



**NATURAL RESOURCES INSTITUTE FINLAND  
(LUKE)  
EQUALITY PLAN  
2026–2027**

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## 1. Greeting from the President and CEO

Equality and non-discrimination are important values for us. They are the foundation on which we carry out effective and reliable research and expert work that serve our society. We all have the right to dignified and equal treatment, regardless of background, status or identity. Diversity introduces new perspectives, strengthens creativity and promotes innovation. This is exactly what we need in research.

To promote equality and inclusion requires persistence, and the ability to listen and learn. This plan is one step towards a fairer and more inclusive work community that feels welcoming to all Luke employees.

Natural Resources Institute Finland employs experts from diverse backgrounds. It is that diversity that is our strength. We want everyone to feel valued, safe and engaged in our work community. Together, we can build an organisation that truly makes equality and non-discrimination a reality. Together, we are greater and better than the sum of our parts.

Johanna Buchert, President and CEO

## 2. Introduction

### 2.1 Equality and non-discrimination as the cornerstones of Luke's operations

Natural Resources Institute Finland (Luke) is committed to promoting equality and non-discrimination as part of responsible, open and transparent research operations. Equality and non-discrimination form the core of Luke's strategy and values, guiding the organisation's operations, decision-making and leadership at all levels. Luke is creating an international, diverse and multidisciplinary work community that treats every employee equally.



In accordance with its Code of Conduct, Luke is committed to diversity and to following the principle of equal treatment in recruitment and in all practices, guidelines and procedures around employment relationships. Harassment, discrimination and other inappropriate treatment have no place in our work community, and preventing them is an essential part of the culture at Luke.

The Equality Act and Non-discrimination Act obligate Luke to promote gender equality and to prevent discrimination. To comply with this obligation, Luke is committed to identifying, modifying or eliminating any practices and structures that cause or perpetuate inequality and discrimination. Promoting equality and non-discrimination is an ongoing process that requires both management commitment and the active involvement of employees. At Luke, we promote equality and non-discrimination through long-term planning and consistent organisation. We achieve this tangibly through the equality and non-discrimination team's annual action plan and evaluating its implementation.

This equality plan exists to support the implementation of Luke's strategic objectives and to fulfil the obligations of the Equality and Non-discrimination Acts. The plan applies to all personnel and is available on Luke's internal and external websites. Furthermore, every Luke employee is obligated to contribute to the fulfilment of equality and non-discrimination in their work environment.

The preparation of the plan is the responsibility of the equality and non-discrimination team, established by the President, which involves personnel members. This team's task is to prepare proposals, make statements and guide measures that develop equality and non-discrimination. Luke regularly monitors and evaluates the implementation of the plan in the equality and non-discrimination team and the Luke management team.

The equality plan defines goals and indicators for promoting equality and non-discrimination at Luke. More detailed goals, measures and schedules are described in Luke's equality and non-discrimination action plan, which is revised annually. The fulfilment of equality and non-discrimination at Luke is reported annually to the management.

## 2.2 Legal basis and definitions

Luke's equality and non-discrimination plan is based on the institute's legal obligation as an employer to promote equality and non-discrimination in the workplace. The objective of the plan is to identify possible shortcomings and areas of development and to define tangible measures for promoting equality and non-discrimination during the 2026–2027 plan period.

### Equality Act

The purpose of the Act on Equality between Women and Men ("Equality Act" 609/1986) is to prevent gender-based discrimination and to promote equality between women and men, and thus to improve the position of women, particularly in the workplace. In addition, its purpose is to prevent discrimination based on gender identity or gender expression.

In accordance with the Equality Act, employers must work to prevent discrimination based on gender identity or gender expression purposefully and systematically. The Equality Act requires the employer to consider this obligation when preparing equality plans and deciding on measures to promote equality.

#### *Prohibition of discrimination in the Equality Act*

The Equality Act prohibits both direct and indirect gender-based discrimination. The Equality Act also applies to discrimination based on gender identity and gender expression. Discrimination is prohibited under the Equality Act, regardless of whether it is based on a fact or assumption about the person or someone else.

Direct discrimination based on gender is defined in the Equality Act as:

- treating women and men differently based on gender;
- treating someone differently for reasons of pregnancy or childbirth;
- treating someone differently based on gender identity or gender expression.

Indirect gender discrimination is defined in the Equality Act as:

- treating someone differently by virtue of a provision, criterion or practice that appears to be gender-neutral in terms of gender, gender identity or gender expression, but where the effect of the action is such that the persons may actually find themselves in a less favourable position based on gender;
- treating someone differently based on parenthood or family responsibilities.

The Equality Act also defines sexual harassment, gender-based harassment, and any order or instruction to engage in discrimination based on gender as discrimination.

