



PERSONNEL AUDIT 2015



Bank of Finland Personnel Audit 2015

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Introduction

The aim of the Personnel Audit is to make key statistical data on staff and wellbeing at work available to senior management, supervisors and staff. The Personnel Audit of 2015 is the 20th of its kind.

At the beginning of 2015, the Bank of Finland's Administration and Cash Departments were reorganised. The Administration Department was reshaped by spreading financial administration tasks across three units. External accounting and risk control tasks were combined into a Risk Control and Financial Accounting unit, while internal accounting and personnel tasks were combined into a Personnel and Financial Control unit. In addition, procurement, financial administration and in-house services were combined to form a new unit, Administrative Services. Moreover, in the new organisation, the Cash Department consists of the Currency, Property Management and Security units. The tasks of the Cash Department's technical group were merged into the Currency unit, while the Property Management unit now handles the property management tasks of the former Infrastructure and Systems unit. The Security unit's structure and tasks remained unchanged.

At the end of 2015, the Bank of Finland employed 378 people, of which 336 were employed on permanent contracts and 42 on fixed-term contracts. 31 people were on leave of absence. The number of staff fell by nine during the year. In the course of the year, altogether 32 people left the Bank's service, which is eight people less than last year. Of those leaving, 10 resigned and 15 retired. A total of 29 people were recruited from outside the Bank and a total of 54 staff members changed jobs within the Bank. The internal mobility rate rose by 1 percentage point to 14%.

In 2015, wellbeing at work and leadership skills were widely monitored. This was done through personnel surveys, health examinations, managers' 360° assessments and workplace surveys. The findings for the surveys were mainly positive and fulfilled the goals set for the job satisfaction index, the leadership index and the personal development plan identified in the target and results framework. The quality of supervisory work is regularly monitored using a leadership index survey. In line with targets set by the Bank, the 2015 leadership index of 4.0 (on a scale of 1–4) exceeded the average of comparable organisations, which was 3.7. Positive development could also be seen in the wellbeing survey. A clearly larger proportion of the Bank's staff are now part of the "low-risk group" when compared with the situation in 2013. In the assessment of working capacity, 84% of staff members estimated that their working capacity was good.

At the beginning of 2015, a new model for performance appraisal discussions was introduced. The new model is more forward-looking, focusing not only on individual performance but also on achieving the goals set for the organisational unit and on creating a spirit of cooperation. In addition to goal setting, more systematic attention was given to voluntary development of professional competence and individual working practices. In 2015, the Bank consistently emphasised competence development, and the outcome and feedback in relation to personal development was good. In 2015, 90% (89% in 2014) of personal development plans were successfully implemented, exceeding the set target of over 80%. The Bank's training expenditure was 5.5 training days/person-year (4.8 training days/person-year in 2014).

The development of working practices was continued with, for example, the Smart Working programme, which is aimed at streamlining work through the efficient utilisation of electronic processes. To promote initiative, an *Ideabank* was created. This offers employees a new channel to submit ideas on reforms of the organisation's activities, working practices and the development of cooperation. During the year, a total of 124 ideas were submitted. All the

ideas submitted were entered into an innovation competition, and the best idea received an award.

Antti Vuorinen
Head of Personnel, Bank of Finland

Organisational changes

Reorganisation of Administration and Cash Departments on 1 January 2015

The Administration Department was reshaped at the beginning of 2015 by spreading financial administration tasks across three units. External accounting and risk control tasks were combined into a Risk Control and Financial Accounting unit, while internal accounting and personnel tasks were combined into a Personnel and Financial Control unit. In addition, procurement, financial administration and in-house services were combined to form a new unit, Administrative Services.

The Cash Department was also reorganised by assigning its tasks to three units, namely Currency, Property Management and Security. The tasks of the Cash Department's technical group were merged into the Currency unit, while the Property Management unit now handles the property management tasks of the former Infrastructure and Systems unit. The Security division remained unchanged.

Staff size and structure

At the end of 2015, the total number of staff at the Bank of Finland amounted to 378, which represented a reduction of nine employees from the year before. Of the staff, 89% were employed on permanent contracts and 11% (42 employees) on fixed-term contracts.

Experts and management (incl. senior management) accounted for 77% of staff (75% in 2014), while support staff accounted for 23%. At the end of the year, 11 individuals were employed on a part-time basis, with three of them drawing a part-time pension. At the end of the year, 31 people were on leave of absence.

Breakdown of staff size by category 31 Dec 2015

	Full-time		Part-time ¹		Total	
	Permanent	Fixed-term	Permanent	Fixed-term	People	%
Senior Management	-	3	-	-	3	1
Management ²	33	-	-	-	33	9
Experts	216	29	8	1	254	67
Support Staff	77	9	2	-	88	23
Headcount³	326	41	10	1	378	100
On leave of absence	31				31	

¹ Those working shorter hours, holding a part-time position or drawing a part-time pension qualify as part-time employees.

² Includes heads of departments and units and office managers.

³ Headcount: Permanent and fixed-term employees in attendance, excluding those on leave of absence, holiday substitutes, trainees and people paid by hour.

Changes in headcount by staff category, 2011–2015

Year	Senior Management		Management			Experts			Support staff			Total
	Fixed-term	Total	Perm.	Fixed-term	Total	Perm.	Fixed-term	Total	Perm.	Fixed-term	Total	
2011	3	3	36	1	37	221	18	239	134	7	141	420
2012	3	3	37	0	37	222	19	241	118	7	125	406
2013	3	3	37	0	37	221	25	246	97	8	105	391
2014	3	3	36	0	36	226	26	252	90	6	96	387
2015	3	3	33	0	33	224	30	254	79	9	88	378

Age composition

The average age of employees was 46.3 years (46.2 years in 2014). Some 8% of the employees were under the age of 30. Around 35% of the employees were of the age 50–59, thus forming the biggest single age group. The average age for experts was 45.1 years. For support staff it was 47.8 years, and for managers 49.7 years.

