



# Equality and Non-Discrimination Plan 2023–2025

Discussed at the equality and non-discrimination  
working group meeting on 22 May and  
the co-operation committee on 31 May



Suomen ympäristökeskus  
Finlands miljöcentral  
Finnish Environment Institute

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# 1. Introduction

## 1.1. Purpose of the plan

Equality, non-discrimination, and mutual appreciation of employees are key values of the Finnish Environment Institute (Syke), which we as an employer want to promote. Fair and non-discriminatory treatment increases trust among personnel and thus also has a positive impact on the working atmosphere, personnel satisfaction, and productivity.

In all its activities, an employer must treat its staff in an equal and non-discriminatory way and promote equality and non-discrimination in the workplace. As an employer, Syke's task is to prevent and intervene in discrimination and harassment against people at the workplace. At Syke, we have zero tolerance for harassment and inappropriate treatment.

The legislation imposes obligations on the employer concerning equality and non-discrimination. Provisions on equality are laid down in the Act on Equality between Women and Men ("Equality Act", 609/1986) and the Non-Discrimination Act (1325/2014).

The Equality Act obliges the employer to draw up an equality plan and the Non-Discrimination Act a non-discrimination plan. The Equality Act obliges employers to promote equality in business life and to prevent discrimination based on gender, gender identity or gender expression. The Non-Discrimination Act prohibits discrimination on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activities, family relationships, health, disability, sexual orientation or other personal reasons.

Publicly funded research activities follow the Gender Equality Strategy by European Commission, and research organisations are required to have a public Gender Equality Plan (GEP). A strong commitment to the plan is also required. A plan that meets the minimum criteria is also a prerequisite for participating in The European Union's Horizon Europe programmes and funding applications. The minimum criteria are as follows: the gender equality plan is a public document, sufficient resources have been reserved for maintaining the plan, the key figures related to gender equality are reported annually, and equality awareness is strengthened in the organisation through personnel and supervisor training.

Syke has combined the equality and non-discrimination plans concerning personnel into a joint plan, and the promotion of equality and non-discrimination is discussed as a whole. This plan focuses on the examination of equality and non-discrimination in personnel policy, and a separate equality and non-discrimination plan is drawn up for Syke operations. After the completion of the previous Equality and Non-Discrimination Plan 2020, it was noted that more awareness and discussion was still needed, as this can help us see how our attitudes and operating models might be causing inequalities. Our mindset is to identify concrete means by which we can increase equality and non-discrimination in day-to-day work. To ensure the process of making the plan was more versatile, we established an equality and non-discrimination working group representing different operating units and roles.

In the examination of the realisation of equality and non-discrimination, we used the personnel statistics of recent years, pay statistics for 2021, the Annual Report for 2021 and 2022, and the 2020 and 2022 well-being at work survey results as sources of information. We also used discussions and ideas in the "Equal opportunities in Syke/ Tasa-arvo Sykessä" Yammer group.

## 1.2. Requirements of the Equality Act

The purpose of the Equality Act is to promote equality between women and men and to improve the position of women, especially in business life. The purpose of the Act is also to prevent direct and indirect discrimination based on gender, gender identity or gender expression. Gender identity refers to a person's experience of their gender. Gender expression refers to bringing up gender through dressing, behaviour, or other similar means.

The Act imposes an obligation on the employer to promote equality in a goal-oriented and systematic manner. In order to promote equality in business life, the employer must

- act in such a way that both women and men apply for vacancies
- promote equal placement of women and men in different positions and create equal opportunities for them to advance in their careers
- promote equality between women and men in terms of employment, especially when it comes to pay
- develop working conditions that are suitable for both women and men
- facilitate the reconciliation of business life and family life between women and men, paying particular attention to working arrangements
- prevent discrimination based on gender or gender expression in advance.

The equality plan must include a report on the gender equality situation in the workplace, a specification of the placement of women and men in different positions, and a pay survey on the classification of tasks, pays and pay differences concerning the entire personnel. The plan must also include the required measures for promoting equality and achieving pay equality.

In addition to the points above, when participating in programmes, such as the European Union's Horizon Europe, research organisations are required to ensure that the plan also reviews their policies for preventing gender-related harassment. Measures aimed at gender equality must be considered in the research and training tasks carried out by the organisation.

## 1.3. Requirements of the Non-Discrimination Act

The purpose of the Non-Discrimination Act is to promote equality, prevent discrimination and strengthen the legal protection of victims of discrimination. The scope of application of the Act covers the entire lifecycle of an employment relationship, from recruitment to termination of employment.

Discrimination refers to unequal treatment of people based on factors defined in the Non-Discrimination Act, the Act on Equality Between Women and Men, the Constitution of Finland or the Employment Contracts Act. The Non-Discrimination Act prohibits discrimination on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or other personal characteristics. Discrimination can be indirect or direct, and it can include harassment, instructions or orders to discriminate against someone, discrimination based on family members, discrimination based on assumptions, multiple or intersecting discrimination, or denial of reasonable adjustments for a disabled person.

Harassment refers to negative action against a person or other inappropriate treatment that can harm or endanger a person's health. The employer's actions must also be considered discrimination if the employer fails to take the available measures to eliminate harassment after being informed of the harassment.

Positive discrimination is permitted if the objective is to promote effective equality or non-discrimination. For example, when work is organised in such a way that the special needs of workers at risk

of discrimination are better taken into account. Positive special treatment can be offered, for example, to a senior employee or disabled person.

The objective of the non-discrimination plan is to promote non-discrimination by defining and describing the framework, means, and methods by which the employer will promote non-discrimination in its activities in a goal-oriented and long-term manner.

## 2. Realisation of equality and non-discrimination

### 2.1. Overview of equality and non-discrimination

The realisation of equality and non-discrimination at Syke has been examined through annual personnel key figures and well-being at work survey results (e.g., VMbaro 2020 and 2022). A separate section measuring the realisation of equality and non-discrimination was added to the 2022 well-being at work survey.

According to the 2022 well-being at work survey, the respondents found that the realisation of gender equality was very good (4.20, on a scale of 1-5). The experience of gender equality has slightly improved compared to the previous survey (2020/4.12 and 2022/4.20). In the longer term (2016–2022), improvements have been made each year. There have also been opportunities for broader discussion about gender equality at Syke, for instance, in connection with the Baltic Gender project and its Yammer group that focuses on equality, among other things.

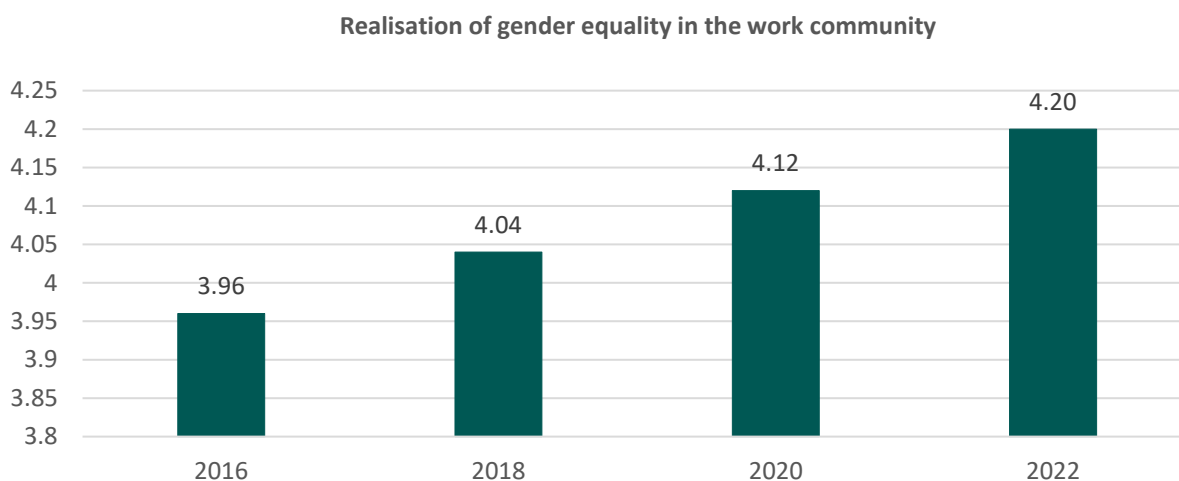


Figure 1. Realisation of gender equality in the work community, VMbaro 2016-2022

In the 2022 well-being at work survey, Syke respondents found that the realisation of non-discrimination in the work community was good (4.04), and there has been some improvement compared to the previous survey. Similarly to equality, the experience of non-discrimination has seen changes in a positive direction in recent years.

