

Metsähallitus' diversity, equality and non-discrimination plan for 2026–2029



Intent

We at Metsähallitus respect and observe human and fundamental rights, including linguistic rights, in all our activities. Our work is guided by internationally recognised responsibility guidelines and principles, including the UN Agenda for Sustainable Development (Agenda 2030), the UN Universal Declaration on Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), the UN Declaration on the Rights of Indigenous Peoples, the ILO Declaration on Fundamental Principles and Rights at Work, and the due diligence process based on the OECD Guidelines for Multinational Enterprises.

Through our commitments, we promote responsibility at international level with the aim of building a world where the limits set by nature are respected, which is characterised by equality and fairness, and where everyone can feel included without fear of discrimination or harassment. We do not tolerate any discrimination on the grounds of age, gender, ethnic or national origin, language, beliefs, religion, opinion, disability, state of health, sexual orientation or other personal characteristics.

This updated plan is a continuation of the well-started work aimed at promoting diversity, equality and non-discrimination at Metsähallitus. The goals of the plan are promoting diversity in the work organisation, non-discrimination and inclusion, and eliminating discrimination in our employer activities as well as in services intended for our customers, partners and stakeholders.

The measures set out in the diversity, equality and non-discrimination plan are part of one of the main themes in Metsähallitus' strategy: Competent and equal personnel. The purpose of the plan is to ensure that the responsibility policies that we have adopted on the basis of the above-mentioned international responsibility guidelines and principles are also incorporated into our activities with regard to our own employees.

By doing this, we can fulfil the promise that we have given to our personnel and stakeholders that Metsähallitus is a place where diversity is promoted and respected and where customer-orientation is a key priority.

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Background

This diversity, equality and non-discrimination plan assesses the achievement of the objectives and measures set out in Metsähallitus' diversity, equality and non-discrimination plan 2023–2026. Furthermore, the plan includes new measures for the further development of equality, non-discrimination and diversity in Metsähallitus' activities and work community for the new planning period 2026–2029. The plan also contains measures for promoting the equality of the Sámi in the employer activities of Metsähallitus.

The update process was started by studying diversity management as a tool to prevent discrimination. Experts from the HR unit and the communications and responsibility unit have participated in the preparation of the plan. Sanni Hagman has been responsible for the update work, and the other members of the update core team were Meri-Tuulia Forsman and Tiina Vuoristo. In addition, experts from different areas of responsibility and Group business units have been involved in work on the special themes. Metsähallitus employees were included in the planning work, for example, by means of a survey, which yielded 118 responses.

The survey provided information on which of the measures of the previous planning period should also be included in this

plan, what the general attitude towards updating the plan is, and which matters should be given special consideration when updating the plan.

The work on the diversity, equality and non-discrimination plan was guided by Metsähallitus' responsibility group, and the plan was prepared in cooperation with representatives of the personnel at cooperation committee meetings on 8 September 2025 (Metsähallitus Forestry Ltd's cooperation committee) and 26 September 2025 (enterprise's cooperation committee). The plan was approved by Metsähallitus' Management Group on 26 November 2025.

The tools used to map the current situation included corporate responsibility network FIBS' Diversity and inclusion self-assessment tool, the results of the annual personnel survey and customer and stakeholder survey, a survey organised for the personnel, and data on the current situation of the organisation collected by utilising different steering documents and available personnel data on both recruitments and in-house personnel.

Moreover, the current situation has also been assessed by utilising data on the achievement of the measures set out for the previous planning period.

I planen:

Assessing with different methods the implementation of diversity, equality and non-discrimination as well as human rights in Metsähallitus' official and employer activities from the perspectives of management, supervisory work, and personnel, as well as customer and stakeholder work.

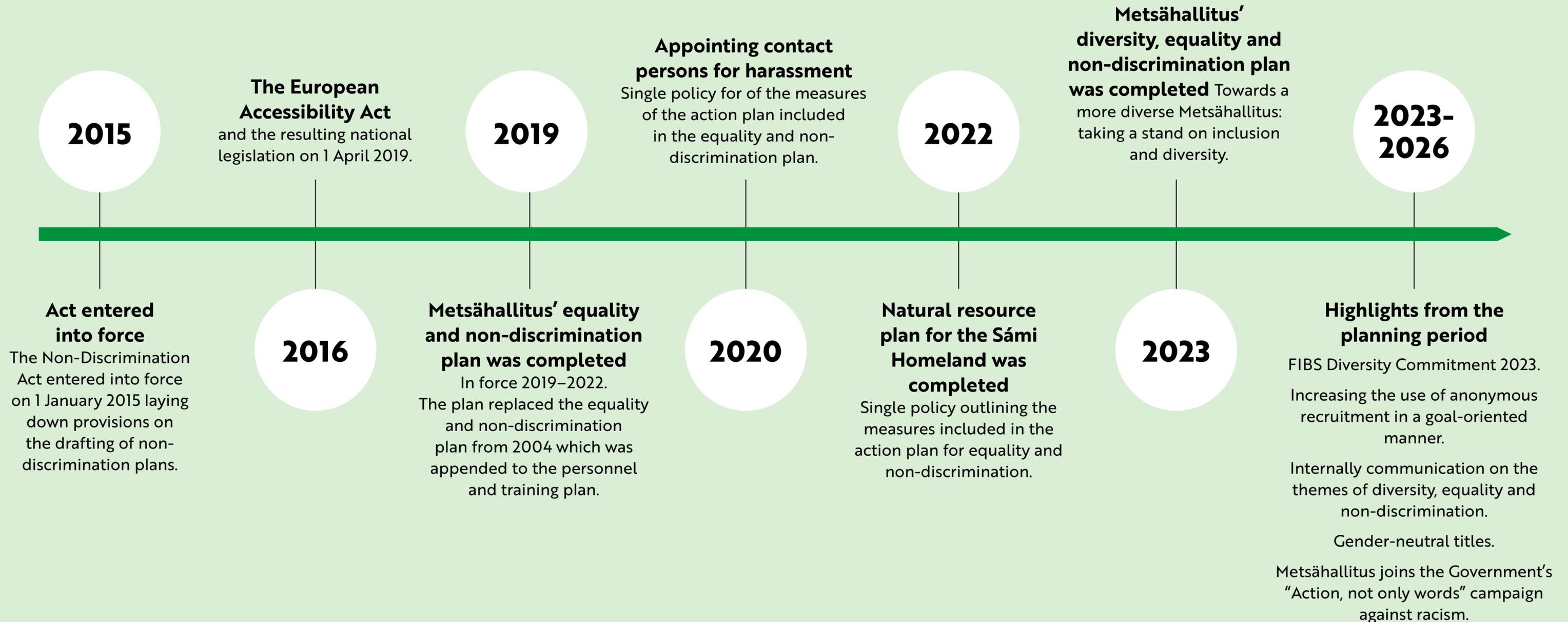
Establishing measures for Metsähallitus to identify, address and prevent discrimination prohibited by the Non-Discrimination Act and the Equality Act.

Establishing measures for Metsähallitus as an employer to promote equal treatment, gender equality and diversity.

Presentation of the measures, respective responsible parties, and the monitoring of their impact.

The plan update process was started by studying diversity management as a tool to prevent discrimination.

Diversity, equality and non-discrimination work at Metsähallitus



Assessment of the current situation and promotion of diversity, equality and non-discrimination during the planning period 2023–2026

At Metsähallitus, promoting equality and non-discrimination is a key part of responsible personnel policy. Competent and equal personnel is seen as a strategically important resource that supports the achievement of the organisation's objectives and maintains the personnel's functional capacity.