Gender composition

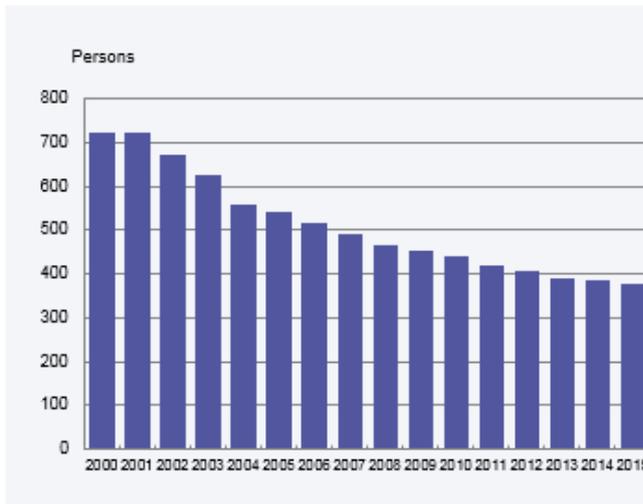
A total of 45% of the Bank's staff were women and 55% were men. Women accounted for 30% of supervisors (33% in 2014) and 42% of experts (45% in 2014).

Length of service

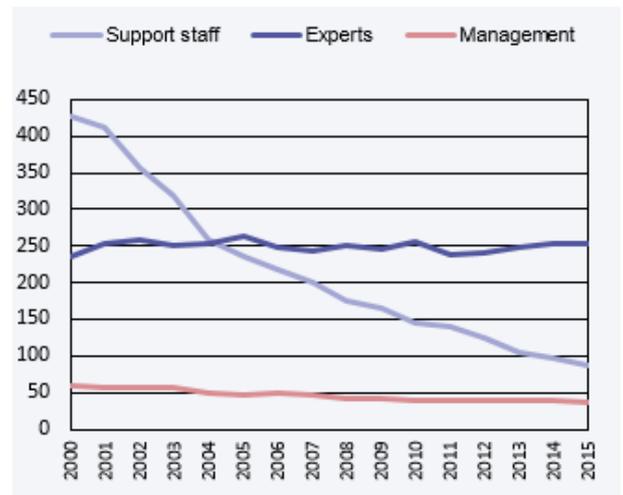
The average service record was 16.6 years (16.8 in 2014). Of the Bank's staff, 37% have been in the Bank's service for more than 20 years and 22% for less than 5 years.



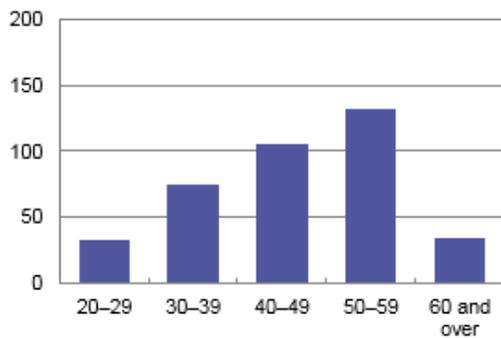
Changes in headcount, 2000–2015



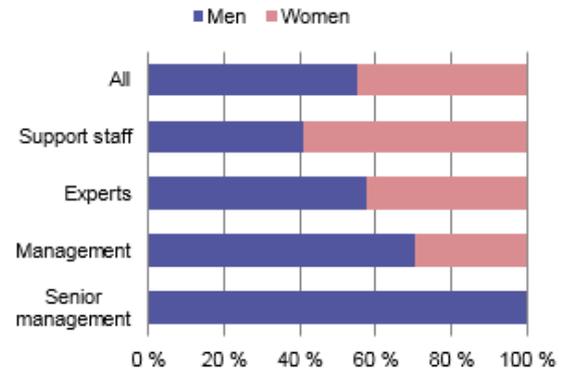
Changes in staff structure, 2000–2015



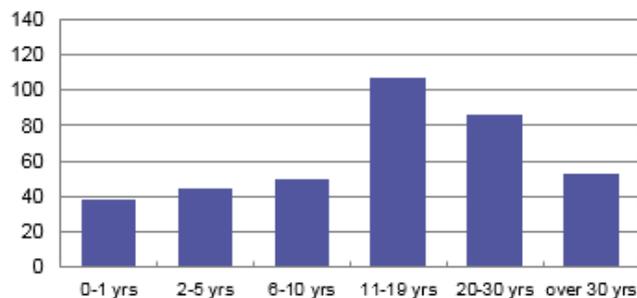
Breakdown of staff by age, 31 Dec 2015



Breakdown of staff by gender, 31 Dec 2015



Number of employees by length of service, 31 Dec 2015





Recruitment and staff turnover

Employer profile

The Bank of Finland offers interesting jobs of social significance in the fields of monetary policy and research, financial markets, banking and cash management, as part of the Euro system. The Bank actively promotes the wellbeing of its staff and pursues an egalitarian human resources policy. The Bank of Finland's values – competence, appreciation and responsibility – reflect employees' attitude towards their job, their colleagues and the broader society.

The Bank of Finland performed well in the Universum Graduate and Young Professional surveys on employer attractiveness. In 2015, Universum ranked the Bank of Finland as the most desirable employer in the public sector among young business students and professionals. In the graduate survey, the Bank of Finland ranked 15th among business students.

The Bank of Finland supports and promotes youth employment by providing approximately 50 summer jobs for students. In 2015, the Bank received about 1,700 applications. A successful summer job experience also contributes to building a positive employer image. The summer trainees employed in 2015 gave the Bank an overall score of 3.8 (on a scale of 1-4). Our summer trainees recommended the Bank as an employer and many of them would like to stay on at the Bank. The summer trainees were especially content with the challenging and demanding tasks, the good working environment and the possibility of becoming familiar with Central Bank operations.