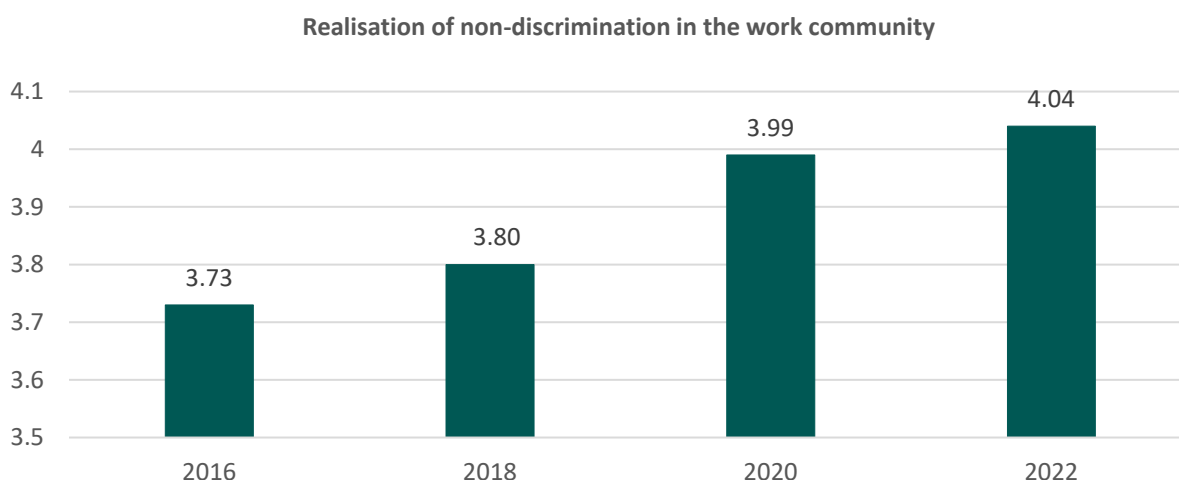


Figure 2. Realisation of non-discrimination in the work community, VMbaro 2016-2022

According to the 2022 well-being at work survey, women (4.09) and non-binary respondents (4.00) assessed the realisation of equality as lower than men (4.41). In assessing the realisation of non-discrimination, men (4.25) also assessed the situation as more positive than women (3.92) and non-binary respondents (4.00). The youngest age groups (4.39) and the over 60-year-olds (4.28) assessed the realisation of equality more positively than other age groups. In the experience of non-discrimination, the youngest age group had the lowest (3.94) assessment, but differences between age groups were not significant.

According to the survey results, the overall job satisfaction of the personnel (average of standard questions) was 3.84. The overall job satisfaction of women was lower (3.78) than that of men (3.94). However, job satisfaction has improved in recent years.

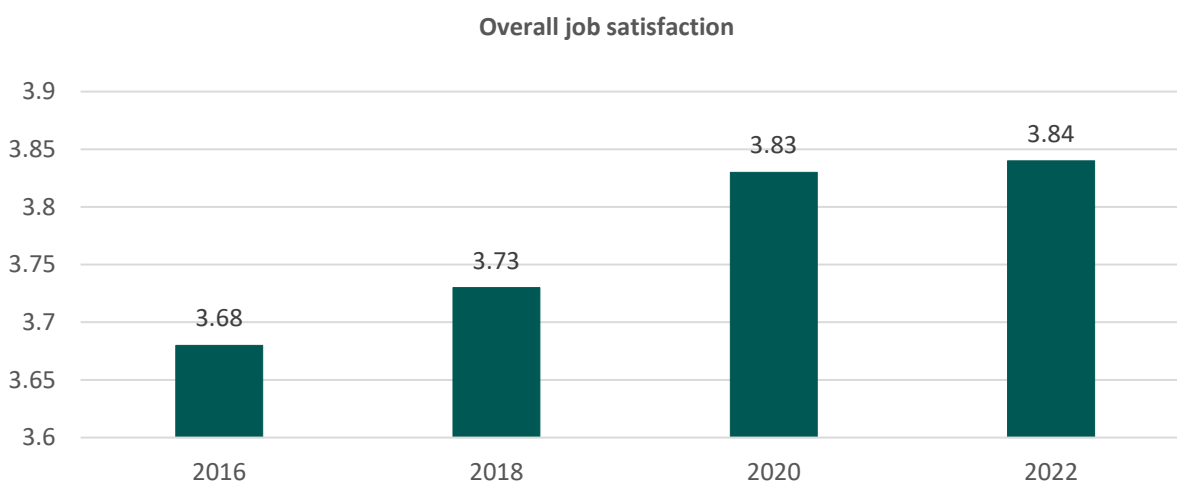


Figure 3. Job satisfaction, VMbaro 2016-2022

In the 2022 well-being at work survey, the respondents were asked to assess the realisation of equality and non-discrimination by theme. The results were mainly at a good level in terms of age, religion, health, reconciliation of family and private life and sexual orientation (assessments over 4.0). On the other hand, the realisation of equality and non-discrimination regarding citizenship and language, educational background, fixed-term employment relationships and working methods was slightly lower although still at a good level (3.7-3.9).

## 2.2. Personnel structure

At the end of 2022, the number of employees at Syke was 708. In 2022, 59 per cent of the personnel were women. The proportion of women has been almost at the same level in recent years. The share of permanent and fixed-term personnel varies slightly annually due to the project-based nature of the work. In 2022, 76 per cent of the personnel had permanent employment relationships and 24 per cent had fixed-term employment relationships. 75 per cent of women had a permanent employment relationship.

**Table 1. Women and men by type of employment 2022**

Nature of employment relationship	Female	Male
Permanent employment relationship	75%	77%
Fixed-term employment relationship	25%	23%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>



The majority of the personnel (89 per cent) are full-time. At the end of the year, 11 per cent of the personnel were part-time, and 64 per cent of these were women. Part-time work is usually based on the employee's own choice and is most common in research roles. Since 2020, grant researchers have been in a part-time employment relationship at Syke (20 per cent part-time). Part-time employment has improved the position and integration of grant researchers in the work community and increased the equality of researchers. The majority of grant researchers (20 per cent of those working part-time) are women (77 per cent).

The age distribution of the personnel is very even, although the share of those under 35 is notably smaller. The average age of the personnel is 46 years, the average age of women is 45 and the average age of men is 47. The largest age group is women aged between 40 and 44. In 2022, there were 17 employees who reached the retirement age. The average retirement age from Syke is 63.7 years. According to Keva's retirement projection, over 100 persons (15 per cent of the personnel) will retire in the next five years.

**Table 2. Distribution of personnel by age group and gender 2022**

Age group	Female	Male	Total amount
Under 25 years	0%	0%	0%
25-29 years	4%	3%	7%
30-34 years	6%	4%	10%
35-39 years	8%	5%	13%
40-44 years	12%	5%	16%
45-49 years	8%	6%	14%
50-54 years	7%	6%	13%
55-59 years	7%	5%	13%
60-64 years	6%	6%	13%
65 years or more	1%	1%	2%
<b>Total amount</b>	<b>59%</b>	<b>41%</b>	<b>100%</b>

Almost 90 per cent of the personnel have a tertiary degree. When examined by gender, the level of education of men is slightly higher than that of women.