Courses on prejudice and inclusion:

Training was organised for supervisors and personnel on topics such as unconscious prejudices, racism in working life, accessibility, and the prevention of discrimination.

Development of the management culture:

Annual development days for supervisors supported inclusive management.

Diversity commitment and survey:

Metsähallitus signed the FIBS Diversity Commitment and carried out the "Diverse Faces of Work" survey.

Gender equality:

The gender distribution has not changed significantly, including no expanding gap between the genders.

Equal pay: The pay system has promoted equal wages for all without any unjustified differences.

Anonymous recruitment:

A diversity clause and anonymous recruitment process were introduced, and their use was promoted by training and instructions.

Gender-neutral communication:

The term "everyone's rights" was introduced, and gender-neutral titles are in use.

Promoting the Sámi culture:

Courses and webinars were organised on the Sámi culture and the rights of indigenous peoples, and language training was supported.

Results of the diversity and inclusion self-assessment

The corporate responsibility network FIBS provides a self-assessment tool for diversity management, which is aimed at supporting organisations in the development of diversity, inclusion and equality in a strategic and practical manner.

When mapping the current situation, the tool enabled the identification of development targets from the perspective of employees, customers and other stakeholders.

The tool is divided into the following themes:

Commitment

- Management and the role of leadership in diversity work
- Strategic policy and resource allocation in diversity work

Employees

- Recruitment, competence development, well-being at work and career development
- Equality and inclusive work community

Diversity and inclusion work processes

- Practices and processes for managing diversity
- Indicators and monitoring

Customers, users and other collaboration partners

- Accessibility of services and diversity of the customer interface
- Communication and marketing

Photo: Katri Lehtola

With the help of the self-assessment tool, each theme was evaluated on a scale consisting of three development stages: beginner, developer and advanced level.

When examining the planning period 2023–2026, the results of the self-assessment tool showed inconsistencies, and clear, measurable targets for diversity work had not been set.

A review of the results of the self-assessment tool revealed that diversity work at Metsähallitus has started off well and even developed in many areas, especially in personnel-related functions.

When examining the Commitment theme, the assessment clearly showed that Metsähallitus is committed to diversity work and this is reflected, for example, in the signing of FIBS’s Diversity Commitment and joining the Government’s campaign against racism. In addition, certain themes have been highlighted each year, especially in internal communications as events organised for the personnel. At the moment, D&I work is integrated into other tasks, and no clear responsibilities or resources have been set for the work.

With regard to diversity management processes, Metsähallitus has set objectives especially related to the gender distribution and the utilisation of anonymous recruitment. However, reporting, the linking of diversity and inclusion performance to

rewards, the documentation guiding the work and HR analytics are still at the beginner level. Metsähallitus has not carried out a diversity survey among the employees.

Regarding the **Employees** theme of the assessment tool, the results showed that Metsähallitus is firmly at a developer level and, to some extent, on advanced level. Especially pay equality, task classifications, building an inclusive culture, and guidelines for incidences involving discrimination are well established. The recruiting supervisors have received training in the recruitment process, but ensuring objectivity throughout the recruitment process needs structures. The development and monitoring of career paths have just begun, and work adjustments for persons with, for example, partial work ability are at beginner level.

In the theme Customers, users and other collaboration partners, Metsähallitus is a developer, especially in service development and the responsibility of subcontracting. With regard to subcontracting, human rights audits are carried out in the value chains, and Metsähallitus applies its Supplier Code of Conduct and the General Terms of Public Procurement (JYSE) on contracts. Metsähallitus aims to intervene in any and all forms of inappropriate treatment. Accessibility has been taken into account in marketing and communications, but the utilisation of catalogues in diverse communications and the accessibility of documents are still at the developer level.

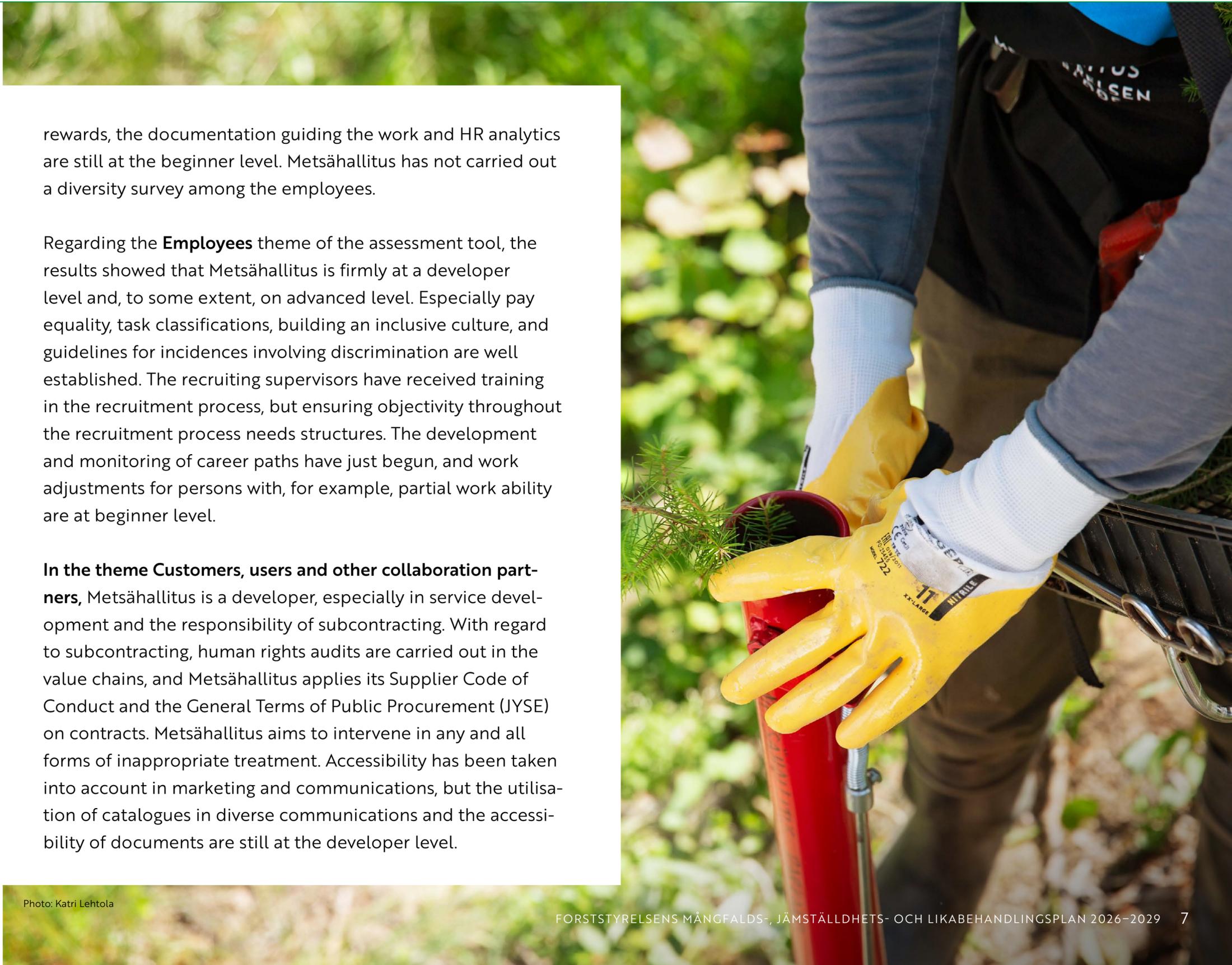


Photo: Katri Lehtola

Development of personnel structure and the pay survey

The current state of gender equality was examined in view of pay equality, gender distribution and age structure. Actual monitoring of career paths by gender has not been carried out. kön har genomförts.

