



National Working Life Development Strategy to 2035

Finland's growth by 2035 will be driven by people's ideas,
the courage to reinvent, and collaboration



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National Working Life Development Strategy to 2035

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Abstract

The National Working Life Development Strategy for 2035 was completed as a result of cooperation between 16 working life development organisations. The strategy provides a common direction for developing working life until 2035. The vision of the strategy is: Finland's growth by 2035 will be driven by people's ideas, courage to reinvent, and collaboration. The mission of the strategy is to help workplaces improve the growth of competence, wellbeing and productivity.

The National Working Life Development Strategy focuses on improving the ability of workplaces and work communities to utilise and refine their competence and ideas into new ways of working, products and services. Productivity increases by investing in the activities of work communities alongside productive investments.

The starting point for the strategy work was a working life situation picture based on extensive research that comprises wellbeing at work, competence, productivity and workplace development. The strategy takes into account the strengths and challenges of Finnish working life as well as the ongoing transformation of work and operating methods in all sectors.

The strategy's impact will be created through joint actions by different stakeholders and through organisations' own development measures. The activities will be advanced on the basis of joint learning driven by research and evaluation. The mid-term evaluation of the strategy will be carried out at the strategy period's halfway point in 2031.

Keywords working life, development, productivity, wellbeing at work, competence, work communities, research and development activities

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FOREWORD

Our wellbeing relies on working life – the better and more productive working life is, the better Finland will do. The development of working life will determine the well-being of society, workplaces and people in the future. Productivity growth comes from innovations and people’s ideas. In order to ensure our success now and in the future, we need to take an active approach. For this reason, the ministries launched the strategy work on the development of working life based on extensive cooperation in 2025.

The strategy work is based on research data on the state of working life¹, interviews with the working life development strategy steering group and open citizens’ surveys on the significance of working life. The interviews and citizens’ surveys confirmed the information and conclusions of research studies. Our mission is that implementing the strategy helps workplaces strengthen the growth of their competence, wellbeing and productivity and thus advance towards the strategy’s vision: “Finland’s growth by 2035 will be driven by people’s ideas, courage to reinvent, and collaboration”.

The strategy provides a common vision for developing working life to 2035. In good working life, the basics are in order: work is considered meaningful and the successes are reflected in the organisation’s result. Although the overall quality of working life has improved, Finland still lacks a sufficient number of companies at the productivity frontier. The purpose of the strategy is to support and encourage workplaces and work communities of different sizes, regardless of the sector, to implement bold renewal based on people’s ideas and a resulting increase in productivity. The strategy’s impact will be created through joint actions by different stakeholders and through organisations’ own development measures.

1 <https://www.julkari.fi/items/8fb722e2-b6a0-44be-bd4d-6d88cc14601b>

The strategy will continue Finland's long-standing tradition in which the quality of working life and productivity reinforce one another². During the strategy work, the societal significance of the quality of work and its role as part of promoting competitiveness have also strengthened at the EU level. The current challenges in the economy and employment show that a stronger capacity for renewal is needed. That is why we invite all employers and employees to participate in developing workplaces so that everyone's ideas and competence will be used – and generate growth.

Future-oriented and trust-based working life, built together, will form the foundation of Finland's sustainable success. Together, we can continue to strengthen it.

Matias Marttinen
Minister of Employment

Sanni Grahn-Laasonen
Minister of Social Security

2 [74fdf60e-0a8c-4419-a401-0e894ad1c07c](#)

National Working Life Development Strategy makes visible the fundamental role of work communities

We have drawn up this National Working Life Development Strategy to 2035 and described the first measures needed for its implementation. With these, we want to promote and support the success of companies, entrepreneurs, and other organisations as well as work communities and networks in their own development work. Through the strategy, we also want to highlight the central role of workplace communities in the success of business development and investments.

Acceleration of productivity growth

The strategy takes into account the strengths and challenges of Finnish working life as well as the ongoing, unprecedented transformation of work and ways of working in all sectors. Together, we want to ensure that Finnish working life will be at its best in terms of productivity, quality, competence and capacity for renewal in the years ahead, and that sustainable productivity growth can be boosted. Our common goal is the success of workplaces and the wellbeing of people at work.

A forward-looking strategy for working life

Working life is transforming rapidly as workplaces adopt new technologies, operating models and ways of working. Recent years have shown that changes in the operating environment can also be rapid and have a significant impact on the operations of companies and other organisations. For this reason, the implementation of the Working Life Development Strategy must be continuously monitored and its measures adapted to meet the evolving needs of different workplaces.

