



# **Equality and non- discrimination plan for the personnel of the City of Helsinki**

**2022–2025**

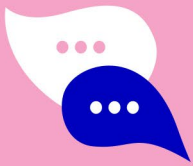
**Helsinki**

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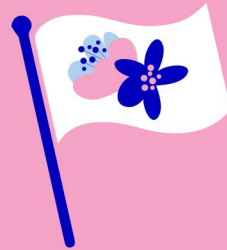
# Equality and non-discrimination legislation protects all of us in the working life



LANGUAGE



SEXUAL  
ORIENTATION



NATIONALITY



TRAINING



DISABILITY



35 YRS.

55 YRS.

19 YRS.

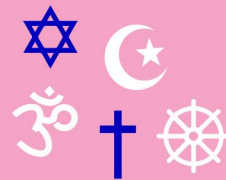
AGE



GENDER



CONVICTION



RELIGION

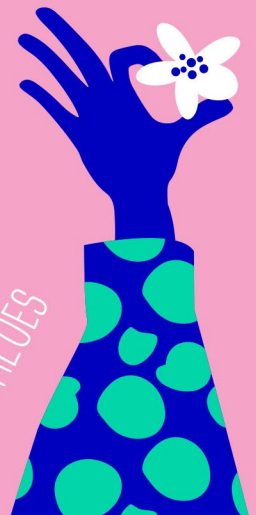
APPEARANCE



ETHNIC ORIGIN



VALUES

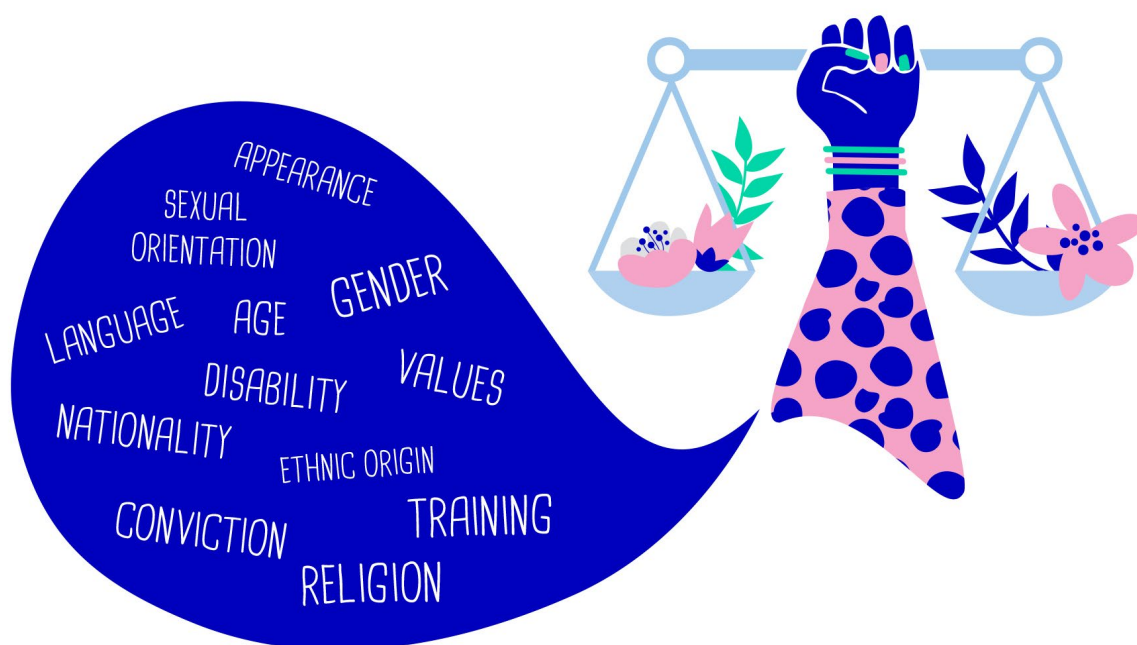
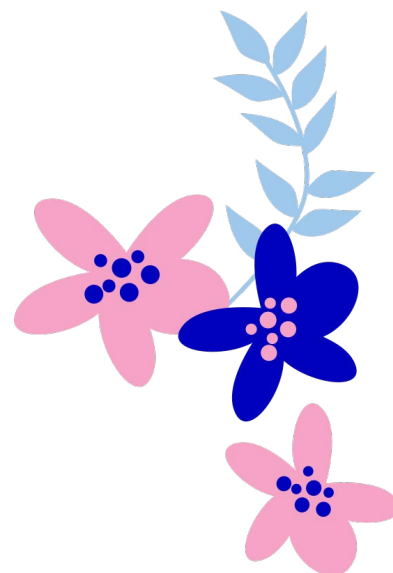