**Table 3. Educational backgrounds by gender 2022**

Level of education	Female	Male	Total amount
Doctorate or equivalent	30%	33%	31%
Master's degree	49%	51%	50%
Bachelor's degree	9%	8%	9%
Lowest tertiary level	4%	1%	3%
Secondary education	7%	7%	7%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Almost half of the personnel are in research positions. 45 per cent of women work in researcher positions and slightly less than one third in expert positions. The share of women in laboratory staff, and especially in staff functions (e.g., assistants) is higher than that of men. There are a total of 92 different job titles at Syke. The most common job titles of both women and men are senior research scientist and researcher. When examined by personnel group and by the nature of the employment relationship, women are slightly more often in fixed-term research and expert positions than men.

**Table 4. Personnel placement by personnel group and gender 2022**

Personnel group	Female	Male	Total amount
Researchers	45%	48%	46%
Experts	31%	35%	33%
Supervisors & Management	8%	10%	9%
Laboratory staff	6%	4%	5%
Office staff	9%	3%	7%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

At Syke, the type of gender segregation that is common in the Finnish labour market is mainly visible in the roles of office staff and laboratories. Regardless of the position, it is important to pay attention to gender-neutral expressions and imagery in the recruitment process and to ensure that the process is equal. It is also important that Syke encourages fathers to take family leave and enables part-time work regardless of gender.

## 2.3. Management and decision-making

At Syke, both women and men can progress equally in their careers to supervisory and managerial positions. Using the gender-neutral term “esihenkilö” for supervisor in Finnish has become established, and we use it to strengthen gender neutrality in managerial roles. In 2022, the share of women in senior management was 50 per cent. Senior management includes the directors working directly under the Director general. In supervisory roles, 56 per cent of employees were women.

In the new Syke organisation that was established at the beginning of 2023, women account for 50 per cent of the management team and 60 per cent of those selected for managerial positions. Supervisor tasks are performed alongside one’s main tasks. The supervisory positions were filled for four years with an internal announcement procedure. Some of those working in a fixed-term employment relationship felt that they had less chance of being elected to a supervisory position due to their fixed-term contract (feedback at personnel events).

According to the 2022 well-being at work survey (VMBaro), satisfaction with management and supervisory work was at a good level (3.64 on a scale of 1-5), but satisfaction had clearly decreased compared to the previous survey (3.76), although still higher than in previous years (2016 and 2018). When examined by age group, the youngest and oldest age groups were more satisfied with management. Women (3.59) and non-binary respondents (3.43) were less satisfied with management than men (3.78).

In the organisation that started in 2023, we have ensured equal preconditions for management by having a maximum of 15 employees per supervisor. This makes it possible for the supervisor to spend more time on management work. Those selected for the supervisory position participate in joint supervisory orientation during the year. Competence in supervisors will be supported, for example, through joint training in coaching management in the coming years. In 2021–2022, the orientation of supervisors utilised mentoring activities on an experimental basis, in which a more experienced supervisor coached and guided a newer arrival. This tried and tested model will be continued in the new organisation.

## 2.4. Personnel development opportunities

Every person at Syke has an equal opportunity to develop their competence and professional skills and advance in their career. Each year, a goal and development discussion is organised with all employees, and the agreed goals and plans for competence development are monitored regularly during the year. The

system used in the goal and development discussions supports the equal setting and monitoring of objectives as well as the continuous discussion between the employee and the supervisor on the achievement of objectives and competence, among other things.

According to the 2022 well-being at work survey, the content of the work and the opportunities to influence one's own work (4.2) are considered very good, and the respondents found the opportunities for learning and updating one's skills to be at a good level (3.8). The respondents consider the opportunities for developing competence and professional skills very good (4.2). Women (4.14) and non-binary respondents (4.14) feel that opportunities to exert influence are slightly lower than those of men (4.33). Women (3.78) and non-binary respondents (3.45) are also less satisfied with the opportunities for learning and updating one's skills than men (3.92). According to the well-being at work survey, the respondents found the usefulness of development discussions only satisfactory (3.41).

Career paths have been identified for those working in researcher positions. In 2021, a workshop was organised about the career paths of researchers. In the research field, women's advancement in their careers is influenced by family reasons, which may affect women's willingness to apply for more challenging positions. Transparent career path models are also the aim of the pay system reform to be launched in 2023. In 2023, personnel planning will also get more attention, to help identify the critical competences needed by Syke. We will also focus on various means of competence development, and things like mentoring will be used to support the integration of work and private life in a researcher's career.

In addition, coaching in development discussions for supervisors and the establishment of a model for continuous discussion aim to influence the perceived usefulness of development discussions.

## 2.5. Work-life balance and well-being at work

Work-life balance is supported by flexible working time arrangements and a model for multi-location work. Different life situations are taken into account in working time arrangements. Syke facilities have been modified, and its working culture and working tools have been developed to support work and well-being at work. The aim is that every person at Syke can feel that they are an integral part of the work community and experience a sense of community.

Personnel well-being has been included as one of the strategic objectives and the reduction of workload as a strategic development target. The aim is that each person at Syke will have a normal working day and the regular working hours are enough for the workload. In exceptional workload situations, occupational health services that support well-being at work are available to Syke personnel. We have strengthened the preparedness of supervisors to support their team. We have also supported self-leadership skills of personnel through joint training.

Based on the 2022 well-being at work survey, the respondents feel that their well-being at work is fairly good (7.91, on a scale of 1-10). Women's experience of well-being at work is slightly lower (7.89) than men's (8.03), but there are no significant differences between age groups. The employees feel that they can balance their work and private life very well (4.16) and perceive their work as suitably challenging for the resources they have (3.79). Women (4.12) found it slightly more difficult to balance work and private life than men (4.26). Women's estimates of their resources (3.70) were lower than those of men (3.95), but there were no significant differences by age group.

In 2022, part-time work due to partial child-care leave was almost exclusively carried out by women (96 per cent). The majority of those who had taken child-care leave were also women (81 per cent). According to Kieku's absence statistics, women had more sickness absences than men, and in particular, there were more sickness absences prescribed by an occupational health physician. The amount of mental health-

based absences was highest in the group of respondents aged between 35 and 39. The distribution of absences by gender and age group should be examined in more detail.

The workload is distributed somewhat unevenly within the organisation when, for example, the number of working hours is examined based on the working hours register. The work situation and workload are also always discussed in the goal and development discussions, and supervisors have been trained to highlight well-being at work and workload issues in everyday management according to the early intervention model. We have identified "fragmentation" that is typical for project work and that it increases the workload. An effort will be made to compile individual projects into more extensive project entities, to which the work input of an individual researcher will also be focused.

