

Finnish Institute of
Occupational Health

Equality and Non- Discrimination Plan **2026-2030**



Introduction

This equality and non-discrimination plan for 2026–2030, covering both staff policy and operational activities, has been prepared by the equality and non-discrimination team of the Finnish Institute of Occupational Health (FIOH). Our objective is to establish structures for long-term, goal-oriented equality and non-discrimination work.

OUR PREVIOUS equality and non-discrimination plan concerning staff policy was for 2021–2025. It focused on development measures concerning personnel, but also included some objectives related to external activities. Our previous operational equality and non-discrimination plan covered the period 2023–2025. Its objective was to promote gender equality in our operations and services.

The combined operational and staff policy equality and non-discrimination plan for 2026–2030 has been developed to facilitate the annual monitoring of objectives and actions, and to harmonise our equality and non-discrimination work. The plan has been revised by combining the operational equality and non-discrimination plan with the staff policy plan. Measures related to staff policy and operational development have been separated into their own tables in the plan. Going forward,

we will set priorities for both staff policy and operational objectives and measures promoting gender equality and non-discrimination for five-year periods. The staff policy equality and non-discrimination plan includes measures to promote gender equality and non-discrimination as an employer. The plan includes a pay survey.

In order to define the plan's measures, we assessed the current situation and incorporated new development measures – with the views of FIOH's management team in mind – in order to boost the achievement of non-discrimination and gender equality in our staff policy and operations. Some of the measures are the same as those in the previous plans. We will continue implementing them as part of our staff policy and operational development.

We regularly survey the staff experiences of non-discrimination and gen-

der equality through dedicated equality and non-discrimination surveys, as well as through other staff surveys. FIOH staff can contact the equality and non-discrimination team or provide suggestions, for example through surveys, regarding new practices and measures needed to promote gender equality and non-discrimination at the Finnish Institute of Occupational Health.

The equality team and the parties responsible for the measures will monitor the implementation of the plan four times a year. We will inform staff about the progress of the measures outlined in the plan through our internal channels and at staff events. An updated report of the plan will be published on FIOH's website and intranet every two years.



LAWS GUIDING THE PLAN

THE FINNISH Institute of Occupational Health complies with the Act on Equality between Women and Men (609/1986) and the Non-Discrimination Act (1325/2014) both as an employer in its staff policies and as a public organisation in its operations.

THE PURPOSE of the Act on Equality between Women and Men is to prevent discrimination based on gender and promote equality between women and men. The Act also prohibits discrimination based on gender identity or gender expression. According to the Act on Equality between Women and Men, every employer must actively and systematically promote gender equality in working life.

THE AIM of equality planning is to promote the placement of women and men in diverse roles and provide them with equal opportunities for career advancement; encourage all genders to apply fairly for available positions; ensure equality between women and men in working conditions, especially in pay; facilitate the harmonisation of work and family life for all genders by paying attention to work arrangements; and act in a way that prevents gender-based discrimination and sexual harassment.

THE PURPOSE of the Non-Discrimination Act is to promote equality and prevent discrimination. According to the Act, no one may be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, health, disability, sexual orientation or any other personal characteristic.

UNDER THE Non-Discrimination Act, employers must assess the implementation of equality in recruitment and in the workplace with regard to different grounds of discrimination, and, taking the needs of the workplace into account, develop working conditions and the practices followed in selecting staff members and making decisions affecting staff.

IN ADDITION to the Equality and Non-Discrimination Acts, the Constitution, the Employment Contracts Act and the Occupational Safety and Health Act include provisions on equity, gender equality, equal treatment and the prohibition of discrimination.

Equality and non-discrimination work at the Finnish Institute of Occupational Health

The Finnish Institute of Occupational Health is Finland's leading expert in health and safety at work. We carry out multidisciplinary research and translate our findings into practical solutions to help people in their daily life at work. We are making Finnish working life the best in the world.



Hyvinvointia työstä - Kestävästi

Rakennamme
kestävää työelämää,
joka luo hyvinvointia ja
tuottavuutta koko
yhteiskunnalle



Toimimme
vastuullisesti ja
edistämme kestävyyttä
työyhteisössämme ja
kumppanuuksissamme



Image 1. The UN Sustainable Development Agenda (AGENDA 2030), Finland's Sustainable Development Strategy (2022–2030) and the main objectives of the equality and non-discrimination team: gender equality and the reduction of inequality.

OUR WORK impacts every working-age person in Finland in one way or another. We provide independent and up-to-date research information to support decision-making in society. Together with our stakeholders, we are enhancing work communities, environments and the ability to achieve sustainable productivity growth. For 80 years now, our efforts have contributed to improving wellbeing in workplaces and extending career spans in society.

FIGH STAFF work to make Finnish working life the best in the world, ensuring that work generates wellbeing for individuals, workplaces and society as a whole in the diverse and changing circumstances of working life. Promoting social responsibility

is at the very core of our operations. Our work aims to ensure that everyone has equal opportunities to participate in working life, regardless of gender, age, nationality or any other personal characteristic. Our goal is to increase work productivity and extend career spans by comprehensively promoting occupational health, safety and wellbeing. The world's best working life needs all of us.

FIGH'S STRATEGY is guided by the UN's 2030 Agenda for Sustainable Development and Finland's national sustainable development strategy. In line with the UN Sustainable Development Goals, we are committed to advancing e.g. Goal 5: Gender Equality and Goal 10: Reduced Inequalities (Figure 1). Promoting the above-mentioned goals forms the basis and central objective of the work of FIOH's equality and non-discrimination team. The team consists of representatives from FIOH's HR, research and support services, as well as the occupational safety manager and the Helsinki occupational safety and health representative. The chair of the working group is held by HR.

THE EQUALITY and non-discrimination plan serves as a tool and a living document for promoting social responsibility, non-discrimination and gender equality. The staff policy and operational objectives are intended to promote equality and non-discrimination, and to prevent and address discrimination, both in staff policies and outward-facing operations. The objectives are promoted through measurable actions. The equality and non-discrimination team will monitor the implementation of measures four times a year by using an internal tracking table.

THE EQUALITY and non-discrimination plan, along with its annual reports, will be reviewed by FIOH's management team and the cooperation committee. Both the plan objectives and the related measures will be reviewed and, if necessary, updated annually. From 2026 onwards, the implementation of measures and the achievement of objectives will be reported in the equality and non-discrimination plan's report, published every two years. The plan and the report of the updated plan will be published on FIOH's intranet and website. Other topics promoting equality and non-discrimination will be highlighted in FIOH's internal communications, its social media channels and on its website.

Managing the equality and non-discrimination work

IN ADDITION to the equality and non-discrimination team, the entire FIOH organisation participates in the work that promotes non-discrimination and gender equality, including management and supervisors, HR, occupational safety and staff.

THE RESPONSIBILITY for advancing each of the goals that promote equality and non-discrimination is assigned either to the team or to the relevant representatives of the employer or employees. The operations of the equality and non-discrimination team are monitored by a steering group composed of FIOH's directors.

EACH SUPERVISOR is responsible for ensuring the implementation of gender equality and non-discrimination within their own unit. The equality and non-discrimination team, together with HR, supports the supervisors by preparing background materials to assist with unit-level recruitments, for instance. The overall responsibility for promoting equality and non-discrimination rests with FIOH's management team. The employer must assess how equality is achieved in recruitment and in the workplace, taking into account e.g. various grounds of discrimination, and the workplace must develop working conditions and procedures that are applied to staff selection and staff-related decisions.

Equality and non-discrimination in procurement

EQUALITY AND non-discrimination also apply to FIOH's procurement activities. We are committed to ensuring that gendered job titles are not used in procurement documents. We also avoid discriminatory or stereotype-reinforcing language in procurement documents. In addition, we strive to include a statement in our requests for quotes and contract terms that the supplier complies with equality and non-discrimination legislation and treats its employees and subcontractors without discrimination.

ACCESSIBILITY IS taken into account in procurements by including provisions in contract templates that the Act on the Provision of Digital Services (306/2019) and its accessibility requirements are observed in procurements and tendering processes. Furthermore, requests for quotes may require the supplier to describe how accessibility is ensured in the products and services delivered.

WHERE APPROPRIATE, procurements may also include evaluation criteria that support equality and non-discrimination. Such evaluation criteria may include elements such as accessibility, consideration of the diversity of user groups or the supplier's responsible personnel practices.



Accessibility

FIOH OPERATES in five locations and six different premises: Helsinki Käpylä (from spring 2026), Helsinki Arinatie, Tampere, Oulu, Kuopio and Turku. The facilities are leased, except for the property at Arinatie in Helsinki.

THE ACCESSIBILITY assessments of the facilities are an ongoing process, with evaluations conducted approximately every two years. Any shortcomings

identified in the accessibility assessments are forwarded to the property owners for resolution. However, it should be noted that we cannot directly influence all accessibility issues in leased premises. However, we can influence certain accessibility solutions, such as furnishings, the procurement of work tools and organising accessible events, even in leased premises.

THE OCCUPATIONAL safety organisation most recently conducted accessibility assessments at all premises in 2020. The accessibility of the Helsinki Käpylä facility was already considered during its design phase. After the move, an accessibility assessment will be conducted on the new premises to verify the implementation of the design.

Principles of a safer space

We adhere to the principles of equality and a safer space in all our activities. The principles of a safer space refer to considerate and respectful behaviour towards everyone.

IN 2024, we implemented the principles of a safer space in our training and event production. The principles apply to FIOH staff, partners, as well as speakers and participants in all events organised by the Finnish Institute of Occupational Health. Speakers are informed of the principles in the invitations, and participants must agree to adhere to them when registering.

IN THE upcoming period 2026–2030, we will also implement the principles of a safer space internally as part of the objectives of the equality and non-discrimination plan. The principles have been created by adapting FIOH's safer space guidelines for events. In the FIOH work community, the principles are referred to as the "principles of good workplace behaviour". They will be incorporated into the induction process for all new employees. Additionally, the principles will be included in the "Prevention and Handling of Harassment and Inappropriate Behaviour" guidelines. If inappropriate behaviour or harassment occurs within our work community, the principles will be reviewed with those suspected of discriminating against others or treating others inappropriately.

