



# Program 40/60 2030

Summary of the Gender Equality Plan  
for the Stockholm School of Economics

Latest revision: March 1, 2022



## Background

The Stockholm School of Economics is of the strong conviction that competency does not depend on gender and that a lack of gender equality negatively affects the quality of an organization. SSE must therefore continually strive towards achieving gender equality in order to ensure that we attract the most competent employees and students that reflect the world in which we live, work and study.

At SSE, we are well aware of the shortcomings of our past and the challenges of our future. We have therefore established this strategic gender equality program. It will serve as an action plan and guide us in implementing and carrying out the many measures and activities that will help us achieve our lofty gender equality goals.

There is a vast body of literature that describes in depth the reasons as to why gender inequality pervades and persists in both academia and society at large. The purpose of this document is therefore not to reiterate what the literature tells us. Rather, the document's purpose is to summarize how SSE will work to address gender inequality during the coming decade based on the lessons learned from the research.

## Strategic Goals

The overall goal of the implementation of this plan is straightforward – a minimum 40/60 ratio between female and male SSE employees across all personnel categories with female full professors and thereby department heads being a prioritized goal, as well as in management positions and among students in all programs. By 2030, SSE will also be the most gender-equal HEI according to Nyckeltalsinstitutet's JÄMIX and will have received recognition by at least one other organization for its gender-equality efforts and success.

It should be noted that SSE is aware of the fact that this plan appears to reinforce a binary view of gender, largely due to there only being two legal genders (female and male) in Sweden. However, SSE recognizes the limitations and exclusionary aspects of a binary view and gender identification and/or expression beyond the traditional gender dichotomy are both welcomed and encouraged.

## Resource Allocation

The program is headed by the full-time Diversity, Equity and Inclusion Manager and the part-time Gender Equality Coordinator in close collaboration with, among others, the SSE President, Vice President of External Relations, and Human Resources Director. A Gender Equality Advisory Board consisting of both internal and external members has also been established. The purpose of the board is to advise SSE on the implementation and continued development of the program.

The SSE Board of Directors annually allocates earmarked funds to the program based on planned activities and initiatives. In addition, work and activities carried out by various SSE employees is funded through the annual budgets of their respective departments.



## Data Collection and Monitoring

Gender disaggregated data is gathered and reported based on, among others, the following key performance indicators:

- Gender statistics for students (including student ambassadors), faculty, professional services and leadership positions
- Positive changes in the SSE culture as indicated by, for example, employee and student surveys, focus groups and interviews
- Reduced prevalence of gender-related experiences of exclusion (focus groups, exit interviews, etc.)
- Increased number of qualified applicants of the underrepresented gender applying (and where applicable being interviewed) for work or study at SSE
- Increased number of female students/graduates successfully applying for jobs in targeted sectors
- Targeted initiatives in order to support female students in professional and personal development
- Improved gender balance between industry sectors in student placement statistics
- Initiatives and activities financed by the Gender Equality Fund
- Yearly increase of SSE's position in the JÄMIX index
- Reduced number of students and employees who experience discrimination or harassment on the basis of gender, including sexual harassment.

Reports on the program and the progress towards achieving gender equality at SSE are given annually to the Board of Directors, as well as multiple times each year to the Faculty and Program Board and the Diversity, Equity and Inclusion Committee.

## Training

All SSE faculty and staff are required to attend training that focuses on unconscious bias and tools for creating gender equal, open and inclusive environments. These tools include, for example, the use of the norm-critical perspective as well as identifying and combating microaggressions and master suppression techniques. Similar training is also given annually to the newly-elected Board of Directors of the Student Association at the Stockholm School of Economics (SASSE), as well as the project group for the introduction of new students. Regular training is also provided for everyone in managerial positions on the legislation and regulations relating to the prevention and addressing of discrimination, harassment, sexual harassment and bullying.

## Focus Areas

The following areas are particularly focused on during the program period from both the employer perspective and the student perspective. Related or new areas may be added as necessary. Activities listed are examples of measures that will be carried out and many additional activities will be added under each focus area during the 10-year period. Details



about the specific timeline, indicators, budget and person(s) responsible for each activity are available in the full gender equality plan (see Additional Information and Signature below).

