

## ACTION PLAN FOR EQUALITY, INCLUSION AND DIVERSITY

### *A safe and inclusive workplace for all employees*

#### **Background**

Our employees constitute the most important asset of Oslo University Hospital's specialized health service. As Norway's largest health-related workplace, we are responsible for national and regional health services for the Norwegian population. Adequate and competent personnel are essential to provide good quality health services.

Oslo University Hospital is a workplace characterized by significant diversity, which we consider essential to addressing the tasks assigned to us. Employees with different backgrounds make us better equipped to meet a diverse patient group, provide health equity services and provide a specialized health service able to handle all the challenges and opportunities of the future.

Oslo University Hospital's perspective on equality, inclusion and diversity involves commitment from the organization to actively work towards ensuring that all our employees are given equal rights and opportunities for professional development regardless of ethnicity, functional ability, age, gender and sexual orientation.

#### **Direction**

There is an increasing emphasis on diversity, equality and inclusion in the workplace, evident in various measures, laws and regulations. "The activity duty and the duty to issue a statement" ([Aktivites- og redegjørelsesplikten](#)) involves all employers working actively, purposefully and systematically to promote equality and prevent discrimination in the workplace.

Oslo University Hospital will systematically address these issues, with guiding documents supporting the hospital's vision and values of being a workplace characterized by openness, trust and respect. The Action Plan for Equality, Inclusion and Diversity guides these efforts by outlining specific measures and areas of responsibility.

The Action Plan is an elaboration of diversity goals outlined in the Area Plan for Organization, Leadership and Competence ([Områdeplan organisasjon, ledelse og kompetanse](#)).

#### **Positive diversity climate**

A positive diversity climate in the workplace, with well-established diversity competence in leadership, contributes to:

- **Improved job satisfaction and well-being:** Diversity can enhance a positive and inclusive work culture, resulting in improved well-being and job satisfaction among employees.
- **Strengthening reputation:** A workplace recognized for its inclusivity and diversity can enhance its appeal to potential new employees and positively influence an employer branding.
- **Increased innovation and improved problem-solving:** Diversity brings different perspectives, experiences and ideas to the table, leading to innovation, creativity and improved problem-solving in the workplace.

- **Better understanding of patients:** A diverse workplace can help employees consider diversity and communicate with each patient in a more effective manner.

## Target groups

The Action Plan and the measures are aimed at two target groups.

- **Leaders and employees** – to ensure that Oslo University Hospital is a workplace where both leaders and employees appreciate and have competence in equality, inclusion and diversity.
- **Organizational structure**– to ensure anchoring and follow-up at enterprise level.

Work on diversity is a long-term and continuous process. The totality of measures and the interaction between anchoring, measures and motivation provides direction and results.

Through attitudes, actions and communication, all employees at Oslo University Hospital share responsibility for promoting equality, anti-racism and equality.

Leaders bear a unique responsibility to cultivate a working environment that provides care of employees, and to foster a culture aligned with our shared values. Simultaneously, the entire organization is obligated to work proactively to prevent discrimination and promote equality.

## Goals

- Oslo University Hospital has a working environment that appreciates diversity, promotes inclusion and prevents racism and discrimination.
- Equality, inclusion and diversity are included in the hospital's strategic and governing documents.
- Our employees have competence in equality, inclusion and diversity.
- Our employees have equal access to professional development, management education and career advancements opportunities.

## Focus areas

- Competence and tools
- Communication and language
- Recruitment, inclusion and employer branding

## Action plan 2023-2026: Competence and tools

### 1.1 Target group: Employees and leaders

Measures: Develop competence packages and tools in the Competence Portal (Kompetanseportalen) that clinics will use in seminars to focus on topics such as: Spirituality, cultural competence and cultural sensitivity, gender and sexuality diversity, discrimination, racism and harassment.

### 1.2 Target group: Employees

Measures: Include Equality, inclusion and diversity themes in the onboarding program for new employees.

### 1.3 Target group: Leaders

Measures: Include diversity management in the revised leadership program.

### 1.4 Target group: Organizational structure

Measures: The hospital establishes a contact point to assist leaders in facilitating arrangements for employees (funds, accommodating employees with reduced functional ability, addressing the need for Norwegian language courses, etc.)

1.5 Target group: Organizational structure

Measures: Equality, inclusion and diversity are focal points in the clinic's Health, Safety, and Environment (HMS) action plan.

1.6 Target group: Organizational structure

Measures: Develop a baseline measurement and risk assessment related to discrimination, racism and harassment in accordance with annual reporting and "The activity duty and the duty to issue a statement" (Aktivitets- og redegjørelsesplikten).

1.7 Target group: Organizational structure

Measures: Conduct at least one annual dialogue meeting in all units on the topics of racism, discrimination and harassment.