THE PRINCIPLES OF GOOD WORKPLACE BEHAVIOUR AT FIOH

As a member of the Finnish Institute of Occupational Health's work community, you are responsible for ensuring that:



Everyone in our work community has the opportunity to speak up and be heard, regardless of gender, background, status or any other individual characteristic



You respect all members of the work community, their experiences and the way they are



You do not treat anyone inappropriately or harass them verbally, by touching or staring at them



You do not speak offensively or insultingly to or about anyone



You will change your behaviour if asked or told to do so



Disagreements and differences of opinion are not a bad thing, as long as the tone of discussion remains respectful

If you experience harassment or inappropriate treatment in our workplace, do the following:



CONTACT YOUR SUPERVISOR or your supervisor's supervisor. Supervisors have a duty to address inappropriate behaviour and harassment. Occupational safety and health representatives and union representatives will provide support in addressing the matter, if necessary.



IF YOU CAN, address any inappropriate behaviour you observe. Ask the person responsible to stop and show empathy and understanding to the individual who has experienced harassment or inappropriate treatment.

The impact of AI on equality and non-discrimination

THE EU AI Act guides the use of artificial intelligence, its development and skill development at FIOH. According to the Act, employers must ensure that their staff have adequate AI literacy. At the same time, the Act aims to promote the responsible development and deployment of AI to ensure that AI is developed and used safely, ethically and with respect for fundamental rights (European Commission, 2024; European Union, 2024).

FROM 2026 onwards, a key strategic competence of FIOH will be the development of AI literacy, which will include building expertise on the impact of AI on equality and non-discrimination. AI literacy is acquired when we ensure that employees understand what AI is and are able to apply it thoughtfully, approach the data it generates with a critical mindset and recognise the ethical implications of its use.

THE FULL impact of AI on gender equality and non-discrimination is difficult to predict (Tuominen & Snell, 2025). The training of modern AI models is largely based on the reality formed by online content. This worldview forms the foundation of everything generated by AI. Although human and gender

diversity is an essential and existing part of our world, online content does not fully reflect this diversity: biases can be found in all types of materials, and these materials are used to train AI systems and large language models like ChatGPT (Suomi.fi, 2025; University of Helsinki, 2024). For this reason, AI systems and data biases can perpetuate gender stereotypes, violate people's fundamental rights and cause or reinforce discriminatory practices and gender-based inequality (Tuominen & Snell, 2025). It is important to consider that individuals writing online are not always right or may be intentionally providing incorrect information. Additionally, people writing online represent only a small fraction of all internet users. Subtle yet widespread societal biases, such as gender bias in medicine, are also included in the training data of large AI systems and, therefore, in the AI models trained on this data.

HOWEVER, THE harmful effects of AI on gender equality and non-discrimination can be mitigated through the careful and responsible development and deployment of AI, as well as by enhancing the AI literacy of the staff. Our goal for the 2026–2030 period, in line with the plan, is for all FIOH employees to be

aware that AI systems may perpetuate and reinforce societal biases and discriminatory practices. The measures to achieve this goal include training on the impact of AI on equality and non-discrimination, developing guidelines, offering AI and data biases training and teaching how to work with imperfect AI. Additionally, we will monitor the development of the topic and update our guidelines and the plan's objectives, as necessary.

ALTHOUGH OUR objectives focus on the internal development of skills at the Finnish Institute of Occupational Health and increasing employees' AI literacy, the development of AI expertise will have an impact on our customers and stakeholders as well. The objectives have been set because, as the use of AI increases at FIOH, we feel that improving AI literacy in relation to equality and non-discrimination is highly important.

ACCESSIBILITY OF DIGITAL SERVICES



THE ACCESSIBILITY Directive and the subsequent national legislation require public authorities, including us at FIOH, to make our digital services accessible. We adhere to the WCAG (Web Content Accessibility Guidelines) 2.1 criteria at the A and AA levels.

ACCESSIBILITY IS part of the "design for all" principle, which ensures equal opportunities for using digital services, even for those with functional limitations, such as impaired vision or hearing. We aim to ensure equal opportunities for everyone to access our digital services. Accessibility means that every user, regardless of their abilities, language background or technical skills, can use the Finnish Institute of Occupational Health's digital services smoothly, securely and in an equal way.

THE ACCESSIBILITY work involves the technical, content-related and functional development of services. This includes, among other things, the use of clear language, understandable structures, enabling alternative presentation formats, sufficient contrasts, supporting solutions for screen readers and testing service usability with various assistive technologies and user groups.

WE RESPOND to identified shortcomings and continuously improve our digital services based on the principle of continuous improvement. We provide our staff with the necessary skills and training to produce accessible digital content and services.



Equal and gender-sensitive communication

In a changing work environment, everyone is needed, which is why different groups of people must find common ground in connection with the content and representations related to working life.

FIOH IS on everyone's side in Finnish working life, so our communication must reflect the reality of everyday work extensively.

THE COMMUNICATION of the Finnish Institute of Occupational Health, particularly visual communication, is inclusive. Recognising the diversity of people provides points of identification, reflects our values and strengthens social trust. Our brand guidelines direct communication in line with our values.

BY PARTICIPATING in diversity-promoting events and campaigns (such as the anti-racism campaign and Pride month), we can build a more equal society and also communicate our values as an employer to current and potential FIOH employees.

Image 2. FIOH staff members at the Pride parade in summer 2025.

**Review of the
achievement of
previous plan
objectives**



DURING THE previous planning period, the staff policy (2021–2025) and the operational (2023–2025) equality and non-discrimination plans were developed separately. The monitoring of the objectives of the previous staff policy and operational plans was documented in the joint annual equality and non-discrimination plan reports in 2021–2024. The equality team has conducted an annual review of the progress made towards the objectives and measures set in the plan. Additionally, the HR department has conducted an annual statutory salary comparison by job title group.



Table on the achievement of staff policy objectives in 2021-2025

The use of the term *esihenkilö* has become an established practice

THEME	TARGET 2025	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
Equal treatment	No one is discriminated against or placed at a disadvantage based on their gender, gender identity, age, beliefs, ethnic background, health status or any other personal reason.	Discrimination and harassment cases are addressed in accordance with the operational model outlined in the quality guidelines	Supervisors	The quality guidelines were updated in 2024 regarding the handling of discrimination and harassment cases. Reported harassment cases have been addressed and changes to the quality guidelines have been communicated to supervisors. At the beginning of 2026, specific guidelines for addressing technology-mediated sexual harassment were added.
	Regular updates on the equality and non-discrimination situation experienced by the Finnish Institute of Occupational Health staff	An equality survey is carried out at least every five years	Equality team	The previous equality survey was conducted at the beginning of 2025, with the prior one in 2020. In early 2025, a staff survey was conducted to assess employees' experiences of the achievement of equality and non-discrimination. Results reported in the plan.
	All employees are aware of the equality and non-discrimination plan, and they have access to it	The plan is communicated to all staff and is available for everyone to read. Staff are informed annually during the annual assessment	Equality team	The plan was completed at the end of 2020. Staff have been informed about it. The plan and annual reports are available on the intranet. The main plan has also been published on FIOH's website. The 2024 annual report was published on the intranet, and staff were informed about its release.
	The implementation of a gender-neutral and gender-conscious organisational culture is promoted	A discussion is initiated with staff and the management team about discontinuing the use of the term <i>esimies</i> and adopting a suitable gender-neutral alternative. Feedback is sought from staff on alternative terms. The necessary update actions in connection with the potential change of the term <i>esimies</i> are assessed.	Equality team, HR, management team	The assessment has been completed, staff have been consulted and the management team has discussed the topic. The use of the term <i>esihenkilö</i> has become an established practice. The guidelines have also been updated, and the outdated term is no longer in use.

THEME	TARGET 2025	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
Pay	Equal pay is implemented (no discriminatory factors)	The average total salary by gender is monitored annually by job title group	HR and supervisors	<p>A separate review in groups where the gender pay gap exceeds 10%.</p> <p>A salary and job title group comparison and a separate review were conducted in 2022–2025. Since 2025, a separate review has been and is conducted if the pay gap exceeds 5%.</p> <p>2024: In the job title group "Researchers", the average salary for women was 85% of the average salary for men.</p> <p>2025: In the job title group "Researchers", the average salary for women was 91% of the average salary for men.</p>
	Equal pay is implemented (no discriminatory factors)	A pay equality workshop is organised for supervisors, with an advance exercise of reviewing employees' pay gaps.	HR and supervisors	<p>Workshop completed.</p> <p>Not completed. The workshop was replaced by a section on pay transparency at the Supervisors' Day in 2023. Additionally, a comparison of job title complexity and pay grade groups was made, which is used as a reference in coordination processing (e.g. when comparing salary proposals for new and existing employees).</p>
	Awareness of the pay system and the criteria for determining salaries is increased	An easily understandable visual presentation of the compensation system is created	HR and graphic designer	<p>Presentation completed.</p> <p>A presentation of the pay system was created for the intranet in 2021 and informational sessions were organised for the staff in 2021 and 2022. The matter will be addressed again in 2026 in HR management, before the implementation of the pay transparency directive.</p>
	Performance reviews are fair and equal	Clearly presented information on how the performance criteria are formed	HR and supervisors	The performance criteria are described on the intranet.
Career development	Opportunities for career development are realised	Sample job descriptions are updated for everyone. Job descriptions are reviewed and updated regularly, e.g. during performance reviews	Supervisor, all staff	<p>Job descriptions are up to date.</p> <p>Sample job descriptions for professional groups were created in 2022, and the process of saving new sample job descriptions in the HR system Helmi has continued throughout 2023. A description of the sample job descriptions has been published on the intranet and staff have been informed about them.</p> <p>2025: Sample job descriptions have been created for all new and current employees. In the employment initiation process, a sample job description is created for each new employee no later than before the end of the probationary period.</p>
	Opportunities for career development are realised	Information about career development opportunities is available to all employees. A performance review is held with each individual	Supervisor, all staff	<p>Annual performance reviews completed.</p> <p>The performance review practices were updated at the beginning of 2025. The new practices have been introduced to the supervisors. The practices take career development opportunities and skill development better into account. The practices are the same for everyone. The career path intranet site has also been updated.</p>