Social media – especially LinkedIn and Twitter – were increasingly utilised as communicational channels for employer brand building and recruitment. In 2015, the Bank's summer trainee blog was released. The blog sheds light on the various tasks in which summer trainees are engaged. The Bank of Finland also presented its summer job opportunities to students at the Contact Forum recruitment fair.

Appointments

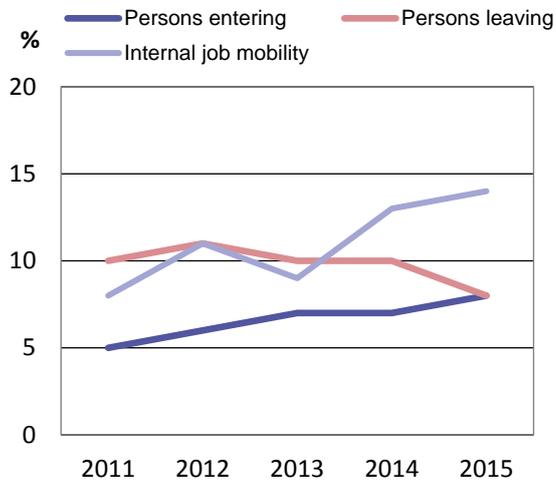
In 2015, there were 86 appointments in all at the Bank. Of these, 57 were made internally and 29 externally. Internal recruitments were completed in about 7 weeks and external recruitments in about 10 weeks. The turnover rate of those entering the Bank rose slightly from last year's 7% to 8%. 23 of those recruited externally were appointed for expert posts and six for operational posts. Of those recruited externally, eight were hired for permanent posts and 21 for fixed-term posts. In total, 449 applications were submitted. The average age of employees appointed externally was 33 years.

Recruitment 2011–2015

	2011	2012	2013	2014	2015
External recruitment	22	26	28	26	29
Internal recruitment	36	53	53	52	57
Total	58	79	81	78	86

¹ Transfers between BoF and FSA have been counted among internal recruitments.

Staff turnover 2011–2015



Mobility

The internal mobility rate climbed to 14% (13% in 2014). A total of 54 staff members changed jobs within the Bank. The higher rate of internal mobility partly reflected an increase in internal mobility within the Cash Department and the established practice of job rotation within the Information Technology unit. Of those participating in internal mobility, six were moved from expert to supervisory positions and two from supervisory to expert positions.

The Bank's leave of absence policy promotes external job rotation to the ECB and other key organisations. Leave of absence can be granted for a maximum duration of four years. At the end of 2015, 31 people were on leave of absence from the Bank, including 15 with the ECB and 1 with the IMF.

Fixed-term appointments

In 2015, the Bank made 18 fixed-term appointments of supervisors and senior experts with permanent contracts and there were a total of 59 fixed-term appointments in place at the bank at the end of 2015. In this context, the fixed-term appointments relate to specific posts, within the scope of a permanent employment contract, and provide opportunities for the expansion of broad-based competence and promote versatile working careers in line with the Bank's strategy.

Turnover rate for those leaving the Bank's service

Staff turnover of those leaving the Bank's service declined to 8% (10% in 2014). In 2015, six people left because of the expiry of their fixed-term contract and 10 gave notice to take up another job. Seven employees (7 in 2014) resigned from a permanent post. Employees on leave of absence are not counted in the turnover rate. In 2015, 18 employees went on leave of absence.

Fifteen (15) people retired in 2015. The average age fell from the year before, to stand at 60.9 years (61.6 years in 2014). Of those individuals retiring, seven had worked beyond their individual retirement age. Over the next five years, 58 employees will reach pensionable age.

Staff turnover, reasons for leaving, 2011–2015

Reason	2011	2012	2013	2014	2015
Retirement	10	21	20	16	15
Notice	14	8	7	11	10
Expiry of fixed-term contract	17	15	7	12	6
Other	2	-	6	1	1
Total	43	44	40	40	32

Working hours and work input

Person-years

The total number of person-days completed by permanent and fixed-term staff decreased by 9 days from the year before. The employment of temporary staff increased by 2.0 person-years from the year before. There has been a steady increase in the engagement of employees working on an hourly contract at the Bank over the past few years.

Changes in person-years 2011–2015

Person-years	2011	2012	2013	2014	2015	Changes in person-years 2014/2015
Permanent	385.3	376.9	358.8	352.2	335.7	-16.5
Fixed-term	37.7	36.0	34.7	32.1	39.1	+7.0
Sub-total	423.0	412.9	393.5	384.3	374.8	- 9.5
Summer trainees	15.7	16.4	14.4	13.8	14.2	+0.4
People paid by hour	3.6	5.3	6.0	7.0	8.7	+1.7
Interns	2.0	3.1	3.0	2.8	3.5	+0.7
Under taxation at source agreement	1.7	1.7	1.3	1.8	1.0	- 0.8
Sub-total	23.0	26.5	24.7	25.4	27.4	2.0
Total	445.9	439.4	418.2	409.7	402.2	- 7.5

In addition to the Bank's own staff, the Administration and Cash Departments purchased staff resources totalling 39 person-years, which was about 0.9 person-years more than in 2014.

Additional and overtime work

The amount of additional and overtime work totalled 11,250 hours, representing around 5.8 person-years. The amount of additional and overtime work decreased by 13% (1,737 hours) from the year before. Roughly 55% of staff (208 employees) engaged in overtime work.

