

# Finnish Innovation Fund Sitra's Gender Equality Plan

The Finnish Innovation Fund Sitra is strongly committed to promoting gender equality. Equality is one of the factors/ideals underlying our vision. In our work community, we reinforce a working culture where everyone is treated equally, with respect and inclusion, whatever their background.

The European Commission has developed a Gender Equality Strategy for 2026 to 2030, in which it commits to promoting gender equality in every aspect of life, from education and health to work and public life. The Strategy also aims to address modern threats such as cyberviolence and AI-related risks, which particularly affect women. "In 2025, the Commission presented the EU Roadmap for Women's Rights, which was endorsed by all Member States. The new Gender Equality Strategy translates the Roadmap objectives into concrete measures to empower women and girls, engage men and boys, vigorously oppose any backtracking on fundamental rights, and accelerate progress towards a truly gender-equal Europe." (Gender Equality Strategy | European Commission ([european-council.europa.eu](https://european-council.europa.eu/media/1000000/attachment/data/1000000/1000000.pdf))).

As part of this strategy, the Commission requires bodies applying for or participating in EU Horizon Europe programmes to submit a Gender Equality Plan (GEP) and be strongly committed to it. This document, signed by Sitra's senior management, summarises Sitra's practices for promoting gender equality in accordance with the GEP.

Sitra has a gender equality plan in accordance with the Act on Equality between Women and Men (609/1986). The plan is evaluated and updated by employer and employee representatives. The plan is discussed as part of the Workplace Community Development Plan in a dialogue within Sitra's cooperation group. In the cooperation group, employees are represented by an elected representative, an occupational safety and health representative and an HR specialist. In turn, the employer is represented by the President and a supervisor representative. The plan takes a systematic stand on the measures promoting equality and non-discrimination and determines objectives, measures, indicators and parties responsible for equality issues.

## **Data collection and monitoring**

We monitor the realisation of equality annually using separate statistics and as part of an annual personnel survey. Reporting complies with the EU's General Data Protection Regulation. The collected data include:

- Proportions of men and women among personnel
- Gender distribution and employment relationship type
- Supervisory role and gender distribution
- Gender distribution by job title
- Duration of employment relationship and gender distribution
- Pay survey statistics on equal pay
- Experience of equality

## **Values and organisational culture**

All our work is founded on shared values: Responsibility, Inclusion and Independence. These values are reflected in our everyday actions and guide our activities.

We verbalise our values as follows:

### **Responsibility**

Responsibility guides our work when we make strategic choices, engage in societal work, make investments and follow our everyday practices. In Sitra's work and choices, we take account of the limits of nature's carrying capacity.

### **Inclusion**

In our operations, inclusion means building a successful Finland together with people living in Finland. We aim to ensure that the Finnish democracy and decision-making will continue to rely on strong inclusion, trust and equal opportunity. This is also a prerequisite for our success as a future fund. We will also engage young people, who will be the ones living with the consequences of many of the decisions being made today. We want to have the most talented people building the future with us.

## **Independence**

Being independent – both economically and in the choices we make in our work – ensures our ability to act boldly as a promoter of societal change.

An organisational culture built on values is a key factor in creating a working environment in which all employees have good well-being. We want to build a culture that supports a sense of inclusion and we actively engage all members of the Sitra community in the efforts to develop our work community.

## **Recruitment and pay**

We promote equal pay between the genders by developing recruitment, the division of duties, the diversification of work tasks, training and management. The principles of pay are presented in Sitra's pay policy handbook. The aim is to promote consistent and fair practices and increase openness in Sitra's pay policy. At Sitra, pay is based on the level of job demands, competence and experience utilised in the role, as well as pay comparisons across different sectors and roles, and Mandatum's Palkkavaaka compensation survey system.

Filling vacancies in a manner that promotes equality involves, for instance, ensuring that the qualification requirements or selection criteria do not give rise to discrimination based on any gender, and that underrepresentation by gender is taken into consideration if the applicants' qualification requirements and promotion criteria are equal. In application procedures, it is also ensured that the preparation and communication are carried out openly.

