



# Guidelines for equal treatment

## Introduction

The University of Tartu is a university with the most employees and students<sup>1</sup> in Estonia, the most valuable part of which are the people who study and work here. The university must ensure their good working and learning conditions and protection from unfair and unequal treatment. Equality means having the same rights, obligations, responsibilities and opportunities. However, equality does not mean sameness; on the contrary, it is the right to be different without being treated less favourably because of that. Acknowledging diversity, respecting the rights of the university members and promoting equal treatment contributes to achieving the university's strategic goals, supports its learning and work environment and values its employees and students.

These guidelines aim to provide an overview of the topics related to equal treatment and bullying, give employees and students clear instructions on how to inform about discrimination and bullying cases and describe the ways of resolving them. The first guidelines for equal treatment were introduced at the university in 2016 and were last updated at the end of 2021.

<sup>1</sup>In these guidelines, a student also refers to an international student, visiting student, international visiting student, external student, resident doctor and continuing education learner, unless noted otherwise.

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# 1. Equal treatment

The principle of equal treatment means that people cannot be discriminated against on the grounds of characteristics attributed to them. By the **Constitution of the Republic of Estonia**, the right to equal protection of the law is a fundamental right. In addition to the Constitution, equal treatment is addressed in the **Gender Equality Act** and **Equal Treatment Act**.

**Gender equality** means the equal rights, obligations, opportunities and responsibility of men and women in professional life, upon acquisition of education and participation in other areas of social life. Discrimination (unequal treatment) based on sex occurs where one person is treated less favourably on the grounds of sex than another in a comparable situation. The concept of sex must be interpreted in a broad sense, taking into account not only biological differences but also the social, psychological and cultural aspects that influence a person's belonging to one sex or the other, or outside this dichotomy altogether.

The **Equal Treatment Act** protects people against unequal treatment on the grounds of primarily nationality (ethnic origin), race, colour, religion or other beliefs, age, disability or sexual orientation. This act does not preclude the requirement of equal treatment in labour relations on the grounds of any characteristic not specified above, in particular, due to family-related duties, social status, representation of the interests of employees or membership in an organisation of employees, level of language proficiency or the duty to serve in defence forces.

In summary, it is illegal to discriminate against people on the grounds of the following eight primary characteristics:

- sex,
- nationality (ethnic origin),
- race,
- colour,
- religion or other beliefs,
- age,
- disability,
- sexual identity.

To claim that treating a person differently is discrimination, the grounds for the less favourable treatment must be a specific characteristic stated above. Identifying discrimination does not require proving the discriminator's aim or will to discriminate against someone.

If improper behaviour is not directly connected to a characteristic stated above, see [chapter 2](#) "Bullying".

Not all different or unequal treatment is prohibited. Exceptions are also provided in the legal acts: for example, preferences can be granted to employees who have small children, pregnant employees etc. Different treatment is also justified for people with special needs. For instance, according to Study Regulations, study materials and assessment methods must be adjusted to suit the learner with special needs, if possible. Adjustments should also be made in the workplace to compensate for the impact of the special need on the employee's performance.

### 1.1. Direct discrimination

Direct discrimination occurs when a person is treated less favourably than another in a comparable situation on the grounds of their sex, nationality, race, colour, religion or other beliefs, age, disability or sexual orientation. Direct discrimination also includes cases in which a person is treated less favourably due to pregnancy, childbirth, parenting, the performance of family obligations, including caring for a person with significant dependency needs or a serious health condition, or other circumstances related to gender.

Direct discrimination also includes **harassment**, which occurs when unwanted or unpleasant behaviour or act takes place with the purpose or effect of violating the person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive atmosphere, which may also impact the work or learning environment. Harassment can be sexual, gender-based or related to characteristics stated in the Equal Treatment Act (colour, sexual identity, etc.). The act or conduct is generally repeated, but in more severe cases, a single incident suffices to be considered harassment.

#### *Direct discrimination*

*When recruiting a new employee, a suitable and highly qualified candidate is discarded because they have reached retirement age.*

*When raising the salaries of the employees of the unit, the head of unit decides not to raise the salary of an employee who is often forced to stay at home to take care of a sick child.*

## EXAMPLES

It is up to the addressee to decide whether an act or conduct is wanted and pleasant or not. It should be borne in mind that in the case of an unequal relationship (subordination, staff-student interaction), it may be difficult or impossible for the addressee to express their reluctance explicitly.

