

STRIVING FOR SUSTAINABLE WELLBEING – THE UNIVERSITY OF HELSINKI AS A BUILDER OF HOPE AND SOLUTIONS

UNIVERSITY OF HELSINKI SUSTAINABILITY AND RESPONSIBILITY PLAN 2025–2028

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Foreword: Vice-Rector Anne Portaankorva

The future depends on what we do in the present.

Introduction: What is the plan about?

For its strategy period 2021–2030, the University of Helsinki has set the goal of being a leader in responsibility and sustainability as well the best place to study and work. These goals guide us to change the status quo and critically examine our role and operations.

This plan describes the key themes and goals of the University of Helsinki's sustainability and responsibility efforts and organisational measures for the period 2025–2028. The list of measures presented in this plan is by no means exhaustive. Rather, it highlights large entities with the relevant measures, projects and development efforts to be carried out in different ways in different units. While the sustainability and responsibility efforts of 11 faculties, numerous units, more than 8,000 employees and over 30,000 students require shared goals on a common path, what is vital to them are the knowledge, skills and will of the diverse community. The plan supports our community in considering sustainability and responsibility in operational planning and understanding our key measures, while providing an overview of our activities and illustrating the University of Helsinki's commitment to implementing the 2030 Agenda of the United Nations.

The goals of the sustainability and responsibility plan guide the University's broad-based operations.

By transparently presenting our plans, we encourage open discussion on the measures needed. When building a community that strives to achieve the set sustainability and responsibility goals, we must nurture an environment that promotes constructive discussion as well as the will to listen and learn.

Objectives of the plan:

- Linking sustainability and responsibility measures into unit-specific implementation plans
- Identifying the key goals for the implementation period

- Helping to integrate sustainability and responsibility into all of our operations, while bearing in mind our core duties (research, teaching and public engagement)
- Increasing the transparency of our sustainability and responsibility goals and efforts

Our sustainability and responsibility plan includes measures related to governance and management, research, teaching, societal interaction and our daily operations. Consequently, the plan is divided into five chapters matching the core duties presented and the last, sixth chapter, deals with monitoring the progress of the plan. The final section of the plan describes how we monitor the progress of our measures and report on our efforts.

University of Helsinki in brief

Sustainability and responsibility plan at a glance

Background to the plan and current status of sustainability and responsibility efforts

Current programmes, policies and plans

The measures presented in this plan are based on our previous efforts. Information on our earlier sustainability and responsibility efforts is available in our reports on the topic. Principal current policies, programmes and plans are presented in the adjacent table. **Picture coming.**

Plan drawn up in cooperation with the University community

The plan, drawn up in close cooperation with the University community, is aimed at promoting sustainable wellbeing both at the University and in society. The preparations for the new plan were initiated at workshops for unit and faculty leadership at the University as well as members of the sustainability and responsibility committee. The workshops examined the current status of the University's sustainability and responsibility efforts and summed up future goals, for example, through a double materiality analysis. The process focused on identifying risks and opportunities in order to establish common extensive entities that guide resourceful operations. In addition, University Services specialists contributed to drafting the plan, while the entire University community had the opportunity to comment on and draft the plan in a meeting of the sustainability and responsibility network.

The responsibility efforts of the organisation are not separate from the rest of implementation planning. The materiality analysis and workshops laid down important groundwork for the University's implementation plan period 2025–2028, and this plan compiles and elaborates on the University's responsibility goals for that period.

Participation in the development of the organisation's responsibility efforts cannot depend on a single process. In a community of roughly 40,000 people, participation and inclusion are continually evolving and developing. A pivotal goal is for members of the University community and our key partners to be involved in the assessment and continual development of the plan.

[Double materiality analysis overview](#)

[Sustainable wellbeing – University of Helsinki as a beacon of hope and progress: Foundation and priority areas for efforts in 2025–2028](#)

This plan's measures will also reflect the upcoming implementation plan period 2025–2028, for which the University will focus on promoting sustainable wellbeing. Sustainable wellbeing emphasises not only the wellbeing of humans and the planet, but also inclusivity, safety and security.