**Sexual harassment** is defined in the Equality Act as unwanted verbal, non-verbal or physical conduct of a sexual nature that intentionally or factually violates a person's psychological or physical integrity, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

**Gender-based harassment** is defined in the Equality Act as unwanted conduct that is not of a sexual nature but which is related to the gender of a person, their gender identity or gender expression, and by which the person's psychological or physical integrity is intentionally or factually violated, and an intimidating, hostile, degrading, humiliating or offensive atmosphere is created.

## Non-discrimination Act

The purpose of the Non-discrimination Act (1325/2014) is to promote equality and prevent discrimination, as well as to enhance protection provided by law to those who have been discriminated against. The Non-discrimination Act requires employers to assess the realisation of equality in the workplace, taking different grounds for discrimination into account. An employer who regularly employs at least 30 persons must have a plan for the necessary measures for the promotion of equality.

In accordance with the Non-Discrimination Act, an employer must make due and appropriate adjustments necessary in each situation for a person with disabilities to be

able, equally with others, to deal with the authorities and gain access to education, work, and generally available goods and services, as well as to manage their work tasks and to advance their career.

### *Prohibition of discrimination in the Non-discrimination Act*

According to the Non-discrimination Act, no one may be discriminated against based on age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or another personal characteristic. Discrimination is prohibited, regardless of whether it is based on a fact or assumption concerning the person themselves or another. Forms of discrimination include:

- **Direct discrimination:** a person, on the grounds of personal characteristics, is treated less favourably than another person was treated, is treated or would be treated in a comparable situation.
- **Indirect discrimination:** an apparently neutral rule, criterion or practice puts a person at a disadvantage compared with others on the grounds of personal characteristics, unless the rule, criterion or practice has a legitimate aim, and the means for achieving the aim are appropriate and necessary.

**Harassment:** Behaviour that intentionally or actually violates the human dignity of a person or a group of people is harassment under the Non-discrimination Act if the infringing behaviour is related to a reason referred to in the Non-discrimination Act, and as a result of the reason, a degrading or humiliating, intimidating, hostile or offensive environment towards the person is created by the behaviour.

An employer's actions are to be considered discrimination if the employer, having been informed that an employee in their employment was subjected to harassment under the Non-discrimination Act, neglects to take action to remove the harassment.

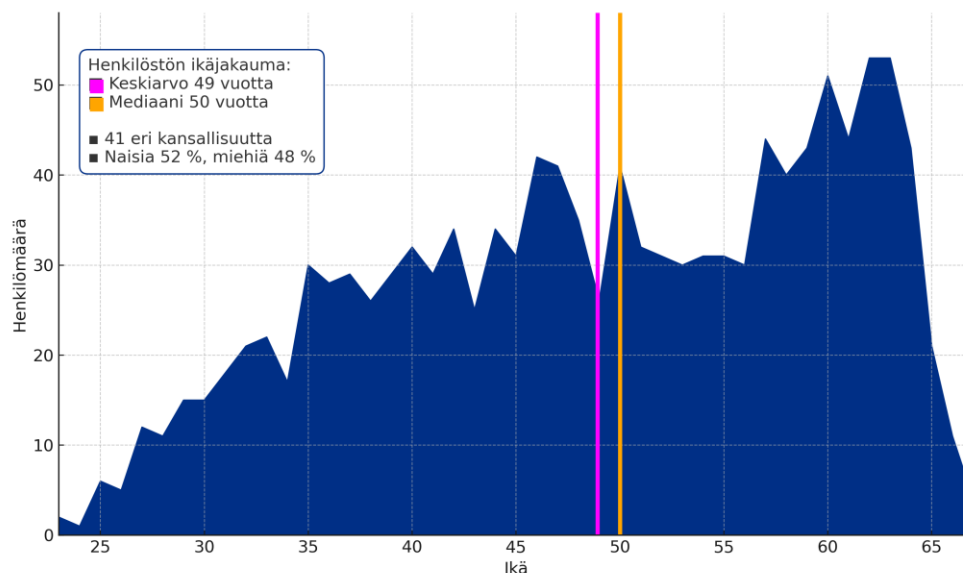


### 3. Report on equality and non-discrimination at Luke

#### 3.1 Equality and non-discrimination in the workplace

Luke has a diverse personnel in terms of age and background. The age range of the personnel is wide: the average age is 49, and the median is 50. Our gender distribution is even: 52% are women, and 48% are men. Furthermore, Luke is an international organisation with experts of 41 different nationalities.

Below, equality and non-discrimination at Luke have been examined from the perspectives of personnel surveys, recruitment practices, training and career development, and employment and public service relationships.