**Sexual harassment** occurs where any form of unwanted verbal, non-verbal or physical conduct or activity of a sexual nature occurs, with the purpose or effect of violating a person's dignity, creating a disturbing, intimidating, hostile, degrading, humiliating or offensive atmosphere. Physical contact is not a prerequisite of sexual harassment.

**Gender-based harassment** occurs where unwanted conduct or activity related to the sex of a person occurs with the purpose or effect of violating the person's dignity and creating a disturbing, intimidating, hostile, degrading, humiliating or offensive atmosphere. Gender-based harassment does not have a sexual undertone; it denotes unfair treatment on the grounds of the person being a woman or man. This usually derives from the harasser's biased generalisations about one or the other gender.

The following is not deemed discrimination:

- a co-worker receives additional remuneration or performance pay for additional work;
- due to the work schedule, the employee cannot be granted the annual leave at their requested time every year;
- giving an additional work task if it is related to the duties agreed in the employee's employment contract;
- politely holding the door or offering help.

### *Sexual harassment*

*A colleague sends another colleague disturbing ambiguous emails with a sexual undertone.*

*A colleague or superior stands close to the employee when talking and touches the employee in a way that is not common in collegial interaction.*

### *Gender-based harassment*

*The men among staff feel pressured to work longer hours because, according to the superior's opinion, men must prioritise their work, while it is first and foremost women's duty to take care of family and home.*

*Colleagues who do not have children are expected to work longer hours because it is thought that they do not need to take care of their family and home.*

*The lecturer suggests a pregnant student take academic leave, assuming the student is not capable of studying and would not pass the exam anyway in her condition.*

## 1.2. Indirect discrimination

Indirect discrimination occurs when an apparently neutral provision, criterion, practice or activity puts persons at a particular disadvantage compared with other persons on the grounds of any characteristic. It is not indirect discrimination if that provision, criterion, practice or activity is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary.

## 1.3. Victimisation

Discrimination also occurs in a situation where one person is treated less favourably than others or experience negative consequences because they have stood for their rights and filed a discrimination complaint or supported a person who has filed such complaint.

## 1.4. Discriminatory order

Discrimination includes giving discriminatory orders or instructions. The person who gave the discriminatory order is the discriminator.

### *Indirect discrimination*

*Communication (in lists, forums etc.) in an English-taught course takes place in Estonian because most students are Estonians. International students do not get enough information to participate, and therefore their progress is not as good.*

*A committee member requires a wheelchair to move about, but committee meetings are held in a location without wheelchair access.*

### *Victimisation*

*A female employee asks her superior to reason the salary difference between her and a male employee who does the same work. The superior cannot justify the salary difference, so the employee suspects gender-based discrimination and addresses the gender equality and equal treatment commissioner for an opinion. After the superior hears about the address, the superior begins to degrade the employee in front of her colleagues, alluding to her poor work results.*

*A student tells the head of unit that a lecturer makes racist remarks in the lecture. The lecturer decides to ridicule the student who made the complaint in front of other students.*

### *Discriminatory order*

*The employee who organises job interviews is told to invite only people of Estonian nationality to the interviews.*

## 2. Bullying

Bullying in the work or learning environment is understood as **repeated, long-term and ungrounded hostile and unethical behaviour** towards an employee or a student. Such behaviour puts them in a vulnerable and defenceless position and may endanger their health.

Laws do not cover all forms of bullying. Therefore employees and students must receive counselling and help also when improper behaviour is not directly related to the characteristics listed in the legal acts mentioned in [chapter 1](#).

Bullying may occur as:

- verbal abuse and threats, yelling, calling names or creating guilt;
- giving meaningless or undoable work tasks, setting impossible deadlines, excessive control or unreasoned criticism;
- ignoring, concealing necessary information, disregard or isolation;
- spreading slander, public humiliation or ridicule.

Conflicts between people cannot always be avoided, but any argument, fight or misunderstanding does not automatically constitute bullying.

The following are not considered bullying:

- a single conflict where the employee/student was insulted or yelled at;
- reasonable orders by the superior/lecturer which are related to work/studies;
- providing feedback about unsatisfactory study or work results, constructive criticism;
- expressing different or critical opinions, heated argument.

### *Bullying*

*During the lecture, a student keeps making “humorous” public remarks about a fellow student’s distinctive appearance, so the bullied student no longer attends the lecture.*

*For each seminar, the lecturer picks a student to question intensively and whose answers and opinions to ridicule at any chance.*

*A student who failed to submit their homework on time sends rude messages to the lecturer, demanding the lecturer to make an exception. The student keeps sending these messages, despite the lecturer’s explanations.*

## 3. Important principles at the university

Everyone is entitled to a learning and work environment that respects a person's dignity. Everyone also has a legal obligation and a general moral obligation to prevent discrimination or bullying.