Metsähallitus has introduced gender-neutral job titles and strives to, for example, avoid using masculine or feminine terminology in job advertisements. With regard to recruitment, the recruiting supervisors have received training on the equal treatment of applicants and how to focus on competence and experience instead of the applicant's personal data.

Metsähallitus employs approximately one thousand workers in an employment relationship.

Gender distribution

The gender distribution at Metsähallitus has evened out between 2018 and 2025. The following graph describes the gender distribution in 2018–2025 (the numbers have been rounded to the nearest even number). Available data for 2025 (08/2025) has been used when analysing the gender distribution.

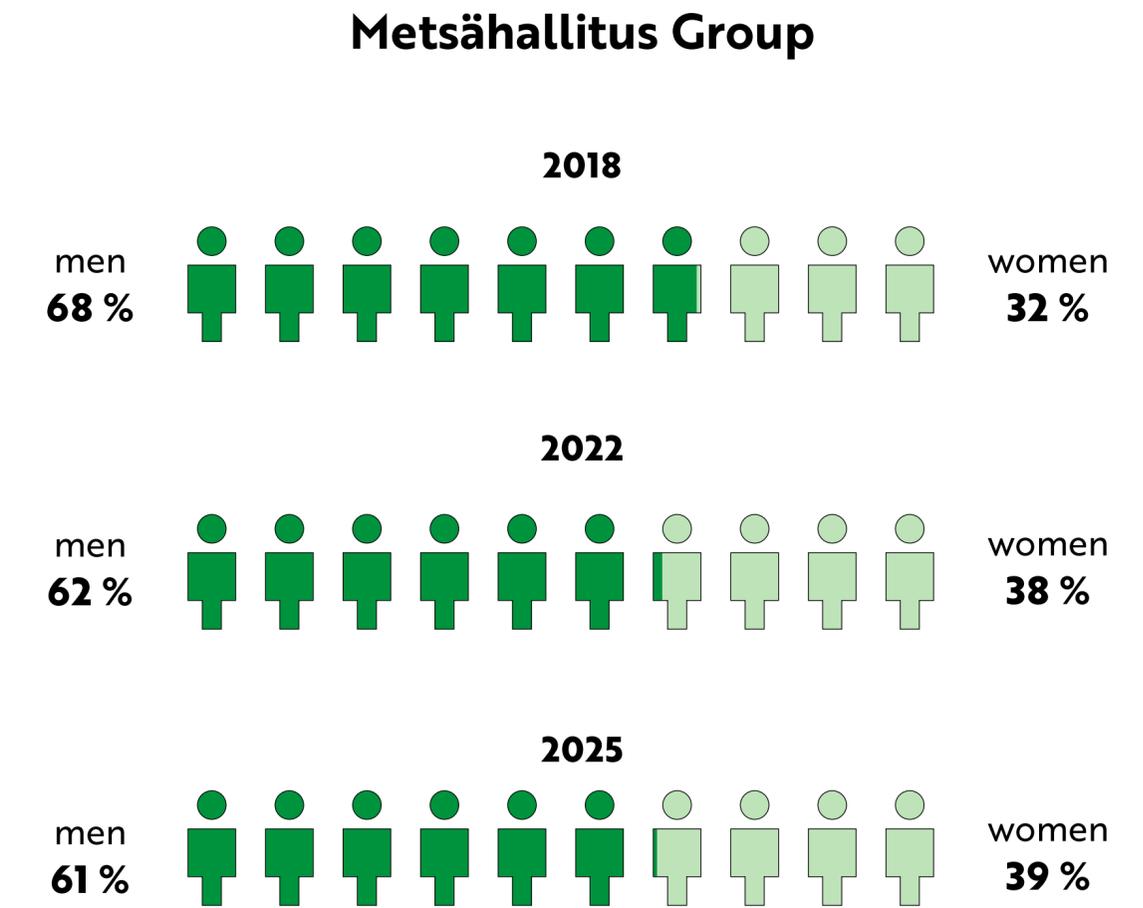
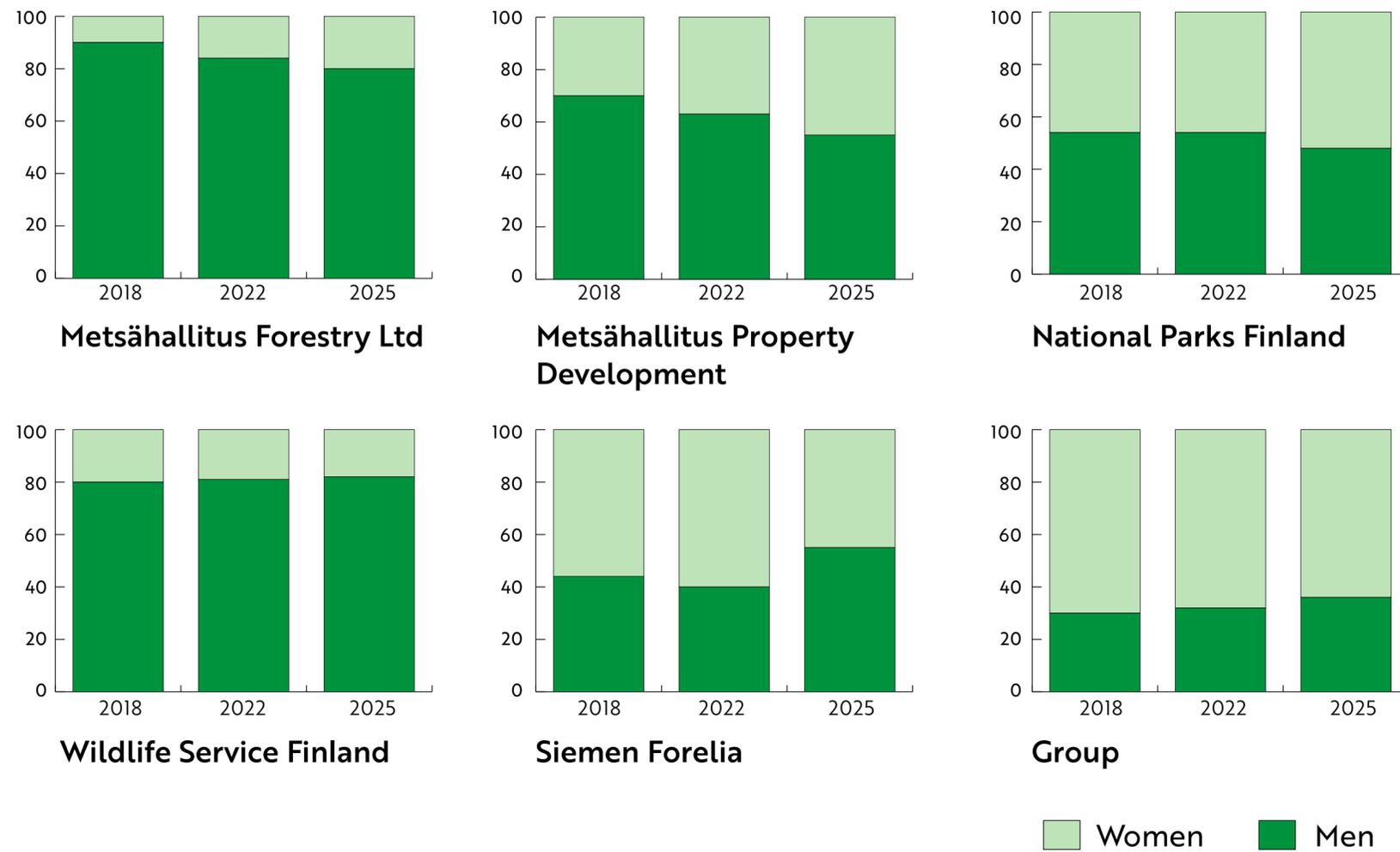
Observations on the gender distribution