People matter most - also in the age of artificial intelligence

Finnish society has been built through work. In the future, it will continue to be important for as many people as possible to be in working life and make a living from it. Building appealing, healthy, and well-managed work communities is the best way to ensure that people feel welcome, are ready to give their best, and both want and are able to continue in working life for longer.

In the development strategy, we have wanted to emphasise the importance of well-functioning work communities, cooperation, and learning from others. Productivity and wellbeing at work are built in collaboration. A development-friendly culture, the world's best services, and the safest workplaces will also be built together.

Join us

A productive and thriving working life is our common goal. We invite all those enthusiastic about the development of working life to participate in building future working life now.

Helsinki, 2 June 2026
Strategy steering group

Boosting productivity requires investing in people and workplace practices as well as in capital

Productivity and wellbeing are created and developed at workplaces. Learning at work and competence create a strong link between productivity and the growth of wellbeing. In healthy work communities, people feel engaged, learn at work and are happy to help colleagues. This is reflected in the work community's ability to get things done and capacity to renew. The productivity of public sector workplaces will improve as investments are better targeted at the benefit of customers using the service.

A company that exceeds its competitors' capability to develop operations, new products and services or apply new knowledge to develop these, will achieve higher productivity growth than its competitors. Higher labor productivity allows companies to expand market share without cutting mark-ups, while also raising wages and boosting employees' purchasing power.

Investments as the foundation for new and better products and services

Economic research analyses factors of productivity growth. Of the forms of fixed capital, Finland needs more investments in digitalisation. On average, ICT capital in various countries has increased labour productivity more than other fixed capital in total. In fact, economists believe that the business potential for productivity growth based on digitalisation and data is enormous.

A second element of productivity growth, human capital, has traditionally been the strength of Finnish working life. As work increasingly requires continuous skills development, raising the level of education and competence equips both new entrants to the labour market and those already in work with strong capabilities to absorb new knowledge and apply it in new situations.

The greatest potential for productivity growth lies in research and development that generate new knowledge. This brings about new ideas, lays the foundation for better products and services, i.e. innovations, and helps to improve the efficiency of

operating methods. For this reason, it is important that the parliamentary decision to increase investments in research and development activities in the long term is implemented. More private research and development investments will also be needed in addition to this, as recommended by the Industrial Policy Strategy and the Growth Initiative Working Group.

Actions of the work community as a source of productivity growth

However, research-based knowledge alone is not enough to drive productivity to growth. It is also necessary to understand the factors that influence how knowledge is transformed into new innovations in a work community. Economists call it intangible capital, strategy researchers speak of a company's dynamic capabilities, management researchers talk about organisational capital, and psychology will frame it as how the work community operates. It is a matter of people's ability to come up with ideas and use information creatively and the work community's ability to renew itself drawing from the personnel's human capital.

The National Working Life Development Strategy is based on the premise that productivity growth is based on physical and psychological work ability which are basic prerequisite for working. The ability to work will remain good when the different requirements that cause stress and the resources that increase the rewards of work remain in balance over the long term, even though they vary and change in the short term.³

The National Working Life Development Strategy focuses on improving the ability of workplaces and work communities to utilise and transform their competence and ideas into new ways of working, products, and services.

3 The Work ability for everyone in Finland programme ([Working life programmes 2024–2027 – Ministry of Social Affairs and Health](#)) promotes the working-age population's functioning capacity and ability to work.

Figure 1. In work communities, people's well-being and competence are transformed into increased productivity.



An open-minded attitude and interest in different perspectives strengthens openness and improves the work community's ability to draw attention to issues that can be difficult and find solutions to these. Every member of a work community can do their part to create a mindful atmosphere even with small actions.

In a healthy work community with an atmosphere of mutual appreciation and trust, human capital accumulates when working and learning together. Although one of the trends of working life is the increase in work autonomy, which has increased been increased in knowledge work by hybrid work, supervisors continue to play a key role in promoting communality, trust, and joint learning in all work. In everyday life, this means that different people in different roles can give their best at work. Different types of knowledge and skills work together to create capabilities that help in achieving better results.

Digital solutions and the utilisation of artificial intelligence can improve the organisation of work and free people's time for creativity, learning new things, and producing added value. Combining the strengths of people and technology

opens up considerable benefits in work. As artificial intelligence develops, it will be possible to build work entities in which the importance of human abilities as a source of wellbeing and productivity is emphasised.

The importance of interaction between people in improving productivity is understood in strategic management. Extensive participation by personnel will develop work, product and service successfully. Innovativeness springs from working together. New ideas and innovations renew an organisation's strategy. Competence is the most important source of competitive advantage. This is fostered through investments in research and development activities and with diverse networks in research communities. Diversity is also a strategic choice that expands creative thinking and understanding of the customer base.

