

# **LUKE'S GENDER EQUALITY PLAN 2023-2025**

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

The Constitution of Finland, the Act on Equality between Women and Men, the Non-discrimination Act and the Employment Contracts Act require that the Natural Resources Institute Finland (Luke) takes action to promote equality and non-discriminatory treatment and to eliminate discrimination and harassment.

Luke's equality and non-discrimination activities, and this equality plan are based on Luke's strategy and values. In addition, there are legal obligations (Equality Act 609/1986, 1329/2014 and Non-Discrimination Act 1325/2014, 1192/2022) for drawing up an equality plan. Luke has prepared this equality plan to support the fulfilment of its strategic goals and the obligations set out in legislation on equality and non-discrimination. Luke's strategic goal is to build an international, diverse, multi-disciplinary, equal and non-discriminating working community.

This equality plan and the monitoring of its fulfilment ensure that Luke is proactive and operates in a high-quality manner. Many of the goals defined in this plan are Luke's permanent operating models.

According to the Non-Discrimination Act, no person can be discriminated against on the basis of their gender, age, origin, ethnicity, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or any other personal reason. The Act defines five forms of discrimination:

- **Direct**, meaning that a person, on the grounds of personal characteristics, is treated less favourably than another was treated, is treated or would be treated in a comparable situation. For example, a foreign employee being paid less than a Finnish employee.
- **Indirect**, meaning that an apparently neutral rule, criterion or practice puts a person at a disadvantage compared with others on the grounds of personal characteristics. For example, perfect command of Finnish is required at the hiring stage even if it is not essential for performing the work in question.
- **Harassment**, meaning the deliberate or de facto infringement of the dignity of a person or a group of people, which creates a threatening, hostile, degrading and offensive atmosphere. For example, offensive racist jokes at the workplace or name-calling sexual minorities are harassment. For the employer not to take action to address such harassment at the workplace is considered discrimination.
- **Denial of reasonable accommodation**, meaning that the employer refuses to make reasonable adjustments required for a disabled person to gain employment, perform their job duties and advance in their career equally with others.
- **An instruction or order to discriminate** against particular persons. For example, an employer prohibiting an employee to hire a person belonging to a particular ethnic group.

According to the legislation, the employer must take into account the different grounds of discrimination when assessing the fulfilment of non-discrimination in the recruiting and the workplace and, taking the needs of the workplace into account, develop working conditions and the operating methods and principles that are applied to recruitment and personnel-

related solutions.

The purpose of the Equality Act is to prevent any direct and indirect discrimination based on gender and to promote equality between men and women. In addition, its purpose is to prevent any discrimination based on the gender identity or the expression of gender.

Luke takes principles of equality and non-discrimination into account in all of its plans and decisions, and in their preparation and execution. The equality plan is available to everyone on the organisation's internal and external websites, and it applies to all Luke employees. Furthermore, every Luke employee is obligated to contribute to the fulfilment of equality and non-discrimination in their work environment.

Luke's President and CEO has appointed an Equality and Non-Discrimination Group, the purpose of which is to prepare proposals, issue statements and forward actions concerning the fulfilment and development of equality and non-discrimination for processing. These actions include relevant training, and increased awareness and competence among Luke's personnel. Luke employees can prepare proposals, statement requests and comments for the team regarding equality and non-discrimination. The team's term of office corresponds with the validity of this plan. This plan has been prepared by Luke's Equality and Non-Discrimination Group. This plan has been prepared for 2023–2025.

## Equality and non-discrimination in day-to-day work at Luke

**According to its Code of Conduct, Luke is committed to promoting the equal and non-discriminatory treatment of its employees as part of its open and transparent activities. Promoting equality and non-discrimination in society is one of the preconditions of sustainable and responsible activities. Luke aims to act in a responsible and ethical way and treat its employees in a non-discriminatory way in all of its practices.**

In order to reach these goals, actions that promote equality and non-discrimination need to be included in Luke's day-to-day activities, management and processes. Luke wants to ensure that questions related to equality and non-discrimination are addressed in the activities of all of its units. In addition, the alertness and responsibility of every Luke employee is necessary: promoting equality and non-discrimination is the obligation of every Luke employee.

The employer must, taking the needs of the workplace into account, develop working conditions and the operating methods that are applied to recruitment and personnel-related solutions. Considering the working environment, resources and other conditions, the measures taken to promote equality and non-discrimination must be efficient, purposeful and correctly proportioned.

## Goals and activities

Luke is committed to identifying and eliminating any practices and structures that cause and maintain inequality and discrimination. Luke supports promoting equality and non-discrimination through long-term planning and consistent organisation.

