



# The Finnish Environment Institute's personnel policy equality and non-discrimination plan for the years 2026–2028

Syke's equality and non-discrimination group



Suomen ympäristökeskus  
Finlands miljöcentral  
Finnish Environment Institute

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# 1 Message from the Equality and Non-Discrimination Working Group

Dear Syke employee, you are reading the new Human Resources Equality and Non-Discrimination Plan, which will serve and guide the equality and non-discrimination work of our work community for the next three years. The plan identifies certain focus areas that have guided the setting of goals and measures with which we can promote equality and non-discrimination at Syke in the coming years.

The Director General appointed a working group on equality and non-discrimination at the Finnish Environment Institute in November 2024. The assembly of the group began in June of the same year, when each unit was allowed to nominate their candidates for the group. The nomination of candidates emphasised volunteering and personal interest in equality and non-discrimination work. We received a commendable number of candidates: our officially appointed group has a total of 17 members, of which 12 are full members and 5 are deputy members. Our group consists of Syke employees representing different genders, age groups, occupational groups, fields of work, units and locations.

During our first year of operation, we have focused especially on strengthening the common understanding of equality and non-discrimination issues, as well as initiated the development process of this Human Resources Equality and Non-Discrimination Plan. Our work to prepare the plan is based on the employer's statutory obligation (Equality Act 1986/609 and Non-Discrimination Act 2014/1325) to promote the equal and non-discriminatory treatment of personnel, as part of good management and working life. Alongside the legal obligations, we have considered it extremely important to bring the themes of equality and non-discrimination into everyday discussion within our work community. The primary value of this plan lies in providing common guidelines, setting concrete measures and identifying those responsible, but we also want to strengthen an open, inclusive and diversity-respecting discussion culture, which is key to promoting equality and non-discrimination in the work community. All of us are needed for this work, which is why the new Equality and Non-Discrimination Plan has also been created in consultation with the personnel.

Our group's term of office extends until the end of 2027. Creating a new plan is always a laborious effort. During the next years of operation, our work will continue with new challenges as we start implementing the measures set out in the plan. We hope that this plan will also provoke thoughts in each of its readers. Perhaps we will be able to discuss its focus areas the next time we meet.

In Helsinki, 12 December 2025

Maija Räsänen, HR Manager, Chair of the Equality and Non-Discrimination Working Group

Linda Karjalainen, Senior Researcher, Member of the Equality and Non-Discrimination Working Group

Helena Valve, Principal Researcher, Member of the Equality and Non-Discrimination Working Group



## 2 Assessment of the Implementation of Measures in the Equality and Non-Discrimination Plan, 2024–2025

Syke's previous Human Resources Equality and Non-Discrimination Plan covered the years 2023–2025. The plan was drawn up in 2022 by Syke's equality and non-discrimination group at the time. The group has not met since 2023. The plan was updated in 2025, as a result of the work of a new Equality and Non-Discrimination Working Group. The updated plan had four themes, with objectives defined for each theme. A total of 12 measures had been set for the four focus areas. All in all, the Equality and Non-Discrimination Working Group and other actors succeeded in promoting the implementation of the measures in line with the focus areas quite well. The monitoring of implementation was ensured, for example, by discussing the measures at each working group meeting and by engaging in active and regular discussions with the actors to whom the measures had been assigned.

The first theme was to increase awareness of equality and non-discrimination. The measures included the inclusion of equality and non-discrimination themes as part of the orientation of staff, the organisation of guided discussion sessions and the organisation of a joint Pride lunch for the staff. The theme was also linked to the goal of strengthening family-friendliness, which was promoted with two measures: encouraging staff to share family leave and participating in the annual Bring Children to Work day. In 2025, two equality and non-discrimination coffee sessions for staff were held (20 March and 17 September), where the themes of equality and non-discrimination were discussed in a participatory manner. The event in September was part of Syke's annual workplace wellbeing day, and employees were able to participate in the formulation of the measures of the new Equality and Non-Discrimination Plan. Both events were facilitated by Senior Specialist Panu Artemjeff from the Ministry of Justice. In June, a Pride lunch or other similar activity was organised at Syke's various offices to raise awareness and show support for sexual and gender minorities. In both 2024 and 2025, Syke organised a Bring Children to Work day, in which staff could participate with their own child or a child close to them. The measure set in 2024–2025 to review and assess the guidelines for the prevention of inappropriate treatment and harassment was not carried out. However, it should be noted that Syke has guidelines for these situations, as well as the Early Intervention Guide for Supervisors published in 2025. The guide provides detailed guidance on how to deal with situations of inappropriate treatment.

The second theme was the fairness in pay, the measure of which was the development of Syke's remuneration system. This process is still ongoing, and during 2025, Syke is preparing for negotiations on a new remuneration system. The working group responsible for reforming the remuneration system has promoted the work both during 2024 and 2025. The objective has therefore not been achieved during the operating period, but its implementation will continue in the new plan.

The third theme in the plan was recruitment and orientation, the objectives of which were to utilise anonymous recruitment in Syke's hiring processes and to supplement general orientation with aspects of equality and non-discrimination. Syke has started to implement anonymous recruitment more systematically during 2024. The opportunity has been offered to all recruitments where it has not been considered to limit the process. According to a follow-up study conducted by the Ministry of Finance, in 2024, Syke carried out the third highest number of anonymous recruitments among government agencies and institutions. In 2025 (January–June), the Finnish Environment Institute was the sixth most active implementer of anonymous recruitment. The general orientation materials were not supplemented during 2024–2025.

The fourth and final theme was competence development and career advancement. Two objectives were linked to this theme: planning and anticipating the transfer of expertise from senior staff and developing career path models. In 2024, Syke launched the Veteran Coaching, which was an entity for

people over the age of 60 that supported wellbeing and networking. The aim of the coaching was also to identify competences and share them. The coaching continued in 2025. In terms of the development of career paths, Syke activated an internal recruitment process in 2024, in which positions can be offered internally; fixed-term positions for permanent staff and positions filled by official appointment for all employees. The operating model has been actively implemented, and several internal recruitments have been carried out. In addition, in 2024 and 2025, the practice was continued, in which the supervisor and the subordinate discuss career paths and various career opportunities as part of the annual performance and development discussions. However, centralised monitoring of this measure has remained limited. Supervisors have different practices for recording the discussions. However, HR Services has ensured through joint instructions and communications that these discussions are held annually.

The monitoring table for the measures in 2023–2025 can be found in Appendix 1.

### 3 Review of the Current State of Equality and Non-Discrimination at Syke

The current state of equality and non-discrimination at Syke can be examined through several sources of information. We have pay data at our disposal especially for assessing pay equality. Every two years, Syke commissions the central government's joint personnel survey, HenkilöstöBaro, to monitor the wellbeing at work of employees in government organisations. HenkilöstöBaro has been renewed during 2024, and the new survey was carried out for the first time in autumn 2025. In addition, in June 2025, Syke commissioned a separate Equality and Non-Discrimination Survey to clarify the most critical themes and practices in Syke's efforts towards a more equal and non-discriminatory work community. The results of the survey were discussed and further refined with the entire staff at Syke's workplace wellbeing day, in September 2025, with joint equality and non-discrimination coffee sessions. The aim of the joint discussion was to identify concrete measures that could be used to promote the most critical equality and non-discrimination themes at Syke. These datasets and their analyses are summarised in subsections 3.2–3.4 and serve as the basis for this plan and the selected development measures. In subsection 3.1, we briefly describe Syke's current staff structure.