Sustainable growth comes from skilled people, good quality of working life, productivity growth, and employment. Increasing human capital and research and development investments are among the most important investments society can make to increase productivity and wellbeing. The National Working Life Development Strategy highlights how investments are transformed in work communities into productivity gains as a result of people's activities and management. A culture of mutual appreciation that inspires learning, working together and boldness plays a key role in this.

Vision: Finland's growth by 2035 will be driven by people's ideas, courage to reinvent, and collaboration

The mission of the working life development strategy is to help workplaces improve the growth of competence, wellbeing, and productivity.

The aim for participation in working life to be inspiring and for all work to be valuable. In working life, everyone's participation, high employment, and good performance create sustainable economic growth. Working develops competence and provides a livelihood. In transforming working life allows people to courageously try new approaches and take risks.

The vision is as follows: **Finland's growth by 2035 will be driven by people's ideas, courage to reinvent, and collaboration.**

Goals for change in working life

The starting point for the strategy work was a working life situation picture based on extensive research data that comprises well-being at work, competence, productivity and workplace development. Research based stakeholder discussions on the groundwork for the strategy examined the current state of working life and identified phenomena that shape working life, including digitalisation and artificial intelligence as well as demographic changes and diverse working life. The strategy examines these phenomena from the perspective of work organisations and work communities.

New technologies as drivers of renewal

Work communities, ways of working and the relationship between humans and artificial intelligence are constantly reshaping as new technology and artificial intelligence are introduced and digitalisation progresses. Knowledge work has progressed to the era of hybrid work. Work communities can be global, and a shared workplace is not always connected to a specific locations or organisation. Technological development extends to almost all work in some way.

In a good and successful working life, everyone has good basic competence and an understanding that continuous learning is a prerequisite for responding to the changes and challenges brought about by new technologies. Work communities have an understanding of data and its use, digital devices and applications, artificial intelligence, as well as cyber security and ethics. As competence is developed in everyday work, organisations will undergo transformations, as they dare to seize new ideas and concepts and become enthusiastic about these, and developing technologies are tested and applied at work. Transformed work can be reorganised flexibly.

Work organisations, and especially SMEs, need knowledge-based management, anticipation, and strategic insight into the different uses of technology and AI. When work is approached from a more broad-scoped angle than that of increased efficiency, this will guide the activities towards creating new value and cooperation between machines and people. This in turn will support better results and more meaningful work. When personnel can have extensive input on the implementation and application of technology, they will feel comfortable committing to common goals and employees will want and be able to develop new operating methods and innovations. On the other hand, the fear that digitalisation will steal their work, will not encourage the introduction and development of new technologies, and the personnel's willingness to learn and use new technologies will be reduced.

A company that succeeds in developing its operations and the products and services it offers is often more successful in competition and able to grow. This reflected in such things as productivity differences between companies, the different levels of digital competence of employees, and the enrichment and, on the other hand, impoverishment of work content. Combining the strengths of people and technology will open up extensive benefits for working, such as the use of artificial intelligence in expert work, robots assisting surgeons or new kinds of applications that support interaction, for example, in customer work.

When it is used for example to adapt work to suit people with partial work ability, new technology will support participation in work. A human-centred approach, creating an understanding of the opportunities offered by technology and questions of equality are of key importance when the aim is for digitalisation to increase productivity and wellbeing both in the workplace and in society at large.

Diversity as a source of creativity

Equality and non-discrimination are important basic values of Finnish working life. Work communities in Finland have changed and will continue to change even more as the cultural and linguistic diversity of employees increases. Diversity can also be manifested in the form of work capacity, neurodiversity, age, disability or family situations. However, from the workplaces point of view, the core of diversity lies in combining and utilising the different competences and perspectives of employees and utilising these in business and in achieving the workplace's objectives.

A diverse workplace has more creativity than average, the employees have a broad understanding of customer needs and want to work there. Thanks to these characteristics, their financial performance is often also better than average. Diversity has a strong interface with the competence, recruitment practices, and induction needed by the workplace.

Differences between people and the diversity of people can cause tensions and conflicts in the workplace. Thus, diversity will require that management and supervisory work include concrete goal-oriented activities in building a work culture, that all members of the work community have mutual appreciation regardless of the differences between people, and that people take responsibility for creating a shared understanding.

The experiences of employees on the realisation of diversity will affect the wellbeing at work experienced by employees. In everyday life this will mean that people who differ from one another can give their best at work and feel that they are part of the team and the work community.