- The gender distribution has evened out in many areas.
- The share of women has increased in most sectors over the years, especially in Group operations and National Parks Finland.
- Men still hold distinctly more positions in Metsähallitus Forestry Ltd and Wildlife Service Finland, but slight changes can also be seen in these areas. The uneven gender distribution in Forestry is attributable especially to the number of loggers.

Around 30 per cent of the employees of Metsähallitus Forestry Ltd are loggers, and this professional group is typically male-dominated. This has a significant impact especially on the gender distribution in Metsähallitus Forestry Ltd.

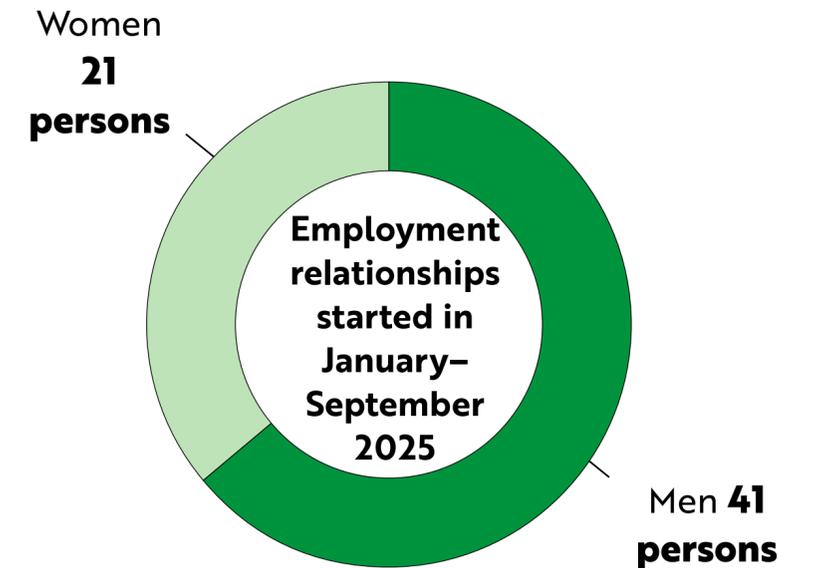
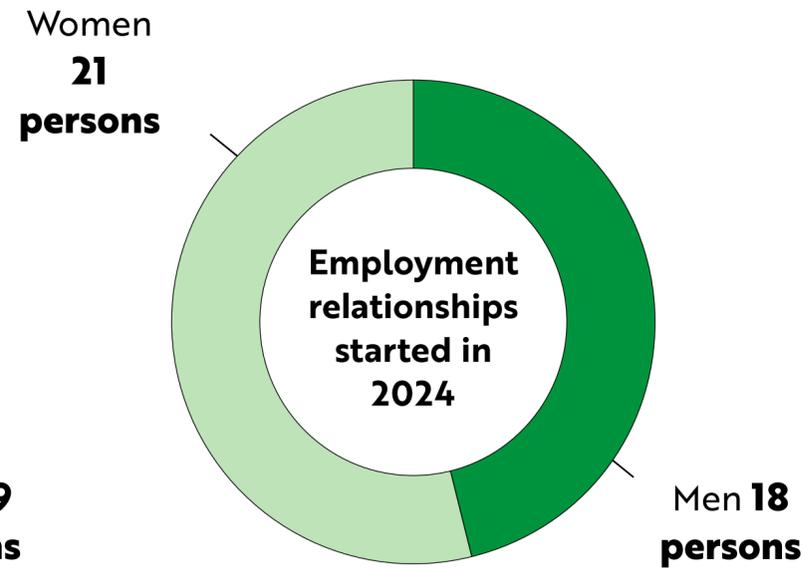
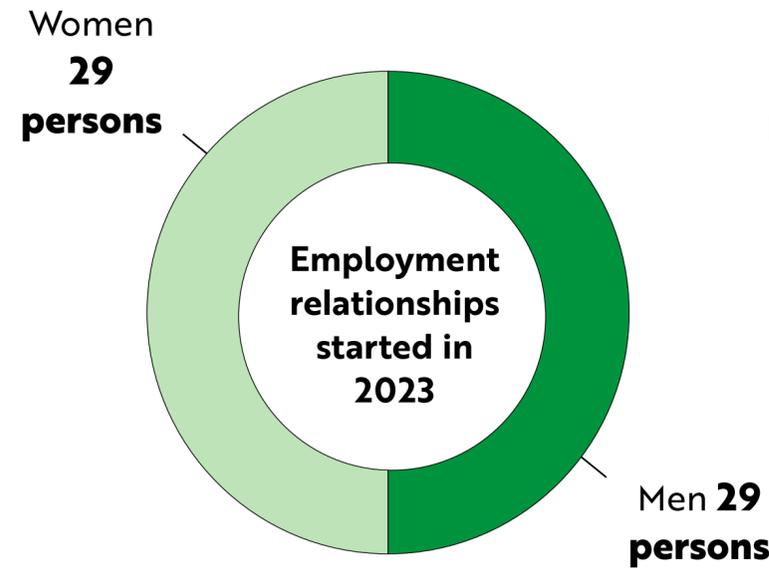


The gender distribution at Metsähallitus has evened out between 2018 and 2025. This graph describes the gender distribution in 2018–2025. The numbers have been rounded to the nearest even number. Available data for 2025 (08/2025) has been used when analysing the gender distribution.



Gender distribution of persons employed in a permanent employment relationship in 2023–2025.