The Equality and Non-Discrimination Plan examines, for example, pay equality through the traditional female-male gender division. The use of this classification is problematic because it is based on the assumption of only two clearly defined genders. However, the use of the division is necessary for two reasons. The first of these is legal: the Equality Act (609/1986) obliges employers to monitor the realisation of equality between men and women. This is also reflected in established statistical practices. Another reason for using gender-based categorisation is that, especially in research organisations, unequal opportunities have been observed to follow the traditional gender division (European Commission: Directorate-General for Research and Innovation, *She figures 2024 – Gender in research and innovation – Statistics and indicators*, Publications Office of the European Union, 2025 <https://data.europa.eu/doi/10.2777/592260>). However, in addition to the differences between women and men arising from the data, the focus areas and measures of this plan consider gender diversity more broadly than the two genders. HenkilöstöBaro and the equality and non-discrimination surveys enabled the definition of the respondent's gender in a non-binary way, in addition to which the Equality and Non-Discrimination Survey produced data related to more diverse gender identities and experiences.

### 3.1 Staff Structure

At the end of September 2025, the number of employees at Syke was 698. Women accounted for 60 per cent of the staff. The share of women has remained almost at the same level in recent years. The proportion of permanent and fixed-term staff varies slightly from year to year, due to the project-based nature of Syke's work. In September 2025, 83 per cent of the staff were in a permanent employment relationship and 17 per cent in a fixed-term employment relationship. Among women, 80 percent were in permanent employment, compared with 87 percent of men.

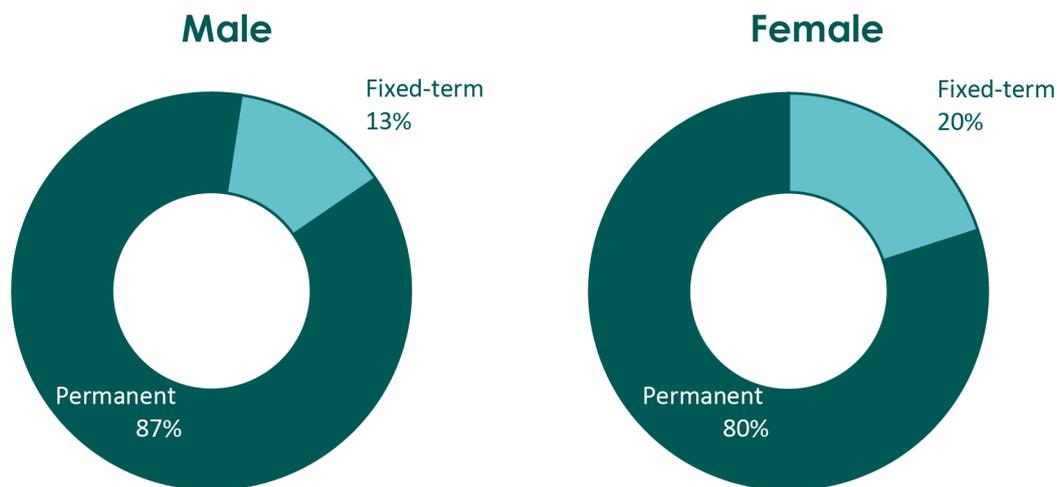


Figure 1. Type of employment relationship by gender

The majority (89%) of the staff are full-time employees. At the end of September, 11 per cent of the personnel worked part-time, and 66 per cent of part-time employees were women. Part-time work is usually based on the employee's own choice and is mostly done in research tasks. Since 2020, grant-funded researchers have been in a part-time employment relationship at Syke (20% part-time). Part-time employment has improved the position and integration of grant-funded researchers into the work community, as well as increased the equality of researchers. The majority (82%) of grant-funded researchers (working 20% part-time) are women. Syke is a multinational work community, and the recruitment of international experts is also considered strategically important. Syke employs people from a total of 14 different countries. However, 97% of the staff are Finnish.

The average age among Syke's employees is 47 years. The average age of women is 46 years and that of men 48 years. The largest age group at Syke is women aged 40–44. In 2024, employees retiring from Syke had an average age of 63.8 years. Compared to the number of employees, Syke has few people under the age of 30, only 4%. According to Keva's retirement forecast, 101 people will retire from Syke over the next five years.

More than 92% of Syke's employees have a university degree. Men's level of education is slightly higher than women's, which is also reflected in the gendered nature of the positions.

The largest staff groups at Syke are **research and expert positions**. Research positions employ 45% of men and 42% of women. In **expert positions**, the share of men is 37%, while the share of women is 32%. The proportion of women among **laboratory and administrative staff** is higher than that of men.

**Supervisory and managerial positions** are evenly distributed by gender. The share of supervisors in Syke's personnel has increased by 2% as a result of the organisational reform.

**Table 1. Age distribution of staff 2024**

Age group	Male	Female	Total
25–29	2%	5%	4%
30–34	13%	9%	11%
35–39	11%	12%	11%
40–44	14%	19%	17%
45–49	13%	16%	15%
50–54	14%	13%	13%
55–59	14%	11%	12%
60–64	14%	13%	14%
over 65	5%	1%	3%
<b>All</b>	<b>40%</b>	<b>60%</b>	<b>100%</b>

**Table 2. Educational level of staff 2024**

Degree level	Male	Female	Total
 Upper secondary education	5.4%	5.8%	5.6%
 Lowest tertiary education*	1.1%	2.8%	2.1%
 Bachelor's or equivalent level	4.6%	8.1%	6.7%
 Master's or equivalent level	54.0%	47.7%	50.2%
 Second stage of tertiary education	34.9%	35.5%	35.3%

\*Former technician or business school education

**Table 3. Gender distribution by staff group in 2024**

Staff subgroup	Male	Female	All
Experts	37%	32%	34%
Laboratory staff	4%	5%	4%
<b>Administrative staff</b>	4%	9%	7%
Researchers	45%	42%	43%
Supervisors and management	11%	12%	11%

Syke has sought to encourage women, in particular, to advance in their careers and to apply for managerial and supervisory positions. In September 2025, Syke had a total of 79 supervisory or managerial positions, 49 of which were held by women. The top management consisted of a total of 14 people, 7 of whom were women. There were 65 managerial positions at Syke, of which 62% were held by women. The gender distribution of the supervisory staff thus corresponds to the gender distribution of the entire staff, and in this respect, Syke has achieved the objective.

In 2024, approximately 73% of the leaves taken for various family and child-care-related purposes (excluding pregnancy leave) were used by women. According to the absence statistics of the employer’s personal data system, women had relatively more sickness absences than men, and there were especially more sickness absences ordered by occupational health physicians. More detailed tables can be found in Appendix 2.