### 3.1. Roles and responsibility

**All university employees and students** are responsible for creating, supporting and maintaining a work and learning environment free of discrimination and bullying.

The **heads of structural units and immediate supervisors** are responsible for ensuring that the work environment in their unit is free of discrimination and bullying. In the event of discrimination or bullying, employees can file an informal complaint with their **immediate supervisor and head of unit and, where appropriate, with a staff member at a higher management level (dean, area director or vice rector)** or a formal complaint with the **academic secretary** (see [chapter 5](#)).

The **teaching staff member and head of unit** must ensure that studies are conducted in a pleasant environment that promotes learning and where each student feels good and safe. Teaching staff members must treat all students equally, ensure equal learning opportunities and objectively assess the achievement of learning outcomes. In the case of discrimination or bullying, students or teaching staff members may file an informal complaint with the **programme director**, the **head of the unit** managing the curriculum or the **dean**, or a formal complaint with the **academic secretary** (see [chapter 5](#)).

The **academic secretary** is a member of the Rector's Office responsible for implementing the principle of equal treatment, incl. the handling of formal complaints of suspected violations of this principle.

An **informal complaint** is a complaint filed by an employee with the immediate supervisor or the head of unit, or, where appropriate, with a higher-level manager, and by a student with the programme director, the head of the unit managing the curriculum, or the dean, without initiating formal proceedings.

A **formal complaint** is a complaint that is handled according to an established procedure in which the documents are registered in the university's document management information system, and the investigation results in a written decision. The **academic secretary** may involve an impartial committee of at least three members in the resolution of a formal complaint.

For more details on resolving complaints, see [chapter 5](#).



Students can also turn to the **Student Union**, which comprises student representatives from all institutes and faculties, and provides students with initial advice on dealing with discrimination or bullying.

Bullying or discrimination is never only a matter between two people. It also affects **witnesses** and deteriorates the general work or learning environment of the entire group. The effect may be long-term because it takes time for the relations to normalise in the learning or work environment.

### 3.2. Unfavoured relationships

The university does not approve sexual and business-related relationships between **supervisors and supervised students**. Such relationships are a source of potential conflicts of interest, affect the supervision relationship and atmosphere, and may affect the equal treatment of third parties. When starting a business or sexual relationship with the supervised student, it is recommended that the supervisor initiate appointing a co-supervisor or a new supervisor to the student. This is primarily the supervisor's responsibility.

## 4. Initial response to discrimination or bullying

If you feel that you have been discriminated against or bullied, do not keep your problem to yourself.

### 4.1. If you feel you are discriminated against or bullied in your workplace or studies

- Tell or write to the person that their conduct is unacceptable and ask them to stop. You can also let them know that you will file a complaint (see [chapter 5](#)) if the situation persists. If you are afraid to contact the bully yourself, ask a trustworthy person to do it.
- Students can also seek advice from the Student Union.
- Write down the entire chain of events with dates and times, so it is easier to recall all the details later.
- Collect and keep all written evidence (emails etc.). If other people happen to witness the situation, make a note of it because eyewitness accounts could be important evidence. Evidence is crucial to identify discrimination or bullying.
- Students are offered psychological counselling by psychologists of the [Counselling Centre](#) of the Office of Academic Affairs; employees can seek support from the [counsellor-chaplain](#). You can describe your problem to them confidentially and discuss possible solutions.
- In case of physical violence or some other threatening situation (e.g. someone is stalking you), contact the police and, if necessary, call an ambulance.

## 4.2. If you see another person being bullied or discriminated against

- Talk to the person being discriminated against or bullied and show your support.
- Understand that your intervention and noticing the situation are essential because the discriminated or bullied person is often afraid to seek help.
- If you see that the situation has not changed and you feel safe, intervene and tell the discriminator or bully that their conduct is unacceptable. If you do not wish to intervene yourself, inform the person noted in the table of [chapter 5](#).
- Be cooperative if your statement as an eyewitness is required.

## 5. Filing the complaint

If the initial response does not bring the desired results, you can file an informal or formal complaint (see also [chapter 3.1](#)). In your complaint, provide all the necessary information and describe what you think would be the best final solution. The complaint must state how the case relates to your work or studies at the university. These guidelines do not apply to strictly private conflicts.

Even if discrimination or bullying is not proven during the investigation, it does not mean that you have done anything wrong. You have only acted wrong if you knowingly lied when filing a complaint. In that case, your complaint is malicious, and the university may apply respective measures to reprimand you.