# 1. Helsinki promotes a diverse and inclusive working life

Helsinki is committed to promoting gender equality, non-discrimination and human rights in all of its operations. Responsibility and sustainable development are an integral part of Helsinki's operations. As an employer, the city strives for the equal treatment of all genders and the promotion of true equality for employees who belong to minorities/underrepresented groups as well as the prevention of discrimination in the city's workplaces.

**Gender equality refers to equality between all genders. It includes gender diversity and the right to equal treatment regardless of gender identity or expression.**

**Equality (yhdenvertaisuus) means that all people have the right to equal treatment regardless of their age, ethnic or national origin, nationality, language, religion or beliefs, opinion, disability, health, sexual orientation or any other circumstance connected to the person.**



**Figure 1.** The purpose of the equality and non-discrimination legislation is to protect everyone from unjust treatment. No one may be discriminated against because of these reasons. The city and its personnel are obligated to do their part in ensuring that the protection is realised.



***Gender may refer to, for example, legal gender status, physical dimensions of gender, social significance of gender or an individual's gender identity and gender expression. There are not only two genders, male and female; an individual can be both at the same time, something in between or something completely different. Some do not have a gender at all. Sexual minorities include trans people, agender people and intersex people.***

*Gender diversity. Seta*



**Drawing an equality plan for the personnel is a statutory requirement to ensure that all genders are treated equally well in the workplaces. Every person, regardless of their gender, gender expression or identity, must be allowed to perform their work duties well without encountering any inappropriate comments, harassment or discrimination.**

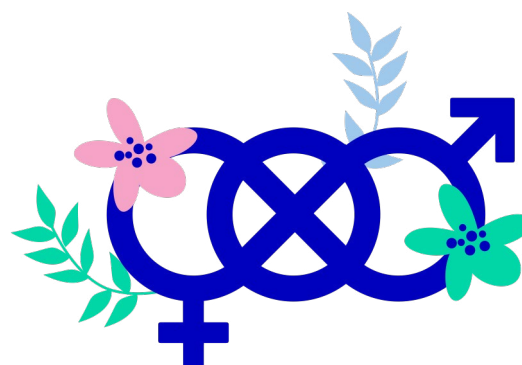
**The equality plan is a statutory plan for how the organisation can in its operations and as an employer promote equality and prevent and combat discrimination. The measures of the plan must take into consideration origin, age, disability, sexual orientation, religion and other distinguishing criteria prohibited in the Non-Discrimination Act. Equality planning always aims for the improvement of true equality.**

**The City of Helsinki has collected its personnel policy guidelines and practices, through which the personnel's equality is promoted, in the same plan.**

The city personnel will provide residents and customers with equal services and will ensure that the city is a good place for living and visiting. This requires that equality and non-discrimination be achieved for the personnel as well. The City of Helsinki also has a separate equality and non-discrimination plan for services.

The UN's Sustainable Development Goals guide the development of Helsinki. They also include the objectives for personnel equality and non-discrimination. The objectives will become concrete through the work performed widely in the Helsinki city organisation. The measures and objectives of this plan will make it more mainstream to take both the gender and equality aspects into account in all personnel-related operations, management,

supervisory work, decision-making, and work community operations (figure 2). Communications and the training on all levels of the organisation, from the management to the supervisors, the organisation's supportive organs (HR, occupational safety) and the employees, support the achievement of these objectives.