Measures to be taken in 2025–2028

1. Governance, management, guidance, and supervisory skills: the conditions for sustainable wellbeing are established through everyday constructs

The promotion of sustainable wellbeing requires the development of management and leadership, operations management, student guidance and supervision, as well as supervisory skills. Clear roles and responsibilities as well as a systematic approach ensure that sustainable wellbeing is everyone's business. Achieving ambitious goals means not only new initiatives, but also the necessary examination and modification of existing practices; concrete measures; resource allocation; and the review of responsibilities.

Our goals:

We will enhance student guidance and supervision, supervisory skills, operations management as well as leadership and management practices that support diversity and sustainable wellbeing. By 2030, the University of Helsinki's management and steering system, structures and processes will support the University's productive efforts and studying in an environment that boosts sustainable wellbeing. We will be an increasingly diverse and inclusive community.

A model of the knowledge-based management of sustainable wellbeing will help the University to strengthen its responsibility assessment in decision-making.

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
STUDENT GUIDANCE AND SUPERVISIONS, OPERATIONS MANAGEMENT, SUPERVISORY SKILLS, AND MANAGEMENT AND LEADERSHIP THAT SUPPORT DIVERSITY AND SUSTAINABLE WELLBEING				
<p>We will enhance student guidance and supervision, operations management, supervisory skills, and leadership and management practices that support diversity and sustainable wellbeing.</p> <p>We will develop decision-making processes, responsibilities and incentives to consider sustainability, wellbeing, overall safety and security and compliance in our everyday operations.</p>	We will clarify our management and steering system.	2025–2026	Operating structure and management system	
	<p>We will examine unit-specific supervisory structures and University processes to support success in work and studies as well as community wellbeing within the planetary boundaries.</p> <p>We will develop links between existing responsibility-related structures and decision-making.</p>	2025–2026	HR Services	
	We will establish a new operating model for the research-based development of sustainable wellbeing (research forum).			
	We will arrange training on sustainable management and leadership as part of the Leadership Arena. We will recognise what value-based sustainable management and leadership mean.	2025	HR Services	
	We will develop ways to consider sustainable wellbeing in management and leadership. By 2028, we will integrate sustainable wellbeing into the University's operating model and development operations. From 2027 onwards, the University's reports on operations and	2025–2028	HR Services	

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
	financial statements will describe its own adverse impacts on the climate and nature.			
	We will clarify the terminology of our policies and guidelines, the processes for their creation, maintenance and archiving, and clarify the roles and responsibilities involved. The aim is to ensure clear division of responsibilities for managing sustainability, well-being, overall safety and compliance.		Legal Services HR Services Operations Management	
	We will create incentives for staff and students for activities that promote sustainable wellbeing. We will implement a set of measures supporting the community's initiatives to boost its own measures, new and existing, for sustainable wellbeing.	2026–2028	HR services	
	Student wellbeing and guidance measures will be added later			
MANAGING A THRIVING AND INCLUSIVE COMMUNITY				
We will invest in the comprehensive development and monitoring of the community's wellbeing and sustainability.	We will introduce a model for the knowledge-based management of sustainable wellbeing as part of the quality management of education as well as the planning and management of operations. As part of the new operating model, we will implement annually the Responsibility survey for staff and students and elaborate on	2025–2028 (Responsibility Pulse survey in 2026 and 2028)	HR Services	

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
<p>We will develop and systematise skills in management and leadership, supervisory work, and student guidance and supervision.</p> <p>We will strengthen the University's accessibility and inclusivity.</p> <p>We will actively promote the diversity of our community.</p>	questions related to equality and diversity in the University's surveys.			
	We will target new psychosocial support measures particularly at students and junior researchers.			
	We will organise measures that support the wellbeing of doctoral supervisors and researchers and monitor their wellbeing through regular surveys.			
	We will promote a diverse, accessible, non-discriminatory and anti-racist study and work culture. For example, we will participate in the accelerator training on anti-racist practices organised by the Finnish Institute for Health and Welfare.		HR Services Faculties Equality and Diversity Committee	In accordance with the Equality and Diversity Plan
SAFETY AND SECURITY MANAGEMENT IN UNITS				
<p>We will strengthen safety and security management at the unit level to make it a natural part of unit management.</p>	Units will draw up their own risk-based safety and security plans as part of their implementation plans.		Administrative Services	
	We will develop the assessment of responsibility risks and adaptation measures.		HR Services	