Age distribution of personnel:

Average 49 years old

Median 50 years old

Number of personnel

Age

41 different nationalities

52% women, 48% men

In November 2025, Luke had a total of 236 fixed-term employees without a permanent position or task (public servants, employees and trainees). Of them, 117 are women, and 119 are men. In addition, 128 of the employees worked part-time: 87 women and 41 men. Luke has significant opportunities for part-time work, and the share of part-time work ranges from 10 to 90% of full-time working hours.

In 2023, 258 people at Luke took family leave (child care leave, pregnancy leave, temporary child care leave, parental leave). In 2024, 254 people took family leave. In 2025, 174 people had taken family leave by early November.

As a rule, Luke mainly uses flexitime, but livestock care uses period-based work. There are currently 32 employees under this scheme: 24 women and 8 men (situation in November 2025).

In summary, there is an even gender distribution among our permanent employees. However, women make use of part-time work and family leave more often than men. Period-based work is also an option that women take more often.

### 3.2 Personnel survey

Equality and non-discrimination at Luke are monitored with an annual personnel survey (HenkilöstöBaro, the joint government personnel survey), to which Luke can also add its own questions. The survey provides information about the experiences of the personnel, and serves as a key tool in developing equality and non-discrimination.

In 2025, a reform of HenkilöstöBaro took place, making the results no longer comparable with previous years. Previous surveys included the following claims:

- "Gender equality is achieved in my workplace"
  - 2023: 4.30
  - 2024: 4.31
  - (scale 1–5, where 1 = weakest, and 5 = best)
- "Equality of people is achieved in my workplace"
  - 2023: 4.05



- 2024: 4.07  
(scale 1–5)

The 2025 survey did not include these claims, including instead a new claim to assess non-discrimination and fair treatment:

- “I feel that our employees are treated fairly and equally in our organisation”
  - Luke: 3.01
  - Standard among Finnish experts: 2.94  
(scale 1–4, where 1 = weakest, and 4 = best)

The expert standard is a benchmark figure compiled by the provider of the personnel survey for Finnish expert organisations. The figure is indicative, as the questions are not identical in every respect.

According to the 2025 Personnel Survey, 53 people had experienced inappropriate treatment or harassment. The following are the questions of the personnel survey and the number of respondents:

Have you experienced inappropriate treatment or harassment at work?

No, I haven't: 1,091

Yes, I have: 53

Where was the person who harassed or treated you inappropriately from?

My organisation: 48

Outside my organisation: 5

How was the matter handled?

I informed my employer, and the matter has been addressed appropriately: 15

I informed my employer, but the matter has not yet been addressed appropriately: 16

I haven't told my employer: 22



Luke has a zero-tolerance policy towards inappropriate treatment and harassment: its personnel are encouraged to report any harassment so that it can be investigated. The policy for investigating harassment and inappropriate behaviour was updated in 2024 and is available to everyone in the intranet. Furthermore, the President has addressed the full personnel and all supervisors regarding the policy, and the policy is included in the basic occupational health and safety course. If necessary, Luke also provides the services of an internal or external mediator. All Luke events follow the principles of a safer space, which define the role and tasks of the harassment officer at Luke's events, among other things.

Based on the personnel survey, Luke personnel feel that the organisation achieves equality and non-discrimination for the most part. Its results will see more detailed use in the planning of future development measures.

### 3.3 Equality and non-discrimination in Luke's recruitment practices

Luke is committed to being an equal employer. Our recruitment process is based on the Ministry of Finance's recruiting guidelines and Luke's own guidelines, which are available in the intranet. These guidelines aim to ensure that each recruitment is open, fair and non-discriminatory, and that all candidates have an equal opportunity of being selected.

The recruitment process is described in detail in the Luke intranet. It includes instructions on how to apply for a recruitment permit, how to publish an open position, how to evaluate applicants equally, and the reasons for the recruitment decision. The process is based on proactive human resource planning, which is prepared annually in cooperation between units and HR partners. Recruitment permits are processed by the Recruitment Team, which includes the heads of all units and service groups. This ensures that recruiting supports Luke's strategy, finances and equality goals.

The open positions are published in Finnish and Swedish in Valtioille.fi, the open gateway to state employment. Positions that do not require a knowledge of Finnish to perform the duties are also published in English. The language proficiency requirements are clearly described in the open positions. Proficiency is also assessed in the interviews by asking questions in the required language (e.g. Swedish and English), for example. The open positions highlight Luke's values: we value our diverse work community consisting of people of different backgrounds and cultures, and we promote equality.

The applicants' merits are compared using the equalised criteria and weightings, which are documented in the appointment memorandum as required by the Administrative Procedure Act. The applicants' gender, age, origin, language, faith, conviction, sexual orientation, disability or other personal factors do not influence the selection.