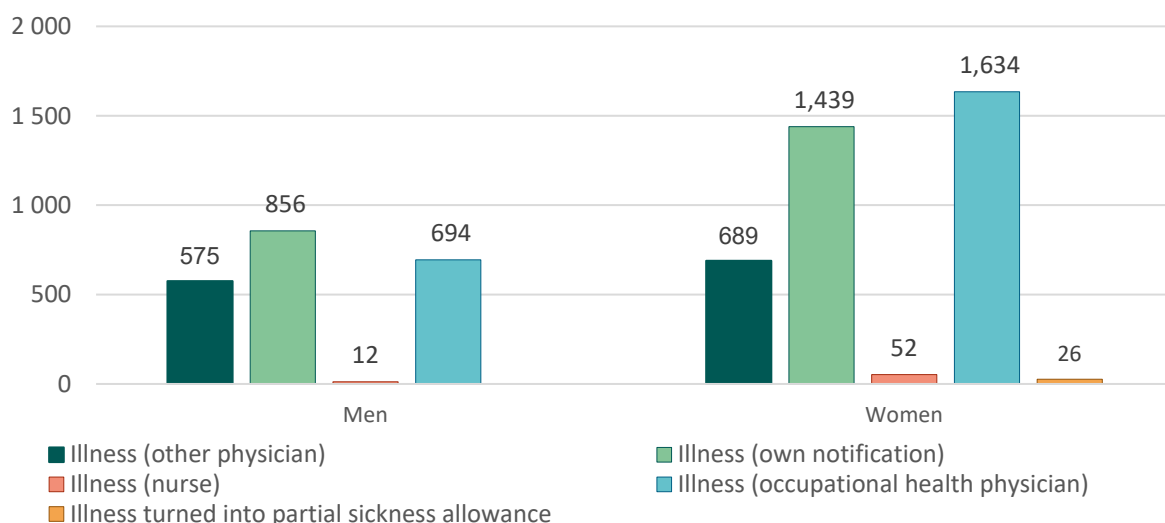


Figure 4. 2022 Illness based absences by reason code and gender (Kieku)

## 2.6. Recruitment and orientation practices

The starting point for Syke's recruitment principles is that the recruitment practices of public organisations must be clear and transparent. Public posts and fixed-term public-service employment relationships of more than two years as well as permanent employment contracts are opened for public application and this provision is deviated from only by a decision of the Director general. We also aim to link project workers' fixed-term employment relationships to the duration of the project.

Syke carries out dozens of recruitments annually. In 2022, a female applicant was selected most often for the positions (recruitment statistics in section 6.3). The recruiting supervisors benefit from comprehensive instructions and the support of a recruitment specialist. In accordance with our guidelines, at least two interviewers participate in recruitment interviews, and, if possible, representing both genders. Recruitment advertisements and channels, and job titles are gender neutral. In 2022, a so-called diversity clause was added to the recruitment advertisements, which expresses our goal of increasing the diversity of our work communities and our intent to improve equality.

Equality and non-discrimination are ensured in the selection process when we choose an applicant that meets the application criteria and is best suited for the position. Predetermining the required level of education and work experience for specific roles promotes equality in the recruitment decisions. The selection criteria should focus on matters that are essential for the performance in the role. The justifications for recruitment decisions are carefully documented in the selection memorandum, and we put effort into the communications of the recruitment process. Recruitment practices will be further

developed, and the recruitment skills of supervisors will be strengthened. The recruitment guidelines were specified in 2023, and Syke also plans to pilot anonymous recruitment in 2024.

To enable the equal and non-discriminatory integration of a new employee to the workplace, we aim to harmonise our general orientation. In 2023, we will introduce the central government's joint orientation programme, clarify the orientation tools, and continue the work community mentoring practice. We also include equality and non-discrimination training in the orientation. In addition, we support the networking of new employees, especially when it comes to international recruitments. We will start measuring the success of orientation with a survey.

## 2.7. Fair pay

Syke personnel are mainly covered by the central government pay system. Pay is based on job complexity levels and personal performance, as well as an experience component.

The job complexity levels are described at levels 6-19. The starting point for the assessment is a written job description that shows the person's key tasks and responsibilities as well as the skills and competences required. The complexity factors are divided into four main groups: the nature of the task, competence and responsibility, interaction and cooperation, and working conditions. The complexity level of the tasks is determined based on an overall assessment. In the performance assessment common, defined evaluation factors are used: competence, performance, responsibility, and interaction.

The complexity and personal performance of each employee's tasks are assessed in the annual goal and development discussions. Salary statistics and trends are reviewed annually with personnel organisations. The employer (the remuneration coordination group PALKO) monitors the justness and fairness of pay at organisation level. The employer group discusses the job descriptions of new employees and changed job descriptions on a monthly basis.

Based on the 2022 well-being at work survey, satisfaction with pay is at a satisfactory level in Syke (3.42, on a scale of 1-5). According to the survey, the fairness of pay is considered to be at a good level (3.6), whereas the way performance is taken into account in the pay is considered to be clearly lower (2.9). Women are more dissatisfied with pay and, in particular, the fairness of pay than men (women 3.47 and men 3.67). Similarly, those over 60 years of age (3.25) were less satisfied with pay than other age groups, as were those with a lower educational background (3.22).

The equal pay index describing pay equality between women and men is nearly 100 at most job complexity levels when examining the pay averages of the entire personnel (Table 5). The job-specific salary based on the complexity level is the same for all those in the complexity group in question, and the differences in the total earnings between the genders are due to the personal salary component paid on the basis of personal performance and the experience component.

More detailed breakdowns of the division of personnel duties and average salaries by complexity category and age group are attached to the plan. Examining average salaries by age group is not meaningful, as the tasks differ in their complexity.

The majority of Syke's roles are on complexity levels 10-12. The roles at these levels are typically research and expert positions that require previous work experience. When examined by gender, women are more likely than men to perform tasks at levels 6-10 and, on the other hand, less often than men to perform tasks at levels 17-18. The tasks of lower complexity levels include laboratory tasks and administrative support service tasks (e.g., assistant), which are more common for women in Finnish business life in general. Compared to the statistics of the previous Equality and Non-Discrimination Plan (2020) in 2014 and 2017, the differences between the genders and the complexity levels have been significantly evened out.

**Table 5. Equal pay index for women and men 2022 (all personnel groups)**

Task complexity level	Number of Women	Number of Men	Number total	Average pay Women	Average pay Men	Average pay total	Index
5		1	1		2,435.47	2,435.47	0
6	5	4	9	2,591.62	2,629.35	2,608.39	99
7	19	5	24	3,058.40	3,127.87	3,072.87	98
8	26	6	32	3,327.10	3,296.21	3,321.31	101
9	42	27	69	3,460.65	3,449.60	3,456.32	100
10	50	31	81	3,883.62	3,896.45	3,888.53	100
11	62	42	104	4,142.46	4,185.86	4,159.99	99
12	70	52	122	4,583.76	4,657.99	4,615.40	98
13	54	35	89	4,903.24	5,050.47	4,961.14	97
14	29	20	49	5,417.34	5,515.52	5,457.41	98
15	22	23	45	5,734.06	5,782.33	5,758.73	99
16	14	12	26	6,122.78	6,192.83	6,155.11	99
17	13	16	29	6,382.68	6,533.28	6,465.77	98
18	1	1	2	6,476.97	7,149.36	6,813.17	91
	<b>407</b>	<b>275</b>	<b>682</b>				

