

From plans to practice: Embedding DEI in everyday decisions

Equality, Diversity and Inclusion BoF, TNC26
Maari Alanko

Our people



32
citizenships
represented in
staff



38%
women
62%
men



43
average
age



2,2
training days
per person on
average



7,6
Average
employment
length in years



64,6
Average age of
retirement



4,6%
employee
turnover

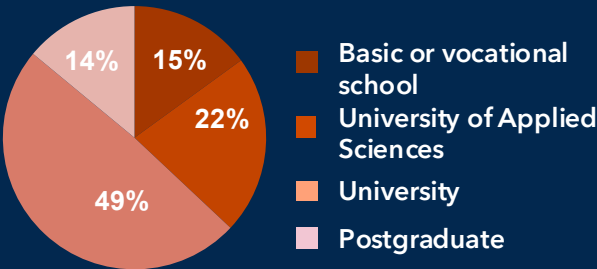


93%
employment
contracts valid
until further
notice

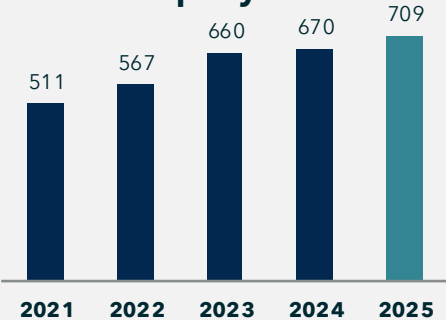


CSC is one of Finland's Most Inspiring Workplaces
PeoplePower® rating for CSC in 2025 was 75.3, AA, Good. This exceeds the expert norm (72.9) in Finland.

Education background



Number of employees

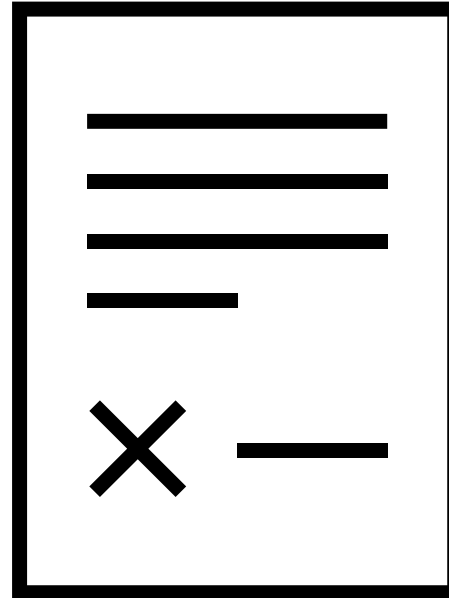


Why diversity, equity and inclusion matter (at CSC)

- **Strengthens personnel well-being and sense of belonging**, improving job satisfaction and mental well-being
- Supports sustainable performance, retention and continuity of expertise
- Improves CSC's ability to **attract and retain highly skilled experts**
- Inclusive leadership is key to **realising the benefits of diversity**
- Reduces long-term operational and reputational risk

What we have in place

- Diversity in company strategy
- People Agenda
- Equality & DEI Plan (2026–2028)
- DEI objectives (2030)
- Leadership ownership
- Policies, training, and reporting



- *How do these show up in everyday decisions?*
- *How do we translate plans into behaviour?*
- *Who actually owns implementation in practice?*
- *How do we make this visible and relevant in daily work?*

Where we are embedding this in practice



Structures

DEI ownership

Data

Job architecture



People processes

Career lifecycle
thinking (**Age
certificate**)

Competence
development

Recruitment



Work environment

Accessible new HQ

Digital tools & ways
of working

Hybrid work
practices



Culture & visibility

**Safer space
principles**

Internal comms &
events

Pride partnership

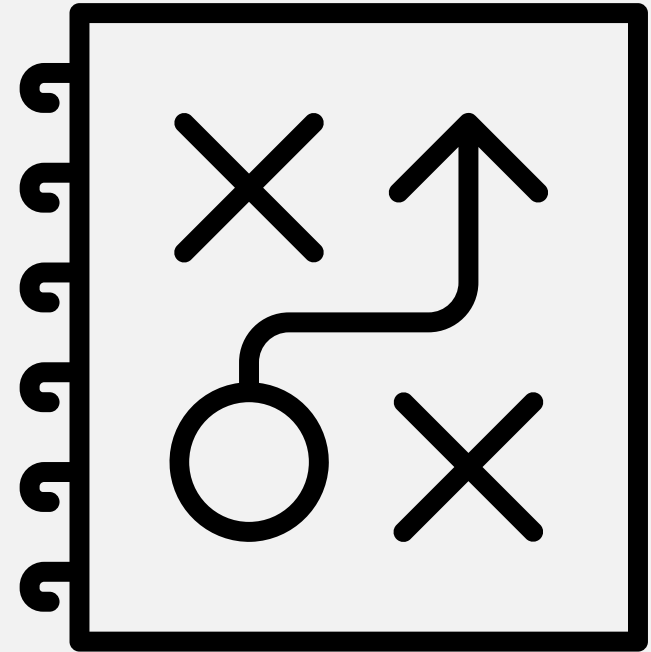
What has helped us move forward

- Active and engaged CSCers and will to do good
- Integration into everyday processes
- More data & Including DEI topics to annual staff survey
- Leadership ownership
- External networks
- Training & peer learning
- Tip! Diversity and inclusion self-assessment tool by FIBS

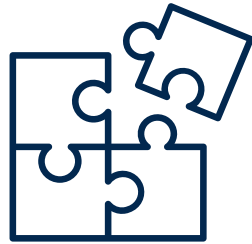


Challenges

- Roles and responsibilities
- The work is advanced as part of other job duties
- Lack of data
- Keeping the topic and its value visible
- Translating strategies and plans into practice
- Moving beyond compliance

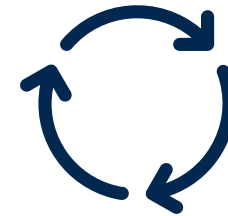


What we are learning



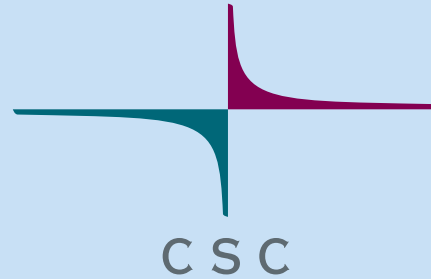
Embedding DEI into existing structures works better than standalone initiatives

Concrete changes (spaces, pay, practices) matter more than policies



Maintaining an inclusive culture requires continuous work and commitment

Meaningful change takes time and the work is never fully "done"



Thank you!



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