Young people getting a good start in working life

The transition of young people to working life must be seen more extensively than just as the moment they get their first job. Entry into working life can be promoted already at school and further in working life. The first experiences young people have in workplaces, work communities, and entrepreneurship will shape their idea of the attractiveness of working life.

When young people get chance to be introduced to working life already during school, it is easier for them to understand what it will be like to be at work and what working life can offer. For this reason, educational institutions and workplaces should engage in close and continuous cooperation. In Finland, the labour

market is strongly divided by gender. Different working life introductory periods and entrepreneurship education help young people find paths that are suitable for them.

When applying for their first jobs, experiences of the recruitment process will affect their belief in career progression and prospects for their future. It is important that young people receive feedback at different stages of their job search. Sufficient time must be reserved for orientation of young people on the roles, expectations, rights, and responsibilities of working life. A mentor or workplace instructor can help young people recognise their own strengths and learn the skills needed in working life.

The positive reception of new employees, giving people the opportunity to develop and use their own competence, and a safe work community help to integrate them into working life. Good management, a positive work atmosphere and sufficient income support the reconciliation of work and other aspects of life.

Learning at work boosts growth

Work is a function in which the competence of individuals and communities result in the creation of products and services that meet the needs of customers, bring profits to the organisation and boost society's wellbeing and economic growth.

Work is an important place for learning new things and also for sharing competence. When the work has been arranged so that learning is possible, people and work communities can develop their competence and improve their activities, services, and customer experience. What individuals know and learn is not the only important aspect in the context of work communities, as also how competence is combined and shared is of great importance. Working together produces better results than working alone.

Competence development is closely linked to the organisation's strategy, business operations, and management. Learning at work is supported by recognising competence and promoting learning in everyday life as well as by clearly defining and rewarding responsibilities. An understanding of how people learn is also needed. Learning and renewal often take place through experiments, mistakes and failures, and learning new things will require relinquishing the old.

At best, competence needs will be anticipated and investments will be made in learning. Shorter training courses that complement learning on the job and in the work community or longer degree programmes provide new information that meets the needs for the entire organisation. New information is generated in research activities, but also continuously in the scope of work and at workplaces. Research, development and utilisation of research data in workplaces are an important source of improvements to productivity. In addition to these, new solutions are created by learning from others, and through everyday innovation and development activities in all tasks and at all organisational levels.

Openness in relation to the surrounding society helps organisations to renew. Knowledge and good practices are shared in networks covering working life, educational institutions, educators, and research organisations. Continuous research on learning at work and at workplaces is needed to support the ability of work communities to renew.

Competence management is the starting point for creating a culture that supports learning at work. This involves inspiring people, i.e. creating an atmosphere that encourages curiosity and learning in the work community, which each member of the work community can influence.

Unlocking the superpowers of working life to achieve our vision

Three superpowers that can be utilised in promoting change objectives and progressing towards the vision were identified during strategy work: 1) Interaction that builds trust and cooperation, 2) A culture that encourages renewal and learning, and 3) Leadership. By fostering these superpowers, the creativity and innovativeness of work communities can flourish.

The superpowers serve as practical bridges between the vision for working life development and day-to-day improvements. The aim is that changes in the activities of work communities will in tandem with other investments support the growth of business profitability, better public services and the growth of employee wellbeing.

1) Interaction that builds trust and cooperation

Everyone can influence how people are encountered and treated in the work community. Mutual respect, non-discrimination, and the inclusion of people of different ages and backgrounds form the foundation for a sense of community and shared learning. In everyday work, this means that employees are encouraged to present questions, ideas, and development proposals related to work goals and practices—and that these are genuinely heard.

2) A culture that encourages renewal and learning

An atmosphere of trust allows learning within work community. An open-minded attitude to questions, different perspectives, and ideas, as well as equal opportunities to learn and influence, encourages collaborative development. Different perspectives improve the quality of decision-making. Joint development clarifies each person's own role in relation to the organisation's strategic objectives.