1.8 Target group: Organizational structure

Measures: Oslo University Hospital conducts a survey of equal pay per clinic.

1.9 Target group: Organizational structure

Measures: Interdisciplinary collaboration including Norwegian Institute of Public Health (FHI), The Directorate of Integration and Diversity (IMDi), The Norwegian Directorate for Children (Bufdir), Youth and Family Affairs, Norwegian Labour and Welfare Administration (NAV) and the Norwegian Directorate of Health (Helsedirektoratet) to increase knowledge about racism and discrimination in the health services, as well as care of employees.

1.10 Target group: Leaders

Measures: Leaders must be familiar with the senior policy at Oslo University Hospital and actively implement it in their management roles.

1.11 Target group: Organizational structure

Measures: Ensure that gender equality and diversity are topics in the risk assessment reviewed in management review meetings.

## **Action plan 2023-2026: Communication and language**

2.1. Target group: Employees, organizational structure and leaders

Measures: Advocate for inclusive and non-discriminatory language in the hospital. Use a glossary for non-discriminatory language.

2.2 Target group: Organizational structure

Measures: Use employees with minority experience/background as sources in media cases.

2.3 Target group: Organizational structure

Measures: Conscious use of illustrations, photos and language that reflect diversity on websites, social media, image banks, advertisements, campaigns, brochures, information leaflets and e-learning.

2.4 Target group: Employees and Organizational structure

Measures: Use of gender-neutral pronouns in internal and external communication.

## **Action Plan 2023-2026: Recruitment, inclusion and employer branding**

3.1 Target group: Organizational structure and leaders

Measures: The CEO, directors and clinic leaders prioritize equality, inclusion and diversity on the agenda and continuously highlight the topic in their leadership.

3.2 Target group: Organizational structure

Measures: Expand the portfolio of images that reflect diversity.

3.3 Target group: Leaders

Measures: Training of leaders in recruitment tools. Topics: Diversity, competence assessment, etc.

3.4 Target group: Organizational structure and leaders

Measures: The hospital has procedures for workplace adaptations for people with disabilities. Hospital leaders are familiar with the procedures.

3.5 Target group: leaders

Measures: The Equality, inclusion and diversity perspective is included in work with inclusive working life (Inkluderende arbeidsliv), and the hospital will offer work experience, job-trials and language practice.

3.6 Target group: Organizational structure

Measures: Develop a schedule for which days should be marked in which channels.

3.7 Target group: Organizational structure

Measures: Annual celebration of Pride: The hospital participate in the Pride parade, rainbow flags during Pride week and features on the intranet and social media.

3.8 Target group: Organizational structure

Measures: Focus on Equality, inclusion and diversity topics during the Working Environment Week (Arbeidsmiljøuka).

3.9 Target group: Leaders

Measures: Include points on diversity, as well as objective and fair assessment basis, in the checklist for recruitment and hiring.

3.10 Target group: Organizational structure

Measures: Invest in new flags and update the flagging guidelines to include additional markups.

### 3.11 Target group: Leaders

Measures: The hospital has a particular focus on diversity in the recruitment of management positions, and actively works towards attracting qualified candidates.

## Definitions

### **What do we mean by diversity?**

Diversity entails multicultural diversity, functional diversity, age diversity and gender and sexuality diversity. Diversity in the workplace is not just about a particular type of diversity, but about the sum of different personalities with different backgrounds, experiences, cultures, perspectives and abilities.

### **What do we mean by inclusion?**

Inclusion implies that individuals participate on equal terms in social communities, have equal opportunities to succeed and have real influence.

### **What is gender equality?**

Gender equality means that every individual should have equal rights and opportunities in society, regardless of gender, functional ability, sexual orientation, age, ethnicity and religion. While traditionally used to denote gender equality between women and men, the term has evolved to include other grounds for discrimination.

### **What is discrimination?**

Discrimination refers to unfair or unreasonable differential treatment of individuals and/or groups, both directly and indirectly. According to the Equality and Anti-Discrimination Act, discrimination based on gender, pregnancy, childbirth or adoption leave, caregiving duties, ethnicity, religion, worldview, disability, sexual orientation, gender identity, gender expression, age, or combinations of these foundations is prohibited.

### *Sources*

- [\*Diversity in the public sector | IMDi\*](#)
- [\*Relationships between ethnic diversity and profitability | IMDi\*](#)
- [\*Long-term plan for diversity, equality and migration health Ahus 2022-2026\*](#)
- [\*The labour market for health personnel up to 2035 \(ssb.no\)\*](#)
- [\*Equality and Prohibition of Discrimination Act \(Equality and Anti-Discrimination Act\) Chapter 2 - Prohibition of discrimination\*](#)