Efforts to promote accessibility are ongoing

THEME	TARGET 2025	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
Accessibility	The accessibility of shared spaces at the workplace is ensured	An accessibility survey is conducted at all locations. The necessary corrective actions are taken.	Occupational safety manager and property manager	<p>Accessibility surveys have been conducted at the locations.</p> <p>Accessibility surveys were conducted at each location during 2021.</p> <p>Completed. No needs identified for corrective actions in 2024. Accessibility has been taken into account in the planning of new space modifications.</p>
	FIOH and its staff are aware of the importance of taking accessibility into account	Staff training is organised on accessibility	HR, all staff	<p>Staff trained. An indicator on the importance of accessibility will be added to the next equality survey.</p> <p>Partially completed.</p> <p>2024: Subtitling tools have evolved significantly. An AI-based subtitling tool was purchased for Dream Broker, and Microsoft's AI-based subtitling tool also developed significantly.</p> <p>In 2025, a session on accessibility was organised at FIOH's trainers' forum. Additionally, a notice has been sent regarding the accessibility of videos, stating that all videos must be accessible and will be retained for the time being.</p>
	Accessible meeting practices in both internal and external events are ensured, as well as clear procedures, such as microphone use and readability (colour blindness, font size)	Communication about the meeting practices, available tools and presentation materials is provided with accessibility in mind	All staff, staff training	<p>Staff have been trained; customer satisfaction: deviations from accessibility have been addressed and corrections made.</p> <p>Instructions on accessible meeting practices have been communicated through the accessibility guidelines on the intranet and training sessions.</p> <p>Work to promote accessible meeting practices is ongoing and, in the future, accessibility will be an important consideration in areas such as the procurement of new facilities.</p> <p>2025: No accessibility-related deviations reported. An intranet page was published regarding the accessibility of files (Word, PDF, Excel, PPT). A notice was published regarding the consideration of accessibility in procurements.</p>

THEME	TARGET 2025	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
Customers and partners	Equality is taken into account in strategic projects	Gender impact assessment of strategic projects	Project managers	<p>Guidelines for gender impact assessment have been published, and assessments are conducted accordingly in strategic projects.</p> <p>The guidelines were published in 2021 and can be found in the quality guidelines and M-Files.</p> <p>2024: The quality guidelines define that gender impact assessment is part of the final evaluation for all projects in FIOH's RDI process. Impact assessments are also carried out in several RDI projects as part of the project plan submitted to the funder.</p>
	Communication materials aimed at FIOH's customers are produced with accessibility in mind	Accessibility training and information are regularly available to all staff.	Brand unit, all employees working with customers	<p>Accessibility achieved.</p> <p>The guidelines are available to staff on the intranet. All of FIOH's open online training courses are accessible and communication materials aimed at clients are always reviewed for accessibility criteria before publication.</p> <p>Additionally, an operational equality plan has been created, which includes the accessibility principles for external activities. Completed.</p> <p>2024: The guidelines can be found on the intranet.</p> <p>The Finnish Institute of Occupational Health's brand book was published in an accessible format. The brand book includes guidelines for brand-compliant and accessible marketing and communication.</p>

Table on the achievement of operational objectives in 2023-2025

FIOH adheres to the principles of a safer space

THEME	TARGET 2025	MEASURES	MONITORING INDICATORS AND STATUS
Operational objectives	Customer understanding is increased with the equality and non-discrimination perspectives in mind	Customer feedback survey results are reviewed from the perspective of equality and non-discrimination.	Customer feedback survey results have been regularly reviewed from the perspective of equality and non-discrimination. Review completed.
	The customer feedback handling process is further developed	A procedure is developed for how to proceed if a customer feels that they have been discriminated against or treated unequally.	The standardisation of the customer feedback handling process has been completed. The staff are familiar with the procedure. Customer feedback has been processed in the business units regularly when necessary, while taking the equality and non-discrimination perspective into account (items 1 and 2).
	Customer and stakeholder service experiences are investigated, taking into account individuals with functional limitations, non-native speakers, cultural minorities and gender diversity	A study is planned for the update of the equality and non-discrimination plan, which will ask different customer groups and stakeholders about their experiences with FIOH's services and with its equality and non-discrimination work (e.g. the targeting of research). The aim is to obtain an external assessment of the equality of the operations or, for example, the targeting of measures that promote equality.	The study is planned to be carried out by the end of 2024. Postponed to 2025. The stakeholder survey was carried out as part of the sustainability work. The responses concerning equality and non-discrimination have been reviewed and taken into account in the operational goals for 2026-2030.
	Customers who need targeted services and the documents that describe their needs are identified	Staff are informed about the needs of customers who require targeted services and the documents that describe those needs (e.g. disability card)	Staff have been provided with information about special groups that may require targeted services and the documents that describe them. Not completed, but considered in patient activities.
	Accessible meeting practices are promoted	Accessible meeting practices in both internal and external events are ensured, as well as clear procedures, such as microphone use and readability (colour blindness, font size).	Staff have received training. Deviations from accessibility have been addressed and corrections made. Completed.
	FIOH adopts safer space principles	Safer space principles applicable to FIOH are developed. Staff are informed about them and trained on them.	The safer space principles were developed and approved in 2024, and they are available on the website. The staff are aware of the principles and know how to act in accordance with them. New employees also receive information on them. Completed.
	The staff have a better understanding of why it is important to pay attention to the promotion of equality and non-discrimination in their work and the ways in which they can be promoted	Theme days or weeks related to equality are organised, during which concrete examples are used to highlight why accessibility is important to consider, what is meant by diversity and non-discrimination, and how they should be taken into account. Experts by experience are utilised where possible.	Theme day or days have been organised annually. Not completed. Taken into account in the 2026 objectives.

THEME	TARGET 2025	MEASURES	MONITORING INDICATORS AND STATUS
	The staff structure becomes more diverse	Job advertisements are reviewed and developed from the perspective of equality and non-discrimination	<p>Equality and non-discrimination perspectives have been taken into account as part of the recruitment reform.</p> <p>Completed.</p> <p>The recruitment procedures were reformed and standardised in 2025. The new recruitment practices are equal for everyone and aim to be non-discriminatory. Additionally, e.g. the application form has been made gender-neutral, plain-language and accessible. Furthermore, anonymous recruitment will be piloted starting in 2026 with suitable job advertisements. Personal information and job application forms do not ask for age, gender or place of birth.</p>
	Staff competence related to accessibility is strengthened	Accessibility training and information are available to all staff	<p>Existing accessibility guidelines are communicated and training is regularly offered.</p> <p>Completed.</p> <p>The guidelines have been updated in accordance with legislation, national instructions and WCAG accessibility principles, and they have been regularly communicated, e.g. on the intranet.</p> <p>A session on the accessibility of PowerPoint presentations, Moodle content and PDF files for learning events was held at the trainers' forum in 2025.</p>
	The ability of those working in RDI projects to assess the gender and equality impacts of projects, and their awareness of the importance of considering these elements in projects, improves	<p>RDI staff receives training or information on assessing gender and equality impacts, as well as on funders' requirements.</p> <p>A sufficiently comprehensive procedure for assessing gender and equality impacts is developed or acquired for the staff.</p>	<p>Completed.</p> <p>Information has been provided and assessments have been carried out in accordance with the quality guidelines. A procedure can be found on the intranet that supports the assessment of gender and equality impacts of RDI projects.</p> <p>Guidance on assessing the gender impacts of projects is included in the documents that govern the RDI activities.</p> <p>In A-level projects and other projects specifically identified as being strategically key, the need for a gender impact assessment must be determined at the start of the project's planning phase.</p>
	Equality and non-discrimination in working life improve	<p>Funding is sought for new RDI projects related to diversity in working life.</p> <p>The results of ongoing projects and completed projects that are still relevant are communicated through various channels.</p>	<p>Completed.</p> <p>New projects have been planned and funding has been sought annually. For example, the projects Recruitment from Abroad and Employee Retention in the Social and Health Care Sector, and Neurodiversity in Working Life – Solutions for Promoting Sustainable Careers in Workplaces.</p> <p>The Work Ability and Careers unit has had a dedicated group for discussions on diversity and equality, where information on related funding opportunities and application processes has been shared.</p>



**Building sustainable
working life**
- Operational equality and
non-discrimination plan

State-subsidised activities

Our Centre of Expertise for Research is responsible for FIOH's research, development and impact activities, which are mainly funded through state subsidies.

OUR OPERATIONS are based on scientific research, through which we seek solutions e.g. to population ageing and increasing diversity, new technologies and ways of thinking, and climate change from the perspective of working life. At the same time, we create research-based responses to socially significant questions related to occupational health, safety and wellbeing at work. We aim to support Finland's economic growth, increase work productivity, improve work ability and renew skills in a changing and increasingly diverse working life.

IN ADDITION, the Centre of Expertise for Research carries out occupational medicine patient activities, provides specialist training in occupational medicine in collaboration with universities and maintains various networks that promote safe and healthy work, such as the Zero Accidents Forum and the Occupational Health Quality Network.

RDI

THE FINNISH Institute of Occupational Health conducts high-quality research that serves working life in Finland. The research projects focus on key issues in working life, as well as e.g. employees and workplaces where deficiencies have been observed in occupational health or safety, or in the management of related risk factors. Additionally, a central goal of some research projects is to promote gender equality and equal opportunities in Finnish working life.

AMONG OTHER things, current and completed projects have addressed age management, the promotion of mental health, multiculturalism, neurodiversity, social sustainability, the reconciliation of work and other aspects of life, and family-friendly working life. The research in these projects has focused on employees of different ages, of different genders, those with partial work capacity, immigrants and employees with disabilities, for instance.

Project guidelines

THE DOCUMENTS that guide the RDI activities of the Finnish Institute of Occupational Health and are intended for the staff provide instructions on assessing the gender impacts of projects. In A-level projects and other projects specifically identified as being strategically key, the need for a gender impact assessment must be determined at the start of the project's planning phase. In FIOH's RDI projects, all projects are instructed to conduct a gender impact assessment at the end of the project, regardless of the project's level of complexity, as part of the final evaluations carried out at FIOH.

THE ABOVE-MENTIONED guidelines do not take into account the assessment of equality impacts. However, some project funders require both gender equality and non-discrimination impact assessments to be carried out at different stages of the project, from preparation to completion.