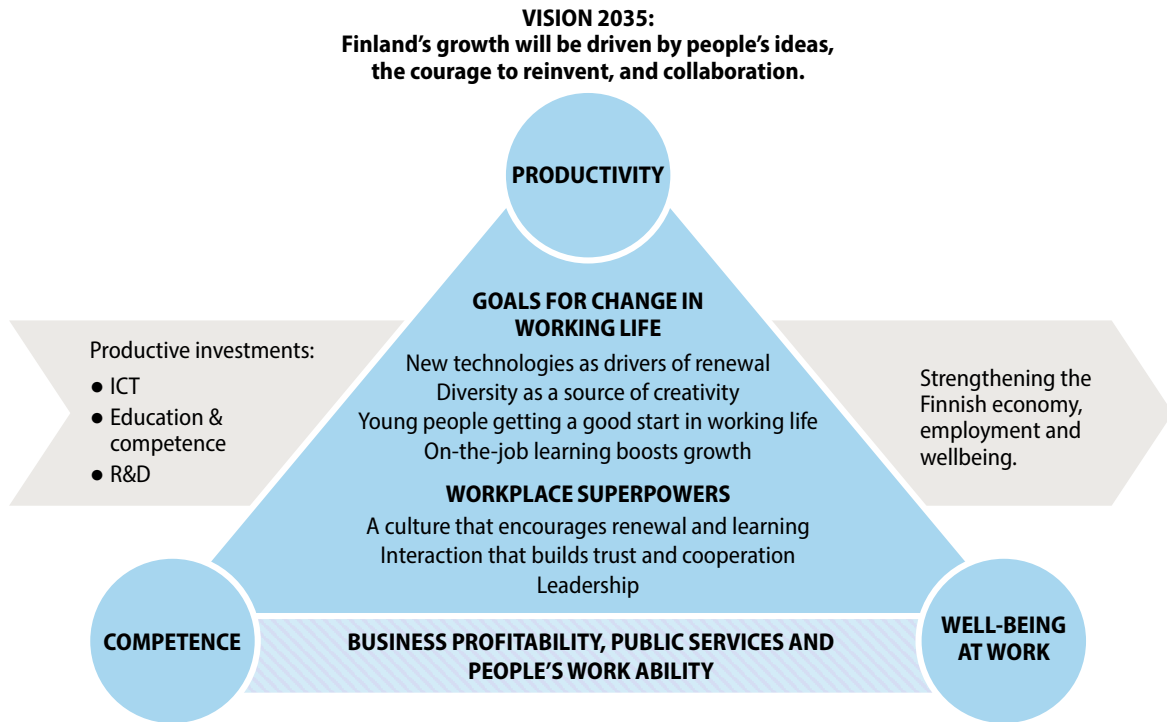
3) Leadership

Investing in people is a strategic choice. Good leadership promotes learning at work, participation, diversity, and a culture of collaboration. Leadership involves the ability to turn the diverse knowledge and skills within the work community into capabilities that create competitive advantage. In times of change, it is important to listen to employees and reflect how to move forward.

Interaction that builds trust and collaboration, a culture that encourages renewal and learning, and people management are important in all the themes selected for the strategy where change is being pursued. They support learning within work communities, young people's entry into working life, and the ability to seize the opportunities created by diverse work communities and new technologies.

The key role played by the superpowers and change objectives in the success of work organisations is described below.

Figure 2. Vision, goals for change and superpowers.



How will the development strategy be managed and implemented through to 2035?

The national Working Life Development Strategy looks ahead to 2035. For example, within a period of ten years, the content, operating methods, and ways of using technology in the work world may change dramatically in different professions and sectors. Changes in the operating environment may also be major. For this reason, the implementation of the strategy will require not only long-term commitment but also the ability to make new initiatives and redirect actions.

In order to achieve the objectives of the National Working Life Development Strategy, a broad range of workplaces must be reached. The development of working life is one of the few effective means of supporting the functioning and performance of workplaces. Development efforts recognize that workplaces have different needs. Ensuring that workplaces are able to participate requires both continuity and a long-term approach in implementation. Through the implementation of the strategy, workplaces are encouraged, supported, and accelerated in developing their own operations in ways that create value for both the workplace itself and its customers. The results often become visible only over the long term.

In practice, support for workplaces may include, for example:

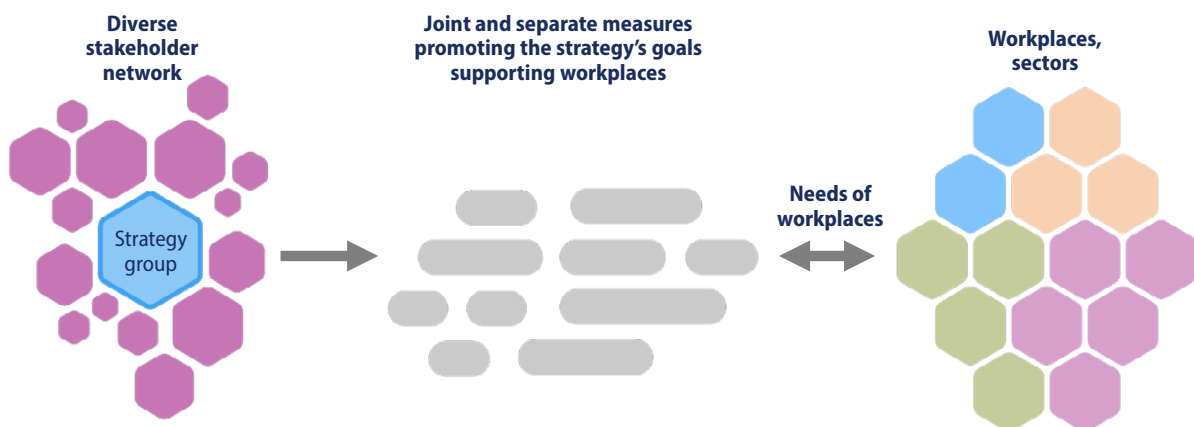
- expert support and guidance,
- opportunities to participate in development and learning networks, sector-specific development projects, and research projects,
- participation in foresight workshops, webinars, training events, and learning modules,
- peer learning, including examples of development initiatives, interesting solutions, and new operating models implemented by other organizations.

Target to reach 10 000 workplaces by the end of 2027 and after this, 10 000 workplaces annually.

When assessing the success of the measures, we will examine the extent to which workplaces are reached and how the support has helped the workplaces to move forward and succeed in their own development and renewal work.

The implementation of the strategy consists of the individual and joint measures of the strategy group and its stakeholders, complemented by new initiatives. A wide range of different actors in working life will be invited to participate in the implementation of the strategy.

Figure 3. The implementation of the strategy will be based on the needs of workplaces and sectors.



A clear governance structure will be created for the strategy. For this purpose, a steering group and a strategy group will be established. The ministries that took part in the preparation of the strategy, labour market organisations and the Finnish Institute of Occupational Health, the Vates Foundation, the Finnish Work Environment Fund and the Centre for Occupational Safety will be invited to join these. The strategy group will serve as a key forum for the long-term implementation and for fostering shared ownership of the strategy.

Tasks of the steering group and the strategy group

The steering group will act as the highest decision-making body. The steering group and the strategy group will lead the implementation of the strategy and its joint measures and create a framework for broad cooperation. Through shared ownership and coordination, measures for the development of working life can be coordinated and significant synergies and benefits can be achieved from the perspective of workplaces. At the same time, trust will be built between the actors and the possibility for responding to changes in the operating environment and the future challenges of working life together will be improved.

The strategy group will be responsible for implementation, communication, promoting cooperation between different actors and the monitoring of implementation. A roadmap will be prepared of the implementation, describing the measures related to the execution of the strategy. The measures taken by the parties involved (and those who will later join) in the implementation of the strategy can also be added to the road map. The roadmap will first be drawn up until 2031 and will then be updated as necessary. After the mid-term review of the strategy, the roadmap will be updated until 2035. The progress of the roadmap can be monitored openly on the strategy's website: tem.fi/tyoelaman-kehittamisstrategia

Productivity growth requires investments

Productivity growth will not be generated without investments. The most significant of these within the transformation of technology and working life may be investments in the development of working life. In recent years, investment in the development of working life has been an underutilised method of boosting productivity growth.

Any investment in Finland's future requires political decision-making. Based on experiences from previous working life development programmes, an annual budget of about 10 million has already produced highly significant results. Complementary funding can be collected from multiple sources.

The implementation of the strategy will require the inclusion of working life development in government programmes. The strategy will also be submitted to Parliament for discussion during each government term to ensure a broad political understanding of the significance of workplace development for the growth of productivity and wellbeing. The development of working life requires both concrete actions and strong advocates.

Programme-based development enables implementation

Programme-based development is needed to encourage workplaces to participate, launch and coordinate measures, identify, further develop and disseminate good practices, and carry out joint communication activities. Programme-based development creates a link between the development strategy and workplaces. It may refer to sector-specific or regional measures, long-term research and studies, and learning networks related to different topics. Programme-based development requires separate resourcing and own funding for measures considered important. The Working Life Development Strategy is not intended to provide funding for individual companies or organizations.

For example, programme-based development within a specific sector may include dialogue on the change the sector is undergoing and on the future of the sector, various development measures, the utilisation of experiences of frontrunners, and learning from others. In Finland, sectoral projects make it possible to reach companies and organizations in the sector comprehensively. Sector-specific projects are an effective way bringing together labour market parties, companies, and organizations within the sector to work collaboratively. Development efforts make use of the sector's existing networks. Existing networks in the field will be utilised in the development.