You can also file a complaint if you have witnessed discrimination or bullying or sense a disturbing, threatening, hostile, derogatory, humiliating or insulting atmosphere. Discrimination or bullying that is not addressed makes everyone in the group a potential victim.

### 5.1. If a discrimination/bullying complaint has been filed about you

- Talk to the person handling the complaint and explain the situation from your point of view.
- Even if you feel that you have done nothing wrong, do not belittle the feelings of the person making the complaint, but stop the alleged inappropriate behaviour immediately.
- No one is condemned solely based on a complaint.

## 5.2. If you receive a discrimination/bullying complaint

- Do not wait. Act immediately and acknowledge the seriousness of the situation.
- The sooner you start to handle the complaint, the faster you can reach a solution.
- First, talk to the person who filed the complaint, be objective, do not blame or judge.
- Include the complainant in resolving the case and agree on the main measures and activities with them. Take the measures and final result suggested by the complainant into account.
- Handle the complaint thoroughly and impartially and ensure that the person who filed the complaint is safe from possible persecution.
- Ask for advice from the Human Resources Office (in staff-related complaints) or the Office of Academic Affairs (in student-related complaints).
- Record the main events and circumstances you have come to know when handling the complaint.
- You have an obligation of confidentiality, and you must not disclose the information you have obtained to third parties.
- Evaluate the situation based on objective circumstances, and do not let the majority's opinion shape your conduct and point of view. Impartiality must be ensured in handling cases, but the disadvantage of the weaker party and the risk of victimisation must also be taken into account. Keep an eye on the overall working atmosphere to ensure that the complainant is not retaliated against by the discriminator, bully or other colleagues.

You must do everything to reach a reasonable and justified conviction that discrimination or bullying probably occurred or did not occur. Making the decision does not require proving that discrimination or bullying occurred with absolute certainty.

### 5.3. Informal complaint

Activity	Responsible	Deadline or duration <sup>2</sup>
<p><b>Employee</b></p> <p>File an informal complaint with <b>your immediate supervisor</b>. If you do not receive an answer from the immediate supervisor or if the immediate supervisor is the discriminator/bully or clearly sides with the discriminator/bully, you can file an informal complaint with the <b>head of unit</b>. If you do not receive an answer from the head of unit for the same reasons, you can turn to the <b>dean</b> or, in case of support units, the <b>area director or vice rector</b></p>	<i>Complainant</i>	–
<p><b>Student or teaching staff</b></p> <p>File an informal complaint with the <b>programme director, the head of the unit managing the curriculum</b> (in case of residency, the vice dean for residency; in case of continuing education, the head of the unit conducting continuing education). If you do not receive an answer from them, if they are the discriminator/bully or clearly side with the discriminator/bully, you also can turn to the <b>dean</b></p>	<p><i>Recipient of the complaint: for employees, the immediate supervisor, head of unit, dean, area director or vice rector; for students and teaching staff, the programme director, head of unit managing the curriculum or dean ('manager')</i></p>	<i>As soon as possible<sup>3</sup></i>
<p>You will be explained the main measures, the following activities and the schedule</p>	<i>Manager</i>	<i>As soon as possible</i>

<sup>2</sup>As a rule, the **deadline or duration** is the time during which the activity must be completed. In justified cases, the deadline can be extended. In that case, the complainant must be informed of that.

<sup>3</sup>**As soon as possible** means that it is a priority task and must be completed before any tasks that are not time-critical.

Activity	Responsible	Deadline or duration
A solution is found in cooperation with the parties, agreements are made, and, if necessary, other stakeholders (incl. the next management level) are involved	<i>Manager</i>	<i>Within two weeks from receiving the explanations</i>
If all parties are satisfied, the case can be considered closed. If the complaint has been upheld, the manager considers possible changes to the working arrangements: either to move your or the bully's workplace to another room or building, or to do something else to restore working peace (have one of the parties work from home for a while, suggest a psychologist's consultation, etc.)	<i>Manager and complainant</i>	-
If no solution can be found, the manager who handled the complaint records the circumstances of the complaint in writing and asks for your written opinion <sup>4</sup>	<i>Manager</i>	<i>As soon as possible</i>
<b>Employee</b> If no solution can be found, you can file the complaint with the manager of the next management level (head of unit, area director, dean, vice rector), if this has not been done already	<i>Complainant and the manager who handled the complaint so far</i>	-
<b>Student or teaching staff</b> If no solution can be found, you can file the complaint with the dean, if this has not been done already		
If you wish, you can skip the previous step and submit a formal complaint with the academic secretary (see <a href="#">chapter 5.4</a> )	<i>Complainant</i>	-

<sup>4</sup> The aim of recording the circumstances in writing is to avoid the situation where the complainant must explain the case again and again at each level.