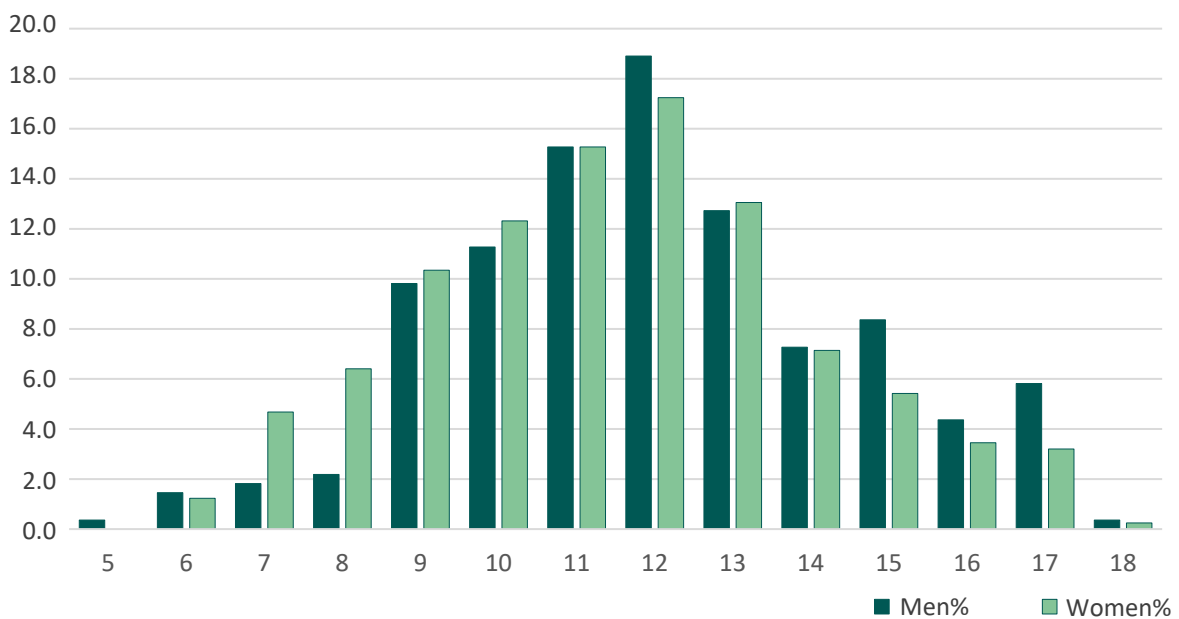


Figure 5. Distribution (%) of personnel to complexity levels by gender 2022

Regarding the performance on which the personal salary component is based, most of the personnel are at performance levels 7–8, in which case the performance is considered to be very good for one or two assessment factors. As expected, there are less employees at higher performance levels. On the basis of pay statistics, some differences can be seen in performance distributions by gender for the benefit of men (Figure 2). Compared to previous statistics (2017), gender performance distributions have remained similar. At Syke, decisions related to performance assessment are made by each head of the unit, so a comparison of performance assessments at the organisational level cannot be made.

Supervisory roles at Syke are typically possessed by those aged over 45 and in 2022, the salary of men aged over 45 was slightly higher than that of women (equal pay index 98). On the other hand, the salary of female supervisors aged under 45 was higher than that of male supervisors of the same age (equal pay index 102). The pay gap is due to differences in the complexity of the supervisory and expert roles. The complexity of the expert role tends to indicate more complex supervisory tasks.

A reform of the pay system has begun, for example, to develop the assessment of the roles' complexity and the assessment of performance. In order to assess the complexity of the tasks, there are plans to introduce so-called reference tasks, which will also make the task structure and career development opportunities more visible. It is also necessary to assess the pay of supervisory work, for example, in order to determine the gender pay gap. An organisation-level "comparable performance" assessment could be a way to increase equality. Strengthening the supervisors' and personnel's understanding of pay is also essential, for example, for taking equality and non-discrimination into account when planning pay increases.

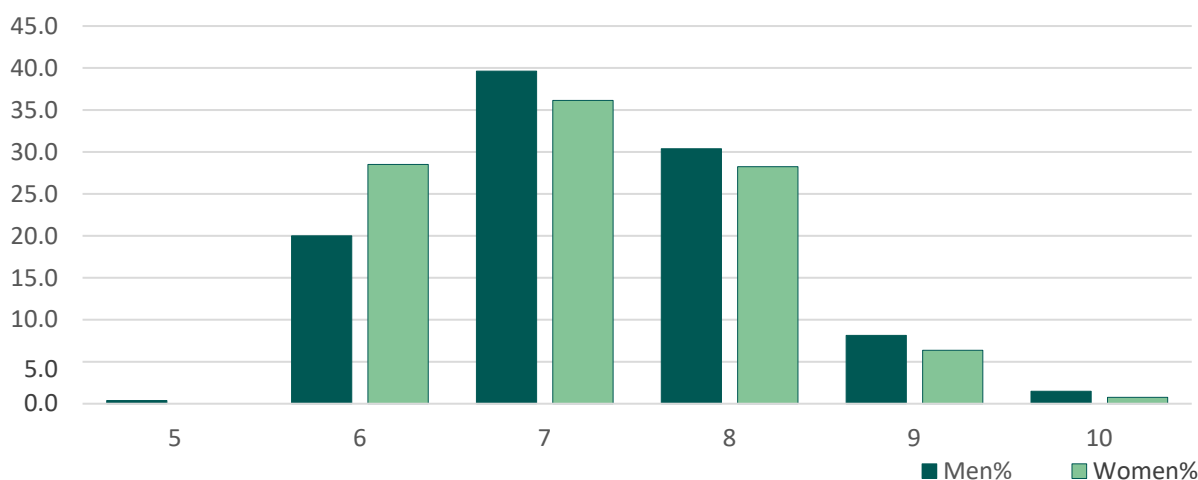


Figure 6. Distribution (%) of personnel to performance levels by gender 2022

**Table 6. Equal pay index in supervisor positions by age group 2022**

Supervisors	Up to 44 years of age	Aged 45 or over	Total
Women, number	7	22	29
Men, number	1	21	22
<b>Total amount</b>	<b>8</b>	<b>43</b>	<b>51</b>

Supervisors	Up to 44 years of age	Aged 45 or over	Total amount
Women, average pay	5,580.18	5,952.14	5,862.36
Men, average pay	5,459.88	6,071.43	6,043.63
<b>Equal Pay Index</b>	<b>102</b>	<b>98</b>	<b>97</b>

## 2.8. Fair treatment and prevention of harassment

At Syke, equal treatment is ensured through comprehensive and up-to-date instructions and the development of the supervisors' competence in situations of inappropriate treatment. It is important that everyone feels that they can work in an equal and safe work community. We do not accept any

discrimination or bullying at the workplace, and we have a zero-tolerance policy against workplace bullying, inappropriate treatment, and harassment. We also encourage everyone to play an active role to reach this goal and to raise the issue of inappropriate treatment and harassment they encounter in their work.

According to the 2022 well-being at work survey, the respondents feel that they are treated fairly by their colleagues (4.47) and also by their supervisor (4.54). The experience of fair treatment has clearly improved in recent years (Figures 7 and 8). Women (4.40) and non-binary respondents (4.45) felt that fair treatment from colleagues was lower than men (4.60). Women (4.42) also assess the supervisor's fairness to a lower level than men (4.72).

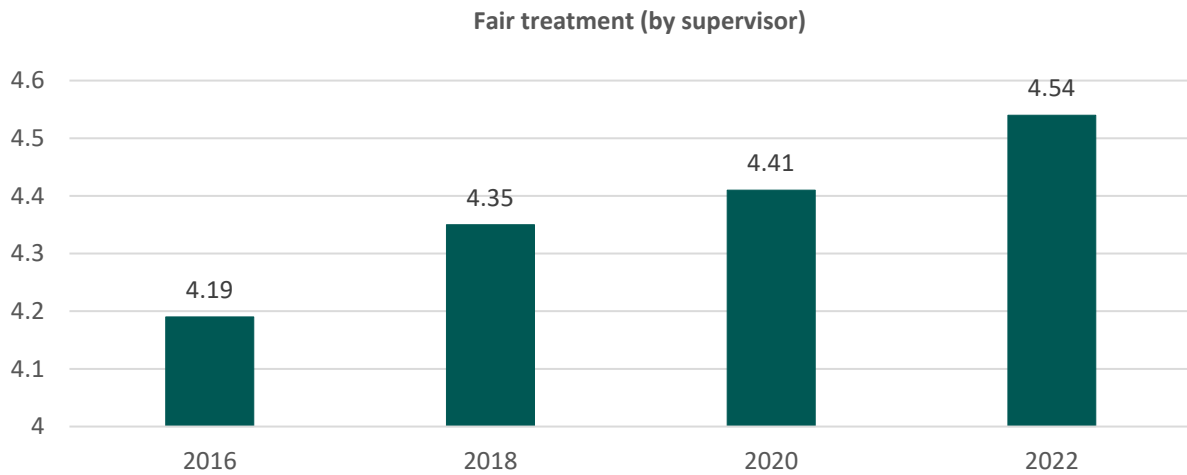


Figure 7. Fair treatment by supervisor (2016–2022)