The Economic Development Centres and other regional actors are an important interface with companies and organisations in the regions. The Economic Development Centres are also tasked with networking and promoting the quality of working life in the regions. Programme funding will make it possible to develop cooperation between the Economic Development Centres and other working life actors in the regions. The activities will be based on the needs of companies and organisations in the region, while supporting the implementation of the strategy.

The impact of development efforts can be further enhanced through research-based knowledge. Workplaces benefit from evidence-based knowledge, examples from frontrunners, and concrete experiments supported by experts.

Future dialogues and the learning network of frontrunner workplaces

It is also important for workplaces, sectors, and regions to engage in continuous dialogue based on the perspectives and needs of different stakeholders. The need for this type of sector, region, theme, or company-specific discussions is great in the transformation of work and technology and as the operating environment changes. Many sectors have no existing appropriate forum for this or a culture of discussion that promotes future-oriented dialogue. Discussions and the planning of development measures will be supported through future dialogues.

As part of the strategy, a learning network of 35 frontrunner workplaces will be established to collect and share effective practices. The aim is to develop and identify good practices and methods and for these to be disseminated extensively, especially to SMEs. The learning network will also provide information on what can be achieved through development efforts.

Supporting the preparation of the new EU Structural Fund period

The development of working life has been funded both nationally and regionally through the EU Structural Funds during the two previous programming periods. These experiences should be utilised and brought closer to the implementation of the strategy. Within the framework of the programme document, it may be possible to allocate funding in 2026 for national working life development in support of the strategy. The preparation of the next EU Structural Fund period will also begin in 2026. The strategy group will support planning in the context of working life development.

Working Life Forum Finland will be implemented and researcher panels for the development of productivity and working life will be launched

Working Life Forum Finland is a discussion event held every two years that brings together working life actors and experts to discuss the progress of the strategy and current changes in working life. The Working Life Forum Finland brand is

well-known, and it has become established. It can be used as a monitoring and learning forum for the implementation of the strategy. The first Working Life Forum Finland event related to the implementation of the strategy will be held in November 2026.

Regional Working Life Forums will be organised with the Economic Development Centres to strengthen the development of regional working life. Regional Working Life Forums promote cooperation between regional working life actors and support the development of companies and workplaces in the region.

The National Working Life Development Strategy is steered on the basis of the regularly updated situation picture on working life. The researcher panels for productivity and working life development will provide versatile evaluation and research data that will support the formation of a shared situation picture for working life. A shared vision enables the flexible emphasis of the strategy's measures and a response to changes in the operating environment. The first researcher panel will be organised at the end of 2027.

Implementation of the strategy to be evaluated

Working life will be developed in a systemic manner, as a whole. The strategy will be implemented together, and the activities advanced on the basis of joint learning based on research and evaluation data.

A monitoring and evaluation model enabling continuous feedback has been prepared for the strategy together with experts from consultancy company MDI. Monitoring the implementation of the strategy will focus particularly on the implementation and impacts of the strategy at workplaces and nationally. Use of the monitoring and evaluation model will be adopted when the roadmap has been completed and the implementation of the strategy is launched.

The strategy and its priorities are always reviewed and implemented in accordance with the policies and programme of the current Government. The mid-term evaluation of the strategy will be carried out at the strategy period's halfway point in 2031.

Strategy process

The National Working Life Development Strategy for 2035 has been completed as a result of active cooperation between 16 working life development organisations. The steering group drew up a shared vision, which guided work on the strategy. Extensive research data was utilised and the views of citizens and the stakeholder network were heard in a versatile manner over the course of the work. The key change objectives and actions towards the vision were identified on the basis of these.

In 2024, a research-based publication on the national working life situational picture (*Työelämän tilannekuvia – Työhyvinvoinnista ja osaamisesta löytyy tuottavuuden kasvun mahdollisuuksia*) was produced as a basis for the preparation of the National Working Life Development Strategy. Its content was discussed in workshops from spring to autumn of the same year. Around 100 experts, workplace developers, and researchers from different sectors and regions were invited to the workshops. Participants worked on creating a shared understanding of the current state of working life, identified phenomena that shape working life, and formulated desired trends.

The strategy was prepared under the leadership of the Minister of Employment and the Minister of Social Security during the period between March 2025 and March 2026.

At the beginning of 2025, each member of the steering group was interviewed. The working life development strategy steering group, expert group, and secretariat worked in close collaboration with each other. The steering group met three times, and the expert group worked in workshops a total of 12 times. The expert group's workshops were based on participatory methods and facilitated by the Finnish Institute of Occupational Health. The Secretariat was responsible for the preparation and implementation of both the meetings of the steering group and the workshops of the expert group.