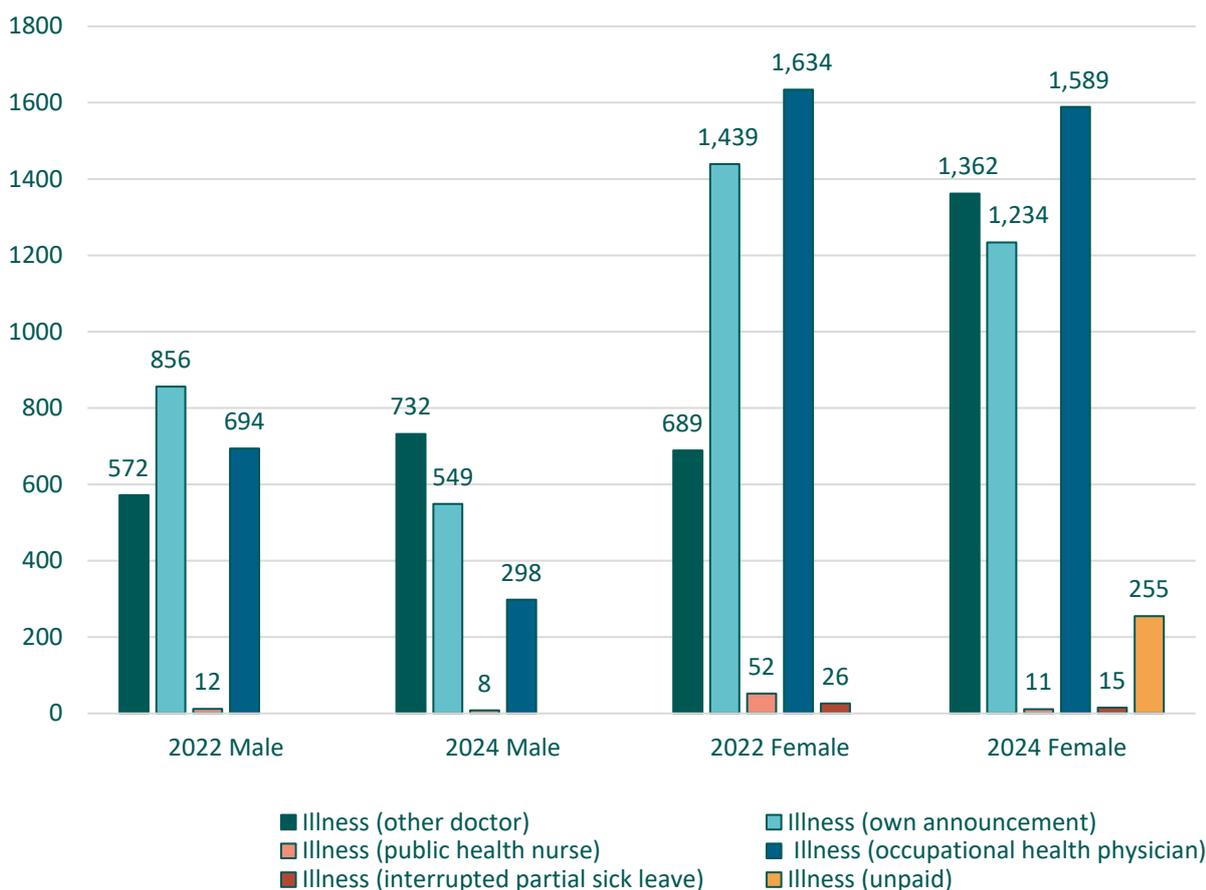


Figure 2. Sickness absences in calendar days

## 3.2 Pay Survey

Syke's staff are mainly covered by the central government pay system. The salary is based on the complexity of the tasks and personal performance, as well as the experience component. The complexity levels of the tasks are described for levels 5–19.

The starting point for the assessment is a written job description that indicates the person's key tasks and responsibilities, as well as the required skills and competences. The complexity factors to be assessed are divided into four main groups: the nature of the task, competence and responsibility, interaction and cooperation, as well as working conditions. The level of complexity of the tasks is determined by the overall assessment. Performance is assessed using common, defined assessment factors: professionalism, performance, responsibility and interaction.

The complexity of tasks and personal performance of each Syke employee are assessed in connection with the annual performance and development discussions. Pay statistics and pay development are reviewed annually with employee organisations. The employer (pay coordination group PALKO) monitors the realisation of pay fairness and equality at the organisational level. The employer group discusses the job descriptions of new employees and changed job descriptions monthly.

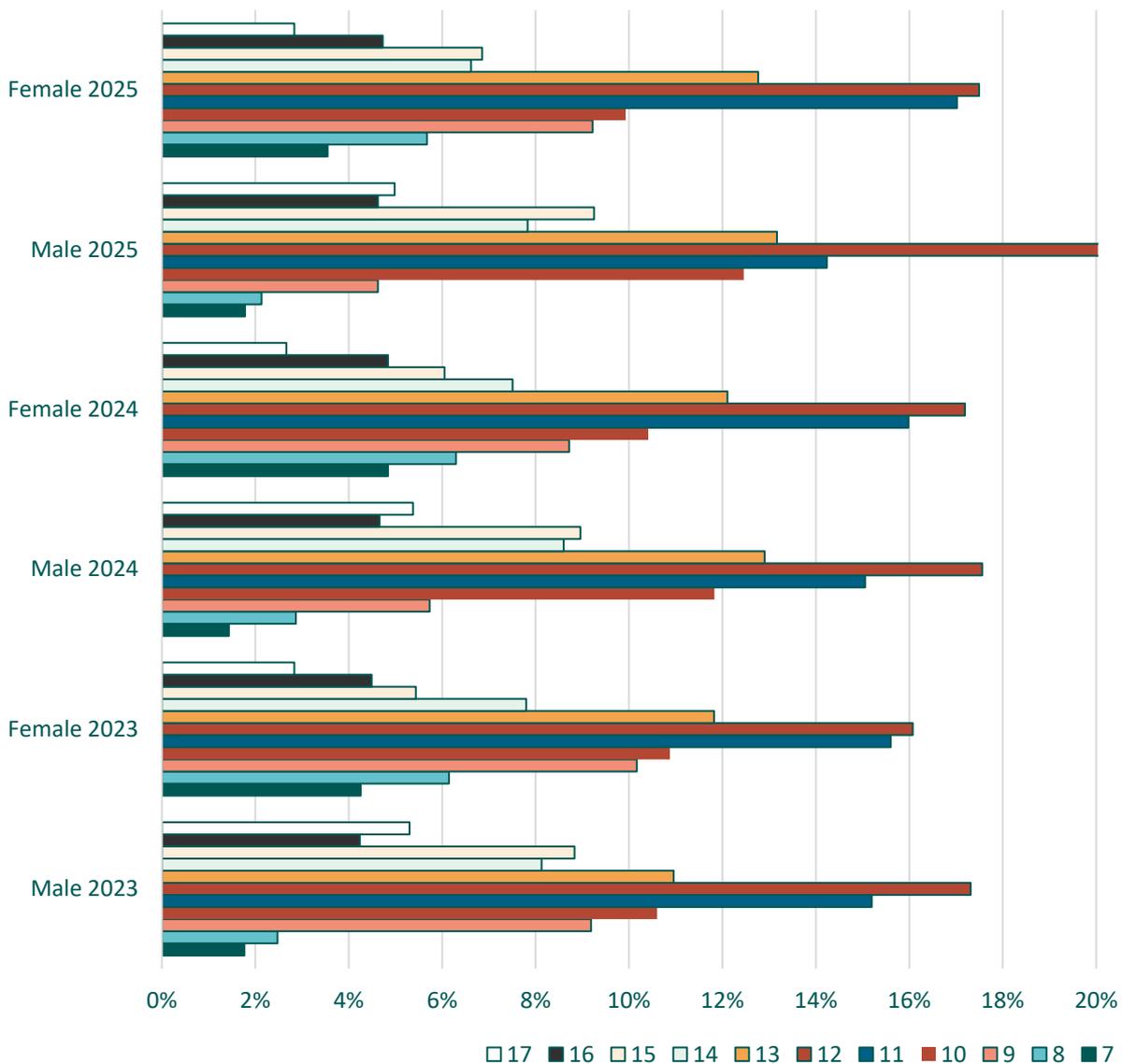


Figure 3. Positioning on the complexity levels by year (2023–2025)

The Pay Equity Index indicates the equal pay rate between the genders. The gender pay equality rate is an indicator that describes the ratio between the average salaries of women and men. It shows how close the salaries of different genders are to each other. A score below 100% means that men's pay is higher than women's, and a score over 100% means that women's pay is higher than men's. Examined by level of complexity, salaries at Syke are very even, and the pay differences have evened out from the previous plan period at almost every level of complexity. The small differences in pay are explained by differences in personal performance and experience (see Table 7).