Amounts and costs of additional and overtime work 2011–2015

Year	Overtime worked		Overtime compensation	
	Hours, total	Employees, No.	Hours in lieu	EUR (million)
2011	17,307	250	3,053	0.63
2012	15,898	256	664	0.68
2013	10,417	214	135	0.51
2014	12,987	204	485	0.65
2015	11,249	208	437	0.54

Annual leave

Annual holiday entitlement amounts to 32, 35 or 40 working days, depending on years of service. Annually, 1–10 days may be banked and the maximum days allowed in an individual holiday bank is 50 days. There was a total of 8,149 days in the holiday bank in 2015 (8,100 days in 2014), which equals an average of 25 days/employee with banked holiday days. The total days banked currently correspond to 32 person-years.



Remuneration

All of the posts at the Bank of Finland have been subjected to a Hay point-factor evaluation system when determining wage and pay levels. A total of 20% of the posts at the Bank of Finland belong to skills categories 8–13, 63% to skills categories 14–17 and 17% to skills categories 18–22. In 2015, 53 skills category upgrades and three skills category downgrades were made.

Remuneration practices are based on a combination of the Bank's remuneration policy, definition of job requirements, individual performance and market salary surveys. The remuneration policy is targeted at the market median of the Hay salary survey for the basic pay and benefits of all companies, with a broad dispersion. The reference group includes public sector employers, industrial and service entities, as well as banking and financial companies.

The Bank of Finland's remuneration scheme was reformed as of 1 January 2015 with a view to enhancing salary formation transparency. Under the new remuneration model, the total salary consists of a job-specific pay element, a personal pay element, fringe benefits and fixed supplements. The job-specific pay element is based on job requirements, while the personal pay element is based on performance and professional competence. The role of the personal pay element is to make it easier to follow individual wage developments. The Hay system is still used in the evaluation of skills requirements.

Pay adjustments and incentive pay, 2015

The 2015 Hay market salary comparison showed that the average pay level at the Bank of Finland and FIN-FSA was 1% under the target level set, i.e. the market median. The negotiated increase was in line with the framework agreement. The across-the-board increase was 0.4% as of 1 August 2015. The Bank of Finland paid no bonuses in 2015.

Increase in salaries

The average wage of the Bank of Finland's entire staff in 2015 amounted to EUR 4,653 (EUR 4,607 in 2014). The average wage level has risen 1.0% from the year before. Wage developments were influenced by the negotiated across-the-board increase, wage drift and changes in staff structure. Pay equality between women and men is reviewed against the responsibilities of equivalent skills categories. In 2015, the ratio of average pay for women and men of equivalent skill levels was, on average, 99% (99% in 2014).

Average remuneration by skills category (basic pay + fixed supplements¹) 2014–2015

Skills category	2014			2015		
	No.	Average pay for men and women, EUR/month ²	Average pay for women/ average pay for men ³	No.	Average pay for men and women EUR/month ²	Average pay for women/ average pay for men ³
8	3	-	-	3	-	-
9	2	-	-	1	-	-
10	-	-	-	-	-	-
11	37	2,730	96%	33	2,723	93%
12	14	3,000	98%	14	2,959	96%
13	33	3,154	104%	22	3,174	-
14	25	3,328	100%	30	3,317	103%
15	43	3,814	102%	46	3,828	104%
16	73	4,566	101%	68	4,533	100%
17	89	5,231	99%	88	5,238	99%
18	25	6,062	101%	29	6,045	103%
19	18	7,135	94%	15	6,956	94%
20	7	8,077	-	9	8,028	-
21	6	9,133	-	5	9,100	-
22	6	9,925	-	7	9,860	-

Changes in average remuneration (basic pay + fixed supplements¹) by staff category 2011–2015

	2011	2012	2013	2014	2015
Management	7,371	7,463	7,613	7,734	7,699
Experts	4,675	4,775	4,773	4,785	4,823
Support staff	2,830	2,910	2,945	2,955	2,976
Total	4,295	4,447	4,560	4,607	4,653

¹ Fixed, regular supplements include individual supplement, market supplement and substitute supplement.

² No average pay is indicated if there are only 1–3 people in the skills category.

³ No average ratio of women and men is indicated if there are only 1–3 people in the skills category.



Competence development

The Bank of Finland devotes resources to systematic learning. Performance appraisal discussions ensure commitment to common targets and values, and the appropriate allocation of resources. The discussions address changes in working tasks, and the related skills requirements are recorded in the personal development plan. The outcome of the plan is monitored on an annual basis. To foster job rotation and competence broadening, the relevant form also includes a career prospects element, which is individually discussed with all employees.

The outcome of the personal development plans represents one of the indicators within the Bank's objectives and results framework. The objective is set at an outcome of over 80%. In 2015, 90% (89% in 2014) of personal development plans were successfully implemented.

In an expert organisation like the Bank, the most efficient way of learning is based on challenging working tasks, which require the highest levels of competence, analysis and problem-solving skills with a broad knowledge of the operating environment and highly developed networking skills. Common competence building across organisational boundaries and the development of broad-based competence is promoted through internal mobility and process management.

Development of performance leadership

The performance appraisal discussion process is a well-established practice of performance leadership at the Bank of Finland. All supervisors have been trained in the coaching leadership approach, which is designed to support and promote employees acting on their own initiative and responsibility and their ability and motivation to develop their competence in the best possible way.

At the beginning of 2015, a new model for performance appraisal discussion was introduced. The new model is more forward-looking, focusing not only on individual performance but also on the achievement of the targets set for the organisational unit and on creating a spirit of cooperation. In addition to goal setting and results orientation, more systematic attention is given to voluntary development of professional competence and individual working practices. The actual performance appraisal discussion conducted at the beginning of the year is followed by an interim review in early autumn.

Development of working practices

The Smart Working programme was launched in 2015 with the aim of developing the working practices of the Bank through further utilisation of electronic processes.