Continuous measures for the priority area

This includes measures integral to the University's sustainability and responsibility efforts, but not in specific focus in the upcoming implementation plan period.

- Supervisory training
- [Sustainability reporting and monitoring](#)
- QS Sustainability ranking in support of operations management
- Vice-deans for sustainability and responsibility
- Vice-rector for sustainability and responsibility
- Sustainability and Responsibility Committee
- Equality and Diversity Committee
- Vice-rector for equality and diversity
- Wellbeing overseen by the rector

2. Research: Hope and solutions through responsible science and research

Scholarly inquiry is invaluable to the planet's future. Extended time series and research motivated by curiosity have exposed the effects of unsustainable human activity on a viable planet. Thanks to research, we know that mental health problems among young people have increased alarmingly in Finland since 2018. Science can help us find solutions to these challenges as well. However, the impact of science and research extends beyond solutions. The foundations of safe, stable and prosperous societies are fundamentally connected to the broader effects of academic freedom and public discourse. Since we cannot know what challenges lie in the future, curiosity, scientific autonomy and freedom are essential research values. Besides solutions, responsibility translates to observing the principles of responsible research conduct, supporting the principles of open science and promoting a complex global perspective. All disciplines need specialists who understand discipline-specific sustainability aspects and can promote the responsible development of their field on the basis of research.

Our goals

We will advance the renewal of research as well as multi- and interdisciplinary approaches in research and education. We will boost the University's development into a globally leading expert and partner in sustainability and responsibility. By 2030, the University will be an attractive hub of sustainability science and teaching that enjoys international recognition.

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
SOLUTIONS FROM MULTIDISCIPLINARY AND INTERDISCIPLINARY RESEARCH				
We will promote and renew multidisciplinary and interdisciplinary research at the University, with the aim of being a sought-after collaboration partner, and contribute to solving major local and global societal problems by the year 2028.	We will actively facilitate interdisciplinary and multidisciplinary research including by utilising the Interdisciplinary Research Openings (IRO) instrument.	2026		Number of new groups Amount of funding granted
	We will utilise research assessment in the development of multidisciplinary.	2025		
	We will utilise existing networks, including HELSUS, INAR and INEQ, in the development of sustainability research among disciplines.	2025–2028		
	We will establish platforms for encounters between researchers and the creation of new sustainability and responsibility themes.			
	We will develop support for assessing sustainability and	2027–2028	Research Services	MyResearch service utilisation rate, x% of faculty projects

	responsibility for the University's researchers.			with plans and documents indicating responsible operations included in the service
We will strengthen and highlight our expertise in sustainability research. We will strengthen and set concrete goals for the development of our sustainability research and highlighting the research.	We will develop indicators to assess, develop and highlight our sustainability research.	2026–2028	Library	
LONG-TERM LIFECYCLE-AWARE RESEARCH INFRASTRUCTURES				
Research infrastructures will be developed in a long-term and systematic manner as a whole, in accordance with life-cycle thinking.	We will include development and monitoring plans for research infrastructures in the operational and financial planning of academic units.			
	We will assemble the research infrastructure plans of academic units into a whole for long-term and systematic development.			
	We will draw up University-level practices for monitoring and reporting on use and operating			

	costs for academic research infrastructures.			
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Continuous measures for the priority area

This includes measures integral to the University's sustainability and responsibility efforts, but not in specific focus in the upcoming implementation plan period.