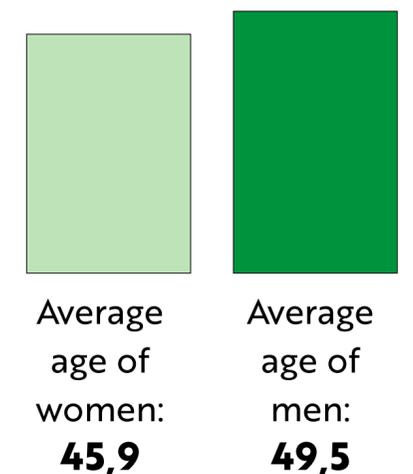
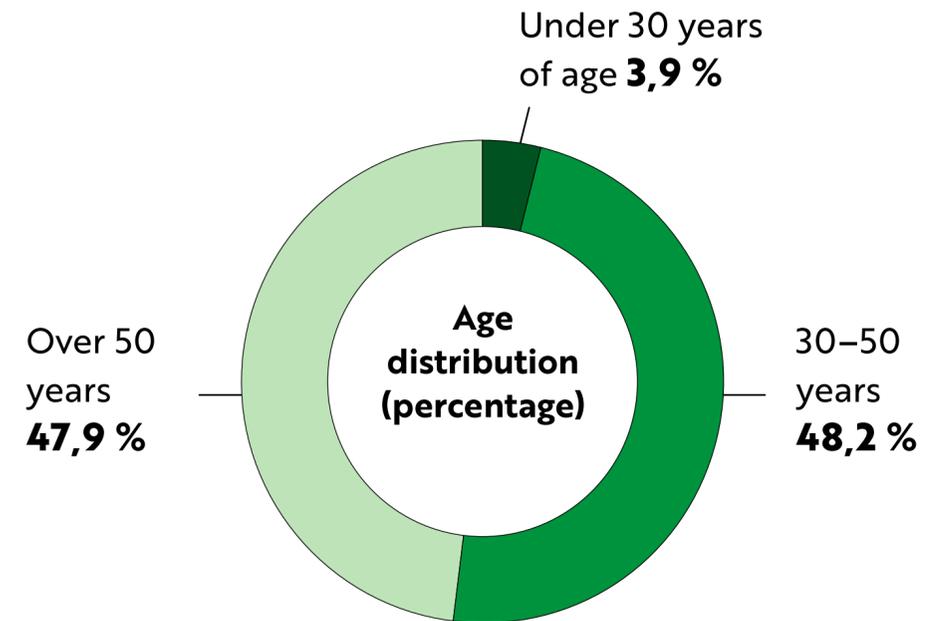
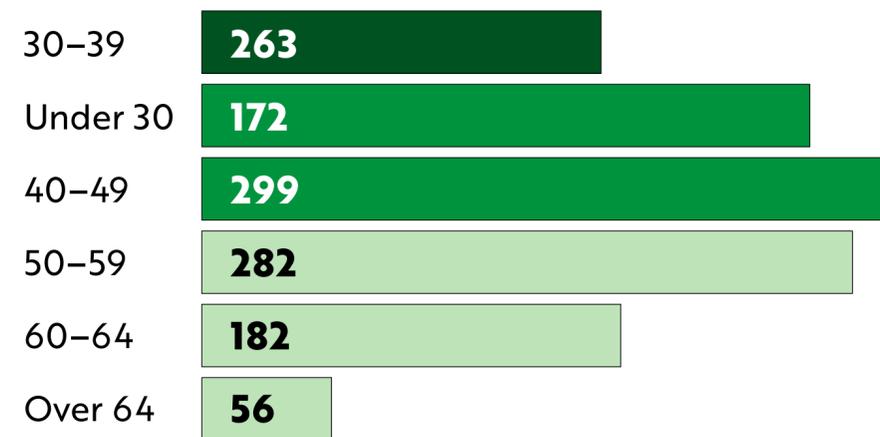
The numbers for 2025 cover the period from January to September.



Age structure

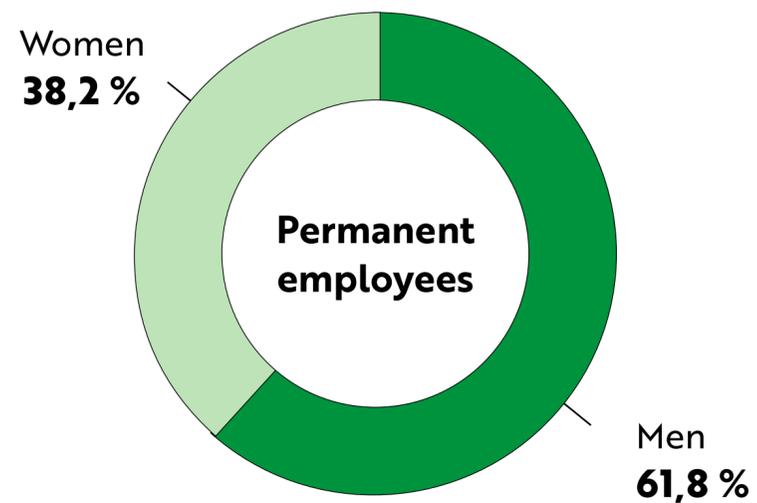
The average age of Metsähallitus' employees is 48 (08/25). Age distribution in the entire organisation:

Number of employees by age group

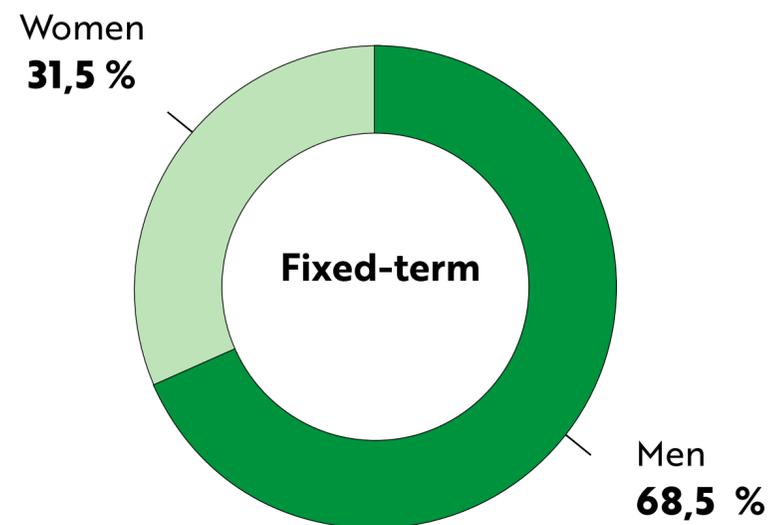


Form of employment

For permanent personnel, the gender distribution (08/2025) is women 38.2%, men 61.8%.



Könsfördelningen bland visstidsanställda (08/2025) är kvinnor 31,5 %, män 68,5 %



Business units' management groups

Metsähallitus' management groups are primarily male-dominated, especially in Property Development and Forestry, where the share of men is 87.5 per cent. In National Parks Finland, the gender distribution is well-balanced 50/50.



Pay survey

Metsähallitus introduced a new pay regime and gender-based pay comparison in 2022. The majority of positions at Metsähallitus are covered by the pay system.

The pay system consists of two pay components:

Job-specific salary component:

- Determined on the basis of an analytical assessment of the job requirements.
- Equal pay for everyone in similar-level positions, regardless of gender.

Personal salary component:

- Based on the individual's work performance.
- Assessed by using three criteria at levels 1–4.
- Scale is 0–40% of job-specific pay.
- A performance level that meets expectations is equivalent to a personal salary component of 20 per cent.

Palkkavaaka comparison

Metsähallitus participates annually in Mandatum Life's Palkkavaaka compensation survey on market pay policies.

The comparison includes

- a comparison of pay levels against other Palkkavaaka users;
- a pay survey within the organisation by gender.

The pay survey studies wage differences. If significant differences of more than 5 per cent are found, Mandatum explores the reasons behind the differences and make sure that there is a justified reason for them.

Pay analysis by gender for 2022–2025

- The job-specific salary component is gender-neutral.
- There are differences in the personal salary component that are reflected in the total salary.
- Metsähallitus has achieved pay equality between genders well. No unjustified pay differences have been observed in the surveys.
- Monitoring pay gaps annually is important in order to identify and correct any distortions right away.
- Training the supervisors in the use of the pay system supports equal assessment and remuneration.
- The use of the pay system is developed and coordinated by the (Paju) monitoring group, where the members include representatives of the employer and employees.

The Paju monitoring group develops uniform practices for the pay system that shall be adopted by Metsähallitus.

