



UMEÅ UNIVERSITET

UNIVERSITY-WIDE ACTION PLAN FOR SYSTEMATIC WORK ENVIRONMENT MANAGEMENT AND ACTIVE MEASURES 2025–2027

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¹ This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.



UMEÅ UNIVERSITET

Contents

| | | |
|----|--|---|
| 1. | Description | 3 |
| 2. | Background..... | 3 |
| 3. | Action plan for the period 2025–2027 | 4 |



1. Description

The university-wide action plan for systematic work environment management and active measures 2025–2027 describes at a general level identified risks and barriers in the work and study environment and targets and measures to mitigate these risks. The plan is intended to support the organisation's preventive and promotional efforts to create a good work and study environment free from discrimination.

2. Background

For Umeå University, it is of strategic importance to have a good organisational, social and physical work environment with equal opportunities. The University is to be a workplace and a study environment characterised by job satisfaction, a sense of security, personal development, participation, trust and respect for the equal value of all people as defined in the Work Environment and Equal Opportunities Policy.

Work environment and equal opportunities efforts occur systematically by annually investigating, risk assessing, remedying and following up risks so as to prevent ill health, accidents and discrimination as per Systematic Work Environment Management (AFS 2023:1), Organisational and Social Work Environment (AFS 2023:2) and the Discrimination Act (2008:567).

As an employer and education provider, the University is to immediately, or as soon as possible, implement measures to prevent ill-health, accidents and discrimination and take other measures to achieve a good work and study environment. Measures that cannot be implemented immediately are to be documented in an action plan.

The survey and analysis of university-wide risks and barriers that can lead to ill health, accidents and discrimination for students and staff is based on the following documents:

- Employee Satisfaction Survey 2024 and Student Barometer 2022
- Follow-ups and reports by the faculties/equivalent and the student unions
- Observations by and opinions of labour unions and student unions
- The Occupational Health Service's 2023 Report
- Umeå University's sick leave statistics
- Reported occupational injuries and incidents
- The Student Union 2022 Report

In addition to those risks identified in this action plan, a number of risks have been identified by the faculties/equivalent in the context of the University's gender mainstreaming work. These risks need to be addressed to achieve gender equality and a university that is free from discrimination and harassment (Gender mainstreaming strategy 2022–2025, FS 1.1-14-64-22).



1. Action plan for the period 2025–2027

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|--|--|---|-------------------------------|---|--|
| <p>Failure to investigate student work environment risks leading to:</p> <ul style="list-style-type: none"> - not identifying and preventing deficiencies in the student work environment - not preventing risks of discrimination in the student work environment | <p>Develop the University's work in preventing discrimination and risks in the student study environment by:</p> <ul style="list-style-type: none"> - developing systems and tools that can support organisations in investigating risks of discrimination - developing systems and tools that can support organisations in investigating risks and barriers in the student work environment | <p>Investigate and develop systems and tools to facilitate the prevention of discrimination and barriers in the student study environment</p> <hr/> <p>Possible systems and investigative tools are being processed in the Sustainable Student Life Coordination Group, the Information Gathering Group and other groups.</p> | <p>2027</p> <hr/> <p>2027</p> | <p>Student Services Office and Human Resources Office in collaboration with relevant stakeholders</p> | <p>The measures are followed up by the ALV Committee</p> |
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| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|---|--|--|-------------|---|--|
| <p>An increasing number of students with disabilities are applying for and being granted targeted study support and adaptation of the study environment at Umeå University. This could increase the risk for inadequate accessibility in the study environment.</p> | <p>As per active measures in the Discrimination Act, prevent inadequate accessibility in the study environment by raising awareness of:</p> <ul style="list-style-type: none"> - neuropsychiatric disabilities and disabilities - that cause reading and writing difficulties - accessible teaching methods and universal design for learning - treatment that contributes to an increased sense of security and predictability for students with neuropsychiatric disabilities - legal requirements in the Discrimination Act for education providers regarding inadequate accessibility | <p>Targeted training/skills development programmes are developed, implemented and evaluated</p> | <p>2027</p> | <p>The Student Services Office, Human Resources Office and Student Counselling and support in collaboration with relevant organisations</p> | <p>The measures are followed up by the ALV Committee</p> |
| | <p>A network of experts is being created to develop and improve targeted student support and create more equivalent study situations for students with disabilities</p> | <p>A network of coordinators, mentors, examiners, teachers and contact persons is being created and developed. Student Counselling and Targeted Student Support are responsible for forums and meetings to develop and improve targeted student support and create more equivalent study situations for students with disabilities</p> | <p>2027</p> | <p>The Student Services Office, Student Counselling and Targeted Student Support in collaboration with relevant organisations</p> | <p>The measures are followed up by the ALV Committee</p> |



UMEÅ UNIVERSITET

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|--|--|---|-------------|---|--|
| <p>Deficiencies in the first year of study can risk leading to diminished mental health and causing students to not complete their studies</p> | <p>Increase knowledge of and share information about the sustainable introduction of new students: what is needed to give students a solid foundation for successful university studies.</p> | <p>Monitoring developments and developing and implementing skills building activities focusing on sustainable introduction of new students (First year experience).</p> | <p>2027</p> | <p>Student Health Services in collaboration with relevant organisations</p> | <p>The measures are followed up by the ALV Committee</p> |
| | | <p>Offer introductory lectures on sustainable student life.</p> | <p>2027</p> | | |
| | <p>Disseminate information about Umeå University's student support services.</p> | <p>Develop and disseminate a guide summarising how to welcome new students.</p> | <p>2027</p> | | |
| | <p>Increase collaboration on introduction activities among the University-wide Coordination Group for the introduction of New Students (USAM), student unions and departments.</p> | <p>Disseminate materials and information describing student empowerment activities at the University.</p> | <p>2027</p> | | |
| | | <p>Review collaboration agreements and procedural documents on welcoming new students with an increased focus on sustainability and inclusion.</p> | <p>2027</p> | | |
| | | <p>Train more staff in Mental Health First Aid (MHFA)</p> | <p>2027</p> | | |
| | | <p>Continued participation in the WHO project "As a student, how do you feel?" and disseminate the research results.</p> | <p>2027</p> | | |



