personnel survey measures the realisation of equality annually. Centria operates on three campuses, whose operating environments are different. Depending on the activity, the scope and availability of services also vary. Consideration of individuality in working life has not yet been sufficiently utilised.

Objective	Measure	Schedule	Responsible Entity
Increasing awareness of equality and non-discrimination.	Equality and non-discrimination training for personnel and students.	By 31 December 2026.	Personnel services.
Considering employees' individuality and diversity in supervisory work.	Supervisors recognise individuality and diversity as strengths, considering them in daily leadership, work arrangements and support.	By 31 December 2026.	Supervisors, Personnel services.
Considering the entire personnel in the planning of offered services.	In the planning of services offered to personnel, the needs and accessibility of the personnel are better considered regardless of the place of work.	By 31 December 2027.	Management, Personnel services.

Recruitment, Salary and Career Paths

Personnel policy and personnel management can significantly influence an equal and non-discriminatory community. The three main means are recruitment, salary principles and career development.

Recruitments promote diversity and the equal application and placement of all genders in different positions. In recruitment, applicants are treated equally and fairly. The transparency and fairness of the recruitment process are ensured by handling recruitments centrally through personnel services. In personnel selections, attention has been systematically paid to gender equality in managerial and leadership positions.

In salary, the principles of equality and the upcoming EU pay transparency directive are followed. The same pay is paid for the same work - the salary is determined by the job's demands and accepted work experience. Personnel salary and employment terms are determined by the current collective agreement. In recruitment situations, the salary level is communicated, and the pay structure is regularly explained to trust representatives.

Centria University of Applied Sciences' Career and Development Paths -document ([Ura- ja kehittymispolut](#)) describes the equal opportunities for personnel to develop their skills and advance their careers. In discussions between the supervisor and the employee, individual goals and measures for developing professional skills and career paths are agreed upon. The goal of career paths is to enrich work by offering alternatives for work content, tasks, methods and the reconciliation of work and family life.

Recruitment, Salary and Career Paths

Current Situation

Based on the statistics available to personnel services, pay equality is realized fairly. The personnel structure is generally diverse, but the number of international personnel and highly educated (postgraduate) personnel has decreased during 2022–2024 and for example, social employment has not been properly utilized. During 2024, career and development path models, a diversity promise for recruitment and a reform of the pay system for expert and support personnel were introduced.

Objective	Measure	Schedule	Responsible Entity
Clarifying personnel orientation.	Developing the orientation process considering potential challenges faced by employees.	By 31 December 2026.	Personnel services.
Ensuring and maintaining pay equality.	Pay equality survey and corrective measures if necessary.	By 31 December 2025.	Personnel services.
Ensuring a sustainable and diverse personnel structure.	Job descriptions and recruitment planning that consider diversity.	By 31 December 2027.	Teams, Personnel services.
Equal and non-discriminatory career development opportunities.	Considering and planning career and development paths together with employees.	By 31 December 2027.	Teams, Personnel services.

Safe and Healthy Study and Work Environment

The foundation of a good work community is that members of the higher education community behave responsibly and respect each other. Rules of conduct ([Järjestyssäännöt](#)) have been prepared to support the activities. Everyone has the right to a pleasant university community and unobstructed work.

In a safe and healthy operating environment, practices and services are accessible, easily understandable, comprehensible and clear. Regardless of users' background and functional capacity, they are equally available to everyone. In the planning, implementation and development of campus spatial solutions, the principles of equality are considered. The impact of the solutions made is measured and evaluated regularly. A healthy operating environment is developed in cooperation with occupational health care, for example, in the form of workplace surveys.

Centria University of Applied Sciences makes the necessary, appropriate and reasonably implemented adjustments and special arrangements to ensure that those in need of special support can study and work equally with others. In teaching, it is ensured that measures related to pedagogical accessibility support participants' active participation, learning and cooperation. In RDI activities, it is ensured that environments and materials follow the principles of good accessibility.

Safe and Healthy Study and Work Environment

Current Situation

The Preparedness and Crisis Plan, Rescue Plan, Rules of Conduct and Ethical Principles have been updated, but everyday operational practices and rules are still being developed. The harassment-free workplace process is described in the Occupational Safety and Health Policy ([Työsuojelun toimintaohjelma](#)) and rules have been prepared for events, but the visibility of the issue is not yet sufficiently realized.

Objective	Measure	Schedule	Responsible Entity
Functional, healthy and work-friendly environments on all campuses.	Continuous development of campuses based on workplace surveys, space usage plans and accessibility requirements.	By 31 December 2027.	Management, Occupational Safety and Health Committee, Facilities and Safety.
Ensuring a harassment-free and safe operating environment.	Making measures related to the prevention and intervention of harassment visible and training and utilizing harassment contact persons.	By 31 December 2025.	Personnel services, Occupational Safety and Health Committee.