The business units coordinate the equal application of the pay system among their own personnel, and the Paju monitoring group ensures equal practices at the Group level.

Objectives and measures for promoting diversity, equality and non-discrimination during the planning period 2026–2029

During this period, we will use the diversity, equality and non-discrimination plan to strive for an increasingly diverse work community in which everyone can be themselves without fear of harassment, discrimination or other inappropriate treatment on the grounds of their personal characteristics or opinions. The objectives of the plan are ambitious, but when realised, they will ensure the establishment of a diverse and equal work community in which the employees' experience of equality and well-being and the organisation's innovative capacity and productivity will improve. The objectives of the plan are divided into five themes: 1 diversity and equality, 2 recruitment, 3 inclusion and non-discrimination, 4 accessibility and 5 promoting equality in activities relevant to the Sámi and the Sámi Homeland.

Photo: Mikko Törmänen



The diversity, equality and non-discrimination plan also promotes the achievement of the UN Sustainable Development Goals, especially Goal 5: Gender Equality, Goal 8: Decent Work and Economic Growth, Goal 11: Sustainable Cities and Communities, and Goal 16: Peace, Justice and Strong Institutions. Moreover, the plan supports ILO's fundamental principles of working life, such as the elimination of discrimination in respect of employment and occupation, freedom of association, and the elimination of forced and child labour. We also promote the principles of the UN Universal Declaration on Human Rights and the CEDAW convention (Convention on the Elimination of All Forms of Discrimination against Women), which emphasise everyone's equal value, right to participate and right to be treated equally. The plan incorporates these international obligations into everyday structures and operating methods, promoting a fair and inclusive working life.

Metsähallitus' diversity, equality and non-discrimination objectives are divided into five themes

Diversity and equality

Divided into the levels of management, supervisory work, personnel, customers, partners and stakeholders.



Photo: Katri Lehtola

Photo: Katri Lehtola



Recruitment

Inclusion and non-discrimination

Preventing inappropriate treatment, discrimination and harassment.



Photo: Katri Lehtola

Photo: Petri Jauhiainen



Accessibility

Activities relevant to the Sámi and the Sámi Homeland



Photo: Katri Lehtola

1. Diversity and equality

The promotion of diversity, equality and non-discrimination among the employees will continue during the planning period 2026–2029 as a consistent continuum of the previous periods.

The theme is subject to growing expectations from the personnel, jobseekers, customers and partners alike. Acknowledging and strengthening diversity, equality and non-discrimination are key commitments in our personnel promise. During the previous planning period 2023–2026, we created structures that support diversity, equality and non-discrimination, such as increasing the use of anonymous recruitment and organising training on unconscious prejudices. The measures prevented and mitigated human rights impacts related to the risks of unachieved diversity, equality and non-discrimination objectives.

The measures for the planning period 2026–2029 are based on the assessment and outcomes of the previous period. The results of personnel surveys reveal positive developments in the experience of diversity and equality, but long-term work is still needed to, for example, balance the gender distribution and the representation of all genders in management groups.

In this context, diversity refers to the composition of the work community, such as the personnel's age structure, gender, sexual orientation and gender identity, ethnicity, religion, language and educational background. During the planning period, we will continue training our supervisors and personnel on, for example, the identification of unconscious prejudices, inclusive communication, accessibility and preventing discrimination.



At Metsähallitus, the promotion of diversity, equality and non-discrimination extends to management, supervisory work, personnel and customers, partners and stakeholders alike

Management and supervisory work play a key role in the building of a diverse, equal and non-discriminatory organisational culture. The objectives of this planning period are aimed at integrating diversity, equality and non-discrimination into everyday supervisory work at Metsähallitus, covering the entire organisational spectrum from management, personnel selection and career planning to the interactive culture and stakeholder events.



Photo: Mikko Törmänen

Info: Principles of personnel management

With regard to personnel management, Metsähallitus implements its own strategy.

Our personnel policy is based on values that have been jointly adopted by the Group. At the Group level, we operate in a uniform manner as a single employer. With regard to applying the principles of equality, good treatment and non-discrimination to employees, Metsähallitus' activities meet legislative and ethical requirements from the time a person is recruited until the end of their employment or public service relationship.

Everyone at Metsähallitus has the right to expect good management practices to be used and the right to give constructive feedback. In return, everyone has an obligation to demonstrate good work community skills. Everyone is responsible for the well-being and safety of the community. We all participate in the development of the work community and treat each other justly and fairly.



Diversity and equality

Objectives and measures: Leadership

Goal 	Measure 	Indicator 
Diversity is considered as part of the management system	A management culture development day is organised regularly for the supervisors, and equality and diversity are included in the development of the management culture.	Participation rate in the management culture development day. Numerical indicator is the annual personnel survey: At my workplace, everyone is treated equally.
Both genders have at least 40% representation in the Management Group, and the goal for the business units' management groups and for the entire personnel is a 50/50 distribution.	Utilising positive special treatment: if two or more applicants demonstrate equal competence, the selection may be made in favour of the applicant from an underrepresented group to promote diversity.	Gender distribution
Metsähallitus is known as an organisation that promotes diversity, equality and non-discrimination.	Metsähallitus communicates both internally and externally on themes and measures involving diversity, equality and non-discrimination.	Number of internal and external communications.
Diversity, equality and non-discrimination – the themes and the plan are known in the entire organisation.	The goals and measures included in the plan are incorporated into basic communications, and outputs are formulated to support the implementation of the plan.	The number of employees reached by the communication efforts (e.g. number of readers on the intranet, participants in webinars).
	The outcomes of the plan are reviewed annually in an internal webinar.	Participation rate in the webinar.
The realisation of diversity among personnel and the experience of inclusion is monitored regularly.	The progress in diversity and inclusion is monitored through an annual survey, and the employees are informed of the results in a (remote) event.	A statistical, anonymous survey of the experience of diversity and equality regarding factors such as gender, age structure, neurodiversity, or linguistic background. Scale of 1 to 5.

Photo: Katri Lehtola



Diversity and equality

Objectives and measures: Supervisory work

Code of Conduct

We do not tolerate discrimination on the basis of age, gender, ethnic or national background, language, beliefs, religion, opinion, disability, state of health, sexual orientation or other personal characteristics.

Goal 	Measure 	Indicator 
<p>Aspects involving diversity, equality and non-discrimination remain an essential part of Metsähallitus' supervisory work and its development.</p>	<p>Organising courses on recognising unconscious prejudices, and on diversity, non-discrimination, leadership and understanding differences. The goal is to have expert speakers involved every year.</p>	<p>Number of courses and the participation rate. Numerical indicator is the annual personnel survey: At my workplace, everyone is treated equally. Personnel survey: supervisory work as a whole.</p>
<p>We ensure that employees from outside the organisation are treated equally and integrated into the work community.</p>	<p>The principles for the use of temporary agency workers are reviewed and updated as necessary.</p>	<p>Realised: Yes / Partially / No</p>
	<p>Ensuring the equal treatment of temporary agency workers and, for example, making sure that they are invited to staff events and asked to answer surveys regarding the employee experience.</p>	<p>Realised: Yes / Partially / No</p>

Photo: Katri Lehtola



Diversity and equality

Objectives and measures: Metsähallitus personnel

Goal 	Measure 	Indicator 
<p>Equal opportunities for competence and career development are offered to the entire personnel.</p>	<p>Performing competence surveys and ensuring that the strategic shared competences are mastered by the entire personnel.</p>	<ul style="list-style-type: none"> • Monitoring: Year 1: the mapping of key competence completed. • Year 2: preparation of courses and review of the completed courses. • Year 3: organisation-wide assessment of competence level in the entire Metsähallitus. • Personnel survey: My competence matches the requirements of my work.
	<p>Supporting the employees in the continuous development of competence and encouraging them to utilise training opportunities as part of their tasks.</p>	<ul style="list-style-type: none"> • The average number of training hours completed by employer persons per employee and by gender. • Personnel survey: I have enough opportunities for development in my work.