UMEÅ UNIVERSITET

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|--|---|--|-------------|--|--|
| <p>An unhealthy workload among managers and leaders, risk of ill health.</p> | <p>Increase the perceived balance among managers and leaders, i.e. having a manageable workload, possibilities for recovery and to complete their tasks during regular working hours.</p> | <p>Simplify administration – streamlining administrative processes to free up time for teaching and research</p> | <p>2027</p> | <p>University Director</p> | <p>The measures are followed up by the ALV Committee</p> |
| | | <p>Revise the rule for assigning work environment tasks</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with property management office</p> | <p>Target to be followed up in 2027 Employee Satisfaction Survey</p> |
| | | <p>Revise and translate into English the digital work environment training that is compulsory for managers</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |
| | | <p>Training for managers and leaders “Leadership in challenging situations”</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |
| | | <p>Incorporate the sustainability perspective in the role of manager in the introduction programme for deans</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |
| | | <p>Develop guidance on effective and inclusive meetings</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |



| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|---|--|---|-----------|---|--|
| High workload among employees, risk of ill health. | Increased employee perception of having a manageable workload (>26% Employee Satisfaction Survey). | Jointly explore the range of relevant services offered by the Social Partner's Council to support the prevention of unhealthy workloads | 2025 | The Human Resources Office in collaboration with relevant organisations | The measures are followed up by the ALV Committee Target to be followed up in 2027 Employee Satisfaction Survey |
| | Increase employee perception of the possibility of rest and recovery (>81% Employee Satisfaction Survey). | Knowledge enhancement initiatives and tools for managers, leaders and HR on organisational and social work environment (AFS 2023:2) | 2026 | The Human Resources Office in collaboration with relevant organisations | |
| | Increase employee perception of the possibility to use the health and wellness hour (>34% Employee Satisfaction Survey). | Knowledge enhancement initiatives and tools for managers, leaders and HR on universally designed workplaces | 2026 | The Human Resources Office in collaboration with relevant organisations | |
| | Increase the perception of information (>76% Employee Satisfaction Survey) and clear organisation (>71% Employee Satisfaction Survey). | Revise template for employee dialogues, with a greater focus on how the workload is perceived | 2026 | The Human Resources Office in collaboration with relevant organisations | |
| | | Investigation and potentially implement system support for pre-boarding and onboarding | 2027 | The Human Resources Office in collaboration with relevant organisations | |
| | | AI training initiatives in line with Umeå University's digitalisation strategy | 2025 | Planning Office | |



UMEÅ UNIVERSITET

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|---|--|--|-------------|--|---|
| <p>Women are on long-term sick leave at a higher rate than men – risk of gender inequality in health.</p> | <p>Reduce the proportion of women on long-term sick leave (<3.7% of total female employees)</p> | <p>Review of rehabilitation process to clarify the process for managers and HR</p> | <p>2025</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | <p>The measures are followed up by the ALV Committee</p> <p>Target to be followed up in 2027 Employee Satisfaction Survey</p> |
| | | <p>Training/workshop for managers and HR in prehab and rehab</p> | <p>2026</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |
| | | <p>Pilot group – stress management for doctoral students</p> | <p>2025</p> | <p>Human Resources Office in collaboration with occupational health</p> | |
| | | <p>Educate and inform about the impact of menopause on work life</p> | <p>2026</p> | <p>Human Resources Office in collaboration with occupational health</p> | |
| | | <p>Apply for funding from the Local Development Fund to conduct a study aimed at identifying the underlying factors for why women are more likely to be on sick leave than men and propose measures to mitigate these.</p> | <p>2026</p> | <p>The Human Resources Office in collaboration with relevant organisations</p> | |



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| <p>Lack of knowledge about “equal opportunities” and the Discrimination Act, as well as shortcomings in surveying and systematisation in both active measures and systematic work environment management.</p> | <p>Develop and clarify the systematic approach to work environment and equal opportunities at the University with the aim of improving knowledge within the organisation:</p> <p>Milestone: the evaluation of the organisation for work environment and equal opportunities is to be completed</p> <p>Milestone: guidelines for making work environment and equal opportunities systematic are to have been formulated</p> <p>Milestone: methodological support for active measures from the employer perspective are to have been formulated</p> | Evaluate the organisation for work environment and equal opportunities | 2027 | Planning Office | <p>The measures are followed up by the ALV Committee</p> |
| | | Develop guidelines for a systematic approach to work environment and equal opportunities | 2026 | The Human Resources Office in collaboration with the Student Services Office and the Building Office. | |
| | | Formulate processes and methodological support for active measures from the employer perspective | 2026 | The Human Resources Office in collaboration with relevant organisations | |
| | | University-wide introduction for new HR employees to systematic work environment management and active measures | 2025 | Human Resources Office | |
| | | Information and training on the Information on the Work Environment system (IA) | 2027 | Human Resources Office and Building Office. | |
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UMEÅ UNIVERSITET

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|---|---|---|-----------|------------------------|---|
| Maintain and support a trusting and committed leadership. | Staff perception of a trusting and committed leadership is to increase. | Knowledge enhancement initiatives and tools for managers, leaders and HR on organisational and social work environment (AFS 2023:2) | 2026 | Human Resources Office | The measures are followed up by the ALV Committee |
| | Target more than 80% of employees to experience positive leadership (Employee Satisfaction Survey index area: Leadership) | Knowledge enhancement initiatives and tools for managers, leaders and HR on universally designed workplaces | 2026 | Human Resources Office | Target to be followed up in 2027 Employee Satisfaction Survey |
| | | Formulate processes and methodological support for active measures from the employer perspective | 2026 | Human Resources Office | |
| | | Training/workshop for managers and HR in prehab and rehab | 2026 | Human Resources Office | |
| | | Incorporate the sustainability perspective in the role of manager in the introduction programme for deans | 2025 | Human Resources Office | |
| | | Revise and translate into English the digital work environment training that is compulsory for managers | 2025 | Human Resources Office | |
| | | Revise the rule for assigning work environment tasks | 2025 | Human Resources Office | |



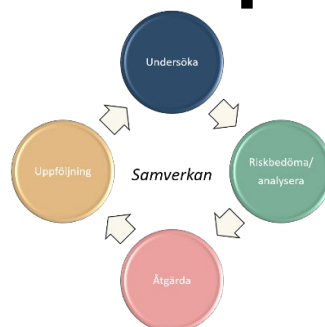
UMEÅ UNIVERSITET

| Prioritised risks/barriers or areas for improvement | Target | Measures | Completed | Responsible office | Follow-up |
|--|--|---|-----------|--|--|
| <p>Staff and students experience victimisation, discrimination and threats and violence that risk leading to ill health.</p> | <p>Reduce the proportion of staff (Employee Satisfaction Survey 2024 <9%) and students who experience unwanted behaviour.</p> | <p>The “Living Values” project develops material for organisations to work with, including workplace culture, the study environment and master suppression techniques</p> | 2027 | Human Resources Office | The measures are followed up by the ALV Committee |
| | <p>Employees (Employee Satisfaction Survey 2024 >9%) and students should know where they can seek help if they experience victimisation and they should know about the University’s processes for dealing with victimisation, harassment and sexual harassment.</p> | <p>Develop training material on Active Bystanders</p> | 2027 | Human Resources Office and Student Services Centre | <p>Target to be followed up in 2027 Employee Satisfaction Survey</p> |
| | | <p>Information initiatives for staff and students about where they can seek help if they experience victimisation and about the University’s processes for dealing with victimisation, harassment and sexual harassment</p> | 2025 | The Human Resources Office and the Student Services Centre in collaboration with the Communications Office | |
| | | <p>Further integrate the issue of leadership linked to gender and equality in the Real programme</p> | 2027 | Human Resources Office | |
| | | <p>Develop systems and tools that can support organisations in investigating risks of discrimination</p> | 2027 | Human Resources Office and Student Services Centre | |
| | | <p>Apply for funding from the Local Development Fund to further investigate perceptions of discrimination based on ethnicity and gender as measured by results of the 2024 Employee Satisfaction Survey</p> | 2027 | Human Resources Office | |



UMEÅ UNIVERSITET

Follow-up of the university-wide systematic work environment management and active measures 2022– 2024



Undersöka: Investigate; Riskbedöma/analysera: Risk assess/analyse; Åtgärda: Address; Uppföljning: Follow-up

Target fulfillment follow-up is mainly based on a comparison of the results from Umeå University's Employee Satisfaction Surveys in 2021 and 2024, the 2020 and 2022 Student Barometers, and sick leave statistics from October 2021 and October 2024.