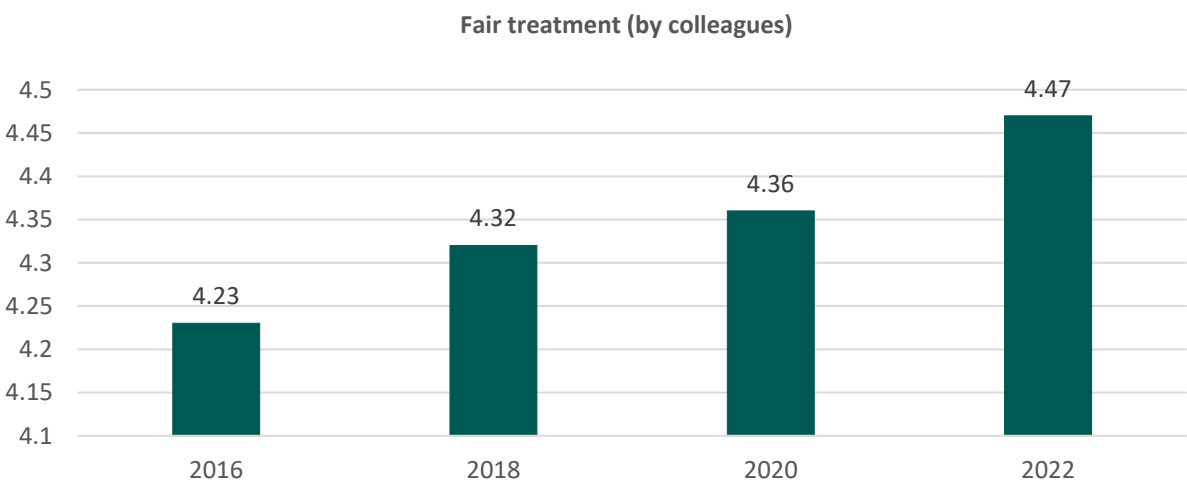


Figure 8. Fair treatment by colleagues (2016–2022)

In the well-being at work survey, 20 per cent report having been subjected to harassment or inappropriate treatment during their careers. In addition, during their employment relationship, 5 per cent of the people at Syke have been subjected to sexual harassment, 3 per cent to the threat of violence and 4 per cent to hate speech or harassment due to their work. According to the survey feedback, the problem is that harassment and inappropriate behaviour are not addressed in time. Women (3.89) and non-binary respondents (3.80) had lower satisfaction with the intervening in harassment than men (4.29).

In Syke's operations, we aim for non-discriminatory practices and intend to raise awareness of hidden discriminatory attitudes. Awareness and understanding of responsible behaviour have been increased when the code of conduct in situations of inappropriate behaviour or harassment has been discussed in the



personnel info and in the news on the intranet in 2022. The instructions have also been updated based on feedback from personnel. The aim is that the threshold for intervening in harassment or situations of inappropriate treatment would be low. In accordance with the early support model, the aim is to investigate problem situations as early as possible. A policy of a 'safer space' was introduced for events organised by Syke in 2022 and it has been refined in 2023. Equality and non-discrimination training is offered to all personnel and specifically to supervisors. The aim is to regularly bring up the themes for open discussion.

## 2.9. Communication and interaction

The aim of workplace communications is to ensure that information related to the organisation and one's own work is understandable and accessible to all employees. At Syke, we pay attention to the clarity and comprehensibility of internal communications and the use of images. We also aim to avoid unnecessary abbreviations.

Our goal is to increase bilingualism at all internal events and in communications. We support Finnish and English competence, for example, by offering language training for different personnel groups and by improving our language-conscious internal communication. The personnel assessed the success of interaction and communication at a fairly good level (3.49/VMbaro 2022). The personnel briefings have been bilingual as a trial since autumn 2022, and especially foreign-language speakers have experienced the change as positive.

Each employee's equal opportunities for interaction are supported by standardised meeting practices and the use of digital communication tools. Training and information bulletins will be organised for the efficient use of communication tools.

### 3. Evaluation of the implementation of previous measures

A number of different objectives were set in the previous plan to promote equality and non-discrimination. The objectives of the previous Equality and Non-Discrimination Plan and the assessment of the outcome are described in the table below according to the current breakdown of topics. Among other things, objectives have been set for the gender neutrality of recruitment, enabling the development of personnel competence and career advancement, improving well-being at work, and strengthening fair pay. The means of influencing the experience of equality and non-discrimination have included extensive discussion within the organisation and ensuring shared operating methods.

Topic	Objective	Measures	Actual/Situation
Recruitment and orientation	Diversity of recruitments (Section A in the previous plan)	Gender-neutral recruitment advertisements  Considering equality in the implementation of recruitment  Requirements for Finnish language proficiency in tasks  Adjustments for special groups	Job advertisements are carefully prepared and comprehensive recruitment instructions in use.  In recruitment advertisements, the use of the diversity clause, and the more prudent and targeted use of language proficiency requirements, including international recruitments.  Women's share of recruited persons is higher than the share of female applicants in 2020–2022 (Appendix table 11)
Competence development and career progress	Share of women in supervisory tasks	Actively encouraging women to work as supervisors, for example, workshops organised on the topic.	Women's share in management 50 per cent and as supervisors 56 per cent.  Situation of reconciling family and work (women/ 4.12 VMbaro)
	Development at work Equal opportunities for career advancement	Objectives and plans for competence development as part of the goal and development discussion (independent training, work guidance, coaching)	Competence development plans are prepared for each goal and development discussion (2022); VMbaro result 2022 competence, learning and updating one's skills is 3.8  Career progression: women have been placed in managerial and supervisory positions; differences between the genders in placement at complexity levels have evened out
	Periodic reviews	Principles of fixed-term and permanent contracts	Periodic reviews have been carried out every six months,

Topic	Objective	Measures	Actual/Situation
			the review criteria have been specified. The principles of permanent recruitment were specified and communicated in spring 2023
Fair pay	Compensation by complexity Equal pay for work at the same complexity level (task-specific pay)	The remuneration coordination group assesses the complexity of the tasks and monitors the development of pay annually	Complexity assessments at the organisation level. The aim of the administration is to support the management and supervisors in defining the complexity level already at the recruitment planning stage. Identified the need for developing the pay system (reference job descriptions & performance evaluation reform; system support)
		Increasing pay awareness for supervisors	Administrative support for supervisors; orientation
		Pay statistics annually, analyses	Statistics distributed to management and personnel representatives
Management and supervisory work	(Section E of the previous plan)	Equality and non-discrimination training for supervisors Involvement of personnel in operational planning	Implemented as part of the new organisation's supervisor training Personnel participation in strategy preparation and organisational change planning implemented
Well-being at work	Equal distribution of tasks, workload (Section B of the previous plan)	Monitoring workload and working hours, goal and development discussions	The situation has improved but requires further action. Monitoring of working time balances and sending reminders
	Accessibility (Section E of the previous plan)	Accessibility in working conditions	The situation has improved but requires further measures, e.g., improvements have been made at Viikki premises
	Reconciling work and family life (Section F of the previous plan)	Positive attitudes towards family leaves	Reconciling work and private life 4.16 VMbaro 2022 --> good level. Non-discrimination in family leave situations
	Prevention of harassment Zero tolerance for harassment and inappropriate treatment	Operating model for inappropriate treatment or harassment Early intervention	Updated operating model, discussed in personnel briefings, supervisor forum, information bulletin for personnel