## **Equal opportunities for development**

All employees are offered equal opportunities for career development and to enhance their professional skills. Regardless of gender, everyone is encouraged to make the most of different development opportunities, and the development of each employee is discussed every six months in performance appraisals, goal-setting discussions and feedback discussions.

## **Reconciliation of work and family life**

The reconciliation of work and family life is promoted by flexible working time arrangements and remote work opportunities. This ensures that different genders have equal opportunities to divide their working hours, care for their children and use parental and childcare leaves. The working time arrangements take into account different life situations and ensure that the use of leaves will not have a negative effect on career progress or pay.

Sitra employees have access to various services that support, for example, comprehensive well-being, mental health and a healthy lifestyle.

### **Resources allocated to the promotion of equality work**

Sitra's senior management is strongly committed to the promotion of equality. At Sitra, equality issues are discussed in a dialogue within the cooperation group. Employees are represented by an elected representative, an occupational safety and health representative and an HR specialist, with whom the questions related to equality are promoted through cooperation. The employer is represented by the President and a supervisor representative. The work on equality is supported by a team of HR specialists.

### **Gender equality in management and decision-making**

We aim to be a gender-balanced community whose members have equal and fair opportunities to participate in management and decision-making.

At the beginning of January 2026, Sitra's management team consisted of 37.5% women and 62.5% men. In the Board of Directors, the proportion of women is 42.9%, and that of men is 57.1%. In the supervisory board, the corresponding proportions are 35.7% for women and 64.3% for men. Meanwhile, 13 people work in supervisory roles, 38% of them women. (Statistics on 5 January 2026).

We also strengthen gender equality in our terminology. Sitra has replaced the gendered 'esimies' term with the gender-neutral 'esihenkilö' term for supervisor. This is one of the ways to enhance gender neutrality in management roles.

### **Efforts to prevent gender-based violence and sexual harassment**

Sitra has zero tolerance for harassment. The Criminal Code of Finland defines sexual harassment as a criminal offence (Chapter 20, Section 5a). We prevent harassment and facilitate interventions by providing instructions and tools that enable addressing harassment and inappropriate treatment at the workplace.

Sitra has an operating model for preventing inappropriate behaviour and harassment. All Sitra employees, especially those with a supervisory role, are familiarised with the model.

**We are committed** to promoting good behaviour, interactions and working culture at Sitra. We show our appreciation towards one another and our partners through our behaviour. We do not accept any form of inappropriate treatment or harassment. We act responsibly and take Sitra's values into consideration in everything we do.

**We build and promote** sustainable well-being at Sitra together. Each one of us is responsible for promoting and developing a good work community. Appropriate and open

discussions allow us to prevent misunderstandings and misinterpretations as well as inappropriate behaviour and harassment.

**We address** conflicts and investigate experiences of inappropriate treatment and harassment promptly and appropriately.

**We follow** the state of the work community and, if necessary, take measures to ensure consistent approaches and a shared direction. We pay attention to commitment to good behaviour and interactions in our job orientation process, and complete training that helps us prevent, detect, investigate and eliminate possible inappropriate behaviour and harassment in our work community.

## **Measures to promote equality**

Below is a summary of the measures, actions and practices developed and implemented to support gender equality. These actions are part of the Diversity, Equality and Inclusion framework, which is strongly supported in the organisation, starting from the senior management, and is being constantly developed and complemented through new actions. The most important objectives and development measures, their indicators and responsible parties are described in more detail in Sitra's equality and non-discrimination plan for the period 2026–2028.

### **Key current practices and measures to promote gender equality:**

- Operating model for preventing inappropriate behaviour and harassment
- Development of an inclusive organisational culture
- Recruitment practices and pay principles
- Reconciliation of work and family life and related support
- Equal opportunities for development
- Gender equality in management and decision-making
- Active cooperation and occupational safety and health activities

### **Key development measures 2026–2028**

- Enhancing experiences of inclusion
- Improvement of pay transparency
- Strengthening a culture of respectful interaction

- Promotion of diversity and the development of related competencies

### **Sitra's management's commitment to the Gender Equality Plan**

With this signature, Sitra commits to the implementation, development, monitoring and resourcing of the Gender Equality Plan.

Signatures

Helsinki, 24 June 2026



Atte Jääskeläinen

President, Finnish Innovation Fund Sitra