The analysis is calculated by dichotomising the distribution of responses in the surveys into two groups. One group has responded more negatively to the relevant question (response alternatives 1–2 in the 2021 survey and 1–3 in the 2024 survey), and one group has responded more positively to the relevant question (response options 3–4 in the 2021 survey and 4–6 in the 2024 surveys).

Target fulfillment should be interpreted as trends, as a 4-point scale was used in 2021 and a 6-point scale in 2024. As the same supplier for the 2024 Employee Satisfaction Survey has also been procured for the 2027 and 2030 Employee Satisfaction Surveys, the employee results will be more comparable in the future.

The response rate for the Student Barometer is very low, which makes it difficult to draw any conclusions about student performance and to follow up the targets. Work is underway to determine how the University can better monitor the student work environment and equal opportunities.



UMEÅ UNIVERSITET

Employee Satisfaction Survey response rate in 2021 – 84% and in 2024 – 72%.

The response rate for the Student Barometer in 2020 – 29% and in 2022 – 28%.

Follow-up of targets and measures 2022–2024

| Risks/barriers and areas for improvement | Measures | Target | Follow-up of targets | Follow-up of measures |
|--|--|--|--|--|
| <p><u>Risks/barriers and areas for improvement:</u> Perception of work-related exhaustion and lack of recovery among employees and managers – Risk of ill health</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> 1. Complete the “IMULSA” project and, if the results are positive, introduce the model as methodological support for managers and HR for systematic work environment management 2. Develop and implement work environment training for managers and HR 3. Develop tools and methodological support for the work on the organisational and social work environment for managers and HR 4. Introduce network meetings for work environment representatives 5. Introduce the methodological support “Workplace discussions for employers” in the organisation as a tool for managers and HR in preventive work environment management | <p><u>Target:</u> Reduce the experience of work-related exhaustion (<22%) and lack of recovery (<39%) at work among employees and managers</p> | <p><u>Follow-up of targets:</u> In the 2021 Employee Satisfaction Survey, 22% of all employees experienced work-related exhaustion and 39% felt that they did not have time to recover at work.</p> <p>By dividing the group of all staff into a group of employees and a group of managers/supervisors, it was found in 2021 that 37% of employees did not feel they had time for recovery at work. This figure for the group of managers/supervisors was 51%.</p> <p>The corresponding grouping for perceived of work-related exhaustion is not available from 2021.</p> <p>The 2024 Employee Satisfaction Survey does not include a question on perceived work-related exhaustion. Instead, under the index area “Work climate”, there is an area with six questions related to work balance and work-life balance, of which one question deals with perceived workload and one question deals with recovery.</p> <p>The results for all staff regarding perceived workload that is generally not manageable based on the amount of work, scope, different types of assignments and so on is classified as “yellow” in 2024, i.e. an area where there is potential for improvement. In the combined group of all staff, 26% feel that the workload is not manageable.</p> | <p><u>Follow-up of measures:</u></p> <ol style="list-style-type: none"> 1. The IMULSA project (Integration of Employee Satisfaction Surveys in Umeå University’s Management System for Systematic Work Environment Management) has been implemented and reported on to the Work Environment Committee and at NorBet’s webinar at the University. IMULSA is a discussion model for analysing problem areas and working on measures to reduce the perception of high workload. Implementing this model to support managers and HR with systematic work environment management is not considered relevant at Umeå University because the model is too resource-intensive. 2. A digital training programme on the work environment is available in Canvas. This programme provides managers and other relevant staff with basic skills on the work environment, equal opportunities and rehabilitation. The training is implemented at the organisation and compulsory for managers/supervisors/staff when assigning work environment tasks. The training is also open to HR and other interested staff. 3. Managers and HR have previously been advised to use Prevent’s “Organisational and Social Work Environment Survey” method to follow-up the organisational and social work environment. The questions from the 2024 Employee Satisfaction Survey have been published on Aurora to allow its use by departments and units for work environment |



UMEÅ UNIVERSITET

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| | | <p>When the group of all employees is divided into a group of employees and a group of managers/supervisors, 25% of employees feel that the workload is generally unmanageable in terms of workload, scope, different types of assignments, etc. For managers/supervisors the corresponding figure is 33%.</p> <p>The 2024 results also show that 28% of women do not feel that their workload is manageable, compared to 24% of men.</p> <p>As the perception of workload is classified as ‘yellow’, the University needs to continue working on this issue. The same question on perceived workload was followed over a longer period and the percentage has remained relatively constant since 2014.</p> <p>However, a comparison between the experience of work-related exhaustion and the experience of an unmanageable workload is complicated, as the area of perceived ‘work-related exhaustion’ in 2021 consisted of several questions, while the question on the experience of ‘workload generally unmanageable’ consists of only one question.</p> <p>The University is thus unable to follow up on the target of reducing the experience of work-related exhaustion among employees and managers for the period 2021–2024. As the same questions used in 2024 will be used in the 2027 and 2030 Employee Satisfaction Surveys, these results will be more comparable in the future.</p> <p>The results for all staff regarding perceived opportunities for recovery at work, such as breaks, coffee breaks and lunch walks, are classified as “green”, i.e. an area where the University is on the right track. The combined group of all staff has a score of 19% in terms of perceived ability to recover.</p> | <p>follow-up. This will allow follow-up of specific issues as needed.</p> <p>Equal opportunity training has also been offered on responding to unwanted behaviour.</p> <p>4. Network meetings for work environment representatives have been held at the University. The Human Resources Office regularly plans themes for these meetings in consultation with the work environment representatives and the chief work environment representative.</p> <p>5. The methodological support Workplace Discussions for Employers (AD-A) is used by the University as a tool for preventing ill health and promoting health. It is also a support and tool in the work with individual job adaptations and in connection with sick leaves. It is part of the existing Adato management training.</p> |
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UMEÅ UNIVERSITET