Examples of materials and tools created in our RDI projects that promote non-discrimination and gender equality:

- [How to promote diversity in recruitment? | Finnish Institute of Occupational Health](#)
- [Diversity and inclusivity in an expert organisation | Finnish Institute of Occupational Health](#)
- [First steps in diversity and inclusion work | Finnish Institute of Occupational Health](#)
- [Recruitment from abroad and employee retention in the social and health care sector | Finnish Institute of Occupational Health](#)
- [Neurodiversity in working life – solutions for promoting sustainable careers in workplaces \(NEMO\)](#)
- [Harmonising work and family life | Finnish Institute of Occupational Health](#)
- [Statutory perspective on promoting non-discrimination and gender equality | Finnish Institute of Occupational Health](#)
- [Creating non-discriminatory career paths | Finnish Institute of Occupational Health](#)

Ethical reviews of research

RESEARCH CONDUCTED in RDI projects is reviewed by the Finnish Institute of Occupational Health's ethics committee or another research ethics body, if the completion of the research requires it. This is done regardless of whether the RDI projects are classified as strategic or other project types. In the ethical pre-assessment, the ethical aspects of the research must also be addressed, including any potentially discriminatory elements in the completion of the study.

A SUPPORTIVE ethical pre-assessment statement required for conducting the research requires that any potentially discriminatory elements are sufficiently addressed so that the implementation of the research does not cause harm to the participants. The assessment of the current state, carried out as a basis for the operational equality and non-discrimination plan, did not include an evaluation of the ethics committee's work or the more detailed principles guiding its work.

Patient activities

IN OCCUPATIONAL medicine patient activities, FIOH acts as the country's leading expert in the development and implementation of diagnostics for occupational diseases and work-related illnesses. We study individuals who have work-related health symptoms and a suspected occupational disease. Patient activities take place at all our regional offices. The Occupational Medicine Clinic operating in Helsinki is administratively the Finnish Institute of Occupational Health's own healthcare unit, while the occupational medicine outpatient clinics in other regions operate in collaboration with the local university hospitals.

AN ESSENTIAL part of occupational medicine is the training of physicians specialising in occupational healthcare. The specialist training in occupational healthcare includes a six-month service period, which the physicians in specialisation complete in the occupational medicine units of the Finnish Institute of Occupational Health. Annually, over

40 specialising physicians complete the occupational healthcare period. They participate in occupational medicine patient activities and receive training in various areas of occupational medicine.

IN PATIENT activities, clients are usually encountered face-to-face. It is important to take into account the patients' background and personal characteristics, such as age and gender, when planning and arranging the content of the research period. The staff members' ability to work ethically and treat patients in an equal manner has been promoted in the healthcare training provided for FIOH staff who are involved in patient activities. Insurance-related medical issues are also addressed as part of patient activities, which means that a patient may be dissatisfied with the assessment they receive. Even in these situations, it is important to follow the patient complaint procedure to ensure that patients are treated fairly. The statutory patient ombudsman services help ensure the equal treatment of patients.



Business operations

FIOH's commercial services are managed by the FIOH Centre of Expertise for TTL Services, which serves companies and public organisations across a wide spectrum throughout Finland's business sector.

OUR SERVICES are based on multidisciplinary research and decades of dialogue with workplaces. We provide research knowledge to support our clients' daily work and help them develop employee work ability and wellbeing, as well as work environments that promote safety and wellbeing.

Customers of FIOH

FIOH'S CUSTOMERS and stakeholders include a wide range of domestic and international working life operators, as well as organisations that promote workplace wellbeing. The customers who use the services of FIOH mainly consist of working-age individuals and the organisations that employ them.

THE RESPONSIBILITY for the equal and non-discriminatory treatment of customers and stakeholders rests with every employee and, ultimately, with the management of FIOH. The non-discriminatory and equal treatment of the customers, partners and other representatives of FIOH's stakeholders – regardless of age, ethnic or national origin, language, religion, beliefs, health status, disability, sexual orientation or any other personal characteristic – is an important part of the work of every member of our work community.

THE EQUAL treatment of FIOH's external customers and stakeholders is taken into account, e.g. by ensuring that all customer facilities used in the Institute's services are as accessible as possible and that the communication materials are also made accessible. In addition, all staff engaged in customer work can participate in accessibility training.

Services provided to customers

THE RANGE of services offered to customers of FIOH includes four activity areas: laboratory services, training, occupational hygiene services, and contractual research and consultation. The services offered and the clientele differ due to the nature of the activity. FIOH operates in five areas, so there are also regional differences in the customer profiles due to the location of certain activities in different areas.

- 1** In services that produce commissioned studies, occupational hygiene assessments and analyses, customers are encountered both in person and via remote connections or email. The customers' backgrounds are of no relevance and are not asked about in any context. If they want, customers can visit our service locations (e.g. to deliver a sample), but much of the work is also carried out without meeting the customers in person.
- 2** Some of our operations are based on workplace visits, during which we visit workplaces to carry out measurements or assessments. For these visits, the type of work community may be known in advance. However, we do not always know whether customers have specific needs, for example in terms of language or culture. At workplace visits, a customer's gender may have an impact, for example in that the working conditions and work environment risks to pregnant employees are assessed differently from those of others. In addition, occupational safety instructions must take into account customers who speak a foreign language or who have special physical needs (e.g. pacemakers).
- 3** We arrange training sessions and events for different target groups. Our events are safe and equal for all participants – no one is discriminated against or treated differently on the basis of age, gender, ethnic or national origin, language, religion, belief, health, disability, sexual orientation or any other personal reason. In the training sessions and events we organise, the principles of safer spaces are applied as broadly as possible, for example by holding events in accessible facilities.

The registration forms for our events do not ask for the background information (gender, age or family background) of participants. The training sessions are tailored with consideration for the participants' ages. The catering for training sessions and events takes dietary requirements based on health conditions or beliefs into account. When scheduling training sessions, major religious holidays of different faiths are taken into account.



Customer feedback, complaints and deviations

ALL OUR customers can provide feedback on the service they receive. FIOH collects and receives customer feedback through several channels. Customer feedback surveys do not include a specific question regarding equal and non-discriminatory treatment, but the open-ended response fields allow participants to provide feedback on the topic. For example, training participants are always sent a feedback survey, which includes an open-ended question that allows them to provide feedback.

BASED ON the feedback received through the surveys, no customers have felt that they have been treated in a discriminatory manner. In addition to customer feedback surveys, feedback is also received via email and through an open contact form. Additionally, spontaneous customer feedback is received during everyday customer interactions.

A SEPARATE recording system is used at FIOH to document and process initiatives, feedback and deviations. Feedback entered into the system is handled on a unit-by-unit basis. Every employee of the Finnish Institute of Occupational Health is obliged to record any feedback they receive and any deviations they observe in the Institute's operations. In addition, staff are instructed to report any inappropriate behaviour or discrimination they observe, whether it concerns internal or external activities.



Table on the operational objectives and measures in 2026–2030

WE HAVE set goals and measures for 2026–2030 to promote equality and non-discrimination in FIOH's external operations. The equality team monitors the implementation of the indicators annually in collaboration with the parties responsible for the measures.

TARGET 2030	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
We take gender equality and diversity into account in our research	<p>We continue conducting gender impact assessments in Class A strategic and more complex projects during the planning phase, as well as in all projects during the final evaluations.</p> <p>Whenever possible, we report the results of population and other studies across groups and intersectionally, for example by gender, age and origin.</p> <p>Whenever possible, we take into account differences and intersections between groups in reporting and presenting results on the Työelämätiето.fi service, for example according to gender, age and origin.</p>	Heads of research units, researchers	<p>Gender impact assessments have been conducted during the planning phase of all Class A projects and in the final evaluations of all projects.</p> <p>The equality and non-discrimination team reviews reports from population studies annually and, if necessary, provides development suggestions to researchers and the administrators of the Työelämä.fi service.</p>
We promote an equal and non-discriminatory working life.	We seek funding for RDI projects related to workplace diversity and gender equality.	Researchers, specialists, heads of units	New projects have been planned and funding has been sought.
We promote an equal and non-discriminatory working life.	<p>We highlight projects, studies and themes that promote equality, non-discrimination and diversity in working life and society through our internal and external channels.</p> <p>We participate annually in campaigns and events that promote the rights of minorities in working life.</p>	Brand, RDI workers, equality and non-discrimination team	<p>Content promoting equality and non-discrimination has been planned within the equality and non-discrimination team.</p> <p>Each year, 5–10 publications on gender equality and non-discrimination themes have been released through FIOH's communication channels.</p> <p>FIOH participated in the Pride parade in 2026 and 2027 in at least one town.</p>
The capabilities of those in various roles within RDI projects to assess the gender and equality impacts of projects improves, and awareness of the importance of considering these aspects in projects increases	<p>RDI staff receive training or information on assessing gender and equality impacts, as well as on funders' requirements.</p> <p>The existing operational model is updated regarding gender and equality impact assessments for those conducting projects.</p>	Project support, project managers	Training/information has been provided. RDI staff can access an operational model on the intranet that supports them in assessing the gender and equality impacts of projects.
Our staff structure diversifies	We review and develop job advertisements from a diversity perspective	HR, equality and non-discrimination team, recruiting supervisors	Equality and non-discrimination considerations have been taken into account in job advertisements

TARGET 2030	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
FIOH events are safe and accessible for all	<p>Event organisers and those attending events and training sessions are aware of FIOH's safer space principles.</p> <p>We create our own guidelines for addressing harassment and inappropriate behaviour at events organised by FIOH. The guidelines also take a stand on tackling sexual harassment.</p>	Brand, event production, (HR)	<p>The principles of a safer space have been communicated to those working with training and events.</p> <p>The principles of a safer space are communicated to participants of events and training sessions.</p> <p>Dedicated operational guidelines for addressing inappropriate behaviour, harassment and sexual harassment have been created for event organisers.</p>
Our external communication is accessible, gender-aware and promotes equality.	<p>We increase diversity in visuals, taking into account gender, age and minority groups.</p> <p>We enhance accessibility expertise in content production (texts, infographics, presentations). Compliance and familiarity with legal requirements.</p>	Brand unit, all employees working with customers	<p>We will publish guidelines for using diverse images and communicate them internally.</p> <p>An introduction to the basics of accessibility has been included in the induction of FIOH employees.</p> <p>Staff have been informed about/trained on both existing and new accessibility guidelines.</p>

**Operating responsibly
- Equality and non-
discrimination plan
concerning staff policy**



Assessment of the equality and non-discrimination situation

Data collection methods and sources

INFORMATION FROM the Finnish Institute of Occupational Health's staff system is available only by legal gender, for women and men. Staff figures are mainly based on the situation on 29 August 2025, and the comparison of total salaries by job title between men and women is based on the situation on 10 November 2025.

