



GENDER EQUALITY PLAN

2026-2030

Approved by the Management Board of SIA Stockholm School of
Economics in Riga on March 6, 2026

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Background

This Gender Equality Plan (hereinafter GEP) promotes gender equality across various activities within the Stockholm School of Economics in Riga (hereinafter - SSE Riga or the School). It aligns with Latvian Law on the Stockholm School of Economics in Riga, the Latvian Law on Higher Education, the Latvian “Plan for the Promotion of Equal Rights and Opportunities for Women and Men 2024–2027” and the Stockholm School of Economics’ (SSE) “Program 40/60 2030: Summary of the Gender Equality Plan for the Stockholm School of Economics” (2024), is in accordance with the SSE–SSE Riga Trademark License Agreement (2010), and hence the SSE FREE concept¹ and the EFMD EQUIS Standards & Criteria².

Like the EU Gender Equality Strategy 2026-2030 the SSE Riga Gender Equality Plan adopts an intersectional approach to gender equality, acknowledging that sex and gender intersect with other grounds of discrimination, leading to specific inequalities and unique experiences of discrimination. Therefore the GEP is closely linked to the School’s overall strategic priorities with respect to diversity, equal opportunities and inclusion. Consequently, SSE Riga has a zero-tolerance attitude regarding discrimination, harassment, sexual harassment and bullying, and actively works to prevent them from occurring – these issues are to a large extent covered in other internal documents and regulations.

At an operational level the Plan addresses priorities such as gender within SSE Riga in terms of employment, recruitment, leadership and daily operations as well as anti-harassment issues. In doing so it addresses the issues through a gender-neutral, non-sexist, fact- and science-based approach thereby avoiding gender and ethnic stereotyping.

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 Riga works to address gender inequality based on the lessons learned from the research.

It should be noted that SSE Riga is aware of the fact that the GEP appears to reinforce a binary view of gender, largely due to there only being two legal genders (female and male) in Latvia. However, SSE Riga 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.

Current State and Strategic Goals

The overall goal is that students and employees should feel encouraged and welcome to come to SSE Riga to study or work regardless of their gender, ethnicity or origin (including skin color and

¹ **F** stands for a *fact- and science based approach*. **R** stands for *reflective and self-aware*. **E** stands for *empathic and culturally literate*. **E** stands for *entrepreneurial and responsible*.

² The school provides evidence that its internal operations are developed with a clear respect for sustainability and inclusion, examples of which are: ... Management policies related to staff recruitment and promotions demonstrate advancing inclusion, respect for diversity, prohibition of any discrimination and the well-being of all. (EQUIS Standards & Criteria, 2025).

language), gender identity or expression, social background, disability, sexual orientation, age, or religion or other beliefs.

The overall quantitative goal in terms of gender is to have a share of women/men within the 40%-60% interval. This applies to the total number of employees as well as to the total number of students in the respective two degree programmes. In terms of employees and to the extent possible (given the small size of the SSE Riga organization) it also applies across all major categories.

Currently (March 2026) the main deviation from the goal of being within the 40%-60% interval is in terms of senior management with roughly two-thirds women and one third men. As for the total number of employees there are slightly above 60% women. In terms of elected faculty and researchers the shares of men and women are almost equal. As for full professors, the shares are equal. total number of employees for which the current statistics are 38% men/62% women.

When it comes to the student body, the share of men is higher than the share of women, although still within the desired interval, whereas in terms of graduates the difference is essentially eliminated.

The GEP, however, goes further than numbers and binary calculations. Nevertheless, for the period 2026-2030 the focus is placed on keeping the gender balance that exists today while trying to address the imbalance in certain areas.

With the SSE Riga's overall objective to increase the awareness and competence of its faculty, staff and students relating to gender equality, equal opportunities and diversity, the next steps and the goals to be set should recognize that gender is about all genders, going well beyond the binary and well beyond women. If we do not acknowledge this even more explicitly, we risk narrowing the agenda in a way that makes it harder to build broad ownership.

Resource Allocation

The gender equality work is led by a Gender Equality Team of three members comprising: one representative of the SSE Riga Management Board, one faculty member with special competence in the field and the Head of Human Resources. The Gender Equality Team is represented at the regular Leadership Roundtable meetings. The Team takes initiatives, drafts policies and strategies in cooperation with the SSE Riga Management Board. Even though the focus areas outlined below identify priorities for the programming period, the Team together with Management Board is supposed to follow the internal as well as external developments and hence revise the focus areas and priorities should there be a need.

The Team reports to the SSE Riga Management which is the decision-making body. The Management Board might also take its own initiatives and coordinate them with the Gender Equality Team.

The Team is also supposed to work closely with the legally independent SSE Riga Student Association.

The SSE Riga Management Board annually allocates earmarked funds based on planned activities and initiatives by the Team. 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 statistical data is gathered and summarized for each academic programme by its director and for personnel in general by the Head of Human Resources. The data is reported to the Gender Equality Team and shared throughout the organization. The findings are also discussed at the regularly held Leadership Roundtable meetings.