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| | | | <p>If the group of all staff is divided into a group of employees and a group of managers/supervisors, 19% of employees do not feel able to recover at work. For managers/supervisors, the corresponding figure is 28%. The results for managers/supervisors are classified as “yellow”.</p> <p>Regarding the possibility of recovery at work, the University has met its target, almost halving the proportion of both groups of employees and managers/supervisors who experience a lack of recovery, compared to the results of the 2021 Employee Satisfaction Survey. However, results for managers/supervisors in 2024 are classified as yellow, which means that the University needs to continue working on the issue.</p> | |
| <p><u>Risks/barriers and areas for improvement:</u> Greater numbers of women are on long-term sick leave than men – Risk of gender inequality in health</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> 1. Finalise procedures for rehabilitation 2. Introduce the methodological support “Workplace discussions for employers” as a tool for managers and HR in rehabilitation efforts 3. Develop and implement work environment training for managers and HR | <p><u>Target:</u> Reduce the proportion of women on long-term sick leave (<1.5%)</p> | <p><u>Follow-up of targets:</u></p> <p>In October 2021, 1.9% (83) were on long-term sick leave for more than 28 days. Of these, 1.7% (75) were women.</p> <p>As of October 2024, 2.2% (105) were on long-term sick leave for more than 28 days. Of these, 1.7% (79) are women.</p> <p>Stress-related diagnoses are the predominant cause of sick leave among all individuals on long-term sick leave. The percentage has also increased from October 2021 (30%) to October 2024 (39%).</p> <p>In October 2021, 24 women (0.6%) and 1 man (0.02%) were on long-term sick leave due to a stress-related diagnosis.</p> <p>In October 2024, 42 women (0.7%) and 9 men (0.2%) were on long-term sick leave due to a stress-related diagnosis.</p> <p>Women’s health at the University has worsened over the period 2021–2024. The University has thus not achieved its target of reducing the number of women on sick leave, compared to the</p> | <p><u>Follow-up of measures:</u></p> <ol style="list-style-type: none"> 1. Work is under way to finalise a rehabilitation procedure. This is expected to help support and clarify the rehabilitation process for managers and HR. It will also better help employees to individualise their return to work and prevent new sick leaves. 2. The methodological support Workplace Discussions for Employers (AD-A) is used by the University as a recommended tool for working both with ill health preventively and with promoting good health. It is also a support and tool in the work with individual job adaptations and in connection with sick leaves. It is part of the existing Adato management training, but there may be a need for additional measures to allow the method support to be used at additional departments. The departments using AD-A are very satisfied and find it useful in the rehabilitation process. 3. A digital training programme for the work environment is available in Canvas. This programme provides managers with basic skills for the work environment, equal opportunities and rehabilitation. The training has been implemented at the University and is compulsory for managers/supervisors/staff when assigning work environment tasks. The training |



UMEÅ UNIVERSITET

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| | | | 2024 sick leave statistics. This is an issue that the University needs to continue working on. | is also open to HR and other interested staff. |
| <p>Risks/barriers and areas for improvement: Employees experience victimisation, harassment or sexual harassment at work and do not seek help – Risk of ill health</p> | <p>Measures:</p> <ol style="list-style-type: none"> Finalise the procedure for investigating victimisation, harassment and sexual harassment. Develop guidance for managers, HR and work environment representatives in dealing with victimisation, harassment and sexual harassment. External evaluation of systematic work environment management concerning victimisation, harassment and sexual harassment. Develop this work with active measures at Umeå University from the perspective of employers and education providers Finalise the “If something happens” webpage on Aurora. Develop and implement training on victimisation, harassment and sexual harassment for managers, HR, equal opportunities representatives, work environment representatives and staff. Develop tools and methodological support in preventing victimisation, harassment and sexual harassment for managers, HR, equal opportunities | <p>Target:</p> <p>Reduce the proportion of employees who experience victimisation, harassment or sexual harassment (<4%)</p> <p>Reduce the proportion of people not seeking help for perceived victimisation (>43%)</p> | <p>Follow-up of targets:</p> <p>In the 2021 Employee Satisfaction Survey, 4.2% (146) of employees indicated that they had experienced victimisation, harassment or sexual harassment at work in the last 12 months. In this question, the different types of experiences were included in a single question and cannot be differentiated.</p> <p>In the 2024 Employee Satisfaction Survey, 9.4% (292) felt that they have been subjected to discrimination, harassment, sexual harassment, victimisation, hatred, threats or violence in the last 12 months.</p> <p>Of these, 7.6% (248) stated that they have experienced victimisation, harassment or sexual harassment. The percentage of employees who experienced victimisation was 5% (156), harassment 2% (73) and sexual harassment 0.6% (19).</p> <p>The 2024 results also show that 13.8% (193) of women experience some form of inappropriate behaviour, compared to 8.3% (80) of men.</p> <p>The 2024 Employee Satisfaction Survey asks the question differently from 2021, and the response options are divided into experience of discrimination, harassment, sexual harassment, victimisation, hatred, threats and violence. Respondents could also provide multiple answers to the question. In other words, the same person may feel that they have been subjected to several inappropriate behaviours. This makes it difficult to compare the total percentage and number of employees who experience victimisation, harassment or sexual harassment with the results of the 2021 Employee Satisfaction Survey.</p> | <p>Follow-up of measures:</p> <ol style="list-style-type: none"> The Vice-Chancellor has approved a new procedure that clarifies the handling of victimisation, harassment and sexual harassment. Guidance on work environment measures for victimisation, harassment and sexual harassment has been developed and published on Aurora and is available to managers and HR. An external investigation of the University’s handling of victimisation, harassment and sexual harassment was conducted by Karin Röding and resulted in a report with 32 proposals for measures. Most of the proposed measures have been implemented. The investigation led the University to conduct a study of the work environment organisation. Based on this study, the University merged the work environment organisation with equal opportunities organisation and improved involvement using a coordination group for sustainable working life. Work to improve active measures at Umeå University from the perspective of the employer is ongoing. A guide for working with active measures has been published on Aurora. Support material is being developed and will be published on Aurora in 2025. The battery of questions in the 2024 Employee Satisfaction Survey has been revised to include questions on active measures. These questions will be followed up in the 2027 and 2030 Employee Satisfaction Surveys. The potential of conducting systematic annual follow-up of active measures from the employer perspective is being examined. The “If something happens” webpage is published on Aurora, with information and links that employees can access for support and help in case they experience inappropriate behaviour and other incidents. |