Photo: Katri Lehtola



Diversity and equality

Goal 	Measure 	Indicator 
<p>We enable diversity, equality and non-discrimination in career paths.</p>	<p>Ensuring that supervisors conduct an annual performance appraisal with every employee and include career hopes and plans in the discussion.</p> <p>Career paths are monitored by gender and age group with the help of reporting.</p> <p>Engaging in the ongoing development of the Talent Management process to ensure equal and fair career path opportunities for all.</p>	<ul style="list-style-type: none"> Percentage of employees in an employment or public-service relationships who take part in performance appraisals, and an itemisation by gender. The gender and age distribution of permanent employees and employees hired from outside the organisation; the gender and age distribution of supervisors. Qualitative indicator: renewing the principles of HR resourcing as necessary. Numerical indicator: annual personnel survey: At my workplace, everyone is treated equally.
<p>Equality and non-discrimination are realised in pay and remunerations.</p>	<p>Ensuring pay equality in the application of the pay system.</p> <p>Carrying out an annual pay survey.</p> <p>Providing supervisors and HR personnel with training on the non-discriminatory application of the pay system.</p>	<ul style="list-style-type: none"> Indicators on earned income (pay gap and total earnings), pay survey and its results. The monitoring group meets regularly (realised: yes/partially/no). Pay survey and its results. Number of courses and the participation rate.
<p>The themes of diversity, equality and non-discrimination are integrated into orientation.</p>	<p>Incorporating information on linguistic rights and on the rules of participation and interaction into orientation.</p>	<ul style="list-style-type: none"> Realised: Yes / Partially / No

Photo: Katri Lehtola



Diversity and equality

Goal 	Measure 	Indicator 
We support the work ability of aging employees.	Developing an age management programme with separate sections for those aged over 62 and over 55 to promote their work ability.	<ul style="list-style-type: none"> Realised: Yes / Partially / No
All employees have equal employment benefits.	Reviewing the guidelines on employment benefits and specifying them as necessary to ensure the equal treatment of all employees.	<ul style="list-style-type: none"> Realised: Yes / Partially / No
Employees' different needs are considered in multilocational work.	Considering the special needs of employees in multilocational work, both in the office and in remote work, in terms of neurodiversity, life situations, functional capacity and other adjustments.	<ul style="list-style-type: none"> Personnel survey: My work environment supports my work performance (peaceful working environment, work ergonomics).
The understanding of neurodiversity is improved in the work community.	Organising training and briefings on neurodiversity for supervisors and personnel.	<ul style="list-style-type: none"> Number of courses and participation rate.
The employment opportunities of individuals with partial work ability or disabilities are improved.	Investigating the employment opportunities of individuals with functional or other disabilities at Metsähallitus and communicating on them.	<ul style="list-style-type: none"> Up-to-date instructions on the intranet. Realised: Yes / Partially / No
	Identifying different methods of work adjustment and specifying the opportunities for alternative or reduced work in different positions.	<ul style="list-style-type: none"> The opportunities of alternative or reduced work are described on the intranet and in the occupational health care action plan. Realised: Yes / Partially / No
	Enabling the provision of tools and assistive devices according to individual needs	<ul style="list-style-type: none"> Personnel survey: My work environment supports my work performance (peaceful working environment, work ergonomics). Realised: yes/no; e.g. instructions / included in the occupational health care action plan.

Photo: Katri Lehtola



Diversity and equality

Objectives and measures: Customers, partners and stakeholders

Goal



Strengthening the consideration of the diversity of stakeholders.

Measure



We ensure that the diversity of stakeholders is taken into account in stakeholder work, such as when inviting stakeholders to events and workshops. This covers aspects such as regional diversity and differences between different sectors, cultures, communities and backgrounds (e.g. young people).

Indicator



Realised: Yes / Partially / No

Photo: Katri Lehtola

2. Recruitment

By developing its recruitment process, Metsähallitus promotes diversity, equality and non-discrimination among the personnel and ensures that Metsähallitus is an attractive and accessible employer for applicants from different backgrounds. The recruitment-related measures are aimed at promoting the achievement of the UN's Sustainable Development Goal 8: Decent Work and Economic Growth, and Goal 16: Peace, Justice and Strong Institutions. The measures also support the ILO's principles of eliminating discrimination in employment, and the right to be treated equally as laid down in the UN's Universal Declaration of Human Rights.

The aim is to establish recruitment practices that promote the building of a diverse and equal personnel, and to ensure that each applicant has an equal opportunity to be selected on the basis of their competence.

Info: Recruitment principles

The recruitment process promotes equality and diversity and upholds the principle of non-discrimination. The goal is to use anonymous recruitment whenever possible.

When recruiting employees, we do not discriminate against anybody on the grounds of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, health, disability, sexual orientation or other personal characteristics.

Photo: Katri Lehtola



Recruitment

Objectives and measures: Recruitment

Goal 	Measure 	Indicator 
<p>The recruitment process guarantees equal opportunities to all applicants and promotes increasing diversity in the work community.</p>	<p>Using neutral and inclusive language in job advertisements, describing the values and diversity of the work community and avoiding overemphasis on specific demands (e.g. excellent command of the Finnish language).</p> <p>The recruitment process involves interviewers with different backgrounds, e.g. future colleagues, supervisors, HR.</p> <p>Applying clear evaluation criteria and scoring to all applicants based on their competence and experience.</p>	<p>Realised: Yes / Partially / No</p> <p>Annual survey for supervisors.</p> <p>Annual survey for supervisors.</p>
<p>The share of employees from under-represented groups increases by three percentage points by the end of the planning period.</p>	<p>Increasing the use of anonymous recruitment.</p>	<p>Utilisation rate of anonymous recruitment.</p> <p>Personnel structure regarding the gender and age structure.</p>
<p>Anonymous recruitment is established as Metsähallitus' standard recruitment method by the end of the planning period.</p>	<p>All suitable recruitments are carried out using the anonymous recruitment method.</p>	<p>Utilisation rate of anonymous recruitment.</p>

Photo: Mikko Törmänen

3. Inclusion and non-discrimination

A high degree of communal wellbeing can only be achieved if the members are able to experience appreciation, feel the sense of belonging and have the chance to influence developments. Our aim is to create an environment that recognises the qualities and capabilities of an individual and offers both opportunities and the freedom of choice.

Preventing inappropriate treatment, discrimination and harassment

We do not tolerate any discrimination on the grounds of age, gender, origin, language, belief, religion, opinion, disability, health, sexual orientation or other reasons related

to the person in our activities, services, work community or supply chain. Metsähallitus has zero tolerance for harassment, and no inappropriate or discriminatory language is accepted.

The management principles observed at Metsähallitus establish a commitment to showing appreciation by listening to others, by being present and by communicating in an open and genuine manner. Metsähallitus' brand and Code of Conduct emphasise open interaction. In fact, interaction and cooperation are also assessed for the purposes of pay formation regarding the personal salary component.