Luke ensures that the obligations of the Equality and Non-discrimination Acts are met in the recruitment process. Applicants are treated equally, discrimination is prohibited, and the principles highlighted in the guidelines of the Ministry of Finance are taken into account in the process: transparency, objectivity and good governance procedure. In addition, Luke promotes diversity and encourages applicants from different backgrounds to apply for its positions. Supervisors involved in recruitment are regularly trained in the principles of equality and non-discrimination, international recruitment and good practices.

Luke has also tried anonymous recruitment, of which we still need more experience, along with possible changes to Valtiole.fi. In the recruitment of researchers, the difficulties of the anonymous process include publication lists, which reveal the name of the applicant. In future, anonymous recruitment could be adopted further in the recruitment of experts and trainees, for example.

### 3.4 Training, career development and passing on expertise

It is Luke's goal for all personnel to have the academic and/or professional qualifications required for their positions and equal opportunities to develop their skills and careers. Opportunities for career and competence development are equal, regardless of gender, age, duties, location, family leave or the type of employment relationship.

Luke supports career development through performance and development discussions, where the supervisor and the employee set individual development goals and plan the progress. There is a description of the process in the intranet, which is supported with instructional materials and annual training for both the personnel and the supervisors. Supervisor training ensures that they can manage their team's expertise and support career development. HR partners provide support when required.



## Training

There are various ways in which Luke encourages continuous learning, such as by allowing its personnel to participate in new projects that grow their skills. Both Luke and the state offer plenty of free training. The training calendar in the intranet includes Luke's own courses and partner-held events (e.g. Tulanet). All groups are given the same amount in training appropriations, and Luke recommends using at least three days a year for training. This includes different forms of learning: on-the-job learning; interactive situations; and traditional training.

## Career development

All Luke's open positions are initially restricted to internal applicants for seven days, allowing all Luke personnel to apply to them. It is only after one week that the positions are opened for public applications if it is necessary. The Luke Jobs website also offers short-term tasks such as project work and substitute positions.

Luke has two communities that support career development and diversity:

- The Intercultural Community (IC) promotes cultural understanding and diversity in professional and social contexts. The community holds events in English.
- The Early Career Community (EC) supports doctoral candidates, postdoctoral researchers and other early-stage experts. Its activities and communications will also be in English.

## Transfer of expertise between employees

Luke acknowledges the strength of both experienced employees with long careers and the talents of the younger generation. Employees of different ages can have valuable knowledge and practical experience – passing them on to the work community strengthens the competence base of the organisation. Luke promotes the sharing of knowledge and expertise regardless of age through practices that support the multidisciplinary approach, such as mentoring programmes. Mentoring allows tacit knowledge to be passed on, strengthens cooperation and supports career development.

## Flexible work and individual needs

The aim is to take special needs that arise from different ages or life events (e.g. the care needs of children or loved ones) into account in operations and work planning. Luke welcomes work arrangements, part-time pensions and other flexibility in work as far as they are possible in practice.

## 3.5 Research principles and internationality

Luke aims to ensure that the principles and criteria applied to research funding are non-discriminating, straightforward and public. Decisions on research positions and funding are made fairly and transparently.

Luke promotes international cooperation and multilingualism. The key documents are provided in Finnish and English, and can be provided in Swedish and Sámi if necessary. Finnish and English are widely used for communication in the work community: personnel briefings are held in both languages. Language learning is supported through language courses and allowing the use of working hours to learn a language. This supports linguistic equality and facilitates the mutual integration of international and Finnish personnel. International cooperation is also strengthened through Luke's communities, the Intercultural Community (IC) and the Early Career Community (EC), which support networking and knowledge sharing.

## 3.6 Evaluation

Overall, Luke is an equal organisation. Our gender distribution is even, and the organisation is international, which supports diversity. Our recruitment processes are transparent and non-discriminatory, and we provide training and career development opportunities on an equal footing. The pay survey indicates that there is only a minor performance gap between genders.

Particular development needs include the prevention of inappropriate treatment and harassment, and the handling of related incidents that arise. The procedures may be in place, but personnel need to be made more aware of them and their practical functionality. Personnel must be encouraged to report incidents.

There is a need to clearly inform personnel about flexible work opportunities to better support them through different life events. There is also a need for more detailed guidance in ensuring reasonable adjustments for people with disabilities in accordance with the Non-discrimination Act.

## 4. Pay survey

### 4.1 Luke's Pay Evaluation and Development Group (ARVI)

Luke's Pay Evaluation and Development Group (ARVI) meets regularly, about once per month. ARVI includes three employer representatives and three employee representatives. Its primary task is to monitor the implementation, uniform application and other functionality of Luke's pay system.