## 5.4. Formal complaint

If no solution could be found in the informal complaint process or the solution does not satisfy you, and you feel the case needs official intervention and evaluation, you can file a formal complaint with the academic secretary. You can also do that if you do not want to go through the informal complaint process described above. The complaint form is available on the university's [website](#).

Activity	Responsible	Deadline or duration
File the formal complaint with the academic secretary by email or mail	<i>Complainant</i>	–
The complaint is registered in the document management information system (DHIS) and classified as information intended for internal use (asutusesiseseks kasutuseks, AK) according to subsection 35 (1) of the Public Information Act	<i>Academic secretary or a person appointed by the academic secretary</i>	<i>Within one working day from filing the complaint</i>
You are informed of the receipt of the complaint	<i>Academic secretary</i>	<i>As soon as possible</i>
The academic secretary learns about the complaint and the circumstances of any previous steps of handling it	<i>Academic secretary</i>	<i>Within three working days from filing the complaint</i>
The academic secretary can choose between two types of handling the complaint: to investigate the complaint independently or involve an impartial committee of at least three members. To make the process simpler and quicker, the academic secretary may involve a person who records the activities in writing and registers the minutes in DHIS	<i>Academic secretary</i>	<i>Within a week after learning about the substance of the complaint</i>
You will be explained the main measures, the following activities and the schedule. The entire communication is recorded in writing both at the beginning of the investigation and during the process. If necessary, you will get information about counselling opportunities	<i>Academic secretary or committee</i>	<i>Within a week after choosing the type of handling the complaint</i>

Activity	Responsible	Deadline or duration
<p>Explanations are asked from all parties related to the complaint, incl. possible witnesses. If you are an employee, your immediate supervisor and that of the alleged discriminator/bully and/or the heads of units are questioned. The sensitive nature of the case and the need for confidentiality is explained to all parties</p>	<p><i>Academic secretary or committee</i></p>	<p><i>Within two weeks after choosing the type of handling the complaint</i></p>
<p>The written explanations of all parties are registered in DHIS. In the case of oral conversations, the parties' statements are recorded in the minutes.</p>	<p><i>Academic secretary or committee</i></p>	<p><i>Within two working days after completing the procedures</i></p>
<p>The evidence of the complaint is examined</p>	<p><i>Academic secretary or committee</i></p>	<p><i>Within a week from collecting the evidence</i></p>
<p>Based on the evidence and statements, the situation described in the complaint is evaluated. A decision is made that includes the circumstances of the alleged violation, the collected evidence and a conclusion, also, if necessary, recommendations/proposals (e.g. on changing the work arrangements) or an order to the head of unit for further actions. tegevuseks.</p> <p>After the investigation, the academic secretary or the committee can make one of the following decisions:</p> <ol style="list-style-type: none"> <li>1. discrimination or bullying <b>occurred or most likely occurred</b>;</li> <li>2. discrimination or bullying <b>did not occur or most likely did not occur</b>. This does not preclude the conclusion that the conduct of the alleged violator was still rude and/or unprofessional;</li> <li>3. it is <b>not possible to form an opinion</b> about discrimination or bullying because the evidence is unreliable or there is not enough evidence and acquiring more proof is not possible.</li> </ol>	<p><i>Academic secretary or committee</i></p>	<p><i>Within a month from collecting the evidence</i></p>

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The complainant, the alleged violator and, if necessary, the Office of Academic Affairs (in case of a student's complaint) or the Human Resources Office (in case of an employee's complaint) are informed of the decision.

If the academic secretary or the committee has determined that

- **a discrimination or bullying case related to an employee (incl. a teaching staff member) has been proven or is likely to have happened**, the academic secretary may submit a proposal to the employee's immediate supervisor and head of unit to reprimand the employee or to initiate the extraordinary termination of the employment contract. The respective sanction must be implemented in cooperation with the Human Resources Office;
- **a student has discriminated against or bullied another student or teaching staff member** or this is likely to have happened, the academic secretary may make a proposal to the vice dean for academic affairs to issue a reprimand or a warning to the student for improper behaviour or prepare a proposal for exmatriculation based on Study Regulations (in case of a resident doctor, the vice rector for residency has the right to make a proposal to the vice rector for academic affairs to exclude the resident doctor from residency under the Rules of Residency; in case of a continuing education learner a proposal can be made to terminate their studies under the Regulations of Continuing Education).
- **a teaching staff member has discriminated against or bullied a student or this is likely to have happened**, the immediate supervisor and head of unit of the teaching staff member and the Human Resources Office are informed of the case. Upon agreement with the head of unit and Human Resources Office, the immediate supervisor can issue an oral or a written warning to the employee or initiate the extraordinary termination of the employment contract. If the handling of the complaint reveals that the conduct of the teaching staff member caused negative consequences related to the organisation of study for the student, the academic secretary advises the student on the possibilities to appeal the decision regarding the organisation of study