**Promotion of diversity in the personnel policy and working culture.**



**The gender equality plan and non-discrimination plan for personnel guide HR policy work in promoting equal and non-discriminating working life.**

**Figure 2.** Promotion of diversity and inclusivity in the personnel policy and working culture.

The balance between work and personal life is one of the most important factors influencing the quality of the working life; they ensure that the personnel are well and capable, and that the services remain good. The city's strengths include good flexibility that facilitates balancing the work and personal life. The city wants to have employees in different life and family situations keep working, which is why the city enables the different ways of working. For an equal and non-discriminating working culture, it is essential that the flexibility of the work is developed as an overall solution so that it is available to all employees.

Helsinki must be an attractive employer for all professionals. Management and supervisory work have an important role in building a truly inclusive working life that respects all people. This ensures that the diversity of the personnel will become a

strength. Different backgrounds and skills ensure that the services are truly of high quality and meet the needs of all municipality residents.

Inclusive management and work community operations are the key to having people be themselves at work. The employees are well, they feel like they belong to the work community and they strive to use their competence to achieve the common goal.

When personnel diversity is combined with inclusive management and working culture, it enables attracting the best employees to work for the city and ensures that the value basis of the city's strategy is achieved in both work and services. The structures and methods of people management (figure 2) are continuously adjusted to be more supportive of equality.

Inclusiveness is based on its background and characteristics active involvement of many people.