ARVI reviews the remuneration of the entire personnel twice per year, in April–May after the actual rounds of performance reviews, and in November–December after the mid-term round of reviews. At these times, personnel organisations are given salary data, and their representatives have the opportunity to introduce possible observations on the data at the ARVI meetings. Organisations can also introduce their observations at other ARVI meetings. Luke's management team receives a summary on the salary survey before the ARVI process. The pay survey is also briefly described in the annual development discussion coaching for all employees and supervisors.

The most thorough review of the system is carried out in practice in connection with raises, that is, in the negotiations of agency-specific items. It is then that the employer and personnel organisations review the system: pay scales and differences between different levels of demands and genders. ARVI is allowed to correct any shortcomings with an agency item. This is also when Luke's salaries are compared with the salaries of other state research organisations through Tahti reports (= salary groups in government salary wage analyses).

In addition to the pay survey, Luke has conducted an annual salary development analysis, which is reviewed by ARVI and the employee representatives. The most recent analysis is from 6/2018 to 6/2025.



## 4.2 The most recent pay survey

The annual pay survey is based on the November pay data, which includes all positions in the salary system at the time. The pay system includes everything except upper management, trainees and contractual positions of responsibility (such as research managers and programme directors). The pay survey compares personal performance rates, as well as total salaries by career path, requirement level, title, gender, unit, cost centre and personnel subgroup. In addition, the requirement levels are classified into three groups (1–5, 6–9, 10–14), which are subjected to a comparison of their average performances. An agreement with the personnel organisations states that if there is a difference of more than 0.5 levels between the averages of these groups based on the performance comparison, the ARVI group must place the situation under review. We thus aim for a uniform assessment of performance levels between different requirement levels. In 2025, the average performance levels of men and women are exactly the same (the personal pay component rate ("heko rate") is 21.7% for both). Men have slightly greater variability than women (standard deviation 3.6% and 3.2%), meaning that men are more likely to have both the best and weakest performance.

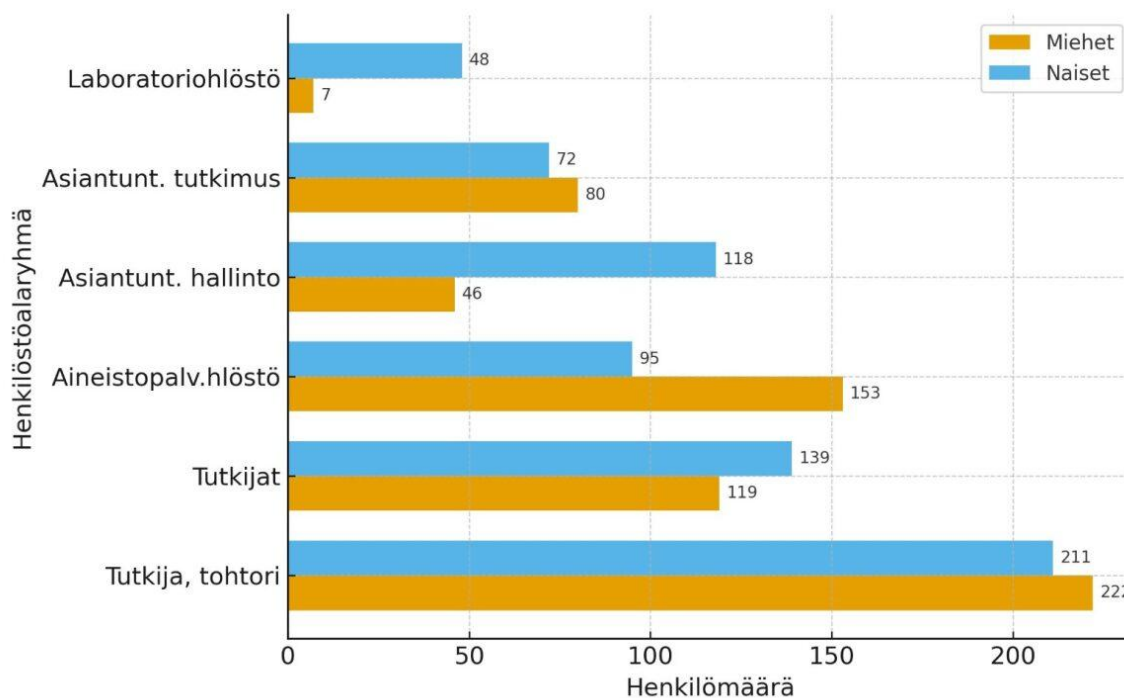
In 2025, the Bioeconomy and Environment unit (BITA) will have on average a slightly lower performance level than other units, while the service groups will have slightly higher performance levels. This difference has been clearly visible over many years. During the last two years, we have managed to bridge this gap to a degree.

For young workers (25–29 years old), the performance level is slightly lower than for older workers, which is natural due to the lack of experience. In the personnel subgroups, "researchers" differs from the "researchers, doctor" subgroup (21.9% vs 20.6%). What partly explains this difference is that the former group includes master's level researchers, while the researchers of the latter group have doctoral degrees.