Topic	Objective	Measures	Actual/Situation
			Requires further measures (VMbaro 2022) Employees know to ask for help from the occupational well-being specialist
Communication	Language-related rights	Instructions in English Key support services in English	As a rule, all information is also available in English on the intranet. News always in two languages. Personnel briefings and events bilingual since autumn 2022
Campaigns / theme weeks / events	Raising awareness of equality and non-discrimination		Syke has participated in the "I Am Antiracist" campaign 2022. In addition, participated in the Pride month (visual look)

## 4. Objectives and measures 2023-2024

Topic	Objective	Measures	Responsible party	Schedule
1. Raising awareness of equality and non-discrimination Campaigns / theme weeks / events Report concrete actions! Communicate actions in a visible manner, externally and internally.	Increasing awareness and understanding of equality issues	Inclusion in supervisor training/orientation (with particular attention to fixed-term personnel, remuneration, support for competence development) Course on diversity at eOppiva for everyone Guided discussion events by topic for the personnel.	HAL (Administrative services) / equality group  VIE (Communications) / HAL / equality group	
	Pride week/month	Bringing up the theme of equality in communication channels, visuality	VIE / HAL HR	June
	Family-friendly workplace / Take Your Child to Work event	Enable participation in the campaign, organise an event for children, etc.	HAL / VIE	October/ November
	Prevention of inappropriate treatment and harassment	Bringing up the theme with news, reminding of procedure	HAL	
2. Fair pay	Developing the pay system and improving the comprehensibility of the pay system.	Making role structures / career path models visible through reference task descriptions as part of the pay system reform. Developing the remuneration of supervisors. Increasing supervisors' and personnel's understanding of pay through training.	HAL HR, HR manager / ARVI group (remuneration system development group)	2023–2024  2024
	Improving transparency and openness in remuneration as a whole.	Use of different pay components, e.g., group fees, employee benefits. Communicating on pay-related matters.	HAL / HR manager VIE	2024

Topic	Objective	Measures	Responsible party	Schedule
3. Recruitment and orientation	Piloting of anonymous recruitment	Testing the implementation of anonymous recruitment in the renewed Valtiole.fi system	HAL/ HR recruitment specialist / HR manager	2024
	Harmonisation of general orientation	Updating the orientation plan form General orientation material Utilisation of the government's orientation programme Increasing diversity training, for example, adding an e- Oppiva course to the orientation training for everyone in the workplace	HAL Assistants HAL HR	2023
4. Competence development and career progress	For goal and development discussions, goals registered for all in the Osaava system.	Instructions for the goal and development discussion Development discussion coaching for supervisors	Supervisors, HAL Development manager	2023 2024
		Planning the transfer of competence of seniors	Starting the senior programme "Konkariohjelma"	HAL / HR Supervisors
	Development of career path models.	See definition of reference job descriptions as part of the pay system reform. Visualisation of different career paths. More extensive utilisation of mentoring, for example, for enabling career advancement.	HAL HR, HR Manager, ARVI group (remuneration system development group)	2023–2024

## 5. Resources allocated to equality and non-discrimination work, monitoring

Our aim is to monitor the realisation of the Equality and Non-Discrimination Plan in regular meetings with the equality and non-discrimination working group 3-4 times a year and annually in the cooperation committee. In the evaluation of the implementation of the plan, we will pay attention to the measures taken. Administrative services are responsible for monitoring the implementation of the plan and implementing the measures set out in the plan throughout the organisation.

The Equality and Non-Discrimination Plan for Syke operations is being prepared, and in the future, it would be a good idea to examine whether these plans could be combined or whether they should be processed as separate documents.

The members of the equality and non-discrimination group (equality group), which carried out the update work, are Sanna Norra, Human resources manager (Administrative services, Chair), Senior coordinator, group manager Heidi Koivuluoma (Administrative services), Occupational well-being specialist Laura Karhu (Administrative services), Senior research scientist Helena Valve (Societal change), Leading specialist Taina Nystén (Circular economy solutions), Coordinator Laura Koskinen (DG's office), Chief Union Representative Jaana Heiskanen (staff representative) and Deputy Occupational Safety and Health Representative Lari Kaukonen (employer representative). Coordinator Faris Alshail (Digital services) also participated in the group's activities in the early stages. The group met three times in 2022.

In the future, it will be important to ensure that the working group has sufficient time to familiarise itself with the material and to work on the plan. Similarly, the preparation work related to updating the plan and the time needed to collect the material must be taken into account in the tasks of the administrative personnel. The roles and responsibilities of the working group should be specified, for example, in terms of participation in the writing process. Competence in communications is needed to make the plan ready for publication. It is also important that the meeting schedules are booked in advance for the entire year in the future. As a result of personnel changes, the composition of the group may also need to be supplemented.

## 6. Appendices and additional information

### 6.1. Personnel structure tables

Appendix table 1. Women and men by type of employment 2022

Nature of employment relationship	Female	Male
Permanent employment relationship	75%	77%
Fixed-term employment relationship	25%	23%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>

Appendix table 2. Distribution of personnel by age group and gender 2022

Age group	Female	Male	Total amount
Under 25 years	0%	0%	0%
25–29	4%	3%	7%
30–34	6%	4%	10%
35–39	8%	5%	13%
40–44	12%	5%	16%
45–49	8%	6%	14%
50–54	7%	6%	13%
55–59	7%	5%	13%
60–64	6%	6%	13%
65 years or more	1%	1%	2%
<b>Total amount</b>	<b>59%</b>	<b>41%</b>	<b>100%</b>

Appendix table 3. Educational backgrounds by gender 2022

Level of education	Female	Male	Total amount
Doctorate or equivalent	30%	33%	31%
Master's degree	49%	51%	50%
Bachelor's degree	9%	8%	9%
Lowest tertiary level	4%	1%	3%
Secondary education	7%	7%	7%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Appendix table 4. Personnel placement by personnel group and gender 2022

Personnel group	Female	Male	Total amount
Researchers	45%	48%	46%
Experts	31%	35%	33%
Supervisors & Management	8%	10%	9%
Laboratory staff	6%	4%	5%
Office staff	9%	3%	7%
<b>Total amount</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**Appendix table 5. Part-time personnel by gender and by basis for part-time employment 2022**

Part-time in 2022	Men	Women	Total
Partial/anticipated old-age pension	2		2
Partial disability pension / rehabilitation allowance	2		2
Partial childcare leave	1	24	25
Partial leave of absence / partial leave from work	30	45	75
<b>Total</b>	<b>35</b>	<b>69</b>	<b>104</b>

## 6.2. Use of family leave

**Appendix table 6. Use of family leave women and men 2022**

	Women permanent	Women fixed-term	Women Total	Men permanent	Men fixed-term	Men Total	Total for all
Maternity and parental leave	29	5	34				34
Paternity leave				7	5	12	12
Childcare leave	10	3	13		4	4	17
Partial childcare leave	22	2	24		1	1	25
Temporary childcare leave	45	17	62	17	7	24	86

**Appendix table 7. Use of family leave women and men 2021**

	Women permanent	Women fixed-term	Women Total	Men permanent	Men fixed-term	Men Total	Total for all
Maternity and parental leave	25	9	34	1	1	2	36
Paternity leave				5	8	13	13
Childcare leave	3	1	4	2	2	4	8
Partial childcare leave	19	4	23		1	1	24
Temporary childcare leave	36	19	55	14	7	21	76

**Appendix table 8. Use of family leave by leave type 2022**

	Paternity leave	Total days	Maternity /parental leave	Total days	Childcare leave after parental leave	Total days
Men	12	355			4	210
Women			34	5,401	13	1,161

**Appendix table 9. Use of family leave by leave type 2021**

	Paternity leave	Total days	Maternity /parental leave	Total days	Childcare leave after parental leave	Total days
Men	12	382	2	74	4	495
Women			34	5,068	4	662