**Table 4. Pay Equity Index 9/2025 (statistical ethics, N < 5 not reported)**

SEE	Male%	Salary avg..	Female%	Salary avg.3	Salary avg.2	Index
5	*	*	*	*	*	*
6	*	*	*	*	*	*
7	2%	3,321.46	4%	3,313.88	3,315.60	100%
8	2%	3,679.24	6%	3,574.92	3,591.75	97%
9	4%	3,690.52	7%	3,777.08	3,754.41	102%
10	13%	4,197.96	11%	4,234.58	4,218.69	101%
11	13%	4,494.41	15%	4,500.81	4,498.47	100%
12	23%	5,061.24	21%	4,925.06	4,981.57	97%
13	14%	5,395.44	13%	5,382.75	5,388.03	100%
14	8%	5,921.18	7%	5,865.83	5,889.25	99%
15	9%	6,277.78	7%	6,202.12	6,236.38	99%
16	6%	6,726.99	4%	6,724.97	6,725.89	100%
17	5%	7,134.29	3%	7,006.49	7,070.39	98%
18	*	*	*	*	*	*
19	*	*	*	*	*	*
<b>Total</b>	<b>100%</b>	<b>5,182,08</b>	<b>100%</b>	<b>4,921,54</b>	<b>5,024,39</b>	<b>95%</b>

**Table 5. Equal pay by staff sub-group**

Staff subgroup	Male	Female	Total	Index
Experts	5,302.95	5,035.53	5,150.62	95%
Laboratory staff	3,993.13	3,595.31	3,723.64	90%
Administrative staff	3,518.16	3,764.91	3,715.56	107%
Researchers	5,059.63	4,898.81	4,965.06	97%
Supervisors and management	7,057.61	6,742.15	6,861.95	96%
<b>Total</b>	<b>5,272.24</b>	<b>4,984.24</b>	<b>5,098.12</b>	<b>95%</b>

When examining equal pay by staff sub-group or age group, the differences are naturally greater. For laboratory staff, the statistics clearly indicate that a larger proportion of men are employed in expert-level laboratory tasks (chemist/laboratory engineer). In the age groups, the pay gap between 55–59-year-olds stands out. In the age group, the pay gap is explained by the fact that women are more often represented in laboratory and administrative positions than men.

Compared to previous years, the distribution of Syke personnel by gender across different performance levels has evened out. Despite this, men's personal salary component is still on average 0.6% higher: women's average performance-based percentage is 24.05%, while the corresponding figure for men is 24.65%.

**Table 6. Equal pay by age group**

Age group	Male	Female	Total	Index
25–29	4,262.17	3,857.16	3,940.95	90%
30–34	4,240.99	4,132.02	4,182.87	97%
35–39	4,530.57	4,498.65	4,510.22	99%
40–44	5,033.95	4,828.16	4,897.33	96%
45–49	5,406.02	5,389.87	5,395.31	100%
50–54	5,640.71	5,666.56	5,655.56	100%
55–59	5,904.60	4,989.71	5,403.59	85%
60–64	5,744.91	5,451.37	5,574.97	95%
over 65	6,105.75	6,249.95	6,145.81	102%
<b>Total</b>	<b>5,272.24</b>	<b>4,984.24</b>	<b>5,098.12</b>	<b>95%</b>

**Table 7. Equal pay by performance level**

Performance level	Male	Men%	Female	Women%	Total
in euros	4	1%	10	2%	<b>14</b>
5	*	*		*	*
6	57	21%	97	23%	<b>154</b>
7	103	38%	170	41%	<b>273</b>
8	88	33%	110	27%	<b>198</b>
9	16	6%	25	6%	<b>41</b>
10	*	*	*	*	*
<b>Total</b>	<b>270</b>	<b>100%</b>	<b>414</b>	<b>100%</b>	<b>684</b>

### 3.3 Results of the 2025 HenkilöstöBaro Survey

The government's joint personnel survey, HenkilöstöBaro, has been renewed in 2024 and introduced by the government in 2025. As a result of the reform, the comparison data with the previous VMBaro survey data was lost, as the content and emphases of the survey changed in connection with the renewal.

HenkilöstöBaro does not contain separate question sections on equality and non-discrimination, but the material can be used to highlight themes that can also be developed to promote equality and non-discrimination in the work community. The survey was carried out at Syke in autumn 2025 (response rate 84%). In the background information of the survey, the respondent's gender was asked, with the response options: woman, man, I prefer not to answer. Appendix 3 summarises the results of the survey on the factors affecting equality and non-discrimination.

Based on the HenkilöstöBaro survey, satisfaction with remuneration (incl. pay) is at the level of Requires monitoring (2.68, on a scale of 1–4). According to the survey, the relation of pay to the demands of work is at a good level (3.02), while the consideration of work performance in the development of pay is clearly lower (2.4), as is the perception of fairness of pay (2.68). Women are slightly more dissatisfied with pay and especially with the fairness of pay than men (women 2.58 and men 2.68). Those aged 55 to 64 were particularly dissatisfied with the development of pay according to work performance (2.10). In previous years' surveys, pay has also received the most critical ratings, especially in terms of fairness and reward.

According to the HenkilöstöBaro survey, Syke employees feel appreciated in the work community (3.35). Sharing thoughts and ideas in the work community is perceived as safe (3.52), in addition to which SYKE employees feel that they can be themselves in the work community (3.56). Supervisory work received very

high ratings, and the staff feel that they are treated fairly by their immediate supervisors (3.7). Work-life balance was also at a good level (3.15). People who did not want to disclose their gender responded most critically to the above-mentioned themes. Women were also slightly more critical in their responses than men.

Of the survey respondents, 6% reported that they had experienced inappropriate treatment or harassment at work during the past 12 months. 94% of cases of inappropriate treatment or harassment have taken place within Syke. Based on the responses, 38% of those who experienced harassment or inappropriate treatment did not report the matter to their employer.

Every Syke employee has equal opportunities to develop their competence and professional skills, as well as advance in their careers. A performance and development discussion is held annually with all employees, and the agreed goals and competence development plans are monitored regularly during the year. The system used in the performance and development discussions supports the equal setting and monitoring of goals. According to the HenkilöstöBaro survey, Syke employees feel that they can utilise their expertise in their work (3.52). However, employees are more critical of the organisation's ability to actively promote the renewal of personnel competence (2.77). People over the age of 65 rated this section more positively (3.13), while in all other age groups the result was less than 3. Respondents who did not want to disclose their gender assessed this section most critically (2.50).

### 3.4 Employee Equality and Non-Discrimination Survey

On 10–19 June 2025, Syke's Equality and Non-Discrimination Group conducted a survey to collect employees' views on critical themes and practices that are essential for non-discrimination work. The survey received 209 responses (response rate approx. 29.44% of Syke's personnel). Responses were received from all age groups, genders and staff groups. In terms of language groups and the length of employment, the responses correspond well — or even exceptionally well — to the overall composition of Syke's staff.

Initially, the respondents identified **critical themes** where equality and non-discrimination at Syke should currently be promoted more strongly. The themes considered most critical were language, work-life balance, gender equality, age and different areas of responsibility. Language was identified as a factor that causes inequality, simply because the working language used excludes all those who do not understand it. Reconciling work and private life was considered more challenging due to increased on-site work. In addition, family leave arrangements were criticised. With regard to gender equality, respondents reported experiences of men's contributions being valued above those of women. Also, reactions of surprise or questioning related to the focus on diversity and equality work, and the perceived superficiality and questioned necessity of such measures in the workplace. Young Syke employees, in particular, said that they encounter belittling and comments about their inexperience due to their age. They may be treated as a temporary part of the work community. With regard to the different areas of responsibility, it was repeatedly noted that Syke's identity is built on research in a way that creates feelings of exclusion and marginalisation for those who do not conduct research. The responses also reminded that leadership is always exercised in relation to certain staff groups.