Fifty-nine per cent of our female researchers and 66% of male researchers have doctoral degrees. This explains the gender differences in titles (scientist vs senior scientist vs principal scientist) and also explains part of the pay gap. Female researchers are on average younger than male researchers; this may explain the differences between personnel with PhDs, which also leads to the other observed differences. However, this is an issue that we should pay attention to in the future. Women also hold significantly more of the positions in the service groups and administrative positions of the research units

and statistical services (27%) than men (17%). In these administrative positions, the salary is on average slightly lower than the salary for research positions. In part, this explains the lower average salary of women compared with men.

*Position of men and women in different personnel subgroups*



Men/Women

Personnel subgroup/Number of personnel

Laboratory personnel

Specialist, research

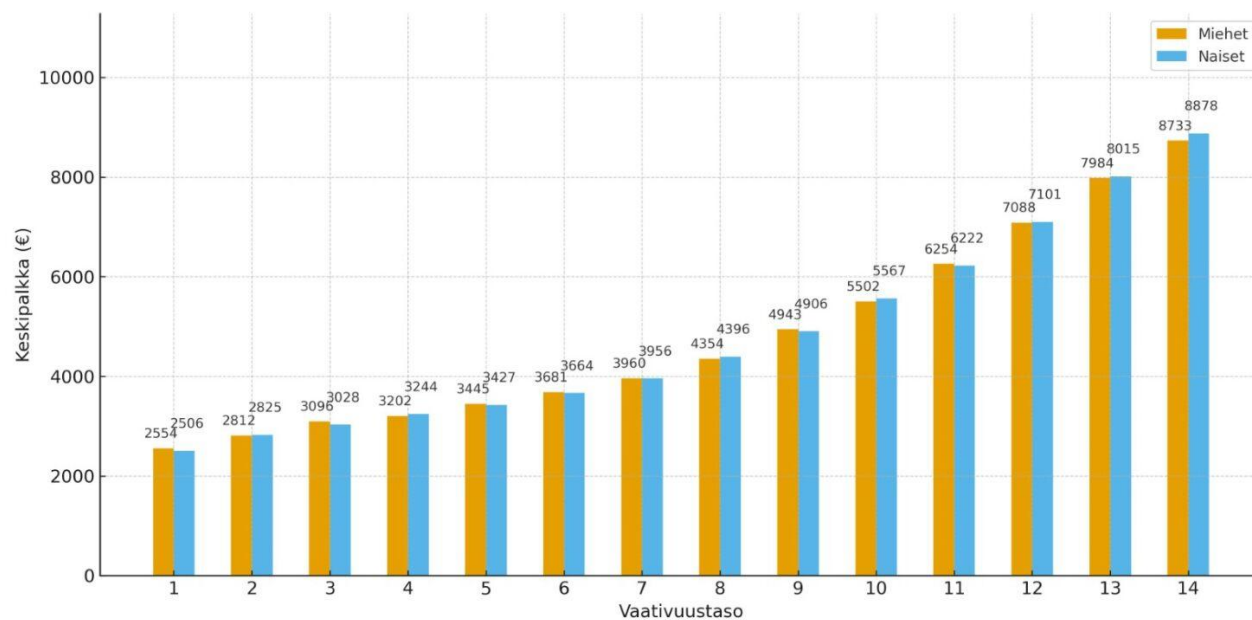
Specialist, administration

Data service personnel

Research scientists

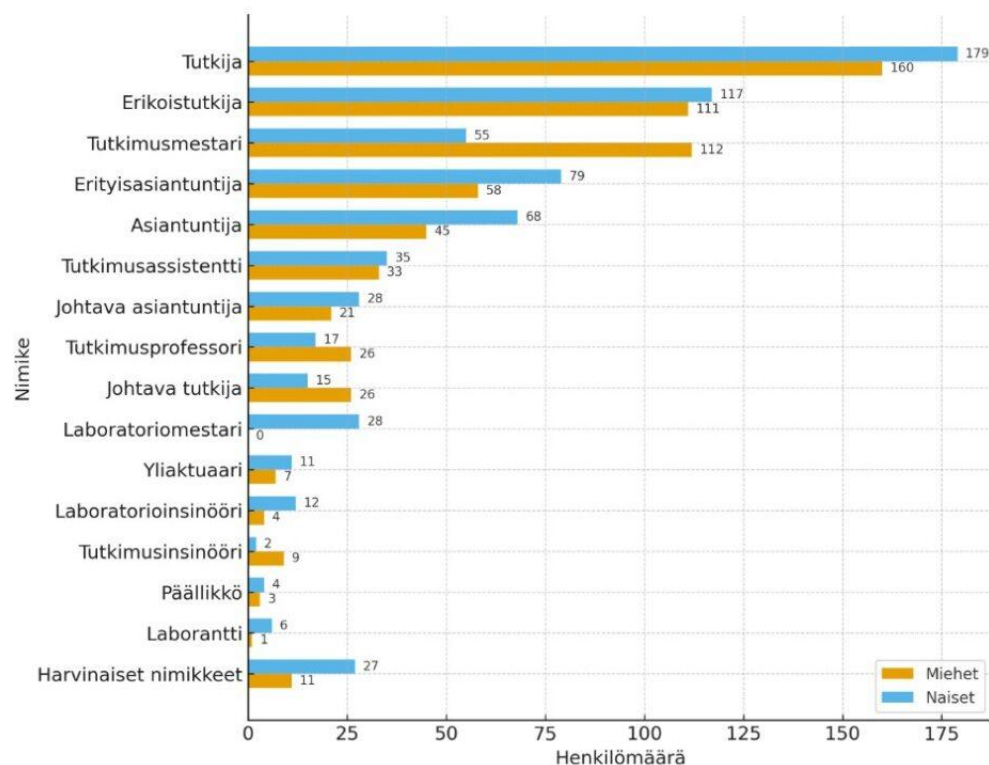
Scientist, doctor

*Average salaries for men and women at different requirement levels*



Men/Women  
Average Salary (€)  
Requirement level

## Men and women by title



Title

Number of personnel

Men/Women

Research scientist

Senior scientist

Research technician

Senior specialist

Specialist

Research assistant

Principal specialist

Research professor

Principal scientist

Laboratory technician

Senior Statistician

Laboratory engineer

Research engineer



Manager  
Laboratory assistant  
Rare titles

## 5. Assessment of previous measures in practice (2023–2025)

Luke's equality and non-discrimination group has prepared an annual work plan and tangible measures to promote the primary objectives of the equality plan. The measures have been varied, and the following are examples of their implementation in practice, broken down into the five primary objectives.

### 1. Monitoring the state of equality and non-discrimination work at Luke

The equality and non-discrimination group met regularly. The annual personnel survey (HenkilöstöBaro) provided information about the personnel's experiences. The working group monitors the results, e.g. overall performance, pay data, and information about harassment and discrimination. The results of the survey were also used in the group's annual operational planning.