THE EXPERIENCES of FIOH's staff regarding the achievement of equality and non-discrimination were studied with the 2025 equality and non-discrimination survey and staff survey. The equality and non-discrimination survey received 210 responses, representing 42 per cent of FIOH's staff. The previous equality and non-discrimination survey was conducted in 2020, with a response rate of 54 per cent of the staff. The staff survey was carried out in 2025 using the new Saarni EXP survey platform, which replaced VMBaro in our opera-

tions. The response rate for the 2025 staff survey was 66 per cent.

Staff and decision-makers by gender

AT THE time of the study (29 August 2025), FIOH employed 495 people, of whom 365 (74 per cent) were women and 130 (26 per cent) were men. The proportion of men in the staff has decreased by one percentage point compared to the situation in 2020 when the survey was last conducted. The total number of staff has increased by seven people compared to the previous survey.

THE FINNISH Institute of Occupational Health operates in five different locations, across six different offices. When examined by office location, the proportion of men is highest in Tampere (30 per cent) and lowest in Kuopio (17 per cent). The relative proportion of men in the staff has increased in all other locations except Kuopio, where the

proportion of men has decreased by seven percentage points compared to the previous review.

Gender distribution of supervisors

THE SUPERVISORS at the Finnish Institute of Occupational Health include ten unit managers, three centre of expertise managers and the Director General, who serve in administrative supervisory roles. In addition, FIOH has

27 OPERATIONAL supervisors, 17 of whom are women and 10 are men. Of the supervisors at FIOH (both administrative and operational), 68 per cent are women and 32 per cent are men. The distribution corresponds to the gender distribution of the staff.

Gender distribution of the management team

FIOH'S MANAGEMENT team consists of the Director General, three centre of expertise managers and ten unit managers.

Image 3. Long careers and distinguished employees were honoured at the Finnish Institute of Occupational Health's service year celebration in 2024.



At the time of writing this report, a permanent centre of expertise manager has not been appointed for the Centre of Expertise for Research; for the time being, the role is handled by the Director General in addition to his own duties. Of the management team, 10 members (77 per cent) are women and three (23 per cent) are men. The distribution corresponds to the gender distribution of the staff.

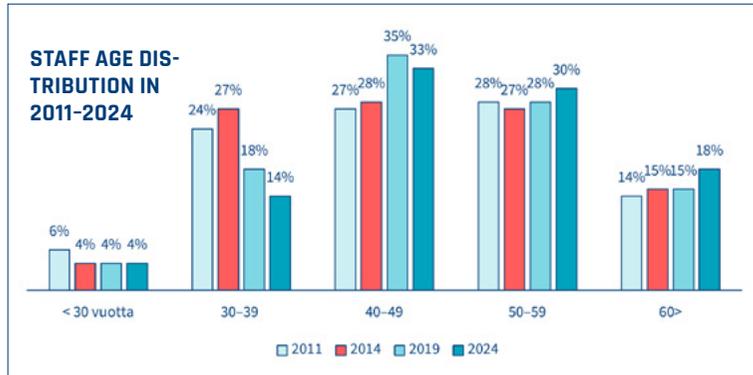
Gender distribution of the Board of Directors

THE HIGHEST decision-making body of the Finnish Institute of Occupational Health is the Board of Directors. The Ministry of Social Affairs and Health appoints the Board of Directors for a term of three years at a time. In addition to government representatives, the Board of Directors includes representatives from labour market organisations. The Board of Directors consists of a chairperson, a vice-chairperson and

eight other members. The members of the Board of Directors include six women (60 per cent) and four men (40 per cent). In addition, the work of the Board of Directors involves the Director General of the Finnish Institute of Occupational Health, the Director General's secretary and a staff representative.

Nature of employment

OF FIOH'S staff, 88 per cent (437 people) are employed on a permanent basis and 12 per cent (58 people) on a fixed-term basis. Among those employed on a fixed-term basis, 33 are women and 25 are men, meaning that women make up 57 per cent and men 43 per cent of the fixed-term positions. The distribution of fixed-term positions between men and women has evened out compared to the previous survey in 2020, when 73 per cent of the fixed-term positions were held by women and 27 per cent by men. In addition, there are 20 fewer fixed-term positions than in 2020.



Age structure of staff

THE AGE structure of FIOH's staff was examined on 31 December 2024, when the number of employees was 497. Employees aged 40 and over are prominent in the age structure of FIOH's staff, as 81 per cent of the total staff are over 40 years old. The proportion of the youngest employees, those under 30 years old, is 4 per cent. The largest age groups are those aged 40–49 (33 per cent) and 50–59 (30 per cent).

THE AVERAGE age of the staff has steadily risen since 2011 (see chart on page). At the time of the review, the average age of the staff was 48.4 years. The average age has increased compared to the previous review in 2019, when it was 47.5 years. In 2014, the average age of the staff was 46.5 years, and in 2011 it was 46.3 years.

Staff salaries

A COMPARISON of total salaries by gender is carried out annually. The comparison is published in the annual report of the equality and non-discrimination plan and in the plan itself. Pay equality is monitored in weekly internal coordination meetings at FIOH, and pay gaps have been reduced through a local allowance agreed in the collective labour agreement, among other measures.

FOR JOB title groups where there are fewer than three employees of the minority gender recorded (women or men), detailed information on pay differences between men and women cannot be reported. However, a comparison of the average salaries and pay differences for these groups has been carried out, and the average salary of women in these job title groups is not lower than that of men.

PAY GAPS between women and men by job title have narrowed compared to the situation in 2020, when the previous equality and non-discrimination plan concerning staff policy was published. Pay differences between men and women are due to many factors, including the varying levels of job complexity, length of career and individual performance.

Promoting openness and equality of salaries

WITH THE pay transparency directive coming into effect in Finland in 2026, pay differences will be monitored increasingly closely. The obligations under the EU Pay Transparency Directive reinforce the principle of equal pay and promote gender pay equality through salary transparency (Government of Finland 2024; Government of Finland 2025). With the directive's entry into force, the Finnish Institute of Occupational Health will increase the transparency of salary information and ensure that its pay and career development criteria are objective and gender-neutral.

IN FINLAND, the laws, decrees and administrative regulations required to comply with the directive will be enacted by 7 June 2026, at the latest (Government of Finland 2024; Government of Finland 2025). In the proposal by the tripartite working group appointed by the Ministry of Social Affairs and Health, 18 May 2026 is proposed as the date for the entry into force of the changes (Government of Finland 2025).

IN ACCORDANCE with the directive, job applicants must be provided with information about the starting salary or salary range before the job interview, for which FIOH has prepared by indicating the salary range in all job advertisements since early 2026. In addition, employees have the right e.g. to request information about their own salary level and the average salary of those performing the same or equivalent work. If the gender pay gap exceeds 5 per cent and cannot be justified objectively, the employer must implement corrective measures or conduct a joint review of the pay structure with staff representatives within six months. The objectives related to pay transparency and gender pay equality have been taken into account in the salary-related goals for 2026–2030.

Experiencing unequal treatment or discrimination

IN THE equality and non-discrimination survey carried out in 2025, we explored the staff's experiences of discrimination and unequal treatment during the 12 months preceding the survey.

RESPONDENTS HAD most frequently experienced unequal treatment or discrimination in pay (26 per cent), distribution of workload (17 per cent) and access to information about new duties (14 per cent). The least inequality was experienced in opportunities for training and studies (7 per cent) and in social interaction (10 per cent).

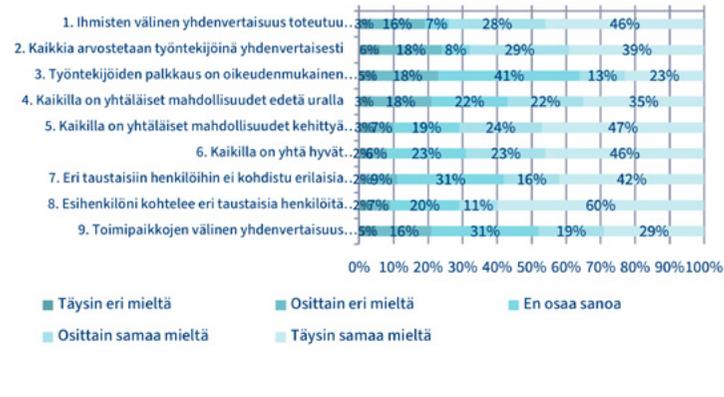
THE RESULTS of the 2025 equality survey show a positive development com-

pared to the previous survey conducted in 2020. In particular, respondents experienced significantly less inequality in terms of pay. The experience of inequality related to career development has also decreased. In 2025, 13 per cent of respondents reported having experienced discrimination or unequal treatment in career development, compared to 22 per cent in 2020. In contrast, the experience of inequality in the distribution of workload and access to information about new duties has increased since 2020. In this respect, however, the situation has remained almost the same compared to the previous survey.

EXAMINED BY gender, men had on average experienced the least amount of discrimination or unequal treatment. The respondents who selected "Other/Prefer not to say" for gender in the background information reported having experienced the most unequal treatment.

THE MORE specific reasons for unequal treatment were believed to include the workplace location, a lack of career planning and induction, a lack of transparency in pay and supervisors' erroneous assumptions about the employee's skills and work complexity. Other reasons believed to contribute to unequal treatment included gender (17 per cent), educational background (17 per cent) and age (15 per cent). None of the respondents indicated that unequal treatment was due to sexual orientation, family relationships or language.

READ THE STATEMENTS BELOW AND EVALUATE HOW WELL EQUALITY IS ACHIEVED AT FIOH.