To promote initiative, an *Ideabank* was created. This offers employees a new channel to submit ideas on reforms of the organisation's activities, working practices and the development of cooperation. During the year, a total of 124 ideas were submitted. All of the ideas submitted were entered into an innovation competition, and the best idea received an award. Utilisation of the *Ideabank* will continue in 2016.

Development of supervisory work

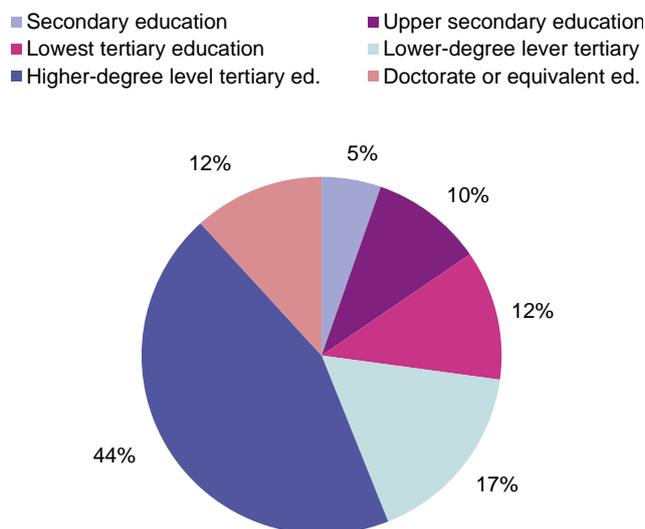
In the Bank of Finland's leadership vision, supervisors are required to adopt a professional approach to leadership, work to achieve results and display cooperative skills. The quality of supervisory work is regularly monitored using a leadership index survey. In line with the targets set by the Bank, the 2015 leadership index of 4.0 (on a scale of 1–4) exceeded the average of comparable organisations, which was 3.7. The index rose by 0.2 from the previous year.

In 2015, supervisors were introduced to a 360° management assessment. The overall results of the assessment were good. Management competence is on a good level and supervisors are familiar with the Bank of Finland's management vision. Based on the assessment, a personal medium-term plan with a focus on managerial skills has been prepared for all supervisors. The fulfilment of the plans will be evaluated in connection with the performance appraisals as well as with a renewal assessment, to be implemented in autumn 2016. In addition to the in-house leadership coaching programme, use was made of the ESCB's common human resources training programmes.

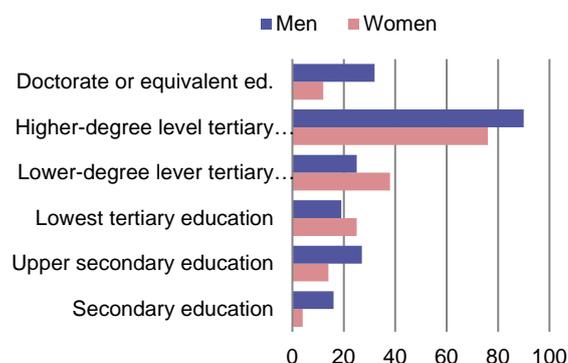
Educational background

The Bank's objective is to increase the proportion of academically qualified staff. The proportion of employees with an academic degree increased by 1% from the year before, to stand at 72%. Twelve per cent (12%) of staff have research training, and 36 individuals have a doctoral degree (37 in 2014). The Bank's educational level index is 6.0.

Breakdown of staff by level of education, 31 Dec 2015



Breakdown of staff by gender and level of education, 31 Dec 2015



Breakdown of staff by level of education, 31 Dec 2015

Level of education	Men	Women	Total	% breakdown by educational level
Secondary education	16	4	20	5
Upper secondary education	27	14	41	10
Lowest tertiary education	19	25	44	12
Lower-degree level tertiary education	25	38	63	17
Higher-degree level tertiary education	90	76	166	44
Doctorate or equivalent	32	12	44	12
Total	209	169	378	100
Educational level index¹			6.0	

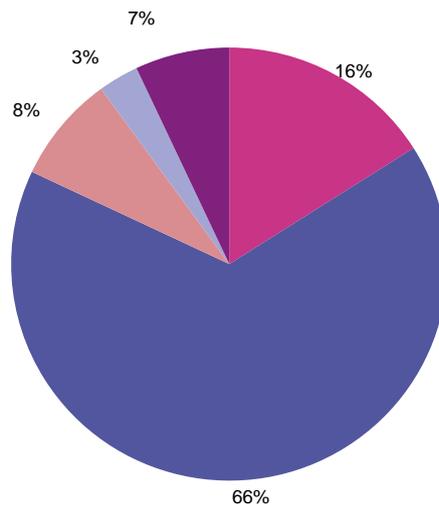
¹ The educational level index is calculated according to the Central Statistical Office of Finland's educational classification system. For a definition of the educational index, see the section Concepts and definitions.

Training expenditure

The Bank's training expenditure totalled EUR 0.86 million (3.3% of payroll). Of this, 63% (63% in 2014) was spent on training in core areas. There were 5.5 training days/person-year (4.8 training days/person-year in 2014).

Breakdown of training expenditure by domain, 2015

- Management training
 - IT user training
 - Other professional training
- Interactive skills, communication, languages
 - Financial training



Time and costs allocated to training, 2011–2015

	2011	2012	2013	2014	2015
Total use of time/days ¹	1,525	2,069	1,901	1,978	2,201
Days/person-year	3.4	4.7	4.6	4.8	5.5
% of working hours	1.4	1.9	1.8	1.9	2.2
Total costs, EUR million	0.73	0.95	0.87	0.89	0.86
EUR/person-year	1,626	2,164	2,081	2,162	2,128
% of payroll	2.7	3.5	3.3	3.4	3.3

¹Not all days of external training are recorded.