The respondents were also asked to identify the questions or **practices** where they felt there is the greatest need for equality and non-discrimination efforts. The responses highlighted four specific practices where equality and non-discrimination at Syke should be promoted more strongly than at present: conversion to permanent employment, especially for SYKE employees under the age of 40, career advancement or the development of job tasks, for example, by making career paths more visible and developing the missing career advancement support, developing remuneration practices to reflect the

complexity of the work and the employee's commitment to the tasks, and leadership and supervisory work that cuts across each identified critical theme. The complete report of the Equality and Non-Discrimination Survey is available [here](#).

## 4 Key Focus Areas, Measures, Responsibilities and Monitoring for Promoting Equality and Non-Discrimination, 2026–2028

The diverse and up-to-date material shows that Syke's challenges in the realisation of equality and non-discrimination are particularly evident in interaction, remuneration and diversity across different organisational levels and roles. Based on these challenges, three focus areas for promoting equality and non-discrimination have been identified for 2026–2028.



Figure 4. Key focus areas and measures for 2026–2028

Promoting these focus areas requires a long-term plan, in which a set of mutually reinforcing measures is proposed to address the key challenges in equality and non-discrimination. The plan sets a rough implementation schedule for concrete measures. In addition, each measure has a responsible party with the authority to put the measures into practice. The Equality and Non-Discrimination Group actively monitors and promotes the implementation of the measures in the plan, as part of the group's work. A key tool for monitoring is the employee Equality and Non-Discrimination Survey, which is conducted every two years. Other indicators to be used for monitoring are described as part of the measures for each focus area, in subsections 4.1 to 4.3.

### 4.1 Interaction to Promote Inclusion and Transparency

Interaction that strengthens inclusion and transparency is the first focus area of the plan. It has been specified with three sub-themes: promoting multilingualism and accessibility, enhancing communication in

a multidisciplinary work community and promoting openness in decision-making. Our goal is to promote multilingualism at Syke, so that everyone can feel included in daily interaction situations, as well as in various events in the work community. In addition to promoting multilingualism, we must improve the accessibility, plain language and comprehensibility of various communication materials. By increasing the openness of decision-making, we support a common understanding of the principles underlying decision-making, the experience of equality when decision-making processes are implemented in a uniform way in the organisation, and at the same time we promote a more open discussion culture, strengthening the sense of psychological safety in the work community.

The chosen focus area aims to respond to the experiences of exclusion and injustice expressed by the staff. The selected measures aim to improve openness, accessibility and the visibility of expert work. Although the identified problems cannot be completely erased, the measures can be used to further develop Syke's management, interaction and communication practices. The measures are described in more detail in Table 8.

**Table 8. Measures to promote interaction that strengthens inclusion and transparency**

Key measures	Time Range	Responsible party(s)	Monitoring
<b>Multilingualism and accessibility</b>			
We will invest in improving the accessibility and plain language of SykeIntra's content	2026–2028	All content-producing units at SYKE, assisted by Communications	Guidelines for communication
We will include a section of multilingualism in our work community in Syke orientation: Orientation of supervisors and orientation of new employees (language training FI/EN)	2026	HR team	The HR team's annual plan
Strengthening the activities of Syke's International Community network and communicating about it	2026–2028	Network Administrators, Communications	Continuous operation
We will continue to develop multilingual practices and experiment with new ways of working	2026–2028	Communications, TASY Group	Continuous operation
<b>Communication in a multidisciplinary work community</b>			
In addition to research news, we will also share news from the authorities, experts and support services at the staff info and intranet	2026–2028	Communications, supervisors	Staff info planning meetings
<b>Transparency of decision-making</b>			
We will continue to involve our staff in the planning of Syke's operations	2026–2028	Management	Continuous operation
We ensure that the general criteria for administrative decisions (e.g. tenure) (how the rules can be applied when making decisions) are openly available	2026–2028	Management and Supervisors, Administrative Services	Continuous operation
We encourage supervisors to discuss administrative decisions with all those who are directly affected by them	2026–2028	Management and Supervisors, Administrative Services	Continuous operation

## 4.2 Promoting Equal Pay and Opportunities

The second focus area of the plan is the promotion of equal pay and equal opportunities. All Syke employees must have fair and equal opportunities to develop in their work. The chosen focus area aims to respond to the issues identified in career advancement support and remuneration practices. Our goal is to promote the clarity and transparency of the remuneration criteria, and to ensure their implementation in the reformed remuneration system. In addition, during the planning period, our goal is to clarify Syke's career landscapes and practices that are already available to support career advancement.

**Table 9. Measures to promote equal pay and opportunities**

Key measures	Time Range	Responsible party(s)	Monitoring
<b>Pay equality</b>			
We will complete the reform of the remuneration system	2026–2027	Management and Administrative Services, HR team	Continuous activities of the remuneration system reform group in 2026
We will publish annual pay statistics that examine the gender pay gap and pay development compared to previous years	Annually	HR team	Annual review of statistics
We will organise annual remuneration system training for all employees	Annually	HR team	The HR team's annual plan
The new employee's orientation plan will include information about the remuneration system. Orientation of new supervisors to the remuneration system will continue	2026	HR team	The HR team's annual plan
We will introduce a dynamic HR reporting tool for supervisors, which will guide supervisors to monitor the pay structure of their personnel	2026–2027	HR team, supervisors	Continuous operation, HR management team visits
<b>Recruitment</b>			
We will continue to implement anonymous recruitments in all hiring processes where it is appropriate	2026	HR team, supervisors	Continuous operation in
We will add a section to recruitment communications about Syke's family-friendly practices	2026	HR team, supervisors	Continuous operation in
<b>Clarifying career landscapes and supporting development</b>			
Clarifying career landscapes and strengthening support for development as part of the development of competence management	2026–2028	Competence development, management and supervisors	Continuous operation
Stronger utilisation of performance and development discussions in career planning	2026–2028	Competence development, management and supervisors	Continuous operation

Key measures	Time Range	Responsible party(s)	Monitoring
Pilot of the Development Manager Network to support the opening of project preparation processes <sup>1</sup>	2026–2027	Research Coordinator, Development Managers	Development Managers' assessment following a one-year pilot

### 4.3 Promoting a Diverse Work Culture that Supports Wellbeing

The third focus area of the plan is the promotion of a diverse work culture that supports wellbeing. With the measures of the focus area, we aim to better support work-life balance, as well as to enable flexibility and solutions suitable for different life situations. Measures promoting diversity reflect and implement Syke's values: fairness, responsibility and community. It is essential to raise and maintain our staff's awareness of diversity and different conceptions of family, as well as to strengthen and promote the position of different genders, gender identities and sexual minorities as part of our community. We also aim to develop knowledge-based management of diversity and equality and update practices for a safe workplace.

**Table 10. Measures to promote a diverse culture that supports wellbeing**

Key measures	Time Range	Responsible party(s)	Monitoring
<b>Work-life balance</b>			
We will diversify Syke's culture of discussion on work-life balance by updating practices and instructions related to different life situations on the intranet	2026	HR team, Communications	HR team's annual plan, TASY group meetings
We will encourage fathers to take family leave, and we also support the non-biological parent's/partner's opportunity to take family leave with various solutions	2026–2028	Supervisors, HR team	Communication in accordance with the HR team's annual plan
We will draw up instructions for supervisors on how to keep in touch with an employee on family leave	2027	HR team, TASY Group	Communications in accordance with the HR team's annual plan, supervisor forum
We will participate in the Bring Children to Work day	Annually	Event organisers	Implementation annually in November, feedback survey in December
<b>Non-discrimination and appreciation of diversity</b>			
We will carry out an equality and non-discrimination survey every four years for all employees	2029	TASY Group	TASY meetings

<sup>1</sup> This experiment aims to utilise the cooperation network of development managers in opening major project preparations to potential new participants.