Experiencing gender equality

THE ACHIEVEMENT of gender equality is assessed annually with the staff through an employee survey. In addition, the situation is examined more broadly in an equality survey carried out at least every five years.

IN THE 2025 employee survey, a total of 73 per cent of respondents were very satisfied or satisfied with the achievement of gender equality at FIOH. The statement "Gender equality is achieved at the Finnish Institute of Occupational Health" received a score of 4.1 on a scale of 1–5. Viewed over the long term, the result has remained roughly at the same level over the past ten years.

THE ACHIEVEMENT of gender equality at FIOH was more broadly studied in the

2025 equality survey, in which respondents' experiences of gender equality were collected by using a total of 11 statements. Of the respondents, 76 per cent fully or somewhat agreed that people of different genders have equal opportunities for education. Almost as many (74 per cent) felt that people of different genders have equal opportunities to develop in their work. 73 per cent believed that supervisors treat different genders equally.

THE STATEMENT that "People of different genders are evenly distributed across different roles" sparked the most divergent opinions, with 22 per cent of respondents fully or somewhat disagreeing. In addition, 15 per cent felt that people of different genders are not valued equally as employees.

Achievement of equality

IN THE 2025 Saarni EXP employee survey, the statement "Equality of people is realised at the Finnish Institute of Occupational Health" received a score of 3.9 on a scale of 1–5.

IN 2020–2024, the achievement of equality was surveyed by using the VMBaro questionnaire. In 2024, 65 per cent of respondents and, in 2020, 68 per cent fully agreed or agreed that equality is realised in the work community of the Finnish Institute of Occupational Health. In 2021–2023, an average of 74 per cent fully agreed or agreed with the statement, which represents a decrease of nine percentage points in 2024 compared to 2021–2023. It is difficult to determine what explains the decline in the experience of equality, but it is important to identify the reasons and monitor the situation, for example through staff and equality surveys.

THE ACHIEVEMENT of equality was also assessed in the 2025 equality and non-discrimination survey. The question was: "Evaluate the achievement of equality at the Finnish Institute of Occupational Health in the statements below, including in terms of age, language, health status, origin, sexual orientation, religion and other personal characteristics" (see chart on page).

74 PER cent of respondents somewhat or fully agreed with the statement "Equality between people is achieved well in my workplace." The statement received the highest score in the assess-

ment of the realisation of equality. 68 per cent of respondents fully or somewhat agreed with the statement "All employees are valued equally as workers." The statement "Employees' pay is fair regardless of background" received the lowest score. 36 per cent of respondents fully or somewhat agreed with the statement. 57 per cent of respondents fully or somewhat agreed with the statement "Everyone has equal opportunities to develop in their work." In assessments examining equality in development and training opportunities, 57 per cent fully or somewhat agreed with the statement "Everyone has equal opportunities to develop in their work" and 69 per cent with the statement "Everyone has equally good opportunities for training." 58 per cent of respondents fully or somewhat agreed with the statement "People from different backgrounds are not subject to different expectations." The statement "My supervisor treats people from different backgrounds equally" received the second-highest score, with 71 per cent of respondents fully or somewhat agreeing. The final item examined equality between different offices, which received the second-lowest score. Only 48 per cent of respondents fully or somewhat agreed with the statement "Equality between offices is achieved well."

PARTICULAR ATTENTION will be paid to improving equality between offices and to pay during the 2026–2030 period. For example, regarding pay, FIOH has several objectives for the upcoming period.

Discussions on improving equality between offices are taking place between the representatives of employers and employees.

Work-life balance and the promotion of family-friendliness

SUPPORTING THE work-life balance and promoting family-friendliness are part of the workplace's HR and operational strategy, responsibility and diversity management. Effective work-life balance practices enhance the workplace's worker retention and attractiveness, increasing staff wellbeing, work engagement and job satisfaction. They also improve the appeal of the workplace and the positive employer image.

AT THE Finnish Institute of Occupational Health, family-friendliness refers to workplace attitudes, structures, practices and procedures that support and enable the smooth reconciliation of work and family life in different situations. The family-friendly practices are not limited to families with children; rather, they take into account various family types and situations, such as single-parent families, blended families, adoptive families and childless families/employees.

FOR EMPLOYEES, family can mean e.g. a spouse or partner, children, one's own parents and other close relatives or pets. Practices that promote family-friendliness and the harmonisation of work and family life also factor in the care of ageing parents and the so-called

"doubly busy years", when an employee has caregiving responsibilities for both their children and ageing parents.

FAMILY-FRIENDLINESS IS reflected in FIOH's daily operations through concrete flexibilities, management that shows understanding and practices that support employees' wellbeing and work engagement. Examples of family-friendly practices at FIOH that support the work-life balance include flexible and temporarily reduced working hours, job modification, part-time work, remote and hybrid work (if the roles allow it), the ability to influence the leave schedule, and the option of paid and unpaid leave.

FOR THE 2026–2030 period, the Finnish Institute of Occupational Health has chosen the enhancement of family-friendliness as one of its key objectives. At FIOH, efforts to promote family-friendliness take different family types, such as those who have lost a child, childless families/employees, rainbow families and single-parent families, into account.

Family leave

IN 2024–2025, 71 per cent of the family leaves (parental leave, childcare leave) at FIOH were taken by women and 29 per cent by men. During these years, 10 men and 16 women took family leave. The average duration of family leave was seven weeks for women and four weeks for men. Of the employees who took temporary leave to care for a sick child at least once during 2024–2025, 79

per cent were women and 21 per cent were men. During 2024–2025, 18 men and 69 women took temporary childcare leave. The figures largely correspond to the gender distribution of the staff at FIOH.

IN AUTUMN 2025, as part of the development of family-friendliness, FIOH participated in a survey conducted as part of the CARE4CAREER project, led by the Institute. The survey explored supervisors' experiences and views on employees' family leaves, practices related to family leave and the reconciliation of work and family life, and more generally, the family-friendliness of the workplace. Fourteen supervisors from FIOH responded to the survey. The survey also studied how the parental leave reform that came into effect in Finland in 2022 has been reflected in the workplaces and how the more flexible leave options enabled by the new legislation have been perceived.

WHEN ASKED "In your experience, has the parental leave reform that came into effect in August 2022 been reflected in your workplace?" (see chart at the top right), 79 per cent of respondents, i.e. supervisors at FIOH, felt that more fathers than before have taken parental leave. Meanwhile, 57 per cent of respondents felt that fathers have taken longer parental leaves than before. 43 per cent of respondents felt that, as a result of the parental leave reform, fathers have taken parental leave more flexibly than before, i.e. in several separate periods. In addition, 28 per cent of

respondents felt that fathers have taken parental leave more often on a part-time basis.

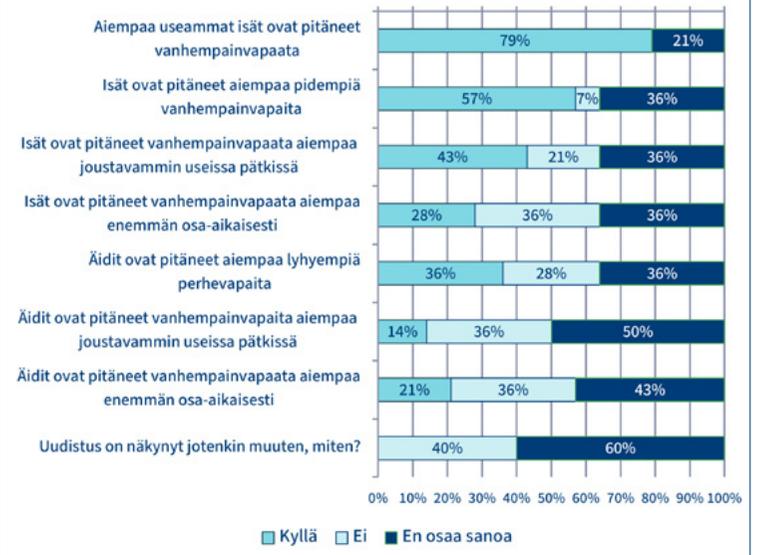
THE 2025 equality and non-discrimination survey also studied experiences regarding equal opportunities for employees of different genders to take parental leave. According to the survey, 61 per cent of men, 55 per cent of women and 38 per cent of those who selected "other or prefer not to say" as their gender fully or somewhat agreed that employees of different genders have equal opportunities to take parental leave at FIOH (see chart at the bottom right).

Combining work and family life

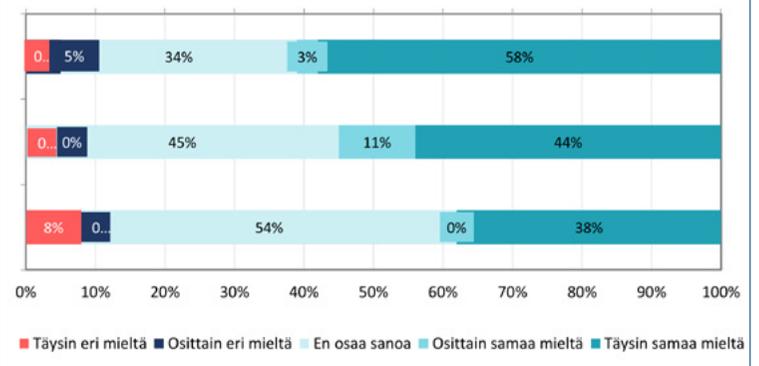
SUCCESSFULLY RECONCILING work and other aspects of life has positive effects on job performance and, consequently, on the functioning of the entire organisation. From the workplace's perspective, investing in the work-life balance makes it possible to plan work in a way that allows employees to focus as effectively as possible while at work.

AS THE Finnish population ages, caregiving responsibilities for elderly relatives and loved ones are increasingly growing and also affect the staff of FIOH. During 2024–2025, three people took caregiver leave, totalling 10 working days. The reconciliation of work and other aspects of life is also needed in cases of illness or reduced work capacity, as well as in many other fluctuating life situations.

IN YOUR EXPERIENCE, HAS THE PARENTAL LEAVE REFORM THAT CAME INTO EFFECT IN AUGUST 2022 BEEN VISIBLE AT YOUR WORKPLACE?



DIFFERENT GENDERS HAVE EQUAL OPPORTUNITIES TO TAKE PARENTAL LEAVE.