Research function strengthens economists' expertise

The priorities of the research function mirror the Bank of Finland's strengths and foster strategic decision-making within the Euro system. The research function's main focus is on the connections between the financial markets and macroeconomics. It also reacts to the current challenges met by the central banks, thus serving the Bank's strategic decision-making. The responsibilities of research economists also include policy and analysis work, including the renewal of the Bank's forecast and simulation model. The number of person-years completed by researchers was 8.5 in 2015. All researchers are of doctoral level and all posts are filled on a fixed-term basis. In addition, the research function has been strengthened by the employment of visiting scholars and other part-time researchers. Seminars and conferences also serve as fruitful areas for updating expertise.

Wellbeing at work

The Bank of Finland grants its staff occupational health care services that are more extensive than statutory requirements. The services also cover costs arising from dental care. Occupational health and safety is maintained in cooperation with occupational health care staff. A statutory workplace survey was conducted in the Cash Department in 2014, and in all the other departments during 2015. Workplace surveys are conducted regularly to obtain information on work, working conditions and the working community, as well as to monitor compliance with the ergonomics and healthiness of working conditions. According to the workplace survey conducted in the Bank, the fundamentals of the workplace are good. Employees were mainly satisfied with the working environment, occupational safety and working tools. Occupational health care services monitor the development measures agreed within the departments. Monitoring work is reported to the Occupational Health and Safety Committee.

In 2015, the Bank of Finland participated in the Accident Prevention Day by providing its employees with Red Cross snowflake reflectors. The day aimed to provide information on how to avoid dangerous situations that may occur on a daily basis.

Promotion of wellbeing at work and a higher level of physical activity represent key targets in the development of sports and exercise services for the Bank's staff. The wellbeing of staff is supported by providing diverse sports instruction. Staff also have access to the Bank's recreational leisure facilities.

Bank of Finland's employees participated actively in the *Steps* campaign, which encourages employees to be active on a daily basis. The aim was to collect as many steps as possible on the individual step counters. Altogether 11 teams (80 employees) participated in the campaign from both the Bank of Finland and the Financial Supervisory Authority. The Financial Stability and Statistics Department's *Rebel* team was the best of all the BoF and FSA teams, with an average of 15,065 steps a day/person. In the nationwide campaign, they were ranked fourth.

The Bank of Finland's Sports Club (SPU) also promotes and organises sports and exercise activities for employees. The club actively offers personnel opportunities to try out new types of sports. The Bank of Finland supports the club's activities with an annual grant. During the autumn, the SPU organised a sports day at the Vierumäki sports centre for employees and their families, from both the BoF and the FSA. Around 150 people participated in the event.

Events that enhanced wellbeing at work were also arranged for employees. In an open-to-all seminar *Studia Generalia* topics such as brain health and stress were discussed. A Ladies Only seminar, held on International Women's Day, was organised with an emphasis on work-life balance. Employees were also photographed at the POP UP studio with the aim of refreshing employer brand material.



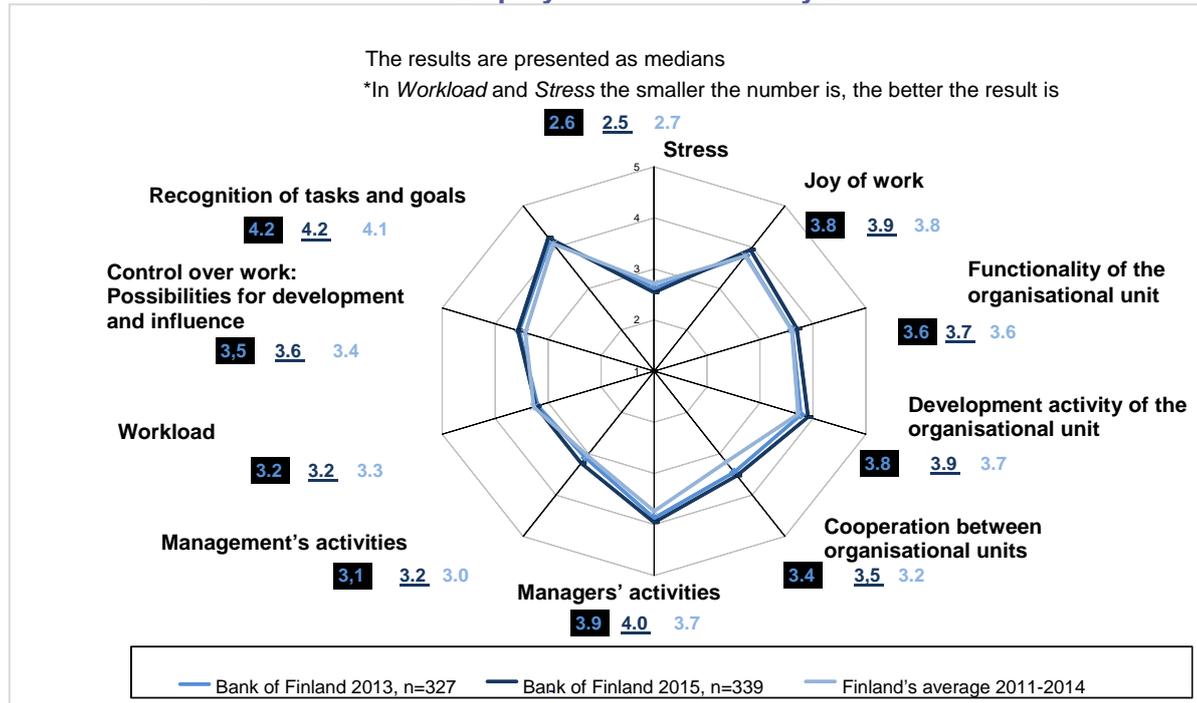
Improvement in working climate

Every other year, an employee attitude survey is conducted at the Bank of Finland to monitor job satisfaction. In October 2015, the Bank of Finland partnered once again with the Finnish Institute of Occupational health to conduct a *Better Work Community* (ParTy) survey. The response rate was high, standing at 89%.