<b>Key measures</b>	<b>Time Range</b>	<b>Responsible party(s)</b>	<b>Monitoring</b>
We will organise equality and non-discrimination coffee sessions with changing themes for our staff. The aim of the coffee sessions is, among other things, to increase understanding and knowledge of equality and non-discrimination and enable joint discussion on the themes.	Annually	TASY Group	TASY meetings
We will organise a Pride lunch/picnic in June	Annually	TASY Group	TASY meetings
We will continue the Veteran programme and encourage our staff to participate in mentoring	2026	Administrative services, competence development	Continuous operation
<b>Practices and guidelines that strengthen wellbeing</b>			
We will update Syke's harassment guidelines and clarify our operating practices in cases of suspected harassment	2026	HR Manager, Occupational Wellbeing Specialist	The HR team's annual plan
We will introduce etiquettes for different means of communication	2026	Communications, all personnel	Continuous operation
We will regularly organise early intervention training for supervisors and staff, which provides guidance on how to handle situations of inappropriate behaviour	Annually	Occupational Wellbeing Specialist, HR Manager	The HR team's annual plan



## Appendices

### Appendix 1. Monitoring tables 2023–2025

**Table L1.1. Raising awareness of equality and non-discrimination**

Campaigns/theme weeks/events. Let's report concrete actions! Let's communicate the actions visibly, externally and internally.

Objective	Measures	Responsible party	Schedule and actual
Raising awareness and understanding of equality and non-discrimination issues	Inclusion in supervisor training/orientation (paying special attention to fixed-term staff, remuneration, support for competence development)	HAL/ TASY Group	Partially realised during 2023–2025
	eOppiva's diversity course for everyone	VIMA/ HAL/ TASY Group	Partially realised during 2023–2025
	Themed guided discussion sessions for staff.	TASY Group	Realised in 2025 (TASY coffee sessions)
Pride week/month	Highlighting the theme of equality in communication channels, visuality	VIMA/ HALHR	Realised 2024: communication highlights, in 2025 Syke's Pride lunch/picnic & blog post
Family-friendly workplace	Encouraging the sharing of family leaves and looking for ways to support project managers in redistributing work	HAL	Partially realised during 2023–2025
	Participating in the Bring Children to Work day at all locations. Communicating that you can bring a child other than your own	VIMA/Assistants	Carried out annually in November 2023–2025
Prevention of inappropriate treatment and harassment	Highlighting the theme through internal news, reminding people of instructions	HAL	Partially realised during 2023–2025

**Table L1.2. Pay fairness**

Subject	Objective	Measures	Responsible party
Development of the remuneration system and improvement of the comprehensibility of the system.	Job structures/career path models made visible through reference job descriptions as part of the reform of the remuneration system.	HAL HR, HR Manager / ARVI Group (Remuneration System Development Group)	The development of the remuneration system has been promoted during 2024–2025.  In 2025, Syke has prepared for the negotiations on the new remuneration system and communicated the process to the staff
	Development of pay of supervisory positions	HAL HR, HR Manager / ARVI Group (Remuneration System Development Group)	The development of the remuneration system has been promoted during 2024–2025.  In 2025, Syke has prepared for the negotiations on the new remuneration system and communicated the process to the personnel
	Increasing the understanding of pay of supervisors and personnel through training	HAL HR, HR Manager / ARVI Group (Remuneration System Development Group)	The development of the remuneration system has been promoted during 2024–2025.  In 2025, Syke has prepared for the negotiations on the new remuneration system and communicated the process to the personnel
Developing the remuneration system, increasing transparency and openness.	Use of various pay components, e.g. group bonuses, employee benefits. Communicating pay-related matters to the staff.	HAL/ HR, HR Manager VIMA	The measure has not been promoted

**Table L1.3. Recruitment and orientation**

Objective	Measures	Responsible party	Schedule and actual
Piloting anonymous recruitment	Testing the implementation of anonymous recruitment in the renewed Valtiole.fi system	HAL/ HR Recruitment Specialist/ HR Manager	Anonymous recruitment has been included in Syke's recruitment practices for 2024–2025
Harmonisation of general orientation	Updating the orientation plan form	HAL AS HAL HR	Completed in 2024
	General orientation material	HAL AS HAL HR	Completed in 2024
	Utilisation of the government's orientation programme	HAL AS HAL HR	Completed in 2024
	Increasing diversity training, e.g. adding an eOppiva course to orientation for every Syke employee	HAL AS HAL HR	Completed in 2024
	The orientation materials are updated and supplemented with TASY content	HAL AS HAL HR	Completed in 2025
	3–4 times a year, an Info Session for New Syke Employees led by the Director General and the Research Director	HAL AS HAL HR	Continuous operations from 2025 onwards

**Table L1.4. Competence development and career advancement**

Objective	Measures	Responsible party	Schedule and actual
All objectives will be entered into the Osaava system during the performance and development discussions.	Guidelines for performance and development discussions	Supervisors, HAL Development Manager	Continuous operations in 2023–2025
	Development discussion training for supervisors	Supervisors, HAL Development Manager	Continuous operations in 2023–2025
Planning the transfer of expertise from senior staff	Launch of the Veteran programme	HAL/ HR Supervisors	Continuous operations from 2024 onwards
Development of career path models.	See Definition of reference job descriptions as part of the reform of the remuneration system. Visualisation of different career paths. Wider use of mentoring, e.g. to enable career advancement.	HAL HR/ HR Manager, ARVI Group (Remuneration System Development Group)	The measure was not implemented as such due to delays in the remuneration system reform schedule.
	As part of the performance and development discussion, the supervisor and subordinate discuss career paths and different career opportunities	HAL HR/ HR Manager, ARVI Group (Remuneration System Development Group)	Continuous operations from 2025 onwards
	An internal recruitment process launched in Syke, in which fixed-term positions can be offered internally; fixed-term positions for permanent staff, and positions filled by official appointment for all employees	HAL HR/ HR Manager, ARVI Group (Remuneration System Development Group)	Continuous operations from 2025 onwards

## Appendix 2. Additional charts related to staff structure and remuneration

Table L2.1. Sickness absences in 2024 (days) by type of absence

Type of absence	Male	Female	Total
Illness (other physician)	732	1,362	2,094
Illness (self-reported)	549	1,234	1,783
Illness (public health nurse)	8	11	19
Illness (occupational health physician)	298	1,589	1,887
Illness during partial sick leave		15	15
Illness, unpaid		255	255
<b>Total</b>	<b>1,587</b>	<b>4,466</b>	<b>6,053</b>