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| <p>representatives and work environment representatives.</p> <p>8. Developing proposals for organising support for managers, victims and those who have had complaints filed against them.</p> <p>9. Analysis of Umeå University’s findings from the research study on sexual harassment within academia.</p> <p>10. Pilot project Employeeship Programme.</p> | | <p>The University is unable to follow-up the target of reducing the proportion of employees who experience victimisation, harassment or sexual harassment during the 2021–2024 period. As the same questions used in 2024 will be used in the 2027 and 2030 Employee Satisfaction Surveys, these results will be more comparable in the future. This is an issue that the University needs to continue working on as it has a zero tolerance policy.</p> <p>In the 2021 Employee Satisfaction Survey, 43% of the 146 employees who experienced victimisation, harassment or sexual harassment stated that they did not seek help in connection with the inappropriate behaviour.</p> <p>In the 2024 Employee Satisfaction Survey, 38% of the 292 employees (108) who experienced discrimination, victimisation, harassment, sexual harassment, hatred, threats or violence indicated that they had not sought help to address the inappropriate behaviour.</p> <p>There is a tendency for employees not to seek help when they experience inappropriate behaviour. However, as inappropriate behaviour has a different meaning in the 2021 Employee Satisfaction Survey compared to 2024, it is not possible to compare the results. As the same questions used in 2024 will be used in the 2027 and 2030 Employee Satisfaction Surveys, these results will be more comparable in the future.</p> | <p>6. Preventive training on moral courage, on how to respond to inappropriate behaviour to counteract victimisation, harassment and sexual harassment, has been offered to managers, HR, Equal Opportunities Support (formerly Equal Opportunities Representatives) and employees. The training material is available on Aurora. This work will continue in 2025.</p> <p>7. Information, tools and methodological support in the prevention of inappropriate behaviour are available on Aurora in the form of guides to active measures. The guides are intended both for employers and education providers. The questions from the 2024 Employee Satisfaction Survey have been published on Aurora for use when departments and units follow up the work environment. This will allow follow-up of specific issues as needed. The University also refers to Prevent’s preventive material to address inappropriate behaviour.</p> <p>8. A support team (STAR) has been appointed for managers in investigating victimisation, harassment, sexual harassment and discrimination.</p> <p>9. An analysis has been conducted by the Umeå Centre for Gender Studies (UCGS) – Sexual harassment and gender-based vulnerability: A study among staff and students at Umeå University. The analysis helped to highlight inappropriate behaviour. As part of the analysis, Jesper Fundberg, Malmö University, was invited to lecture and hold workshops on preventing unwanted behaviour. UCGS also hosted a thematic day on preventing unwanted behaviour.</p> <p>10. The planned Employeeship Programme evolved into a university-wide five-year project to promote an inclusive culture of collaboration with equal opportunities. The project resulted in an updated set of core values, which includes academic values and a number of tools to work with core value issues at workplace meetings etc. The material has been implemented at the University and published on</p> |
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| <p><u>Risks/barriers and areas for improvement:</u> Unclear work environment management – Risk of ill health</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> 1. Develop a process description for systematic work environment management, active measures and safety 2. Develop and implement work environment training for managers and HR 3. Develop tools for managers and HR for systematic work environment management and active measures 4. Organise network meetings for work environment representatives 5. Implementation and training on the web-based work environment tool – IA (Information on the Work Environment) | <p><u>Target:</u></p> <p>Reduce the proportion of employees who do not know about work environment management in their own department/unit (<28%) and do not feel that it works well (<20%)</p> | <p><u>Follow-up of targets:</u></p> <p>In the 2021 Employee Satisfaction Survey, 28% of employees stated that they did not know about work environment management in their own department/unit and 20% felt that work environment management did not work well. In the 2024 Employee Satisfaction Survey, 18% of employees stated that they were not aware of the preventive work environment management carried out in their own department/unit/equivalent, and 10% felt that it did not work well. These results are classified as “green”, i.e. an area where the University is on the right track.</p> <p>The University has achieved its target of clarifying work environment management at each department/unit/equivalent, and has cut in half the percentage of employees who feel that work environment management does not work well, compared with the results of the 2021 Employee Satisfaction Survey.</p> | <p><u>Follow-up of measures:</u></p> <ol style="list-style-type: none"> 1. A policy document clarifying systematic work environment management, the work with active measures and safety is being prepared. Collaboration and the Vice-Chancellor’s approval of the policy are anticipated for 2025. 2. A digital training programme for the work environment is available in Canvas. This programme provides managers with basic skills for the work environment, equal opportunities and rehabilitation. The training is implemented in the organisation and is compulsory for managers/supervisors/employees when assigning work environment tasks. The training is also open to HR and other interested staff. 3. Managers and HR have previously been advised to use Prevent’s “Organisational and Social Work Environment Survey” method to follow-up the organisational and social work environment. <p>The Workplace Discussions for Employers (AD-A) method support has been implemented at the University as a recommended tool to work both on preventing ill health and on promoting health. This methodological support is also a support and tool in the work with individual preventive work adaptations. It is part of the existing Adato management training, but there may be a need for additional measures to allow the method support to be used at additional departments. The departments using AD-A are very satisfied and find it useful in the rehabilitation process.</p> <p>The questions from the 2024 Employee Satisfaction Survey have been published on Aurora for use when departments and units follow up the work environment. This will allow follow-up of specific issues as needed. The battery of questions in the 2024 Employee Satisfaction Survey has been revised to include questions on active measures. The potential of conducting systematic annual follow-up of active</p> |



UMEÅ UNIVERSITET

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| | | | | <p>measures from the employer perspective is being examined.</p> <p>Training has been conducted for work environment representative and equal opportunity training on systematic work environment management and active measures and how to work with the University's action plan for systematic work environment management and active measures. Training material in the form of videos is available on Aurora.</p> <p>4. Network meetings for work environment representatives have been held at the University. The Human Resources Office regularly plans themes for these meetings in consultation with the work environment representatives and the chief work environment representative.</p> <p>5. Two modules of the Information about the Work Environment system (IA) have been implemented at the University: "Incidents and accidents" and "Safety and property". Information and methodological support are available on Aurora. Information on the IA system is also included in the basic training for work environment representatives. Training and support sessions (IA workshop) have been organised for users of the system.</p> |
| <p><u>Risks/barriers and areas for improvement:</u> Returning to the workplace after the Coronavirus pandemic – Risk of conflicts and reduced job satisfaction</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> 1. Finalise new rules for remote work at Umeå University. 2. Develop and implement work environment training for managers and HR. 3. Train some of the HR support staff at the University in conflict resolution. | <p><u>Target:</u></p> <p>Increase employee satisfaction and well-being at work (>4.23 on NMI)</p> | <p><u>Follow-up of targets:</u></p> <p>In the 2021 Employee Satisfaction Survey, 65% of employees experienced satisfaction and well-being at work (value 4.23).</p> <p>In the 2024 Employee Satisfaction Survey, 73% of employees experienced satisfaction and well-being in the workplace (value 4.7). These results are classified as "green", i.e. an area where the University is on the right track.</p> <p>The University has achieved the target of increasing employee satisfaction and well-being in the workplace compared to the results of the 2021 Employee Satisfaction Survey.</p> | <p><u>Follow-up of measures:</u></p> <ol style="list-style-type: none"> 1. The policy document regulating remote work has been reviewed and guidance on remote work from abroad has been drawn up to provide further support. 2. A digital training programme for the work environment is available in Canvas. This programme provides managers with basic skills for the work environment, equal opportunities and rehabilitation. The training is implemented at the organisation and compulsory for managers/supervisors/staff when assigning work environment tasks. The training is also open to HR and other interested staff. 3. HR specialists in all faculty offices/equivalents have been offered training in conflict resolution. The Human Resources Office provides support to |