Photo: Katri Lehtola



Inclusion and non-discrimination

Objectives and measures: Metsähallitus personnel

Goal 	Measure 	Indicator 
<p>There is no inappropriate treatment, harassment or discrimination at Metsähallitus.</p>	<p>Promoting awareness of the guidelines for preventing and addressing discrimination, harassment and inappropriate treatment.</p>	<ul style="list-style-type: none"> • Personnel survey: inappropriate treatment, harassment and discrimination • Organised training: Realised: Yes / Partially / No
	<p>Improving the skills needed to address inappropriate treatment and lowering the threshold for expressing experiences of harassment and discrimination.</p>	<ul style="list-style-type: none"> • Personnel survey: inappropriate treatment, harassment and discrimination • Contact persons for harassment are visible on the intranet • Organised training: Realised: Yes / Partially / No
	<p>Identifying ways to resolve problem situations in the work community.</p>	<ul style="list-style-type: none"> • Intervention models on the intranet • Training for supervisors, team training (number)
<p>At Metsähallitus, we have rules to safeguard an open and equally respectful atmosphere that promotes a psychologically safe work community.</p>	<p>Creating and maintaining a safe and respectful atmosphere in which everyone can feel appreciated and safe.</p>	<ul style="list-style-type: none"> • Realised: Yes / Partially / No • Personnel survey: I am treated equally in my work community. • Harassment cases

Photo: Katri Lehtola



Inclusion and non-discrimination

Objectives and measures: Customers, partners and stakeholders

Goal



Ensuring the equal treatment of shareholders, customers and partners.

Measure



Making sure that the date, place and form of all events (e.g. hybrid implementation) enable the participation of different shareholders.

Indicator



Realised: Yes / Partially / No

Photo: Katri Lehtola

4. Accessibility

Accessibility is closely linked to the promotion of inclusion and diversity.

Accessibility means that everyone can use digital services regardless of their personal qualities or disabilities, such as age or injury. Accessibility also means that all facilities, services and goods are easy to use and that all information is easy to understand and available when needed.

Info: Accessibility

Everyone is able to use digital services or material regardless of their personal qualities or disabilities, such as age or injury.

All facilities, services and goods are easy to use and that all information is easy to understand and available when needed.



Photo: Petri Jauhiainen



Accessibility

Objectives and measures: Metsähallitus personnel

Goal 	Measure 	Indicator 
<p>Metsähallitus’ management is committed to promoting accessibility at the Group level, and roles and responsibilities are clearly specified.</p>	<p>Developing accessibility guidelines for the production of Metsähallitus’ events and materials.</p>	<p>Realised: Yes / Partially / No</p>
<p>The produced materials are accessible in terms of content.</p>	<p>Ensuring that the content we produce is accessible.</p>	<p>Realised: Yes / Partially / No</p>
	<p>Organising training and workshops for personnel on the production of accessible content.</p>	<p>Number of courses and participation rate.</p>
<p>Our official spaces are accessible.</p>	<p>Our official spaces are accessible.</p>	<p>Number of reports.</p>

Photo: Katri Lehtola



Accessibility

Objectives and measures: Customers, partners and stakeholders

Goal 	Measure 	Indicator 
<p>The principle of non-discrimination is strengthened in the recreational use of nature and in tourism services.</p>	<p>Continued development of the accessibility of hiking trails, campsites and service structures, so that our sites will be increasingly accessible to users with different functional capacities.</p> <p>Ensuring that visual communications (images, videos) represent e.g. different age groups, cultural backgrounds and functional capacities.</p>	<p>Number of sites and kilometres</p> <p>Realised: Yes / Partially / No</p>
<p>The accessibility of services is improved to suit the needs of our customers.</p>	<p>Getting representatives of special groups and organisations involved in service development.</p>	<p>Realised: Yes / Partially / No</p>

Photo: Katri Lehtola

5. Promoting equality in activities relevant to the Sámi and the Sámi Homeland

The objectives and measures of the new planning period for activities relevant to the Sámi and the Sámi Homeland are a continuation of the previous planning period. In the previous plan, objectives and measures related to equality were described as follows:

Natural resources plan for the Sámi Homeland 2022–2027:

The activities of Metsähallitus in the Sámi Homeland are guided by the natural resources plan covering the period 2022–2027. The Akwé: Kon operating model was used in the planning process and an Akwé: Kon working group has assessed the impacts of the plan. A broad range of different measures concerning the status and rights of the Sámi people have been included in the natural resources plan for the Sámi Homeland.

I planen ingår en stor mängd åtgärder som stöder samernas ställning och rättigheter.

In order to preserve the Sámi language and culture, the plan emphasises, among others, the following measures:

- Recognising the value and significance of the Sámi people's sacred sites, using the information ethically, and preserving the sites.

We support the measures set out in the natural resources plan with our diversity, equality and non-discrimination plan. The plan sets out our objectives in the field of promoting the equality of the Sámi in the employer activities of Metsähallitus and in linguistic rights." (Metsähallitus' diversity, equality and non-discrimination plan for 2023–2026).

Photo: Kirsi Ukkonen



The Sámi people and the Sámi Homeland

Objectives and measures: Employer activities

Goal 	Measure 	Indicator 
<p>Promoting job opportunities for Sámi and speakers of Sámi languages at Metsähallitus.</p>	<p>The recruitment notification is drafted in a suitable Sámi language / different Sámi languages, if the position is located in the Sámi Homeland or requires knowledge of a Sámi language. Positive special treatment can be used to promote employment.</p>	<p>Realised: Yes / Partially / No Number of translated notifications</p>
<p>Improving the personnel's knowledge of the Sámi languages and culture.</p>	<p>Promoting the Sámi language and culture training package. We provide information on Sámi language training opportunities on Metsähallitus' intranet.</p> <p>We participate in the Sámi Languages Week by organising events related to the Sámi languages and culture.</p>	<p>Prestationsprocent för utbildningen</p> <p>Realised: Yes / Partially / No</p>

Photo: Pasi Nivasalo



The Sámi people and the Sámi Homeland

Objectives and measures: Linguistic rights

Goal 	Measure 	Indicator 
<p>The possibility to communicate in the Sámi languages is secured in Metsähallitus' operations.</p>	<p>Key customer documents and online content are translated into the Sámi languages. Interpreter services are utilised as necessary at events. The Sámi languages are used in signs and guide posts in the Sámi areas.</p> <p>Establishing a target for Sámi-language communications as part of Metsähallitus' external communications (social media outputs and topics).</p>	<p>Amount of translated materials.</p> <p>Realised: Yes / Partially / No (a clear and measurable target is defined)</p>

Photo: Kirsi Ukkonen

Monitoring of measures, communication and key indicators

The measures set out in Metsähallitus' diversity, equality and non-discrimination plan are monitored three times per year by the Management Group as a part of reporting on the strategy measures. In tertiary reporting, the measures are monitored using KPI indicators which are based on all the measures. Each year, a remote event is organised for the personnel to review the implementation of all measures throughout the planning period. An annual report on the implementation of the measures set out in the plan is also included in Metsähallitus' sustainability report covering the past year.

The implementation of the measures requires that Metsähallitus' management, supervisors and personnel are committed to enforcing the plan. HR and the Communications, strategy and responsibility unit are responsible for putting the plan into practice and monitoring the measures.

Photo: Katri Lehtola





METSÄHALLITUS
FORSTSTYRELSEN
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