Activity	Responsible	Deadline or duration
If the circumstances justify and both parties agree to it, the investigation of the complaint can be replaced with an internal conciliation. In this case, a decision is not made about the occurrence of discrimination or bullying.	<i>Academic secretary and/or conciliator</i>	<i>As soon as possible after the parties reach an agreement</i>
The decision or the result of conciliation is registered in DHIS and the parties are informed of that	<i>Academic secretary, conciliator or a person appointed by them</i>	<i>As soon as possible after the decision or conciliation</i>
After making the decision or the conciliation, the follow-up takes place. You will be asked whether the situation has been resolved, and the head of unit will be asked whether the order stated in the decision and the submitted proposals have been implemented	<i>Academic secretary</i>	<i>Within two months after the decision or conciliation, if necessary, earlier</i>
The results of the follow-up (the written explanation from you and the head of unit or the minutes of the meeting) are registered in DHIS	<i>Academic secretary or a person appointed by the academic secretary</i>	<i>Within two working days after the follow-up</i>

The decision of the academic secretary or the committee cannot be appealed within the university. If you feel that your rights have been violated, you can ask for advice from the gender equality and equal treatment commissioner. By way of conciliation proceedings, discrimination disputes are resolved by the chancellor of justice; in other cases, by the court or, regarding staff, also the labour dispute committee. You have the right to issue a claim for the compensation of damage within one year from becoming aware of the violation of rights.

The procedure of resolving employee complaints is shown in [Annex 1](#), the procedure of resolving student complaints is shown in [Annex 2](#).

## 5.5. Other cases

If you are a student and think that an incorrect decision in matters of the organisation of study has been made due to discrimination or bullying (e.g. not allowed to take an exam, incorrect grade, etc.) and you wish to appeal the decision, you must do so following the terms and deadlines provided in Study Regulations (in case of residency, following the Rules of Residency; in case of continuing education, following the Regulations of Continuing Education).

If you feel you have been discriminated against when applying for studies at the university and you wish to appeal the admission decision, you must do so following the terms and dates provided in Admission Rules (in case of residency, following the Rules of Residency; in case of continuing education, following the Regulations of Continuing Education).