The statistical data used for gender analysis will rely on the same data prepared for annual national reporting, ensuring consistency and avoiding duplicate reporting. Furthermore, the Pay Transparency Directive (see below) will result in additional data requirements – data then should be used in assessment of the GEP activities as well as for identifying shortcomings in current practices.

The key performance indicators are as follows:

- Gender statistics for students, elected faculty and researchers, full professorships, senior managerial positions, total employees, and the respective trends.
- Number of students and employees experiencing discrimination or harassment on the basis of gender, including sexual harassment.

It should be noted that the small size of the SSE Riga organization and GDPR put severe restrictions on the statistics to be provided. One example related to GDPR being the off-boarding process when an employee leaves – it will cover gender dimensions and the findings will to the extent GDPR allows for it be shared with GEP Team.

Training

All SSE Riga management, faculty, and staff are required to attend regular training that focuses on gender equality, openness, creating inclusive environments, and unconscious gender bias, as well as on the legislation and institutional regulations for preventing and addressing discrimination, harassment, sexual harassment, and bullying. Training is offered in hybrid format and is mandatory for all employees. Individual employees are encouraged to suggest topics to be covered. Trainings could be offered at a general level or a departmental or working group level.

As part of the onboarding process new employees are introduced to the GEP and overall SSE Riga values.

Focus Areas

The SSE Riga focus areas for the upcoming period are aligned with the EU Gender Strategy 2026-2030 and its underlying assumption that gender equality benefits everyone. The Strategy is about harnessing the full potential of women and men for the benefit of the whole society. Specifically for SSE Riga this means that for the upcoming period, it is important to avoid seeing gender work as a single-issue campaign – in particular a campaign about numbers. If seen as such, it can crowd out other dimensions of diversity or create an unhelpful sense of competition between priorities. In the long run that sets the whole inclusion agenda back. In general, evidence suggests that the quickest way to lose a serious agenda is to let it become a symbolic one. The more gender equality can be framed as fairness, institutional quality, and conditions for good work, the more durable it becomes. The GEP will be an integral part of the overall SSE Riga strategy covering the period 2026-2030.

The following areas are prioritised during the plan period from both the employer and student perspectives. During the period 2026-2030 related or new areas may be added as necessary – based on initiative from anyone within the SSE Riga organization (including the student body):

Pay Transparency Directive

Implementation and communication of the Pay Transparency Directive that will come into effect in June 2026. This will include providing information on the rights of the employees and the obligations of the employer including the specifics of a small organisation.

Recruitment

Attracting a wide variety of applicants and carrying out a high-quality, competency-based recruitment process is central to maintaining and in certain cases achieving gender balance. The recruitment process should continue being organized in a competency-based way avoiding unconscious bias, while at the same time ensuring transparency and gender neutrality. There should be a continued assessment of the processes to avoid unconscious bias and discrimination.

In the context of using recruitment to create gender balance, it should, however, be noted that in an organization of SSE Riga's size and stability adjustment towards gender balance will take time since creating gender balance is not a legitimate reason for terminating existing employment agreements.

SSE Riga Culture

SSE Riga 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 Riga taking daily responsibility for our common culture. Internal communication actively supports equality, diversity, and inclusion to drive positive cultural change. SSE Riga upholds a zero-tolerance policy toward all forms of gender-based violence, including sexual harassment, supported by reporting channels and institutional response procedures. The latter including the fully anonymous feedback platform for students and the SSE Riga Whistleblowing system for everyone in the SSE Riga community.

Work-life balance

An important part of the SSE Riga culture being work-life balance where the School to the extent possible ensures flexible working time arrangements for employees with caring responsibilities. This will continue to be a priority during the upcoming period.

The Use of Artificial Intelligence

As part of the training on the use of AI gender bias stemming from poorly trained and prejudiced AI models should be addressed to avoid impact on gender equality and equal opportunities which it in turn might maintain and strengthen discriminatory practices.

Anti-gender narratives

The increasing amount of anti-gender narratives drives polarisation between young men and women. This is essentially done online and, in many cases, funded by foreign nations or global movements. With Latvia being subject to heavy influence activities from its neighbours Russia and Belarus, the issue deserves special attention, in particular for higher education institutions working with young adults.

Collaboration with the SSE Riga Student Association

Even though the SSE Riga Student Association is an independent body, there is close cooperation between the School and the Association. The two bodies work together to raise awareness as well as to identify problems, shortcomings and areas for improvement. The Student Association's annual Welfare Survey provides an important instrument with respect to identifying problems and areas for improvement. The students are also encouraged to use the feedback platform that ensures full anonymity and the SSE Riga Whistleblowing system.

Collaboration with other Higher Education Institutions

During the plan period, SSE Riga will continue collaborating with other higher education institutions inside and outside Latvia and to take an active part in the Latvian policy discussion. It will also encourage research projects with a focus on gender and diversity.