### 2. Proposing tangible measures, based on surveys, to promote equality and non-discrimination at Luke. Based on them, Luke prepares an action and implementation plan for equality and non-discrimination.

The group's action plan is prepared for one year at a time. The plans have included lectures, the most recent of which were themed around DEIB (diversity, equality, inclusion, belonging) and unconscious prejudice, presented in Finnish and English. They also included simple Finnish bulletins for the entire personnel. Luke offers career development coaching for small groups (Tuura) with 14 trained coaches. Tuura coaching boosts control over work and careers among changes in the workplace and job market. Luke provides varied language training for its personnel. Supervisors have received coaching on remote management as part of the development programme for wellbeing at work, among others. They are also regularly trained in the overall recruitment process and its various stages.

### 3. Organising the promotion of equality and non-discrimination, and clarifying relevant processes

The working group sought to organise its activities to correspond with the development targets identified in the personnel survey and contacts by personnel. The group participated in the development and training of the procedure for investigating harassment and inappropriate behaviour. It updated the discrimination reporting form; there is a link to the form in the intranet. In orientation, equality and non-discrimination issues have been included in the Personnel issues/Wellbeing at work section. The orientation material matches the titles in the intranet to make information easier to find. Supervisors are encouraged to appoint an Onboarding Buddy, i.e. a more experienced colleague, whose primary task is to mentor the new employee during onboarding and facilitate their integration into Luke's culture. The group's activities have supported and continue to support the development of the processes mentioned above, among others.

### 4. Continuing the inclusion of equality and non-discrimination work in all operations and decisions at Luke

At the initiative of the IC community, Luke supports various groups by providing them with a discussion platform (Teams) for networking. The working group has also supported the Luke management team's presence at various sites. Equality and non-discrimination have been taken into account when preparing Luke's new strategy (2026–2031) by identifying it as one of our success factors, for example: *We are an internationally attractive research community and environment*, and as part of it: *We are an appreciative work community that attracts the best talent*.

### 5. Ensuring that the promotion of equality and non-discrimination become an integral part of Luke's internal communication.

The working group participated in the President and CEO's full-staff information event. There is information about what the working group does in the intranet. The HR Director has introduced equality and non-discrimination issues to the Luke management team. Communication on equality and non-discrimination work and the working group needs further development and be more regular.