The ParTy survey is divided into four themes: the functionality of the working community, prerequisites for the development of the working community, prerequisites of the work, and the wellbeing of the employees. Central areas of interest are the job satisfaction index and the leadership index. The job satisfaction index was formed by calculating the average of all the answers. The leadership index was calculated by averaging the responses relating to immediate superiors. The Bank's goal was to reach index levels that are in line with or are superior to the median of the comparison data. The comparison data consists of 125 different organisations and approximately 18,500 answers. The score for the job satisfaction index at the Bank of Finland was 3.7 (3.5 on average in Finland) and for the leadership index 4.0 (3.7 on average in Finland). The findings for the survey were mainly positive and fulfilled the goals set for the job satisfaction index, the leadership index and the successful fulfilment of personal development plans. Based on the findings, the departments will be able to identify areas that need improvement and tools to develop them.

Overall awareness of organisational values and the fact that they were evident in practice at work on a daily basis received positive feedback. Moreover, management also received good feedback: this was mainly due to their dedication to developing the Bank's functions and training the staff. Supportive colleagues were recognised as assets. Around 95% of the staff members are happy with their current job, and 97% believe that their organisational units are highly productive. According to the survey, bullying is rare at the Bank and different groups are perceived as being given equal treatment.

Results from Bank of Finland's Employee Attitude Survey 2015



Maintenance of working capacity and absence from work due to sickness

Activities designed to promote the working capacity of staff are based on a model of early intervention and support, which aims to identify alarming signals of reductions in staff wellbeing and provide for early intervention in the case of failing working capacity. The staff's wellbeing and state of health are monitored with regular health check-ups. Supervisors are required to keep track of the number of days of sickness absence and initiate discussions with the employee and an occupational health physician if the annual limit of 20 days of sickness absence is exceeded.

In 2015, the Bank of Finland's sickness absence rate stood at 3% (2.9% in 2014). In terms of working days, the number of sickness absence days was 3,022 days. In 2015, the sickness absence days amounted to an average of 7.5 working days/person-year (7.4 working days/person-year in 2014). Over the years 2011–2015, the number of sickness absence days at the Bank of Finland has varied between 6.4–7.7 working days/person-year. In 2015, more than 20 days of sickness absence were registered for 27 employees (29 in 2014).

The overall picture of wellbeing at work was complemented by a wellbeing survey. The survey was previously conducted in 2013. Bank of Finland's results were clearly higher than the average of comparable organisations in Finland. A clearly larger proportion of the Bank's staff are now part of the "low-risk group" when compared with the situation in 2013. Some 46% of personnel belong to the "low-risk group" (42% in 2013). In the assessment of work ability, 84% of the staff members estimated that their working capacity was good (42% in 2013).



Equal rights

The equality working group, which is subordinate to the Occupational Health and Safety Committee, conducts an annual impact assessment of the Equality Plan by monitoring the effects of various measures and reporting on the results to the Social Dialogue and Occupational Health and Safety Committees. In this monitoring, use is made of the personnel audit and the findings of staff and leadership surveys.

Appointments

A total of 57 appointments were made internally and 29 externally. Of those appointed, 43% were women (42% in 2014). Of the supervisors and senior management, 30% were women (33% in 2014).

Remuneration and career advancement prospects

The average pay of staff was EUR 4,653 (EUR 4,607 in 2014), EUR 4,360 for women (EUR 4,314 in 2014) and EUR 4,893 for men (EUR 4,873 in 2014). Pay equality between women and men is reviewed against the responsibilities of the equivalent skills categories. In 2015, the ratio of average pay of women to average pay of men of an equivalent skills category averaged 99% (99% in 2014). In a breakdown of staff skills categories 20% belong to categories 8–13, 63% to skills categories 14–17 and 17% to skills categories 18–22. Women account for 34% of employees in skills categories 18–22.

In 2015, 53 skills category upgrades were made at the Bank of Finland (38 in 2014), 27 for men and 28 for women. These reflected career advancements within support services, from support staff to expert positions, advancement along individual expert career paths or advancement from expert to supervisor.

Women account for 35% of the Bank of Finland's representatives on the ESCB committees and working groups (41% in 2014). Female representation in the Bank's steering and coordination groups amounted to 28% (26% in 2014). Of the members of the social dialogue groups under the collective bargaining scheme, 57% were women (59% in 2014).

Bullying, discrimination and sexual harassment

Bullying, harassment and discrimination are not permitted; the Bank promotes an environment that respects equality in the workplace. The Bank has defined procedures in place for the settlement of disputes and problems. Any disputes result in immediate intervention.

According to the Personnel Survey, bullying at work is close to non-existent at the Bank. Employees feel that different groups are treated equally at work.

Reconciliation of working and family life

The Equality Plan emphasises a positive attitude to family leave of many kinds. In 2015, 23 employees were on family leave. Of these employees, nine were on paternity leave and eight on care leave.

In 2015, a trial of a compressed working hours scheme was continued at the Bank. During the year, six employees participated in the trial. In the compressed working hours scheme, an employee works a week's regular working hours (38 h 20 min) either weekly or two weeks in advance in a way that he or she then gains a day off on a weekly basis or every other week. For the individuals, the compressed working hour's scheme is not intended to be a permanent arrangement but rather to permit work flexibility on a temporary basis.

Bank of Finland pension fund^J

The Bank of Finland operates an independent pension fund and the employees' retirement benefits are in line with the State Employees' Pension Act. The Bank of Finland is responsible for the financing of pensions.