- [Research integrity](#)
- [Research ethics](#)
- [Responsible conduct of research](#)
- [Open science and research](#)
- [Support practices for academic freedom](#) (part of the ethical guidelines)
- [University of Helsinki Research Data Policy](#)
- [Principles of data protection](#)

3. Teaching: Sustainable wellbeing requires new competencies

We believe that knowledge and learning are for everyone. Our goal is to educate specialists capable of changing the world. We wish to provide learners of all ages with the knowledge, skills, values and attitudes needed to tackle the interconnected local, regional and global challenges facing us. We have the tremendous responsibility and privilege of educating more than 30,000 students each year. Through academic outreach and lifelong learning, we can promote sustainability and responsibility in society.

Our goals

By 2030, the University will be an attractive hub of sustainability science and teaching that enjoys international recognition. We will strengthen the profile and operations of the University of Helsinki as a key expert institution and partner in sustainability and responsibility.

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
DEVELOPMENT AND COMMUNICATION OF SUSTAINABILITY EDUCATION				
We will actively develop and communicate on our teaching offerings and content focused on sustainability.	We will analyse these offerings for the next curriculum period.		Degree programmes Teaching and Learning Services Centre for University Teaching and Learning HELSUS	Self-assessment of the development of sustainability and responsibility skills in the Finnish Bachelor's Graduate Survey
	We will set concrete goals for developing the education focused on sustainability for the next curriculum period, so that sustainability is nested throughout our educational offer.		Degree programmes Teaching and Learning Services Centre for University Teaching and Learning	
	We will actively describe and communicate our education focused on sustainability to staff, students and external stakeholders.		Communications and Community Relations Student communications Faculties	
PROMOTING SUSTAINABLE WELLBEING THROUGH CONTINUOUS LEARNING				
	We will survey the further skills development needs of staff with regard to sustainable wellbeing and determine the necessary further measures based on the survey.		HR Services Centre for University Teaching and Learning	

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
	<p>We will develop our continuing education provision to support competencies in sustainable wellbeing in society at large.</p> <p>We will develop, among other things, a professional specialisation programme in natural values and smaller modules related to the topic.</p> <p>We will double the number of credits completed in open university education and increase the number of MOOCs.</p> <p>We will define clear goals, modes of implementation and responsibilities for the provision of continuous learning.</p>		Degree programmes HY+	Continuous learning (credits)

Continuous measures for the priority area

This includes measures integral to the University's sustainability and responsibility efforts, but not in specific focus in the upcoming implementation plan period.

- Existing courses for staff
- [Sustainability and responsibility courses for all students](#) as well as [discipline-specific sustainability courses](#)

- Courses organised by [Climate University](#)
- Courses organised by the [Sustainability Studies Network](#)
- [Micro-credential in Sustainability by Una Europa](#)
- Master's programmes specialising in sustainability and responsibility
- [Specialisation Programme in Climate Expertise](#)
- [Continuing education provided by HY+](#)

4. Societal interaction: the urgency and scope of challenges associated with sustainable wellbeing highlight the importance of cooperation

The urgency and scope of current global challenges highlight the importance of cooperation. We contribute to public discussion both nationally and internationally. We actively participate in various networks, establish responsible partnerships and promote sustainable entrepreneurship and innovation.

Our goals

The knowledge produced at the University will support the sustainability transition of society. We will better identify the University's opportunities for fulfilling its social responsibilities. We will ensure that research results are increasingly available to different sectors of society thanks to the University's strong and responsible business collaboration, innovations and other societal interaction.

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
NATIONAL AND GLOBAL IMPACT				
We will strengthen the University's national and global impact by identifying and developing processes and partnerships that require its involvement as a strong operator and expert in sustainability and responsibility.	We will better identify the University's opportunities for fulfilling our social responsibilities. We will support the role of research-based knowledge in key international negotiations, such as the UN Climate Change and Biodiversity Conferences. We will identify other key events and forums related to the promotion of sustainable wellbeing.		HR Services	
	Together with Aalto University, we will enhance the impact of the Sustainability Science Days conference.	2025	HELSUS HR Services	
	We will invest in strategic Nordic, European and global collaboration on the basis of responsible international engagement. We will establish new strategic partnerships and programmes, including one focused on the Nordic countries, clarifying the shared Nordic value base and the global collaboration based on it.		Research Services International affairs	
SCIENTIFIC LITERACY AND POPULARISATION OF RESEARCH				
We will strengthen scientific literacy and popularise research.	We will communicate in popular terms on the latest research and provide background for current topics in society with perspectives based on research knowledge to enable members of society to base worldviews on such knowledge.		Communications and Community Relations	