To summarise equality and non-discrimination work regarding the five primary objectives (2023–2025), there has been systematic and varied promotion of the work, but it is not always easy to present this progress with numbers. The annual personnel survey provides information about the personnel experience; however, new questions introduced in 2025 made comparison with previous years impossible. Equality and non-discrimination work is a persistent process that cannot easily be considered complete. It is important to set tangible goals in the next plan that the group can influence, and whose progress it can monitor.

## 6. Objectives, measures to promote equality and inclusion, and their monitoring 2026–2027

Luke's goal is to maintain and further develop Luke's work culture towards greater respect towards equality, non-discrimination and diversity. It is supported by persistent equality and non-discrimination work, which has received three main objectives for 2026–2027. Furthermore, the working group prepares an annual action plan with tangible measures.

### Main objectives of the 2026–2027 equality and non-discrimination plan

This section describes the measures, responsibilities, schedule and monitoring of Luke's three main objectives for equality and non-discrimination work. These are what the equality and non-discrimination working group uses as a foundation for its action plan and the monitoring of its progress. It is possible that, with progress, the equality and non-discrimination working group may identify new areas for development and measures.

#### 1. Equal and safe working environment

The working group aims to identify measures that support and develop an equal and safe working environment and to regularly monitor their implementation.

Goal	Action	Responsible party	Schedule	Monitoring
<b>Collecting data from personnel to support equality and non-discrimination work</b>	Adding questions to HenkilöstöBaro	HR and team	Completed 6/2026	Working group meetings

	Study the new State Diversity Survey and assess its suitability for the work	HR and team	Completed 6/2026	Working group meetings
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Goal	Action	Responsible party	Schedule	Monitoring
<b>Equality work in orientation</b>	Ensuring that the instructions for the mentor and the new employee are up to date and functional	HR	1–8/2026	Working group meetings

Goal	Action	Responsible party	Schedule	Monitoring
<b>Preventing inappropriate treatment and harassment</b>	Developing and evaluating intervention and clarification processes	HR	2026–2027	Working group meetings
	Ensuring that the instructions in the intranet are clear and accessible	HR and team	2026	Working group meetings
	Regular training for different target groups	HR	Continuous	Working group meetings
	Survey the personnel experience with HenkilöstöBaro	HR and team	2026–2027 HenkilöstöBaro according to implementation schedule	Working group meetings, review of the HenkilöstöBaro results



Goal	Action	Responsible party	Schedule	Monitoring
<b>Identifying and preventing discrimination based on gender identity or gender expression</b>	Identify situations where discrimination may occur and develop ways to prevent it	HR and team	2026	Working group meetings

Goal	Action	Responsible party	Schedule	Monitoring
<b>Anonymous recruitment</b>	Using an anonymous recruitment process for positions that make it viable and feasible	HR	2026–2027	Working group meetings
	Explore opportunities for developing an anonymous recruitment process with a partner	HR	2026	Working group meetings

## 2. Operating culture: Goals that emerge from the new Luke strategy

The working group's objective is to identify measures that support the objectives of the new Luke strategy.

Goal	Action	Responsible party	Schedule	Monitoring
<b>We are an appreciative work community that attracts the best talent</b>	The working group identifies ways to develop Luke's employer image in terms of equality and non-discrimination	HR and Communications	2026–2027	Working group meetings

	Family-friendly workplace	Working group and HR	2026	Working group meetings
	External communication on equality and non-discrimination work	Working group, HR and communications	2026	Working group meetings

Goal	Action	Responsible party	Schedule	Monitoring
<b>Way to lead that supports employee wellbeing</b>	Applying the practices of the Occupational Wellbeing Handbook	HR and supervisors	2026–2027	Working group meetings
	We ensure comprehensive onboarding for supervisors	HR	2026–2027	Appropriate briefings and onboarding

### 3. Active communication and engagement

The goal of the working group is to actively communicate and involve Luke personnel in equality and non-discrimination work.

Goal	Action	Responsible party	Schedule	Monitoring
<b>Active communication and engagement</b>	Presentation of the working group and its work at a personnel event and discussion on the topic	HR and team	1–3/2026 1–3/2027	Working group meetings
	Development of intranet pages	HR and team	1–6/2026	Working group meetings

	Annual communications on the pay survey	HR	2026–2027	Working group meetings
	Developing the readability and appearance of the equality plan	HR and Communications	2026	Working group meetings

## 7. Communication and engagement

The goal of Luke's equality and non-discrimination working group is to be known by the Luke personnel, as well as to discuss and communicate the themes of its work. The aim is to provide clear, regular and effective communications.

The equality and non-discrimination working group will make an appearance at the personnel event. At the same time, it will also present the new plan for 2026–2027. All events surrounding this subject will be communicated in the intranet.

### Signatures

Johanna Buchert

President and CEO  
Resources

Mari Paloheimo

Vice President, Human