UMEÅ UNIVERSITET

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| | | | | managers and HR specialists. |
| <p><u>Risks/barriers and areas for improvement:</u> Unclear and unknown procedures in case of hatred, threats and violence – Risk of ill health</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> Finalise the “If something happens” webpage on Aurora. Develop and finalise the “If something happens” webpage on the Student Web. Develop a process description for systematic work environment management, active measures and safety. Develop and implement training on hatred, threats and violence for managers, HR, work environment representatives and specific professional groups. Procure a supplier to conduct crisis management training for crisis management teams. | <p><u>Target:</u> Raise awareness of hatred, threats and violence procedures among staff and students</p> | <p><u>Follow-up of targets:</u> In the 2021 Employee Satisfaction Survey, no questions were asked about awareness of hatred, threats and violence procedures. These questions were not asked in the 2020 or 2022 Student Barometers either. The risk has been identified based on the Internal Auditor’s 2021 survey and report on hatred, threats and violence. Questions were added to the 2024 Employee Satisfaction Survey as a result of the Internal Auditor’s Report.</p> <p>The 2024 Employee Satisfaction Survey asked whether employees know what to do in the event of a crisis situation in the workplace, such as a death or threat. It shows that 30% of employees are aware of procedures in a crisis situation. These results are classified as ‘yellow’, i.e. issues where there is room for improvement. This is an issue that the University needs to continue working on. The same question on awareness of crisis procedures has been repeatedly asked over a longer period of time and the result has improved since 2014.</p> <p>However, the University is not able to follow up on the target of increasing awareness of hatred, threats and violence procedures among staff and students for the 2021–2024 period. As the same questions used in 2024 will be used in the 2027 and 2030 Employee Satisfaction Surveys, these results will be more comparable in the future. Work is underway to determine how the University can better follow up the student work environment and equal opportunities.</p> | <p><u>Evaluation of actions:</u> 1–2. The “If something happens” webpage has been published both on Aurora and on the Student Web, with information and links about where staff and students can access support and help in case of perceived exposure to inappropriate behaviour and other incidents. It also provides information and support for managers who need to respond to an incident.</p> <p>3. A policy document clarifying systematic work environment management, the work with active measures and safety is being prepared. Collaboration and the Vice-Chancellor’s approval are anticipated in 2025.</p> <p>4. Training on threats, violence and pressure has been developed and will be made available on Aurora in 2024 for all Umeå University staff. The training is expected to improve knowledge and a sense of security, which can have a positive impact on the work environment.</p> <p>Two modules of the Information about the Work Environment system (IA) have been implemented at the University: “Incidents and accidents” and “Safety and property”. Information and methodological support are available on Aurora and the Student Web. Information on the IA system is also included in the basic training for work environment representatives. Training courses and support sessions (IA Workshop) have been organised for users of the system and are published on Aurora.</p> <p>5. Procurement of a supplier to produce crisis management training for management teams has been completed. Training is organised regularly with the help of the Occupational Health Service.</p> |
| <p><u>Risks/barriers and areas for improvement:</u></p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> Make it easier for students to find the information on the Student Web. | <p><u>Target:</u> Increase the number of students</p> | <p><u>Follow-up of targets:</u> The target was to be followed up by measuring the number of visits to the student website. However, the traffic on the website is not</p> | <p><u>Follow-up of measures:</u> 1. The Student Web is being redesigned to make it easier for students to find important information. The launch is planned for the start of the spring semester</p> |



UMEÅ UNIVERSITET

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| <p>Difficult to find on the Student Web and unclear information – Risk of ill health</p> | <p>2. Update the information on work environment, victimisation, harassment and sexual harassment and on procedures for threats, hatred and violence on the student website.</p> <p>3. Update the information on physical work environment and responding to incidents and accidents.</p> | <p>who know about the Student Web</p> | <p>comparable as the pages have evolved over time and several services, links and integrations have changed, such as how to access Ladok, Canvas and the schedule.</p> <p>Instead, the Communications Office conducts regular interviews with students to ensure that students find the online support clearer and better.</p> <p>The University is unable to follow up whether awareness about the Student Web has increased among students for the 2021-2024 period. Work is underway to determine how the University can better follow up the student work environment and equal opportunities.</p> | <p>2025. A collaboration is underway with CED to determine which information to provide on the Student Web and Canvas.</p> <p>2–3. A new “If something happens” page has been implemented on the Student Web. The content has been updated to include the physical work environment, equal opportunities, victimisation, harassment, sexual harassment, hatred, threats and violence, safety, and incident and accident management.</p> |
| <p><u>Risks/barriers and areas for improvement:</u> Students experience victimisation, harassment or sexual harassment and do not know where to turn when it happens – Risk of ill health</p> | <p><u>Measures:</u></p> <p>1. Finalise the procedure for investigating victimisation, harassment and sexual harassment.</p> <p>2. Develop guidance for managers and HR on work environment measures for victimisation, harassment and sexual harassment.</p> <p>3. External evaluation of systematic work environment management with regard to victimisation, harassment and sexual harassment.</p> <p>4. Improve the work on active measures at Umeå University from the perspective of employers and education providers.</p> <p>5. Design and finalise the “If something happens” webpage on the Student Web.</p> | <p>Reduce the proportion of students experiencing victimisation (<8%), harassment (<7%) and sexual harassment (<4%)</p> <p>Increase the proportion who know where to turn if they feel victimised (>37%)</p> | <p><u>Follow-up of targets:</u></p> <p>In the 2020 Student Barometer, 8.3% of students stated that they had experienced victimisation, 6.7% that they had experienced harassment and 4.4% that they had experienced sexual harassment in connection with their studies in the past 12 months.</p> <p>In the 2022 Student Barometer, 6.7% of students state that they have experienced victimisation, 4.3% that they have experienced harassment and 3% that they have experienced sexual harassment in connection with their studies in the past 12 months.</p> <p>The University has fulfilled the target of reducing the proportion of students who experience victimisation, harassment or sexual harassment. This is an issue that the University needs to continue working on as Umeå University has a zero tolerance policy.</p> <p>In the 2020 Student Barometer, 56% of students stated that they do not know where to turn if they experience victimisation, discrimination or harassment.</p> | <p><u>Follow-up of measures:</u></p> <p>1. The Vice-Chancellor has approved a new procedure that clarifies the handling of victimisation, harassment and sexual harassment.</p> <p>2. A guide to work environment measures for victimisation, harassment and sexual harassment has been developed, is published on Aurora and is available to managers and HR. Targeted information for students about equal opportunities is published on the Student Web.</p> <p>3. An external investigation of the University’s handling of victimisation, harassment and sexual harassment was conducted by Karin Röding and resulted in a report with 32 proposals for measures. Most of the proposed measures have been implemented. The investigation led the University to conduct a study of the work environment organisation. Based on this study, the University has merged the organisation for work environment and equal opportunities, strengthened student participation through a coordination group for sustainable student life, and appointed a new position at the Student Services Centre to act as coordinator for student work environment and equal opportunities.</p> |