## Annexes

1. Scheme for the resolution of employee complaints
2. Scheme for the resolution of student complaints

## Used sources

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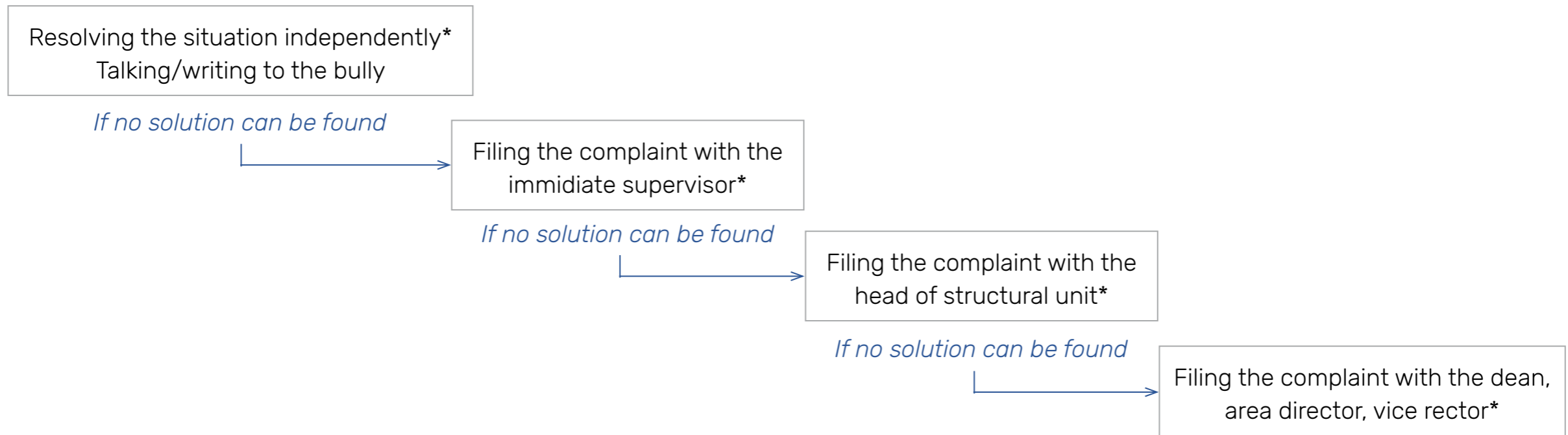
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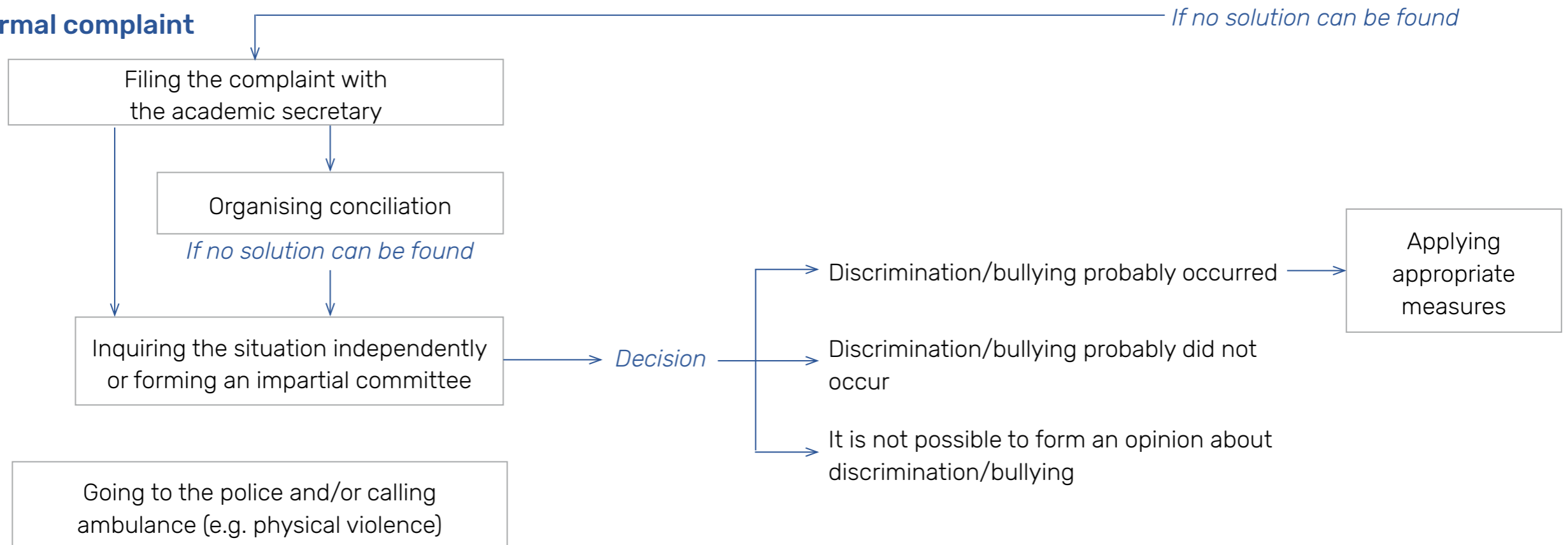
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# Process of resolving discrimination and bullying complaints (employees)