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
	We will support researchers in generating information to support public discussion and decision-making, for example, through communication and by producing materials for drawing up policy briefs.		Communications and Community Relations	
SOLUTIONS TO GLOBAL CHALLENGES FROM INNOVATION				
We will develop a strong innovation culture and an active community of student and researcher innovators, creating new research-based solutions to local and global challenges by 2035.	<p>We will strengthen students' and researchers' entrepreneurial skills by offering them opportunities to experiment, understand, learn, fail and keep trying.</p> <p>We will establish a series of innovation and entrepreneurship courses aimed at guiding the transformation of high-quality research ideas and discoveries into novel solutions that will benefit society, the environment and the economy.</p>		Communications and Community Relations	<p>Number of students completing innovation and entrepreneurship courses</p> <p>Research on industry, innovation and infrastructure (11.6%)</p> <p>University spin-offs</p> <p>Research income from industry</p> <p>Patents citing University research</p> <p>Number of invention disclosures</p>

Continuous measures for the priority area

This includes measures integral to the University's sustainability and responsibility efforts, but not in specific focus in the upcoming implementation plan period.

- We will collaborate with businesses and other organisations to create equal employment opportunities for international students and international researchers.
- Alumni activities will promote the establishment of long-term and meaningful connections between alumni, students and the University.
 - content and opportunities related to sustainability, responsibility and wellbeing.
- Climate, nature and sustainability panel activities
- [Incubator and entrepreneurship services](#)
 - Helsinki Incubators programmes
 - Think Company operations
 - HELSEED entrepreneurship programme
- [Key network commitments](#)
 - Universities Finland (UNIFI), League of European Research Universities (LERU), Una Europa, International Universities Climate Alliance (IUCA), Climate Leadership Coalition (CLC), UniPID, etc.
- [Think Corner events](#)

5. Daily operations: A community of 40,000 people as a changemaker

As a community of more than 40,000 people, we make a difference through our daily actions – not only to the carrying capacity of our planet, but to each other. As a large organisation, we have an impact through, among other things, our investments, properties, procurement and employer policies. Our strategic goal is to significantly improve our ecological sustainability and make our climate goals part of operational planning and decision-making. We are actively working to make the University the best place to study and work.

Our goals

We will strengthen an operating culture that supports sustainability, wellbeing and overall safety and security. By 2030, the University of Helsinki will be known as an organisation where the wellbeing of humans and the planet are the foundation of operations. All members of the University community will perceive the institutional culture as inclusive and safe. The University of Helsinki will be widely known as an attractive employer that emphasises responsibility.

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
RESPONSIBLE AND INCLUSIVE UNIVERSITY CULTURE: SUSTAINABLE EVERYDAY LIFE FOR PEOPLE WITHIN PLANETARY BOUNDARIES				
We will nurture a University culture that emphasises not only the wellbeing of humans and the planet, but also inclusivity, safety and security.	<p>We will develop sustainable wellbeing comprehensively in a long-term and systematic manner, creating related services and collaboration between units.</p> <p>We will promote measures that support the wellbeing and health of humans and the planet at the same time.</p> <p>We will strengthen our understanding of the University's responsibilities, risks and opportunities associated with fulfilling our social responsibilities (E=environmental, S=Social, G=Good governance).</p> <p>We will identify key measures for operating within the boundaries of the planet, linking, among other things, the University's carbon neutrality goals, nature-positive approaches and factors that support the wellbeing of the community.</p>	2025–2028	HR Services	
	We will strengthen a culture that supports and encourages sustainability and responsibility,		HR Services	