UMEÅ UNIVERSITET

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| | <p>6. Develop and implement training on victimisation, harassment and sexual harassment for managers, training officers and equal opportunities networks.</p> <p>7. Develop tools and methodological support for prevention of victimisation, harassment and sexual harassment for managers, HR and equal opportunities representatives.</p> <p>8. Develop proposals for organising support to assist managers, victims and individuals who have had complaints filed against them.</p> <p>9. Analysis of Umeå University's findings from the research study on sexual harassment within academia.</p> | | <p>The 2022 Student Barometer did not ask whether students know where to turn if they feel victimised.</p> <p>The University is thus unable to follow up on the target of increasing the proportion of students who know where to turn if they experience victimisation, harassment and sexual harassment.</p> | <p>4. Work is ongoing to develop active measures at the University based on the perspective of education providers. Guidance and support for active measures from the perspective of education providers has been developed and will be implemented at the University in 2024.</p> <p>5. The “If something happens” webpage has been published on the Student Web, with information and links where students can receive support and help if they perceive they have been subjected to inappropriate behaviour and other incidents.</p> <p>6. Preventive training on moral courage, on how to respond to inappropriate behaviour to counteract victimisation, harassment and sexual harassment, has been offered to managers, HR, Equal Opportunities Support (formerly Equal Opportunities Representatives). The training material is available on Aurora.</p> <p>7. Information, tools and methodological support in the prevention of inappropriate behaviour are available on Aurora in the form of guides to active measures. The guides are intended both for employers and education providers.</p> <p>8. A support team (STAR) has been appointed to support managers in the investigation of victimisation, discrimination, harassment and sexual harassment.</p> <p>9. An analysis has been conducted by the Umeå Centre for Gender Studies (UCGS) – Sexual harassment and gender-based vulnerability: A study among staff and students at Umeå University. The analysis helped to highlight inappropriate behaviour. As part of the analysis, Jesper Fundberg, Malmö University, was invited to lecture and hold workshops on preventing unwanted behaviour. UCGS also hosted a thematic day on preventing unwanted behaviour.</p> |
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| <p><u>Risks/barriers and areas for improvement:</u> Risk of sick leave and non-completion due to mental health problems</p> | <p><u>Measures:</u></p> <ol style="list-style-type: none"> 1. Increased collaboration between student unions, faculties, CED and Student Healthcare Services. 2. Participation in the WHO project “As a student, how do you feel?”. 3. Participation in a national working group “Sustainable work environment for students during their studies”. | <p><u>Target:</u> Promote mental health</p> | <p><u>Follow-up of targets:</u> The target will be followed up through the end of the WHO project in 2025/2026. The University is thus unable to follow up the target of promoting student mental health. Work is underway to determine how the University can better follow up the student work environment and equal opportunities.</p> | <p><u>Follow-up of measures:</u></p> <ol style="list-style-type: none"> 1. Increased collaboration between student unions, faculties, CED and Student Healthcare Services. Collaboration with the student unions includes procedures for handling incidents during the induction period, lectures and a thematic week on mental health. Collaboration with the faculties includes the project “Sustainable induction” together with the Faculty of Social Sciences, thematic days, training in “Mental health first aid”. Collaboration with CED includes training on how to handle difficult discussions. Student Healthcare Services has LGBTI certification. 2. Students at Umeå University are participating in the WHO project “As a student, how do you feel?”, which will run until 2025/2026. The study follows how first-year students perceive their health and offers online therapy with promising results. When examining the results of the project, the overall target for reducing the risk can be assessed. 3. Participation in a national network for student work environment. The Coordinator for Student Work Environment and Equal Opportunities represents the University. The network enables the sharing of experiences and a common understanding of the systematic efforts within work environment and equal opportunities for students. |
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Examination and analysis of identified risks and barriers that may lead to discrimination or work environment problems (basis for future action plan below).

| Identified risks and barriers | Analysing the cause of these risks and barriers | Low risk | Medium risk | High risk |
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| <p>An increasing number of students with disabilities are applying for and being granted targeted study support and adaptation of the study environment at Umeå University. This risks increasing the potential of reduced accessibility in the study environment.</p> | <p>The national trend is for an increasing number of students with disabilities applying for and being granted targeted study support and study environment adaptations in higher education institutions. This is also true at Umeå University and can be seen in data from the “Audit Report 3/2023 Targeted student support and adaptations for students with disabilities” and from statistics from the Student Services Office and the student unions. The trend at Umeå University follows the national trend and shows a marked increase from 2017 to 2023, in terms of the number of students granted targeted student support.</p> <p>Statistics from the Student Services Office for the years 2019–2023 show that the most common impairment is reading and writing difficulties, followed by neuropsychiatric disabilities). This is followed by mental health and other impairments (including acquired brain injury, myalgic encephalomyelitis (ME) and multiple sclerosis (MS))</p> <p>With increasing numbers of students with disabilities in need of support, the demands on universities are growing. Some areas identified in Audit Report No 3/2023 are:</p> <ul style="list-style-type: none"> • Improved understanding of different types of impairments – in particular students with neuropsychiatric disabilities and those with reading and writing difficulties. • Improved understanding of the legal requirements of the Discrimination Act. • Increased understanding of how to create accessible types of instruction. | | | x |



UMEÅ UNIVERSITET

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| | <ul style="list-style-type: none"> • Access to support measures. • Increased access to staff resources. | | | |
| <p>Failure to investigate student work environment risks leads to:</p> <ol style="list-style-type: none"> 1. not identifying and preventing shortcomings and problems in the student work environment 2. not recognising and preventing different forms of discrimination in the student work environment | <p>The 2022 Student Barometer has a low response rate and does not provide sufficient information to properly implement measures that can prevent risks of discrimination and ill health in the study environment.</p> | | | x |
| <p>Problems during the first year of study risk leading to:</p> <ol style="list-style-type: none"> 1. Poor mental health leading to students not completing their studies. | <p>The Student Health Service has noted that about half of students seeking support for their mental health are in their first year of study. In particular, there is an increase at mid-semester. Some identified shortcomings are:</p> <ul style="list-style-type: none"> • Lack of support from their surroundings and loneliness • Unclear requirements, difficulties in finding structure and good study habits, which creates stress and risk of mental illness over time. • Insufficient study support risks leading to early termination of studies. The study support offered to all students currently offers less opportunity for individualised support, making it less useful for students. Before the pandemic, the Study Workshop at the University Library offered more opportunities and possibilities for individuals to receive study support. | | | x |
| <p>Perception of high workload – Risk of ill health, work-related illness and sick absence.</p> <p>Source: Employee Satisfaction Survey 2024, the inventories by faculties/equivalent of areas for improvement regarding work environment and equal opportunities 2024</p> | <p>Several factors influence the perception of a sustainable work situation from organisational and social perspectives. Having higher demands than resources at work for a longer period of time indicates an unhealthy workload (AFS 2015:4). In the 2024 Employee Satisfaction Survey, a total of 3,132 responses were received for the following questions. When asked about their perception of workload, 26% responded that their workload (amount, scope, types of tasks, etc.) is not manageable.</p> | | | x |