PROMOTING THE harmonisation of work and other aspects of life is a way for the Finnish Institute of Occupational Health to strengthen staff wellbeing and work ability. According to research, younger generations, in particular, value flexibility, but the appreciation of personal and leisure time has increased across all age groups. In a changing working life and with increasing demands for self-direction, employees generally value individualised flexibilities that are created in the work to facilitate the reconciliation of work and personal life.

Flexibilities and hybrid work principles that promote a balance between work, family and other aspects of life

THE RECONCILIATION of work, family and other aspects of life can be facilitated e.g. through work and working time arrangements as well as personalised flexibilities. Practices that support the work-life balance help maintain employees' work ability and support e.g. parents of children of different ages and those caring for elderly relatives.

FIOH EMPLOYEES in roles that are independent of the location have access to extensive flexible working hours: a morning flex period from 6:00 to 10:00 and an evening flex period from 14:00 to 21:00. In other words, the core working hours are from 10:00 to 14:00, during which everyone is generally expected to be at work at the same time. Flexible working hours provide leeway for coordinating the schedules of work, family and other aspects of life. In addition, this balance is further promot-

ed by extensive remote work in tasks where it is possible, as well as a weekly wellbeing hour, which allows for physical activity during working hours. In the laboratory, the core working hours are from 9:00 to 15:00.

ACCORDING TO FIOH's hybrid work guidelines, the nature of the role determines the amount of on-site work.

IN OTHER words, FIOH does not have a fixed number of on-site days when employees are required to come to the office. To ensure a sense of community and when work tasks require it, employees are encouraged to come to the office as often as possible. With shared principles and practices for hybrid work, we ensure smooth work across unit and role boundaries. The hybrid work practices and rules of units and workgroups are based on the shared principles of hybrid work for everyone.

Employees' and supervisors' experiences of work-life balance

FIOH MONITORS the age structure, caregiving responsibilities and experiences of work-life balance of the staff through various surveys, such as staff and equality and non-discrimination surveys, performance reviews and staff analytics. The implementation and adequacy of practices for reconciling work and other aspects of life are assessed through the survey results and data monitoring.

EMPLOYEES' EXPERIENCES of the work-life balance were surveyed in the VMBaro

staff survey carried out in 2020–2024. On average, in the responses from 2020–2023,

90 PER cent of respondents fully or somewhat agreed that the reconciliation of work and private life is achieved at FIOH. In 2024, 53 per cent of respondents fully agreed with the statement and 36 per cent somewhat agreed. In addition, the reconciliation of work and leisure time was surveyed in the 2025 Saarni EXP staff survey. The statement "I am able to harmonise my work and leisure time" received a score of 4.4 on a scale of 1–5.

IN 2025, an equality and non-discrimination survey was carried out regarding longer leaves and attitudes towards them. Of the survey respondents, 8 per cent of men, 6 per cent of women and 23 per cent of those who selected "other or prefer not to say" as their gender reported taking a long leave period in 2025. The survey also studied how colleagues and supervisors responded to a long leave period (e.g. study leave; job alternation leave; maternity, paternity, parental or childcare leave). Among men, 33 per cent considered the attitudes to be positive and 67 per cent neutral. Among women, 67 per cent felt that their supervisor's attitude towards a long leave period had been positive and 22 per cent felt it had been neutral. However, 9 per cent of women felt that the supervisor's attitude towards a long leave period had been negative. Among those who selected "other or prefer not to say" as their gender, 34 per cent

said that supervisors' attitudes towards a long leave had been neutral, 33 per cent said positive and 33 per cent could not say.

AT THE end of 2025, supervisors at FIOH were asked about practices supporting the reconciliation of work and family in the CARE4CAREER project survey with the open-ended question: "Thinking about situations involving the reconciliation of work and family more broadly, which practices at your workplace do you consider the most effective?" The supervisors who responded to the study identified the following as effective practices supporting the reconciliation of work and family: flexible working hours and extensive flex periods, the possibility of remote and part-time work, flexible opportunities for leave and days off and a genuine workplace commitment to recognising and enabling diverse needs for reconciling work with family or leisure time.

EMPLOYEES' EXPERIENCES of harmonising work and other aspects of life were studied in the 2025 equality and non-discrimination survey with the open-ended question: "Please provide your suggestions on concrete practices that should be used to promote the reconciliation of work and other aspects of life at the Finnish Institute of Occupational Health. What currently works well and what new practices would you like to see implemented?" According to employees, the current effective practices promoting a work-life balance emphasise flexible working hours, the pos-

sibility of remote work and the option to work reduced or part-time hours. In many responses, the importance of flexible working hours was emphasised, as it allows employees to achieve a better balance between work and other aspects of life. This practice enables employees to adjust their working hours according to their personal needs. According to the responses, the extensive opportunity for remote work is also widely appreciated, as it has given employees the freedom to work regardless of location, which facilitates the reconciliation of work and family life, among other things. In addition, the possibility of working reduced hours or part-time is seen as a positive practice that, according to the responses, supports the balance between work and other aspects of life, especially among employees with families.

AMONG THE suggestions for developing the reconciliation of work and other aspects of life, individual responses highlighted the automation of the leave approval process; better consideration of childless employees in flexible work arrangements; taking into account the length of paid parental leave for fathers and non-birthing parents in the collective agreement; more active discussion about hybrid work between employees and supervisors; the development of servant leadership and supervisory work; the possibility of paid leave to care for ageing parents; and more flexible planning of work tasks and projects. The suggestions will be discussed with HR and/or supervisors, as well as with-

in the equality and non-discrimination team. The development areas identified by staff will be promoted as part of the work to enhance family-friendliness.

Experiencing inappropriate treatment and bullying

THE FINNISH Institute of Occupational Health has zero tolerance for discrimination, harassment, inappropriate treatment and placing someone at a disadvantage. If harassment or inappropriate treatment occurs, we address it without delay in accordance with our internal guidelines. We expect all employees to behave appropriately and respectfully, and we do not tolerate inappropriate treatment, bullying, sexual harassment, harassment or workplace discrimination in any form. We want to ensure a peaceful work environment for everyone and promote wellbeing at work.

OUR GUIDELINES for preventing and addressing bullying and inappropriate treatment have been supplemented with instructions from the perspectives of different parties in case experiences of inappropriate treatment arise. We consider it of utmost importance to address any inappropriate treatment early, so that the situation does not worsen. We encourage our staff to bring up experiences of bullying, inappropriate treatment and harassment as soon as possible with their own supervisor or another supervisor. Support in such situations can also be requested from FIOH's occupational safety and health representatives, union representatives

or the HR manager. It is of utmost importance that any inappropriate treatment, bullying, harassment or sexual harassment that has come to light is addressed early, so that the situation does not deteriorate or recur.

Employees' experiences of inappropriate treatment were studied e.g. in the 2025 equality and non-discrimination survey, and experiences of bullying in the 2025 staff survey. Commitment to actions to eliminate sexual harassment

IN RECENT years, a substantial amount of researched information and statistics has been compiled on sexual harassment. The extent of the phenomenon is illustrated e.g. by a Statistics Finland study, according to which 54 per cent of Finnish women and 14 per cent of men have experienced sexual harassment in the workplace (EU Gender-based Violence Survey 2024). According to the recent Gender Equality Barometer 2024 study, nearly half of women and over a third of men have experienced sexual harassment in the past two years. This is a significant problem also in terms of employment, workplace wellbeing and career development.

IN RESPONSE to this negative trend and under the leadership of the Ministry of Social Affairs and Health, a process has been initiated in which Finnish workplace actors commit to actions to prevent sexual harassment. The Finnish Institute of Occupational Health has committed to the above-mentioned actions and public statement initiated under the leadership of the Ministry of

Social Affairs and Health to prevent sexual harassment.

THE FINNISH Institute of Occupational Health commits, in its own operations, to the measures outlined in the public statement, which are:

- training supervisors on the practical processes for addressing sexual harassment
- organising an event for employees to prevent harassment and raise awareness
- reviewing and updating internal guidelines and documentation to also address technology-mediated sexual harassment
- reviewing and updating the website
- communicating about the matter during the occupational safety theme week
- appointing a contact person responsible for the commitment at FIOH.

THE MEASURES presented in the public statement will be monitored and, in 2027, an evaluation will be conducted on what has been learnt from the process and how the prevention of sexual harassment can be further improved in Finnish working life.

Impact of change negotiations on staff
IN 2024-2025, three change negotiations were held at FIOH, two of which result-

ed in a need to carry out staff reductions.

THE CHANGE negotiations held at the beginning of 2025 concerned only the internal reorganisation and structural reform of FIOH, as a result of which its operations were divided into three separate centres of expertise. The change negotiations held in spring 2024 concerned the Work Environment Laboratories and the employees working at the Occupational Safety (TU05) unit in the Helsinki office who, in their research activities, use laboratory infrastructure. In autumn 2025, the change negotiations were primarily directed at the Centre of Expertise for Development and Support.

FOLLOWING THE change negotiations in 2024–2025, the employer ended up dismissing a total of 17 employees. The average age of the dismissed employees was 47 years. The figure remains the same when age is examined by gender. Of those dismissed, 24 per cent were men and 76 per cent were women. Before the change negotiations, the gender distribution of the entire staff at FIOH was 74 per cent women and 26 per cent men. After the change negotiations, the gender distribution remained the same.

Recruitment and induction

IN ACCORDANCE with FIOH's recruitment practices, job interviews only ask about and enquire into matters that are essential for performing the job (e.g. work experience and education-

al background). Questions about an applicant's family and/or relationship are strictly prohibited, and applicants must not be asked for information that is considered to be sensitive. If the position is related to a research career, the principles of responsible researcher evaluation are followed. This means that a researcher's performance at FIOH is evaluated qualitatively across a range of activities, rather than being measured solely numerically, such as in the number of publications.

IN 2024, FIOH began developing recruitment and induction processes in collaboration with an employer branding project. The goal has been to standardise recruitment and induction across the units so that every applicant and newly hired employee experiences consistent practices throughout the entire application process. In practice, applicants are e.g. informed about the progress of the recruitment process simultaneously and interviews are conducted equally for all candidates. In addition, the application form was clarified and questions that were not relevant to performing the job were removed. Discrimination in hiring and job advertisements at FIOH is strictly prohibited.