**The main goals set of the plan period 2020–2022 are:**

- 1) Monitoring the state of Luke's equality and non-discrimination activities**
- 2) Proposing concrete measures, on the basis of surveys, to promote equality and non-discrimination at Luke. An action and implementation plan for equality and non-discrimination will be prepared on the basis of these.**
- 3) Organising the promotion of equality and non-discrimination, and clarifying relevant processes**
- 4) Continuing the inclusion of the work carried out for equality and non-discrimination as part of all operations and decisions at Luke**
- 5) Including the promotion of equality and non-discrimination as an integral part of Luke's internal communication.**

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

The equality and non-discrimination team prepares and fulfils the action and implementation plan together with Luke's HR function, in particular. The perspective of equality and non-discrimination is addressed in Luke's personnel planning, taking the gender and age distribution into account. Work trials are part of Luke's recruitment system. Luke's salary system firmly addresses the perspective of equality, and all of Luke's services will be made accessible to everyone.

To ensure continuity, it is essential that the fulfilment of goals is monitored and assessed systematically and, if required, new goals and measures are defined.

The goals defined in the plan for promoting equality and non-discrimination cover three areas:

- (1) Management and operating culture
- (2) Recruitment, salaries and career opportunities
- (3) Diversity and a multi-disciplinary approach

The goals needed in order to reach Luke's strategic goals and fulfil statutory obligations will be presented regarding each area. The fulfilment of the goals will be monitored and their impact will be assessed at regular intervals. The goals will be defined concretely in the action and implementation plan.

## Management and operating culture

Good management and supervisory work are key success factors for Luke. The goal of the management of equality and non-discrimination is that every Luke employee feels that they are treated fairly, their work is respected, and they respect the work of others. Information about the practices, according to which every Luke employee can and must act when observing or experiencing any discrimination, harassment or bullying, must be publicly available to everyone. New employees must read the equality plan as part of their induction.

Management ensures that there are no elements in operating instructions, plans or other guiding documents or principles that place Luke employees in a different position on the basis of their gender, gender identity, age, origin, nationality, language, religion, beliefs, opinions, political activities, employee association activities, family relations, health, disability, sexual orientation or any other personal reason. The content, presentation, language and image material of Luke's internal and external communication must be available and promote equality and non-discrimination. Luke must identify and eliminate any functions and structures that cause inequality on the basis of the gender, ethnic origin, etc.

Supervisors must work responsibly in order to build and maintain an equal, fair, engaging and inspiring operating culture. Supervisors must be trained to support employees belonging to ethnic or other minorities. Results of personnel and workplace surveys must be used to develop a diverse operating culture based on multiple values.

Mobile work is one of Luke's strengths. Luke's operations are divided between several locations, and geographically Luke covers the whole of Finland. This regional division has also been identified as a challenge in applying non-discriminating practices, and this must also be taken into account in day-to-day management.

**The goal is** that Luke prepares standard principles for personnel-related matters, such as employee benefits (recreational activities and meal benefits in particular), and these are followed in all locations. Luke invests in the flow of information and communication and aims to find ways to prevent the geographical location or any specific personnel group from having an impact on the smooth flow of information. Another aim is to identify and test new communication and notification methods to reach all employees.

Furthermore, Luke seeks solutions for problems in data connections to equally engage employees, also using remote solutions. Luke must ensure the functioning of systems and the sufficiency of capacity regarding all locations. Event organisers and chairpersons must ensure that remote participants are taken into account and have an equal opportunity to join conversations. Videoconferencing practices must be developed on the basis of feedback.

Luke's managers aim to meet employees equally in all locations. The focus of supervisory work at Luke is on remote management and daily/weekly meetings with specific units, groups or teams as part of day-to-day supervisory work.

## Recruitment, salaries and career opportunities

Luke is committed to being an equal employer that selects employees on the basis of competence, skills and suitability. Luke's recruitment processes are fair, clear and transparent, and they enable purposeful specialisations for different types of tasks on different career paths. Any positive special treatment can be applied within the scope of the legislation. This means that an applicant representing a minority group takes precedence if all applicants are equally competent and suitable.

The employer's obligation is to allow everyone who is interested to apply for vacancies. Recruitment processes are transparent and guided by clear instructions that address the principles of equality and non-discrimination. Luke supports career advancement, opportunities for diverse tasks and development at work, taking the principles of equality and non-discrimination into account. Career advancement principles are transparent. Performance appraisals are career planning tools.

**The goal is** to clarify Luke's recruitment process and improve competence in recruitment: knowledge and management of instructions, responsibilities, procedures and the principles of equality and non-discrimination. The merits of all applicants are compared in an equal and documented manner, using a single set of criteria and weights. The goal is that Luke has skilled employees of different ages and with different backgrounds.

### **Luke agreed upon the deployment of a new salary system in 2018.**

The new salary system promotes fair salaries and the development of competence, encourages employees to apply for more demanding positions and to produce better results, and develops and improves supervisory work and management. The salary system must support equal salaries. The salary system must be based on a clear and transparent career path model for different personnel groups. With regard to salaries, the goal is that an identical salary is paid for tasks at a similar level of difficulty, independent of the gender, age, other personal quality, or location, unit or other environmental factor. To ensure a positive development of salaries, employees must have equal opportunities to develop their skills and to apply for more demanding positions.