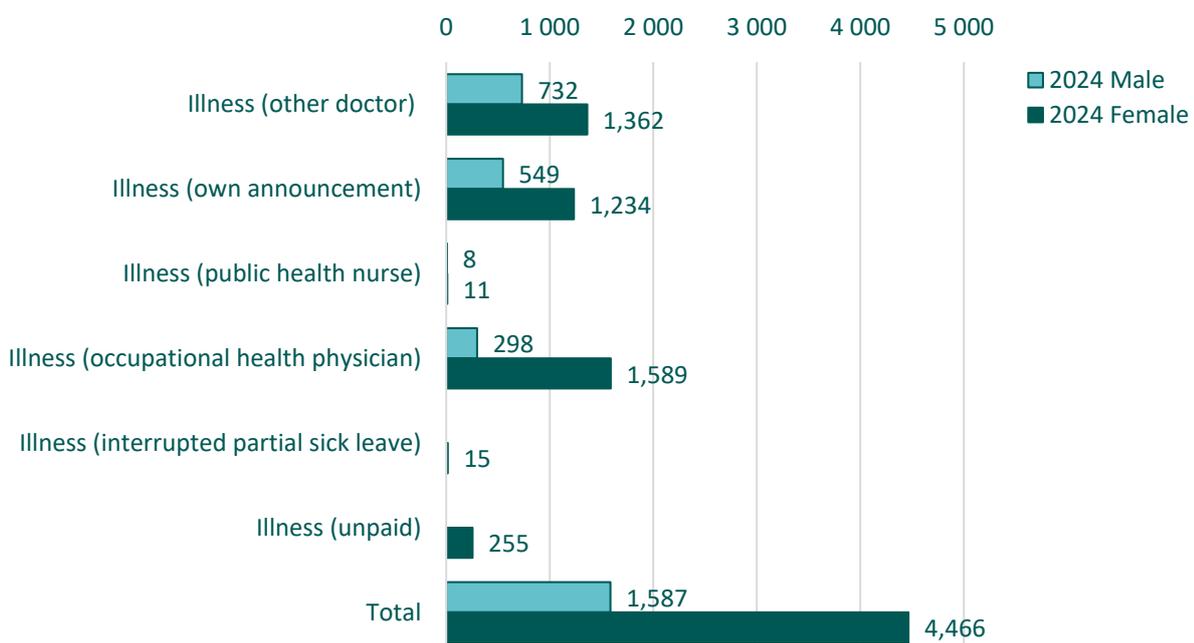


Figure L2.1. Sickness absences in calendar days by gender in 2024

**Table L2.2. Distribution of family leave in 2024**

Type of absence	Male	Female	Total
Parental leave for an adopted child		244	244
NOT IN USE. Paternity leave, unpaid (leave before the legislative reform)	41		41
Child-care leave	328	241	569
Pregnancy leave		664	664
Temporary child-care leave	95	257	352
Parental leave, paid*	288	569	857
Parental leave, unpaid**	822	2,927	3,749
<b>All</b>	<b>1,574</b>	<b>4,902</b>	<b>6,476</b>

\*Parental leave, paid (incl. also former paid paternity leave)

\*\* Parental leave, unpaid (incl. also former unpaid paternity leave)

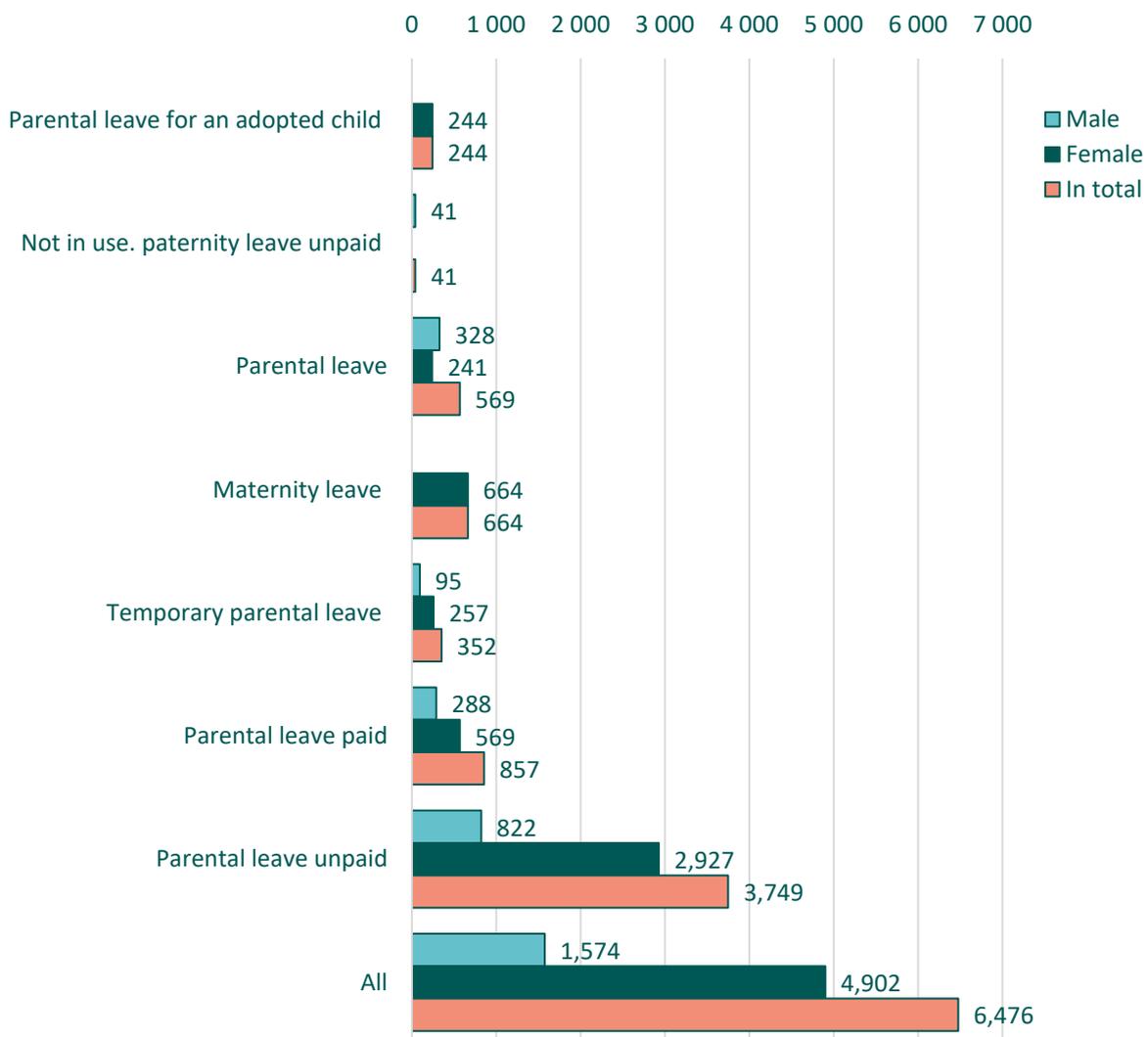


Figure L2.2. Family leave in calendar days in 2024

# Appendix 3. Summary table of the HenkilöstöBaro questions and descriptions of the response distributions

In the table, the different colours describe whether the average is at the top level, whether it requires immediate action or monitoring. The table also shows the averages of the different respondent groups:

3.25–4.00 (++)	2.80 - 3.24 (+) Good level	2.50–2.79 (+/-) Requires monitoring	2.14–2.49 (-) Requires action	2.13 or less (--) Requires immediate action
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2025Henkilöstö- Baro highlights	I prefer not to answer	M <sup>1</sup>	N <sup>2</sup>	25–34 years	35–44 years	45–54 years	55–64 years	65 years or older	Supervisor s	Staff	Top mana geme nt	Ma. <sup>3</sup>	Permane nt	EN <sup>4</sup>	FI <sup>5</sup>	1–2 days/w eek	3–4 days/w eek	Daily	Less often
Number of respondents	44	200	341	81	158	156	128	8	67	509	13	90	159						
MJ05 I believe that the change will have a positive impact on my own situation in the organisation	1.92 (--)	2.32 (-)	2.09 (--)	1.82 (--)	2.05 (--)	2.19 (-)	2.35 (-)	3.33 (++)	2.48 (-)	2.06 (--)	3.42 (++)	1.82 (--)	2.21 (-)	2.43 (-)	2.12 (--)	2.17 (-)	2.02 (--)	2.36 (-)	2.13 (-)
P03 My pay will change due to a change in work performance	1.88 (--)	2.43 (-)	2.44 (-)	2.61 (+/-)	2.50 (+/-)	2.52 (+/-)	2.10 (--)	2.86 (+)	2.65 (+/-)	2.35 (-)	2.92 (+)	2.70 (+/-)	2.38 (-)	2.67 (+/-)	2.39 (-)	2.43 (-)	2.35 (-)	2.36 (-)	2.57 (+/-)
O4 I feel that I am valued in our work community	3.02 (+)	3.53 (++)	3.29 (++)	3.40 (++)	3.43 (++)	3.40 (++)	3.25 (++)	3.63 (++)	3.52 (++)	3.32 (++)	3.77 (++)	3.49 (++)	3.35 (++)	3.52 (++)	3.35 (++)	3.36 (++)	3.36 (++)	3.33 (++)	3.50 (++)

2025Henkilöstö- Baro highlights	I prefer not to answer	M <sup>1</sup>	N <sup>2</sup>	25–34 years	35–44 years	45–54 years	55–64 years	65 years or older	Supervisor s	Staff	Top mana geme nt	Ma. <sup>3</sup>	Permane nt	EN <sup>4</sup>	FI <sup>5</sup>	1–2 days/w eek	3–4 days/w eek	Daily	Less often
05 I can be myself in our work community	3.20 (+)	3.68 (++)	3.53 (++)	3.55 (++)	3.55 (++)	3.57 (++)	3.60 (++)	4.00 (++)	3.76 (++)	3.52 (++)	4.00 (++)	3.56 (++)	3.58 (++)	3.58 (++)	3.57 (++)	3.57 (++)	3.52 (++)	3.51 (++)	3.73 (++)
06 I can influence my work	3.21 (+)	3.36 (++)	3.23 (+)	3.16 (+)	3.24 (++)	3.33 (++)	3.31 (++)	3.75 (++)	3.58 (++)	3.22 (+)	3.77 (++)	3.24 (+)	3.28 (++)	3.38 (++)	3.26 (++)	3.25 (++)	3.32 (++)	3.37 (++)	3.27 (++)
08 I can utilise my skills in my work	3.41 (++)	3.63 (++)	3.48 (++)	3.48 (++)	3.52 (++)	3.58 (++)	3.54 (++)	4.00 (++)	3.63 (++)	3.50 (++)	4.00 (++)	3.56 (++)	3.53 (++)	3.55 (++)	3.53 (++)	3.48 (++)	3.56 (++)	3.67 (++)	3.77 (++)
09 My workload is generally reasonable	3.05 (+)	3.00 (+)	2.84 (+)	3.19 (+)	2.84 (+)	2.81 (+)	2.99 (+)	3.38 (++)	2.69 (+/-)	2.94 (+)	3.00 (+)	3.21 (+)	2.86 (+)	2.98 (+)	2.91 (+)	2.94 (+)	2.85 (+)	2.90 (+)	2.97 (+)
10 I'm able to keep a healthy work-life balance	3.02 (+)	3.26 (++)	3.10 (+)	3.36 (++)	3.06 (+)	3.09 (+)	3.28 (++)	3.38 (++)	3.16 (+)	3.15 (+)	3.23 (+)	3.32 (++)	3.12 (+)	3.10 (+)	3.16 (+)	3.19 (+)	3.10 (+)	3.19 (+)	2.97 (+)
11 It is safe to share thoughts and ideas in our work community	3.16 (+)	3.66 (++)	3.49 (++)	3.61 (++)	3.56 (++)	3.56 (++)	3.50 (++)	3.75 (++)	3.72 (++)	3.49 (++)	3.92 (++)	3.70 (++)	3.51 (++)	3.65 (++)	3.52 (++)	3.51 (++)	3.57 (++)	3.42 (++)	3.80 (++)
12 Cooperation between the different work communities in our organisation works well	2.65 (+/-)	2.92 (+)	2.77 (+/-)	2.87 (+)	2.67 (+/-)	2.88 (+)	2.89 (+)	3.00 (+)	2.91 (+)	2.78 (+/-)	3.46 (++)	2.86 (+)	2.80 (+)	2.92 (+)	2.80 (+)	2.79 (+/-)	2.80 (+)	2.84 (+)	3.03 (+)
14 Interaction in our work community is respectful	3.19 (+)	3.56 (++)	3.38 (++)	3.50 (++)	3.38 (++)	3.47 (++)	3.40 (++)	4.00 (++)	3.64 (++)	3.38 (++)	3.92 (++)	3.58 (++)	3.41 (++)	3.56 (++)	3.42 (++)	3.39 (++)	3.52 (++)	3.30 (++)	3.80 (++)
21 My supervisor is fair	3.48 (++)	3.84 (++)	3.63 (++)	3.81 (++)	3.75 (++)	3.65 (++)	3.66 (++)	3.88 (++)	3.79 (++)	3.68 (++)	3.92 (++)	3.86 (++)	3.69 (++)	3.79 (++)	3.69 (++)	3.68 (++)	3.70 (++)	3.71 (++)	3.93 (++)

2025Henkilöstö- Baro highlights	I prefer not to answer	M <sup>1</sup>	N <sup>2</sup>	25–34 years	35–44 years	45–54 years	55–64 years	65 years or older	Supervisor s	Staff	Top mana geme nt	Ma. <sup>3</sup>	Permane nt	EN <sup>4</sup>	FI <sup>5</sup>	1–2 days/w eek	3–4 days/w eek	Daily	Less often
27 The activities of the top management in our organisation are people-oriented	2.43 (-)	2.94 (+)	2.87 (+)	2.79 (+)	2.87 (+)	2.88 (+)	2.92 (+)	3.38 (++)	3.13 (+)	2.79 (+)	3.92 (++)	2.87 (+)	2.88 (+)	2.92 (+)	2.87 (+)	2.84 (+)	2.98 (+)	2.88 (+)	2.87 (+)
37 I feel that the staff in our organisation are treated fairly and equally	2.83 (+)	3.27 (++)	3.02 (+)	3.04 (+)	3.03 (+)	3.09 (+)	3.20 (+)	3.38 (++)	3.52 (++)	3.01 (+)	3.92 (++)	3.07 (+)	3.10 (+)	3.20 (+)	3.07 (+)	3.09 (+)	3.13 (+)	2.98 (+)	3.20 (+)
38 Our organisation consults the employees when making decisions concerning them	2.74 (+/-)	2.99 (+)	2.86 (+)	2.96 (+)	2.75 (+/-)	2.88 (+)	2.98 (+)	3.50 (++)	3.26 (++)	2.81 (+)	3.85 (++)	2.85 (+)	2.88 (+)	2.78 (+/-)	2.89 (+)	2.85 (+)	3.04 (+)	2.89 (+)	2.83 (+)
39 I feel that our organisation rewards employees fairly	2.28 (-)	2.80 (+)	2.67 (+/-)	2.85 (+)	2.64 (+/-)	2.70 (+/-)	2.69 (+/-)	3.00 (+)	2.74 (+/-)	2.64 (+/-)	3.73 (++)	2.98 (+)	2.65 (+/-)	2.89 (+)	2.66 (+/-)	2.70 (+/-)	2.69 (+/-)	2.67 (+/-)	2.64 (+/-)

<sup>1</sup> M=Male

<sup>2</sup> N=Female

<sup>3</sup> Ma. Fixed-term

<sup>4</sup> English

<sup>5</sup> FI= Finnish