***Diversity is being invited to the party;  
Inclusion is being asked to dance.***

*Inclusion Expert Vernā Myers*

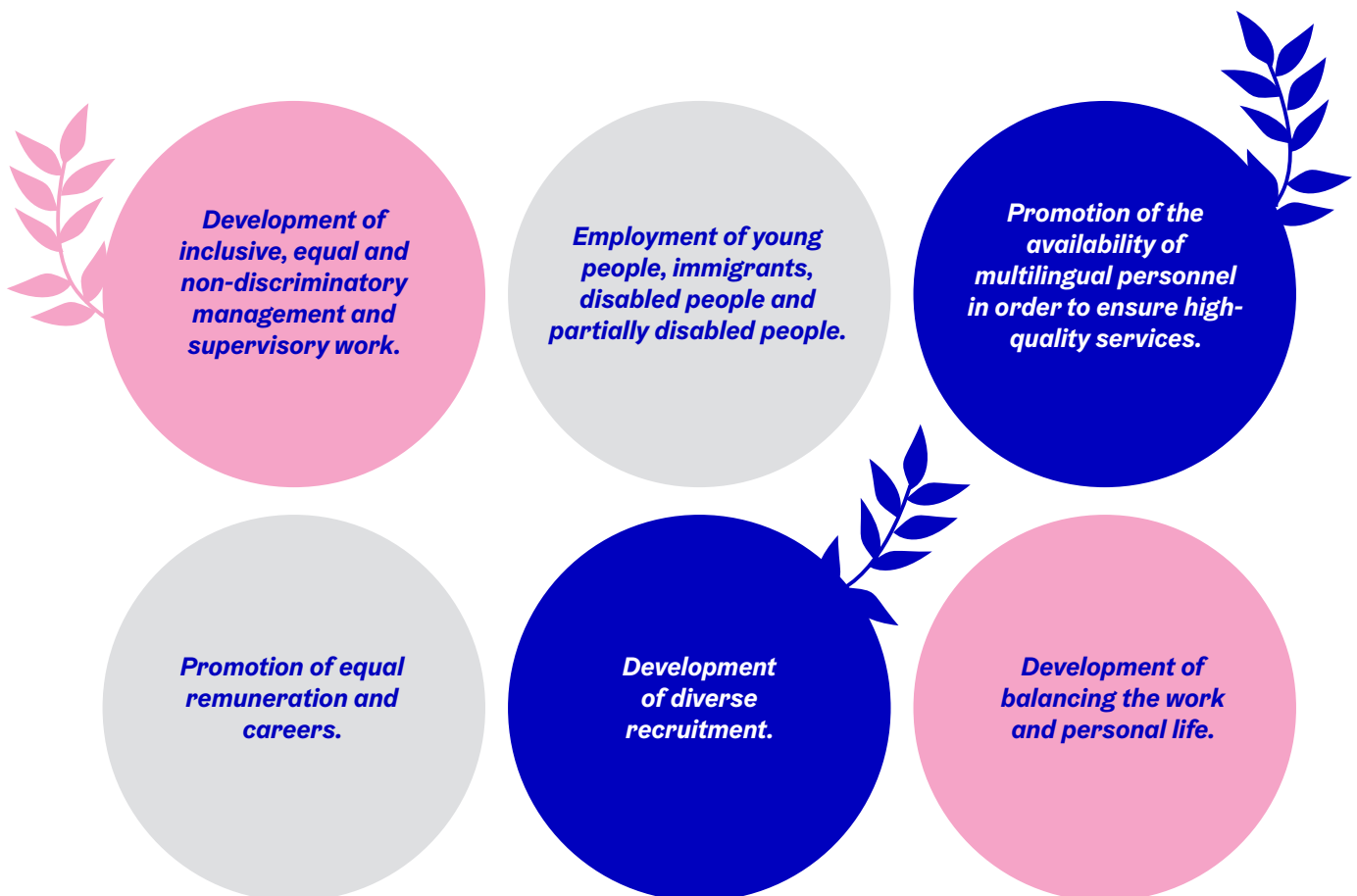
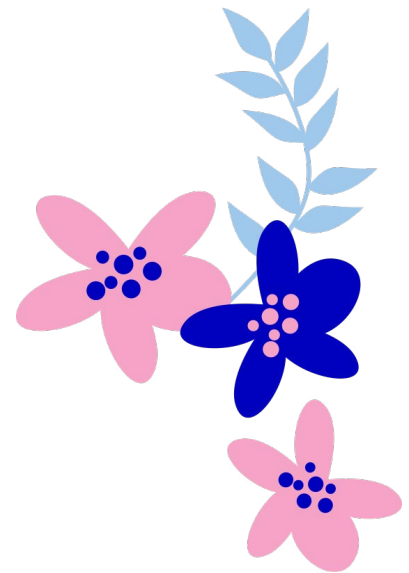
This plan continues the city's previous sustained responsible personnel policy (see figure 3, highlights of previous measures) and is based on the analysing and planning (figure 4) of the outcomes and indicators (appendices 1 and 2, city-level outcomes) of the measures in the previous equality and non-discrimination plans. The plan will be used to ensure that everyone is allowed to perform their work duties well without encountering any inappropriate commenting, harassment or discrimination. The personnel must have the equal and non-discriminating opportunities to advance their career and achieve their full potential. The City of Helsinki also expects its cooperation partners to approach the diversity of humans with respect.



**Figure 3.** City level highlights of measures and achievements that have promoted equality and non-discrimination in 2019–2021. See a more detailed assessment of the past in Appendices 1 and 2.