The coordination of work and leisure of the personnel is supported by using flexible working hours arrangements, by encouraging employees to take family leave and by allowing the flexible use of unpaid absences, the work situation permitting.

**The goal is** that all Luke employees have, taking their academic and/or professional competence and position into account, similar rights and obligations and equal opportunities for career advancement and personal development. Indicators must be monitored regularly regarding each personnel group, and each personnel group must have equal opportunities for career advancement. There can be no differences between personnel groups with regard to training opportunities. Employees in different positions and from different backgrounds must be treated equally. This enables an equal engagement in Luke's operations.

## Diversity and a multi-disciplinary approach

Luke's broad expertise in the bioeconomy is one of its assets. Luke considers it to be important that focus is placed on non-discrimination between different personnel groups as part of Luke's management activities. It is important that, regardless of the personnel group, special attention is paid to how Luke employees cope at work and enjoy their work. Luke's good operating principles must be applied to all employees in a non-discriminating and transparent manner.

Employees with extended careers must be regarded as an asset. Often, older and more veteran employees possess such experience and capital that should be transferred to the whole working community. In addition, younger employees have special know-how that helps Luke to reach its strategic goals. The sharing of know-how and mutual cooperation are developed and improved using practices that support Luke's multi-disciplinary expertise. Know-how is shared through Luke's mentoring programme, among others. It helps employees to share their know-how within the organisation.

**The goal is** that the principles and criteria applied to research funding are non-discriminating, straightforward and public. Decisions on research positions and funding must be made in a fair and transparent manner.

**The goal is** that a broad and diverse representation is addressed in setting research questions and in engagement in research. This guarantees diversity in research questions and processes. The aim is to communicate research results comprehensively and equally to different target groups.

**The goal is** that Luke can become significantly more international. Multilingualism at Luke and supporting language guidelines promote internationalism and the development of a multi-cultural identity. To ensure linguistic equality, Luke's internal communication and guidelines emphasise the provision of key documents in Finnish and in English. If required and at request, documents can also be provided in Swedish or Sámi. Luke has also developed services that support the integration of international employees (e.g. relocation services).

**The goal is** that special needs arising from people of different ages or from different backgrounds (e.g. care needed for children or relatives) are addressed in activities and work planning and, for example, a positive attitude is adopted towards work arrangements, part-time pensions and other flexible systems where possible. Development opportunities must be offered to all age groups.

## Monitoring

**The monitoring and assessment of work carried out to promote equality and non-discrimination must be integrated as part of Luke's management, operational control, planning, operational assessment, goals and the allocation of resources.**

**Every year, Luke must systematically compile comparable information about the state of personnel resources and the personnel, also covering the fulfilment of equality and non-discrimination, and make this information openly available.**

Task classifications, salaries and any pay differences between men and women in accordance with the Equality Act's provision on a pay survey are identified and monitored every six months in Luke's pay survey. It is also identified that there are no unfounded pay differences between men and women carrying out the same or similar work. The pay survey increases openness and transparency in Luke's activities.

**At the first stage, the following must be selected as indicators to be monitored:**

- **The number of men and women working at Luke**
- **The age of the men and women working at Luke (age groups)**
- **Gender distribution per personnel group**
- **Gender distribution per type of employment relationship (permanent/fixed-term)**
- **Gender distribution among part-time employees**
- **Use of family leave per gender**
- **Gender distribution among applicants and recruited employees (note: to be identified how this is possible in practice)**
- **Salary development between men and women**

Indicators and their monitoring charts are published in Lukenet where they are available to all Luke employees. The fulfilment of equality and non-discrimination is also monitored through the annual personnel survey. Any measures resulting from the survey are monitored by Luke's managers and at a unit level. Luke uses a discrimination reporting form, using which employees can also report any harassment they have experienced to the equality and non-discrimination team to have the case investigated and for requesting a statement.

Luke applies a countermeasure ban, meaning that an employee must not face negative consequences for invoking the rights referred to in the Non-Discrimination Act, obligations, participating in the investigation of discrimination at the workplace, or taking other measures to safeguard equality. An example of a banned countermeasure is the tightening by the employer of supervision of the employee's performance after informing the occupational safety and health authority about discrimination.



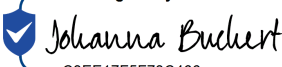
The equality and non-discrimination team will monitor and assess the fulfilment of this equality plan and the activities listed in its appendices. It will also be responsible for revising this equality plan.

Every three years, the Equality and Non-Discrimination Group will assess the fulfilment of equality and non-discrimination goals on the basis of material generated by members of Luke's management (annual reports, salary surveys, personnel surveys).

In addition, the equality and non-discrimination team can organise various equality and non-discrimination surveys in cooperation with Luke's managers and also use these results as part of the statutory assessment conducted every three years.

In Luke Prosessori employees can report on safety and security observations and also present their concerns over equality and non-discrimination. This feedback will be handled confidentially and anonymously by the cooperation team.

## Signatures

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