## Recruitment

Attracting a wide variety of applicants and carrying out a high-quality, competency-based recruitment process is central to achieving gender equality. Recruitment of both students and employees will therefore be a significant area of focus during the program period. New guidelines for the recruitment process will be developed and implemented and managers will receive specific training and support in competency-based recruitment and unconscious bias. Program funding will also make it possible to explore alternative recruitment avenues (such as recruitment fairs and invitations to apply), as well as to hire additional qualified candidates to achieve gender equality. Headhunting and appointment of specific individuals will be allowed in special highly-motivated cases where process transparency is nevertheless a hallmark. Work with student recruitment through, for example, the ambassador and other outreach programs, as well as targeted marketing and highlighting of mentoring and career services, will also continue and expand. Continuous discussions and plan adjustments will also take place to address the possible conflicts in prioritizing the underrepresented gender vs. prioritizing recruitment of international candidates, for example.

## The SSE Culture

It is imperative that the culture at SSE is welcoming and inclusive of students and employees alike regardless of gender. Gender stereotypes and repressive norms and structures must be eliminated, and much can be achieved by every individual at SSE taking daily responsibility for our common culture. Since there is a great deal of both knowledge and creativity at SSE, the program will provide the possibility to apply for grants from a newly established fund administered by the HR department for specific initiatives and activities that contribute to a culture that fosters gender equality. In addition, focus groups and interviews will be carried out to track progress on cultural change. Exit interviews with all employees, as well as student surveys, will be carried out and analyzed to determine whether employees and students leave SSE because of gender-related experiences of exclusion.

## Leadership at SSE

No change will take place without strong, committed management that leads by example. Furthermore, gender equality throughout an organization begins with gender equality in the leadership positions where the most power and influence lie. Thus, specific focus will be placed on rectifying the gender imbalance that today exists among these positions. In addition, managers will undergo in-depth training on leadership's responsibility for gender equality, and gender equality efforts will be added as a performance indicator for all managers at SSE.

## Academic Career Paths

Specific focus during the program will be placed on patching the so-called "leaky pipeline" where women do not advance in academic careers at the same rate and pace as their male counterparts. During the last decade, SSE has undergone a strategic and cultural change in how good academic performance is defined and evaluated. The most significant aspect of this change was the introduction of a tenure and promotion system in 2010. While it is a vast



improvement over the behind-closed-doors decision-making processes of the past, the system may contain aspects that can have a detrimental effect on the basis of gender. Therefore, all three parts of the system (research, teaching, citizenship) will be continuously reviewed and thereafter revised as deemed necessary. Gender distribution over time – both prior to and after the implementation of the tenure and promotion system – will also be thoroughly analyzed to determine what gender distribution on what levels is required to achieve gender equality across all levels. In addition, the amount of so-called “academic housework” performed by female vs. male faculty will also be measured and analyzed to determine where imbalance may occur and how it can be rectified. Central in the work in this area will be the establishment of focus groups to ensure that both the knowledge and experiences of current faculty are utilized and taken into consideration.

### Collaboration with Other HEI’s and SASSE

Because gender inequality is a problem that nearly all organizations face, collaboration with higher education institutions (HEI’s) is vital. During the program period, SSE will continue to collaborate with other Swedish HEI’s through, for example, national and local networks for equality, diversity and equal treatment at colleges and universities. In addition, SSE will also actively participate in the Research and Collaboration Program on Gender-based Violence in Academia (<https://ki.se/en/gender-programme>). International collaboration through CIVICA (<https://www.civica.eu/>) and the TARGETED-MPI program (<https://targeted-mpi.eu/>) will continue. Conferences will be attended, and study visits will be carried out where appropriate. The already-established in-depth collaboration with the Student Association at the Stockholm School of Economics (SASSE) will also continue.

## Additional Information and Signature

For additional information on the gender equality worked being carried out at SSE, including the latest version of the full gender equality plan, please contact [info@hhs.se](mailto:info@hhs.se).

A handwritten signature in blue ink, appearing to read 'Lars Strannegård'.

Lars Strannegård  
President of the Stockholm School of Economics