AT THE beginning of 2026, we will adopt a new job advertisement template and ensure that the text of the job postings is gender-neutral and clear. We will display the salary range for open positions in the job postings. During 2026, we will provide training on the recruitment

process to hiring supervisors to ensure that recruitment is consistent and equal for all applicants.

BETWEEN 2026 and 2030, we will also pilot anonymous recruitment to the extent that is suitable for the open positions and able to be implemented within the recruitment system. We will mention family-friendly practices and benefits, such as flexible working hours and the possibility of remote work, during job interviews.

THE INDUCTION materials were updated in 2025, and every supervisor must use the same materials so that all new employees receive a consistent introduc-

tion. Induction materials are continuously updated, as needed, and going forward, the induction will include information about FIOH's practices that support work-family balance and the balance between work and free time.

IN 2025, HR representatives reviewed the promotion of diversity and the existing recruitment and induction practices from the perspective of non-discrimination in a workshop. In the future, HR representatives will meet at least once a year in a diversity workshop on recruitment and induction, where the achievement of the recruitment and induction goals will be reviewed and guidelines updated.



Table on the staff policy objectives and measures in 2026-2030

WE HAVE set goals and measures for promoting gender equality and non-discrimination among the FIOH staff for 2026-2030 (Table 10). The equality team monitors the implementation of the indicators annually in collaboration with the parties responsible for the measures.

TARGET 2030	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
<p>Artificial intelligence</p> <p>All FIOH employees are aware that AI systems may perpetuate and reinforce societal biases and discriminatory practices.</p>	<p>Step 1: People's awareness of the discriminatory effects of AI on gender equality and equal treatment is increased.</p> <p>Step 2: The theme is "Biases in AI and Data".</p> <p>Step 3: The theme is "How to Work with Imperfect AI".</p> <p>Step 4: We will monitor developments in this area and update our guidelines accordingly.</p>	Digital and data, HR	Three learning sessions have been held on different themes, or a guide/manual has been prepared
<p>Accessibility</p> <p>Our internal communication is accessible, gender-aware and promotes equality.</p>	<p>We increase diversity in images and icons used in internal communications, taking different genders, age groups and minority groups into account.</p> <p>We enhance accessibility expertise in content production (texts, infographics, presentations). Compliance and familiarity with legal requirements.</p>	Brand unit, HR	<p>We will publish guidelines for using images that reflect diversity and communicate this internally.</p> <p>A section on the basics of accessibility has been included in the HR induction for FIOH's employees (e.g. a link has been added to the eOppiva online training on accessibility).</p> <p>Existing and new accessibility guidelines have been communicated and staff have been trained accordingly.</p>
<p>Accessibility</p> <p>Our communications (internal and external) are accessible and promote equal treatment</p>	<p>We strengthen the accessibility of our digital services</p> <ul style="list-style-type: none"> • we begin adding alt text to images on social media • we avoid using emojis at the start of lists • we improve video captions and provide guidance on subtitling to subcontractors as well 	Brand	<p>New social media guidelines have been created and communicated to everyone responsible for posting updates.</p> <p>Practices for video subtitling have been established and communicated to subcontractors who produce videos.</p>
<p>Recruitment and induction</p> <p>We ensure equal and fair recruitment</p> <p>We encourage applicants of different genders, ages and minority groups to apply for positions at FIOH in order to promote diversity</p> <p>Family-friendly practices are highlighted during induction (and in applicable job interviews)</p>	<p>We promote diverse recruitment.</p> <p>We experiment with anonymous recruitment.</p> <p>We add a diversity clause to recruitment advertisements.</p> <p>We take neurodiversity into account in recruitment by including clear and concrete language in job postings.</p> <p>In applicable job interviews, we mention family-friendly practices and benefits, such as flexible working hours and the option to work remotely.</p> <p>During induction, we provide information on FIOH's practices that support family life and the balance between work, family and other aspects of life.</p>	HR, supervisors	<p>The number of anonymous recruitments has increased.</p> <p>Each job advertisement will include a diversity statement in 2026-2030.</p> <p>The clarity of the language of each job advertisement has been reviewed.</p> <p>In applicable job interviews, flexibility in work and the possibility of remote work have been mentioned.</p> <p>The induction materials include information on family-friendly practices.</p>

TARGET 2030	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
<p>Improving family-friendliness</p> <p>FIOH is recognised as a family-friendly workplace.</p>	<p>We implement a Work-Family Balance tool and use it regularly to identify areas for improvement.</p> <p>We enhance the knowledge of supervisors, HR and staff regarding different family structures and situations.</p> <p>We increase supervisors' and staff members' awareness of family-friendly practices.</p> <p>We encourage fathers and other non-birthing parents to take parental leave.</p>	<p>HR, supervisors, equality and non-discrimination team</p>	<p>The current state of family-friendliness and areas for improvement were assessed at the beginning of 2026.</p> <p>A family-friendliness survey was sent to supervisors.</p> <p>The assessment of the current situation and areas for improvement was conducted by using the Work-Family Balance tool.</p> <p>Staff have been asked about the effectiveness of practices that support the balance between work, family and other aspects of life through the employee survey and the equality survey.</p> <p>Goals and priorities have been defined for promoting family-friendliness, and they are being further developed.</p> <p>Practices that support family-friendliness and take into account different family structures and situations have been communicated internally.</p> <p>Supervisors have been informed about family-friendly practices, parental leave discrimination and the consideration of different family structures, as well as parental leave for fathers and other non-birthing parents.</p> <p>Information about work flexibility has been actively communicated.</p> <p>Parental leaves have been monitored every five years.</p>
<p>Equal treatment</p> <p>No one is discriminated against, harassed, treated inappropriately or placed at a disadvantage based on their gender, gender identity, age, beliefs, ethnic background, health status or any other personal reason.</p>	<p>We regularly survey the staff of FIOH on their experiences regarding the achievement of gender equality and equal treatment.</p> <p>Discrimination and harassment cases that come to light are addressed in accordance with the operational model outlined in the quality guidelines.</p> <p>A contact person for discrimination has been appointed and is known to the staff.</p> <p>We communicate about topics related to promoting equal treatment.</p>	<p>Supervisors, HR, occupational safety, appointed contact person for discrimination</p>	<p>The equality and non-discrimination survey has been carried out at least once every five years.</p> <p>Employees have been asked about harassment/inappropriate treatment in the annual staff survey.</p> <p>The contact person for discrimination has received training in anti-racism and anti-discrimination work (and shares information on recognising and addressing racism).</p> <p>Every reported case of discrimination and harassment has been addressed.</p>
<p>Equal treatment</p> <p>FIOH is committed to taking action to eliminate sexual harassment from the workplace.</p>	<p>Structures and understanding for addressing sexual harassment are strengthened.</p> <p>We update the operating guidelines for situations involving technology-mediated sexual harassment.</p> <p>We increase monitoring and accountability</p>	<p>Work wellbeing groups, equality and non-discrimination team</p>	<p>The activities of harassment contact persons have been initiated for evening events and celebrations at FIOH.</p> <p>Staff have been trained for the task.</p> <p>One to two harassment contact persons have been appointed for each evening event.</p> <p>Monitoring of the measures mentioned in the Ministry of Social Affairs and Health's commitment to eliminate sexual harassment from the workplace.</p>

TARGET 2030	MEASURES	RESPONSIBILITY	MONITORING INDICATORS AND STATUS
Pay Equal pay is achieved at FIOH (with no discriminatory factors)	<p>We implement and follow the practices required by the pay transparency directive, which will come into effect in 2026.</p> <p>We aim to establish clear criteria for the salary range for each pay grade. The criteria takes into account things such as educational level, work experience, performance and skills.</p> <p>We prepare for employee requests regarding the average pay level of colleagues performing the same or equivalent work.</p> <p>We ensure that all supervisors are aware of pay transparency and equal pay, and we incorporate the practices required by the pay transparency directive into internal operations.</p>	HR and supervisors	<p>The average pay for employees performing the same or equivalent work has been determined and the basis for it has been clarified.</p> <p>The directive's entry into force has been discussed with the unit managers in the Osket management team.</p> <p>The pay evaluation has been conducted together with staff representatives.</p> <p>The salary range is displayed in all job postings.</p> <p>Employees have been informed about the criteria for determining salaries and the basis for pay progression.</p> <p>Clear guidelines on pay transparency and equal pay were provided to supervisors at the beginning of 2026, in accordance with the directive.</p> <p>A template for reporting the average pay level has been created in the HR system.</p> <p>Objective and gender-neutral criteria have been established internally for the salary range of each position. Objective and gender-neutral criteria have been used in evaluating job demands (e.g. qualifications, workload, responsibility, estimated job complexity, working conditions)</p>
Pay Equal pay is achieved at FIOH (with no discriminatory factors)	<p>The average total salary by gender is monitored annually by job title group.</p> <p>We reduce any unexplained pay gaps between men and women, should they arise.</p>	HR, HR manager	<p>A separate review has been conducted in groups where the gender pay gap exceeds 5% (note, previously 10%). If the pay gap exceeds 5% without justification, it will be corrected within a reasonable timeframe (no later than 6 months after reporting).</p> <p>Gender-specific pay gaps have been reported to the Ombudsman for Equality through the income register and Statistics Finland.</p>
Pay Performance reviews are fair and equal	<p>The performance of all employees is evaluated annually and feedback is provided on their performance.</p> <p>Job performance is assessed by using equal and non-discriminatory criteria based on the collective agreement, TES (the evaluation of individual salary components).</p> <p>Any questions regarding the average pay level are answered by the HR manager in collaboration with the unit managers.</p>	HR manager, supervisors	<p>The performance of all employees has been evaluated annually and feedback has been provided (during performance reviews).</p> <p>Salary enquiries have been answered within a reasonable time, within 30 days.</p>
Career development The career development of all employees is equal and non-discriminatory (with no discriminatory factors)	<p>The career development of men and women is monitored every five years.</p> <p>A reporting template is created in Helmi to monitor career development between men and women.</p>	HR, supervisors	<p>Career development has been monitored in 2026 and 2030.</p> <p>A performance review has been held with each employee.</p>

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Työterveyslaitos

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