Learning and Guidance

Centria University of Applied Sciences treats all students equally in student admissions, study guidance and support, teaching and assessment of study achievements. Any form of discrimination or inappropriate treatment is not tolerated.

The official languages of instruction are Finnish and English. Similarly, support services are offered to students in both Finnish and English. Learning materials aim for common principles, clarity and accessibility and if necessary, plain language. Digitalization and related pedagogy, such as the Hyflex model, offer alternatives for implementing teaching and guidance, considering the content and objectives of the degree.

Flexible teaching methods and individualized study paths enable equal ways for studying and progressing in studies. One part of these methods is continuous learning and the recognition and validation of prior learning (RPL). Diverse ways of completing studies and graduating support equality and consider possible challenges in individual learning.

Learning and Guidance

Current Situation

The Accessibility Plan describes measures to develop accessibility in teaching. [The Student Counselling Plan](#) has been prepared as a tool for all those involved in student guidance. The goals, contents and practices presented in the Student Counselling plan create a basis for the uniform implementation of guidance activities on all campuses and in all programmes.

Objective	Measure	Schedule	Responsible Entity
Developing accessibility, accessibility expertise and inclusiveness.	Continuing accessibility work in learning, guidance, materials and communication according to the goals defined in Centria University of Applied Sciences' Accessibility Plan.	By 31 December 2027.	Education's profit responsibility area, Student Union Copsa.
Equal and non-discriminatory guidance practices.	Continuing the development of the guidance process according to the goals defined in Centria University of Applied Sciences' Student Counselling Plan.	By 31 December 2027.	Education's profit responsibility area, Student Union Copsa.

Participation and Influence

Centria members are at the center of all activities. Personnel are involved as widely as possible in various working groups, instances and processes. Working together is Centria's strength. Therefore, all development measures are built from a personnel-oriented perspective. Although personnel can influence their work and work environment through formal channels, the importance of an open and approachable organizational culture in interaction and participation is considered even more significant.

Personnel can participate in and influence the development of their work and expertise, for example, through job design, competence and success discussions with supervisors and the preparation of work time plans. Education and learning are seen as means of personnel development, also aimed at future tasks and career advancement.

At Centria, students are recognized as equal members of the community. Students have the opportunity to influence decisions related to their studies and study conditions in working groups and instances where the Student Union Copsa appoints student representatives (e.g., steering group and board). All students are welcome to participate in the activities of the student union, regardless of their background, characteristics or views.

Participation and Influence

Current Situation

Centria's personnel and students participate widely and diversely in influencing through various forums, instances, workshops and surveys. Not all participation processes and impact relationships have yet been identified, processed or measured.

Objective	Measure	Schedule	Responsible Entity
Strengthening students' opportunities to participate in decision-making related to their studies and study conditions.	Increasing interaction between students, personnel and stakeholders.	By 31 December 2027.	Education's profit responsibility area, Steering Group.
Equal and non-discriminatory opportunities to participate in the planning, preparation and decision-making of work community and work-related matters.	Strengthening personnel's opportunities to participate, plan and influence matters in various forums, working groups and events.	By 31 December 2027.	Steering Group, Quality and Development.
Systematic utilization of personnel survey results in management.	Considering personnel survey results in the annual goals, operations and monitoring of the Operational and Financial Plan.	By 31 December 2027.	Steering Group, Personnel services.
Developing accessibility.	Concrete objectives and measures aimed at improving accessibility are described in the Accessibility Plan 2025–2028.	By 31 December 2027.	Accessibility Working Group.

Monitoring and Evaluation

The timeliness of Centria University of Applied Sciences' Equality and Non-Discrimination Plan 2025–2027 and the implementation and impact of the planned measures are monitored and evaluated annually by the Occupational Safety and Health Committee and the Cooperation Group. Possible action proposals are submitted as recommendations to the steering group, which discusses and decides on their implementation within the framework of the Operational and Financial Plan ([Toiminta- ja taloussuunnitelma](#)).

The implementation of the principles of the Equality and Non-Discrimination Plan's sections is monitored annually using personnel survey indicators, the Statement of Human Resources reporting, recruitment data collection results, applicant feedback in recruitment, the Ministry of Education and Culture's performance and target indicators, the impact of early intervention measures and other workplace conflict resolution models (reporting inappropriate treatment, harassment, bullying etc.). The numerical indicators and the Pay Equality Survey mentioned in the Equality and Non-Discrimination Plan will be part of the Statement of Human Resources reporting in the future.

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