## Informal complaint



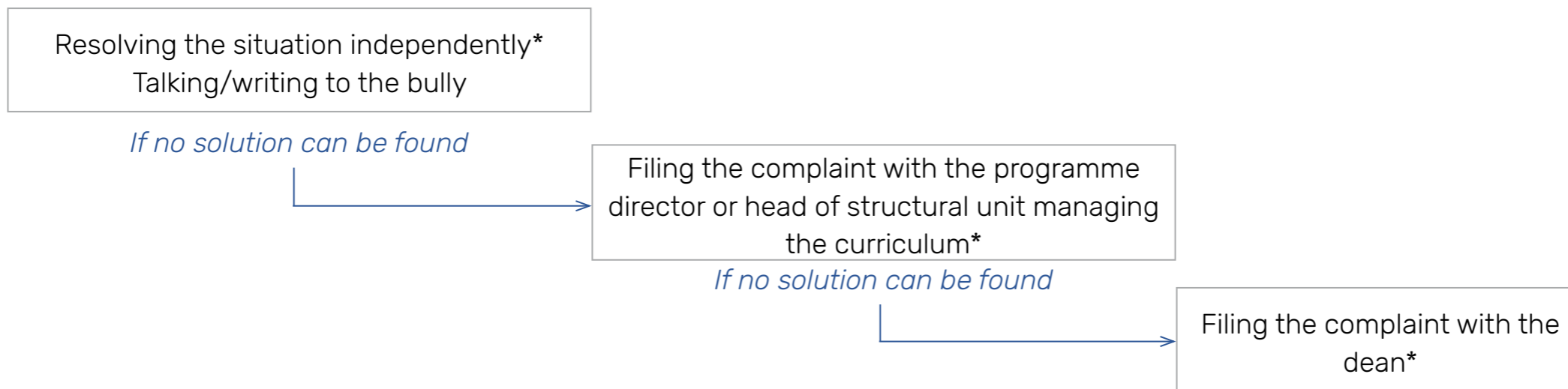
## Formal complaint



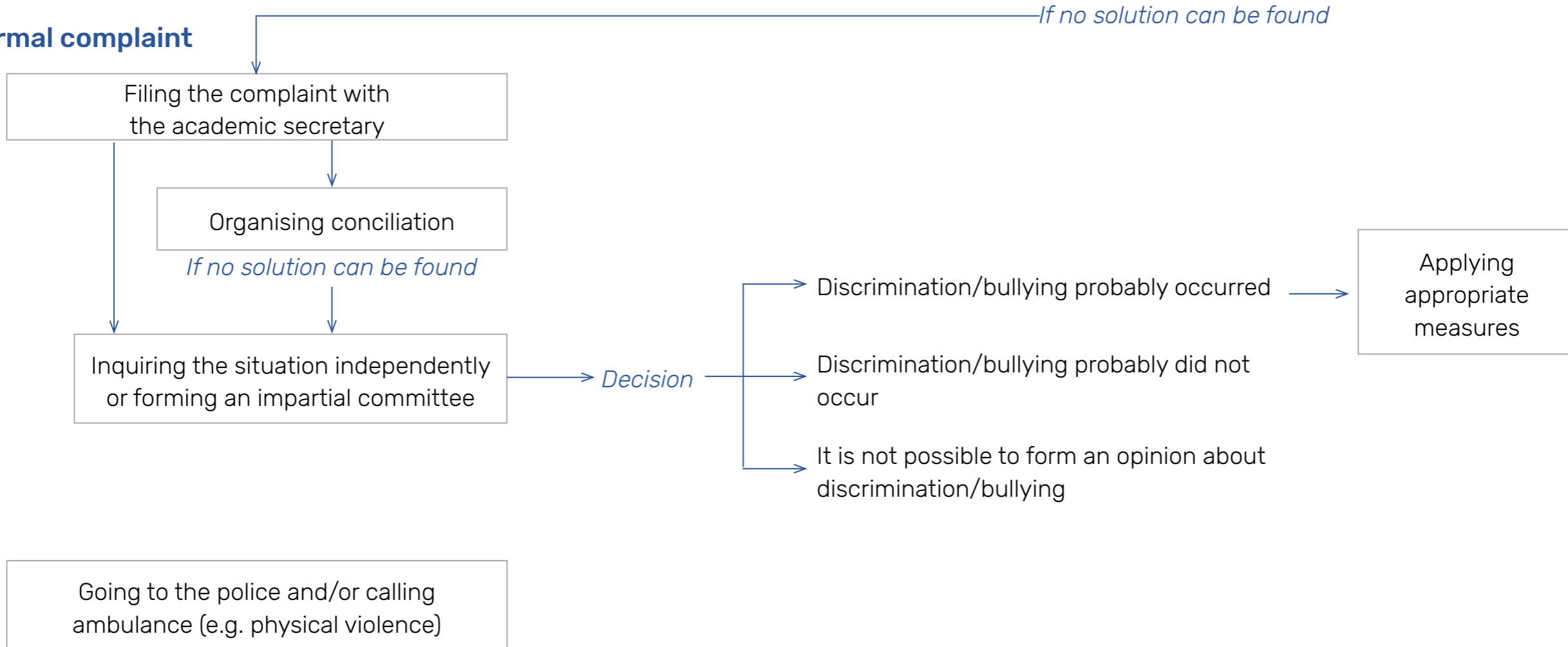
\* The complaint can be also filed with the academic secretary immediately without going through the previous stages.

# Procedure of resolving discrimination and bullying complaints (students, teaching staff)

## Informal complaint



## Formal complaint



\* The complaint can be also filed with the academic secretary immediately without going through the previous stages.