UMEÅ UNIVERSITET

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| | <p>32% feel that they are unable to fulfil their duties within regular working hours. 31% find it difficult to relax from work when they are off.</p> <p>Faculties/equivalent have highlighted high workloads as an identified risk when conducting inventories of areas for improvement regarding work environment and equal opportunities</p> | | | |
| <p>Managers generally experience a worse balance than employees – Risk of ill health, work-related illness and sick absence.</p> <p>Source: Employee Satisfaction Survey 2024</p> | <p>Regarding balance (area Total), managers of staff and managers that do not manage staff generally experience a worse balance (higher workload, less recovery, not having enough time) than other employees.</p> <p>Regarding balance as a whole, 35.6% of managers (168 respondents) and 40.5% of managers without staff responsibilities (187 respondents) indicate that they do not have a good balance, i.e. that they do not have a manageable workload, are unable to recover and do not have enough time to fulfil their tasks during regular working hours.</p> | | | X |
| <p>Employees are not aware of existing procedures for responding to crisis situations, accidents and fires – there is a risk that employees do not know how to act in the event of a crisis situation, accident or fire in the workplace.</p> <p>Source: Employee Satisfaction Survey 2024, the inventories by faculties/equivalent of areas for improvement regarding work environment and equal opportunities</p> | <p>In the 2024 Employee Satisfaction Survey, 3113 responses were received for the questions below.</p> <p>30% say they do not know what to do in the event of a death or threat to an employee or the workplace (crisis situations). 22% say they do not know what to do in the event of a fall, cut or burn (accident) and 11% do not know the procedures for evacuating the workplace in the event of a workplace fire.</p> <p>Faculties/equivalent have highlighted that there is a lack of knowledge and awareness of procedures for different types of crisis situations, such as fire and the need for CPR.</p> | | | X |
| <p>Lack of knowledge about equal opportunities and active measures – there is the risk that the University does not comply with the statutory requirements of the Discrimination Act, which in turn risks leading to various forms of discrimination</p> <p>Source: Faculty/equivalent inventories of areas for improvement regarding work environment and equal opportunities</p> | <p>The faculties/equivalent have highlighted that there is a lack of knowledge about equal opportunities and active measures. There is a risk of discrimination or other barriers to equal opportunities and rights if active preventive measures are not taken regularly and systematically within the organisation.</p> <p>Student unions note that a large part of the cases received by the student unions concern unsatisfactory treatment, where students have felt offended and discriminated against by their teachers.</p> | | | X |



UMEÅ UNIVERSITET

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| <p>Employees and students experience various forms of discrimination and victimisation – risk of ill health</p> <p>Source: Employee Satisfaction Survey 2024</p> | <p>In the 2024 Employee Satisfaction Survey, 9.4% (292 respondents) indicated that they had experienced discrimination, harassment, sexual harassment, victimisation, hatred, threats or violence. Of these: 21% say that they have been victimised repeatedly 33% say they did not seek help when experiencing unwanted behaviour 15% say they sought help but did not receive it</p> <p>The contexts in which respondents indicated it was most common they were victimised are: meetings, lunch and break rooms, offices/labs and emails/text messages. The greatest risk is being victimised by colleagues and secondarily by managers.</p> <p>Only 9% (out of 3114 respondents) indicated that they do not know where to turn in case of perceived victimisation (compared to 17% in the 2021 Employee Satisfaction Survey), which is a positive decrease.</p> <p>Women, younger ages (under 29) and employees with a foreign background are more critical of the idea that the workplace is free from discrimination. When asked in which area employees feel discrimination (disadvantage or offence) has occurred, gender (60%), ethnicity (35%) and age (29%) are the most common.</p> | | | x |
| <p>Women are on long-term sick leave more often than men – risk of gender inequality in health</p> <p>Source: Primula sick leave 28 days or more, as of 31 October 2023 statistics, Focus October 2023</p> | <p>At the time of measurement in October 2023, the number of individuals on sick leave more than 28 days: 120 (2.6% of total staff), including 95 women (3.7% of total female staff) and 25 men (1.2% of total male staff).</p> <p>The predominant cause of sick leave among all long-term sick individuals is stress-related diagnoses, which in October 2023 accounted for 42% of the total number on sick leave (51 in total, of whom 42 were female).</p> <p>The percentage of stress-related diagnoses increased from October 2021 (30%) to October 2023 (42%) at Umeå</p> | | | x |



UMEÅ UNIVERSITET

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| <p>Unequal distribution of power and influence from a gender perspective</p> <p>Source: Statistics employees Focus, January 2024, Gender distribution of the University Board and University Management Aurora 18 January 2024, Gender distribution of professors, deans and heads of department/directors is taken from self-reported answers by the faculties, January 2024</p> | <p>The gender distribution of staff at the University is 56% female and 44% male and there is an even gender balance in most job categories. The biggest differences are in administrative staff positions, where women account for 78% and men for 22%, and professors, where women account for 35% and men for 65%.</p> <p>There is an uneven gender balance within the University Board and University Management, with a majority of men. The categories “head of department” and “director” also have an uneven gender distribution with more men. At dean and middle management level, there is an even gender balance (within the established 60/40 range). Women are clearly over-represented in the categories of “area manager” and “administrative manager”.</p> <p>There is a discrepancy between opportunities for power and influence among men and women, which is reflected in the unequal gender distribution of positions and the fact that women are not represented to the same extent as men in the forums where overall and strategic decisions are taken.</p> | | | X |
| <p>Health factor: Increased perception of the possibility of recovery</p> <p>Source: Employee Satisfaction Survey 2024</p> | <p>The results of the 2024 Employee Satisfaction Survey show that 81% feel that they are able to recover, for example by taking breaks, coffee breaks and lunchtime walks. The results show a positive trend over time.</p> <p>Continued work on maintaining and creating conditions that enable employees to recover is of great importance for preventing ill health (AFS 2025:4).</p> | | | |
| <p>Health factor: Increased perception of information and clear organisation</p> <p>Source: Employee Satisfaction Survey 2024</p> | <p>The 2024 Employee Satisfaction Survey shows that the categories “Information” (perception of being informed about what is happening in the institution/unit) and “Clear Organisation” (clarity of who is responsible for what in the</p> | | | |



UMEÅ UNIVERSITET

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| | <p>department/unit) have increased by 18 and 17 percentage points respectively since 2018.</p> <p>Continued work on a fair and transparent organisation is important, that there are clear decision processes and that roles, responsibilities and mandates are clear.</p> | | | |
| <p>Health factor: Perception of improved leadership and high trust in the immediate manager.</p> <p>Source: Employee Satisfaction Survey 2024</p> | <p>The results of the 2024 Employee Satisfaction Survey show a positive development in all areas for leadership. These areas include manager feedback, manager support and manager leading by example. 89% (3147 responses) say they have confidence in their line manager as a manager and leader.</p> <p>Leadership is described as a crucial factor in creating healthy and productive organisations, hence the work on creating good conditions for leaders within the organisation is of great importance for continuing to foster this positive development. (Health factors that can be measured and followed over time, Swedish Work Environment Authority).</p> | | | |



UMEÅ UNIVERSITET

Describe how the investigation, risk assessment/analysis, measures and follow-up have been coordinated with employee organisations/student representatives

The university-wide action plan for systematic work environment management and active measures 2025–2027 was developed in collaboration with the Work Environment and Equal Opportunities Committee and the Sustainable Working Life and Sustainable Student Life coordination groups. Following the investigation and risk assessment, prioritised risks, barriers and areas for improvement for the upcoming plan were discussed at the Health and Safety and Equal Opportunities Strategy Meeting (2 October 2024).

This work was presented to the Work Environment and Equal Opportunities Committee (11 September 2024, 7 November 2024, 12 December 2024) and was explained to the University Management (18 November 2024) and the heads of department (1 December 2024).

The University-wide Action Plan for Systematic Work Environment Management and Active Measures 2025–2027 was discussed at the central collaboration group on 18 December 2024 prior to approval by the Vice-Chancellor. Follow-up of the measures in the action plan will be done by the Work Environment and Equal Opportunities Committee.