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
	where everyone has a significant role. We will emphasise the responsibility of each member of the University community and their opportunity to contribute to building a responsible, inclusive and meaningful everyday life.			
	We will create incentives for networks, collaboration groups and initiatives stemming spontaneously from the community.			
	We will enhance the integration of the University's international community by developing inclusive language practices and creating better opportunities for international students and staff to participate in both the university community and Finnish society.		HR Services	In accordance with the Equality and Diversity Plan
We will strengthen a University culture that is responsible and inclusive."	We will implement the emissions reduction measures set out in the 'Carbon neutral University of Helsinki by 2030' roadmap. We will review our emission reduction path every year and revisit our climate claims in 2026. We will ensure that our climate goals for 2030 are considered in operational planning and decision-making.			
	We will improve our systemic understanding of the University's effects on the carrying capacity of the planet. We will design a calculation model and calculate the University's adverse impacts on			Recycling rate up by 25% (reference year 2019)

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
	nature. We will examine our other impacts on the planetary boundaries (water, air) and begin to define the necessary measures.			Energy consumption down by 15% (reference year 2019) Share of renewable energy produced on site 10%
We will strengthen the practices of responsible interaction and address inappropriate behaviour.	Building open interaction and transparent working practices, for example promoting pay equity and equal pay.		HR Services	
SUSTAINABLE AND RESPONSIBLE DEVELOPMENT OF PROPERTIES: MODERATION, GREEN CAMPUS AREAS AND ACCESSIBILITY				
We will develop our facilities to be more efficient and fit for purpose.	We will increase the utilisation and occupancy rates of facilities. We will reduce the climate emissions of buildings and their use, and promote green campus areas. We will establish indicators and goals for the development of green campus areas.		Facilities and Properties University of Helsinki Property Services Ltd (HY247)	Determining and growing green coefficients (ecological handprint, ecological footprint), quantity and quality of green campus areas Office space < 10 m ² per full-time equivalent

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
				Teaching facility use > 1,000 hours per year
	We will actively promote energy self-sufficiency in University operations on Viikki Campus by 2040. This will be taken into consideration, for example, in investments and in collaboration plans and agreements concluded with other parties.		Facilities and Properties	
	We will prepare for changes in environmental and extreme conditions caused by climate change by anticipating risks, developing operating models and strengthening the capacity of the community.		Facilities and Properties	
	We will consider biodiversity and the circular economy in campus development, construction projects and new initiatives for research and learning environments. In connection with construction investments, we will set environmental goals that support the requirements of the EU taxonomy for sustainable activities and funding, as well as goals for potential certification.		Facilities and Properties	User satisfaction surveys related to property development and investment projects HY247 service survey Certification
We will support a responsible and inclusive University	We will survey and improve the accessibility, including related information, of University premises and teaching and event facilities.	2025–2028	Facilities and Properties	In accordance with the Equality and Diversity Plan

PRIORITY AREA	KEY MEASURES	SCHEDULE	RESPONSIBLE UNIT OR PERSON	MONITORING
culture through facilities and related services.			Communications and Community Relations	
	We will add shared facilities to the campuses, strengthening encounters, inclusivity and interdisciplinarity across unit and campus boundaries.		Facilities and Properties	

Continuous measures for the priority area

This includes some measures integral to the University's sustainability and responsibility efforts, but not in specific focus in the upcoming implementation plan period.

- Communicating on existing material and actions to the community and stakeholders
- 'Carbon neutral University of Helsinki by 2030' roadmap
 - Pursuing the goal of carbon-neutral facilities
 - Measures for responsible procurement
 - Promoting sustainable travel
 - Promoting sustainable eating habits
- [Guidelines for responsible interaction](#)
- Student guidance, supervision and [wellbeing services](#)
 - [Wellbeing events for students](#)
 - [Student guidance, counselling and advice services](#)
 - [Individual arrangements](#)
- Equality and diversity events and training

- Support for living labs
- [Ethical guidelines](#)

Progress monitoring: assessment and reporting