Citizens' views on the themes discussed in the workshops were requested extensively. The strategy website included an open survey on each theme. The responses were discussed in public columns and utilised in strategy work. Information was provided openly on the progress of the strategy work both on the website and social media. The perspectives of various sectors and companies were heard in the preparation of the strategy.

A follow-up and impact assessment model for the working life development strategy was prepared in close cooperation with the consultancy firm MDI. The purpose of follow up is to produce up-to-date and versatile data on how working life develops in relation to the goals of the strategy, what kinds of measures strengthen the positive trend and where a change of direction is needed.

Website: tem.fi/en/working-life-development-strategy

Composition of the Steering group for the strategy

Chairs:

Minister of Employment Arto Satonen (until 22 May 2025)
 Minister of Employment Matias Marttinen (starting 23 May 2025)
 Minister of Social Security Sanni Grahn-Laasonen

Deputy chairs:

Mika Nykänen, State Secretary to the Minister of Employment
 Laura Rissanen, State Secretary to the Minister of Social Security

Members:

Jan Hjelt, Director General, Ministry of Economic Affairs and Employment
 Raimo Antila, Director General, Ministry of Social Affairs and Health
 Petri Lempinen, Director General, Ministry of Education and Culture
 Jarkko Eloranta, Chair, Central Organisation of Finnish Trade Unions SAK
 Maria Löfgren, Chair, Akava Special Branches
 Antti Palola (until 31 December 2025), Chair, Finnish Confederation of Professionals (STTK)
 Else-Mai Kirvesniemi (starting 1 January 2026), Chair, Finnish Confederation of Professionals (STTK)
 Ilkka Oksala, Director, Confederation of Finnish Industries EK
 Anna Kukka, Negotiations Director, Local Government and County Employers KT
 Anna Kaarina Piepponen, Labour Market Director, Commission for Church Employers
 Sari Ojanen, Director of Collective Agreements, Office for the Government As Employer
 Mikael Pentikäinen, CEO, Suomen Yrittäjät SY
 Saana Siekkinen, Director, Central Organisation of Finnish Trade Unions SAK
 Ville Kopra, Labour Market Director, Akava Special Branches
 Antti Koivula, Director General, Finnish Institute of Occupational Health
 Timo Koskinen, Managing Director, Centre for Occupational Safety
 Jaana Pakarinen, Managing Director, Vates Foundation
 Kenneth Johansson, CEO, Finnish Work Environment Fund

Composition of the Expert group

Chair:

Elina Pylkkänen, Permanent State Under-Secretary, Ministry of Economic Affairs and Employment

Deputy chair:

Antti Närhinen, Ministerial Adviser, Ministry of Economic Affairs and the Employment

Members:

Tiina Hanhike, Senior Specialist, Ministry of Economic Affairs and Employment

Päivi Hämäläinen, Ministerial Adviser, Ministry of Social Affairs and Health

Petri Haltia, Senior Ministerial Adviser, Ministry of Education and Culture

Jukka Mattila, Senior Ministerial Adviser, Ministry of Finance

Juha Antila, Head of Research and Development, Central Organisation of Finnish Trade Unions (SAK)

Lotta Savinko, Manager, Gender Equality and Health & Safety, Confederation of Unions for Professional and Managerial Staff in Finland (AKAVA)

Riina Nousiainen, Senior Advisor, Finnish Confederation of Professionals (STTK)

Mirja Hannula, Senior Adviser, Confederation of Finnish Industries EK

Niilo Hakonen, Principal Working Life Development Specialist, KT Local Government Employers

Ulla Westermarck, Chief Negotiator, the Church Employers' Delegation for Collective Agreements

Jouko Hämäläinen, Senior Ministerial Adviser, Office for the Government As Employer

Albert Mäkelä, Legal Counsel, Federation of Finnish Enterprises

Ida Nummelin, Senior Advisor Social and Health Policy, Finnish Confederation of Professionals (STTK)

Antti Veirto, Research Director, Service Union United PAM

Sinimaaria Ranki, Leading Specialist, Finnish Institute of Occupational Health

Tuomas Wuorikoski, Director of Strategy and Development, Centre for Occupational Safety

Anne Kallio, Senior Specialist, Vates Foundation

Anne-Marie Kurka, Research Specialist, Finnish Work Environment Fund

Secretariat for strategy work

Secretary General:

Elina Pylkkänen, Permanent State Under-Secretary, Ministry of Economic Affairs and Employment

Members:

Teija Felt, Labour Market Counsellor, Ministry of Economic Affairs and Employment

Maija Lyly-Yrjänäinen, Senior Adviser, Ministry of Economic Affairs and Employment

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