As of the 31 December 2015, the Bank of Finland pension fund was paying a pension of some type to 1,263 pensioners in all, amounting to an annual total of EUR 27 million. A total of EUR 9,779 was spent on rehabilitation allowances.

Pensioners by retirement benefit, 2015

Retirement benefit	Pensions paid	
	People, No.	EUR
Old-age pensions	1,037	24,344,596
Disability pensions	65	444,997
Survivor's pensions	91	1,240,384
Early old-age pensions	65	888,488
Part-time pensions	5	67,551
Total	1,263	26,986,014

In 2015, 19 people retired from the Bank and the FIN-FSA.

^J Figures include FIN-FSA pensions.

Summary of key figures

	2011	2012	2013	2014	2015
Staff size and structure¹					
Headcount	420	406	391	387	378
On leave of absence	28	26	26	25	31
Proportion of fixed-term employees, %	6.5	7	9	9	11
Average staff age	46	47	46	46	46
Proportion of experts and managers, incl. senior mgmt., %	67	69	73	75	77
Proportion of women, %	49	48	47	47	45
Internal mobility, %	8	11	9	13	14
Turnover rate for those entering the Bank's service ² , %	5	6	7	7	8
Turnover rate for those leaving the Bank's service ² , %	10	11	10	10	8
External appointments	22	26	28	26	29
Number of retirements	10	21	20	16	15
Average effective retirement age	60	60	59.4	61.6	60.9
Person-years					
Permanent and fixed-term employees	423	413	394	384	375
Own staff	446	439	422	410	402
Purchased staff resources	37	41	44	38	39
Staff costs					
Payroll, EUR million	27.0	27.4	26.3	26.4	26.3
Training expenditure, EUR million	0.73	0.95	0.87	0.89	0.86
Remuneration					
Bonuses as a proportion of payroll, %	0.35	0.25	0.25	-	-
Salaries compared with market level (basic pay + benefits ³), %	99	101	100	100	99
Average pay for women/average pay for men, %	100	99	100	99	99
Competence					
Educational level	5.8	5.9	6.0	6.0	6.0
Number of employees holding a doctoral degree	33	38	36	37	36
Number of training days, working days/person-year	3.4	4.7	4.6	4.8	5.5
Training expenditure/payroll, %	2.7	3.5	3.3	3.4	3.3
Wellbeing at work					
Job satisfaction index	3.4	-	3.6	-	3.7
Leadership index	3.6	3.7	3.9	3.8	4.0
Total number of days of sickness absence/person-years	7.7	7.7	6.4	7.4	7.5
Sickness absence rate, %	2.9	3.0	2.6	2.9	3.0
Pensions					
Number of pensions currently paid ⁴	1,158	1,178	1,225	1,246	1,263
Pensions paid ⁴ , EUR million	23	25	26	27	27

¹ The key figures refer to the Bank of Finland, unless otherwise mentioned. The key figures for the FIN-FSA are published in its own Personnel Audit. As a rule, the figures have been rounded off to the nearest integer (excl. figures in EUR and certain percentages).

² Turnover rates do not include job shifts between the Bank and FIN-FSA.

³ Includes salary details for the FIN-FSA. Basic pay + benefits include fringe benefits (meals, use of mobile phone, car and housing benefits) in addition to remuneration.

⁴ Includes FIN-FSA pensions.

Concepts and definitions

Concept	Definition
Person-year	Person-year refers to regular normal annual working hours, excluding overtime and any other working time in excess of normal working hours. The person-year of one person is always one at the most.
Educational level index	<p>Degree and educational details are classified in six different categories:</p> <p>Primary education: comprehensive and elementary school education, former lower secondary school education and levels of education unknown.</p> <p>Upper secondary education: matriculation examination and vocational studies of 1–3 years' duration, basic vocational studies, vocational studies and specialised vocational studies, e.g. studies of mechanics, basic IT studies, basic nutritional studies.</p> <p>Lowest level tertiary education: e.g. technical school and business school degrees and other than polytechnic degrees.</p> <p>Lower-degree level tertiary education: polytechnic degrees and lowest level university degrees such as the degree of engineer (bachelor's degree).</p> <p>Higher-degree: higher-level university degrees (master's degree).</p> <p>Doctorate or equivalent level tertiary education: i.e. doctoral and licentiate degrees.</p> <p>The educational level index is calculated on the staff's basic level of education as follows:</p> <ul style="list-style-type: none"> • upper-level primary education = 1.5 x number of employees at this educational level • upper secondary education = 3.5 x number of employees at this educational level • lowest level tertiary education = 5 x number of employees at this educational level • lower-degree tertiary education = 6 x number of employees at this educational level • higher-degree tertiary education = 7 x number of employees at this educational level • doctorate or equivalent = 8 x number of employees at this educational level <p>The educational level index is obtained by adding up the numerical values and dividing the sum by the total number of people concerned. The educational level index varies between 1 and 8.</p>
Turnover rate for those leaving the Bank's service	Percentage of the average headcount accounted for by those leaving the organisation (Bank of Finland)
Part-time employment	Those working shorter hours, holding a part-time position or drawing a part-time pension qualify as part-time employees.
Basic pay + benefits	Includes fringe benefits (mobile phone, meals and car) in addition to remuneration.
Internal mobility	Percentage of the average headcount accounted for by those having changed jobs within the organisation (Bank of Finland/FIN-FSA)
Headcount	Permanent and fixed-term employees in attendance, excluding those on leave of absence, holiday substitutes, trainees, people paid by hour and short-term researchers.
Turnover rate for those entering the Bank's service	Percentage of the average headcount accounted for by those entering the organisation (Bank of Finland)
Sickness absence rate	Sick leave as a percentage of regular annual working hours.