## 6.3. Recruitment tables

Appendix table 10. Recruited by complexity level and gender 2020–2022

2020 CL 6 - 19	Men	Women	Total amount
6			
7	1		1
8		3	3
9	3		3
10	1	5	6
11	5	9	14
12	6	5	11
13	4	4	8
14		7	7
15	1	3	4
16	1	2	3
17	3	4	7
18			
19			
euros	1	1	2
<b>Total amount</b>	<b>26</b>	<b>43</b>	<b>69</b>

2021 CL 6 - 19	Men	Women	Total amount
6	1	3	4
7		1	1
8		2	2
9	3	2	5
10	4	5	9
11	8	7	15
12	3	5	8
13	2	5	7
14	1	3	4
15	7	2	9
16		3	3
17		2	2
18		1	1
19			
euros		2	2
<b>Total amount</b>	<b>29</b>	<b>43</b>	<b>72</b>

2022 CL 6 - 19	Men	Women	Total amount
6		1	1
7			
8		4	4
9	2	1	3
10	2	4	6
11		8	8
12		4	4
13		6	6
14	1	1	2
15	1	2	3
16		1	1
17			
18			
19	1	1	2
euros	4	3	7
<b>Total amount</b>	<b>11</b>	<b>36</b>	<b>47</b>

Appendix table 11. Applicants, interviewed and recruited by gender 2020–2022

2020	Applicants Men	Applicants Women	Applicants Total	Interviewed Men	Interviewed Women	Interviewed Total	Recruited Men	Recruited Women	Recruited Total
Permanent	348	683	1,031	35	66	101	8	19	26
Fixed-term	292	304	596	51	71	122	19	24	42
<b>Total amount</b>	<b>640</b>	<b>987</b>	<b>1,627</b>	<b>86</b>	<b>137</b>	<b>223</b>	<b>26</b>	<b>43</b>	<b>69</b>

2021	Applicants Men	Applicants Women	Applicants Total	Interviewed Men	Interviewed Women	Interviewed Total	Recruited Men	Recruited Women	Recruited Total
Permanent	241	350	591	40	66	106	13	19	32
Fixed-term	285	402	687	44	90	134	16	24	40
<b>Total amount</b>	<b>526</b>	<b>752</b>	<b>1,278</b>	<b>84</b>	<b>156</b>	<b>240</b>	<b>29</b>	<b>43</b>	<b>72</b>

2022	Applicants Men	Applicants Women	Applicants Total	Interviewed Men	Interviewed Women	Interviewed Total	Recruited Men	Recruited Women	Recruited Total
Permanent	183	213	396	17	43	60	3	14	17
Fixed-term	201	359	560	33	68	101	8	22	30
<b>Total amount</b>	<b>384</b>	<b>572</b>	<b>956</b>	<b>50</b>	<b>111</b>	<b>161</b>	<b>11</b>	<b>36</b>	<b>47</b>

2020	Applicants Share of women	Interviewed Share of women	Recruited Share of women
Permanent	66%	65%	73%
Fixed-term	51%	58%	57%
<b>Total amount</b>	<b>61%</b>	<b>61%</b>	<b>62%</b>

2021	Applicants Share of women	Interviewed Share of women	Recruited Share of women
Permanent	59%	62%	59%
Fixed-term	59%	67%	60%
<b>Total amount</b>	<b>59%</b>	<b>65%</b>	<b>60%</b>

<b>2022</b>	<b>Applicants Share of women</b>	<b>Interviewed Share of women</b>	<b>Recruited Share of women</b>
Permanent	54%	72%	82%
Fixed-term	64%	67%	73%
<b>Total amount</b>	<b>60%</b>	<b>69%</b>	<b>77%</b>

## 6.4. Pay tables

Appendix table 12. Distribution of personnel to complexity levels by gender 2022

Complexity level	Women, number	Women, %	Men, number	Men, %	Total amount
5		0.0%	1	0.4%	1
6	5	1.2%	4	1.5%	9
7	19	4.7%	5	1.8%	24
8	26	6.4%	6	2.2%	32
9	42	10.3%	27	9.8%	69
10	50	12.3%	31	11.3%	81
11	62	15.2%	42	15.3%	104
12	70	17.2%	52	18.9%	122
13	54	13.3%	35	12.7%	89
14	29	7.1%	20	7.3%	49
15	22	5.4%	23	8.4%	45
16	14	3.4%	12	4.4%	26
17	13	3.2%	16	5.8%	29
18	1	0.2%	1	0.4%	2
<b>Total</b>	<b>407</b>		<b>275</b>		<b>682</b>

Appendix table 13. Average pay by gender and complexity level 2022. Personnel subgroups Specialists, Researchers, Laboratory Technicians, Office staff (supervisors excluded)

Complexity level	Number W	Number M	Number total	Average pay W	Average pay M	Average pay total	Index
5		1	1		2,435.47	2,435.47	0
6	5	4	9	2,591.62	2,629.35	2,608.39	99
7	19	5	24	3,058.40	3,127.87	3,072.87	98
8	26	6	32	3,327.10	3,296.21	3,321.31	101
9	42	27	69	3,460.65	3,449.60	3,456.32	100
10	50	31	81	3,883.62	3,896.45	3,888.53	100
11	62	42	104	4,142.46	4,185.86	4,159.99	99
12	70	52	122	4,583.76	4,657.99	4,615.40	98
13	51	35	86	4,890.06	5,050.47	4,955.34	97
14	25	18	43	5,430.47	5,517.70	5,466.98	98
15	13	16	29	5,653.67	5,771.49	5,718.67	98
16	6	3	9	6,151.65	6,165.63	6,156.31	100
17	8	12	20	6,393.77	6,585.93	6,509.06	97
18	1	1	2	6,476.97	7,149.36	6,813.17	91
	<b>378</b>	<b>253</b>	<b>631</b>				

**Appendix table 14 a. Average pay of personnel by gender and age, including the so-called “samapalkkaindeksi” (equal pay index) 2022.** Personnel subgroup all

Age group	Number W	Number M	Number Total	Average pay W	Average pay M	Index
-29	28	20	48	3,366.87	3,446.87	98
30 to 34	39	30	69	3,827.92	3,859.26	99
35 to 39	57	31	88	4,225.81	4,137.85	102
40 to 44	81	32	113	4,445.12	4,620.85	96
45–49	56	39	95	4,890.40	4,981.79	98
50–54	48	37	85	4,494.53	4,976.71	90
55–59	50	36	86	4,782.65	5,322.82	90
60-	48	50	98	4,682.81	5,109.62	92
<b>All Total</b>	<b>407</b>	<b>275</b>	<b>682</b>			

**Appendix table 14 b. Average pay by gender and age, including the “samapalkkaindeksi” (equal pay index) 2022.** Personnel subgroups Specialists, Researchers, Laboratory Technicians, Office staff (supervisors excluded)

Age group	Number W	Number M	Number Total	Average pay W	Average pay M	Index
-29	28	20	48	3,366.87	3,446.87	98
30 to 34	39	30	69	3,827.92	3,859.26	99
35 to 39	56	31	87	4,212.52	4,137.85	102
40–44	75	31	106	4,346.19	4,593.79	95
45–49	48	33	81	4,724.85	4,772.77	99
50–54	45	33	78	4,394.85	4,843.04	91
55–59	41	27	68	4,510.67	5,077.11	89
60-	46	48	94	4,631.78	5,075.55	91
<b>Total</b>	<b>378</b>	<b>253</b>	<b>631</b>			

## 6.5. Further information

- Information on equality (Ombudsman for Equality): [Ombudsman for Equality \(tasa-arvo.fi\)](https://tasa-arvo.fi)
- Occupational Safety and Health Administration's online service: [Equality and non-discrimination \(tyosuojelu.fi\)](https://tyosuojelu.fi)
- Non-discrimination website (Ministry of Justice): [equality.fi](https://equality.fi)