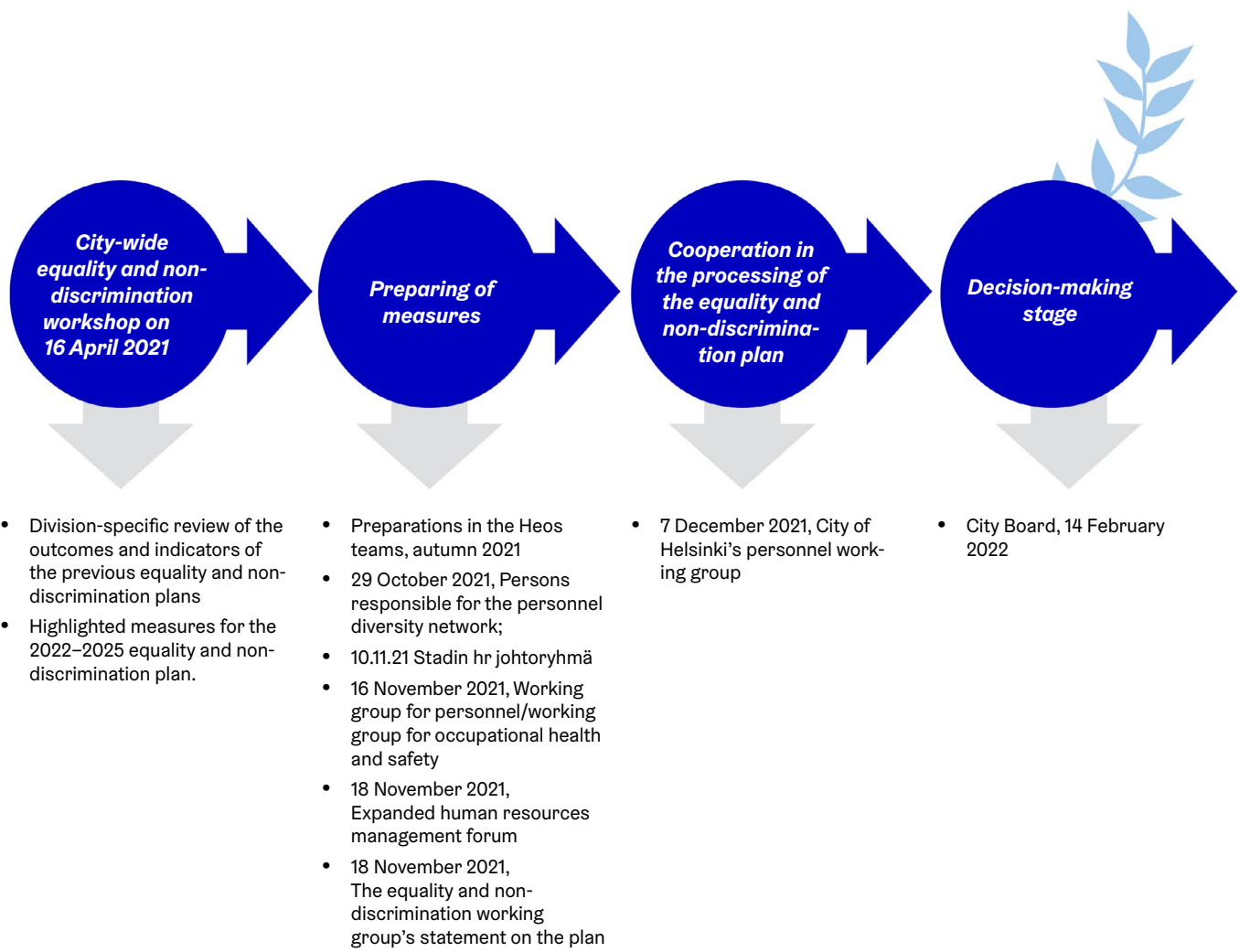
## 2. Objectives and measures for the promotion of the personnel's true equality and non-discrimination in 2022–2025

The plan sets the objectives and measures for the promotion of personnel diversity, equality and non-discrimination during the strategy period 2022–2025. They have been drafted and processed in cooperation with the personnel, human resources management, management, supervisors and occupational health and safety in accordance with the process depicted in figure 5. All organisation units of the city will be responsible for the implementation of this plan's measures. The strategy period emphases of the equality and non-discrimination plan are highlighted in figure 4.



**Figure 4.** Emphases of the strategy period.  
The City Board approved the plan on 28 February 2022.  
The plan and its objectives concern the entire strategy period.

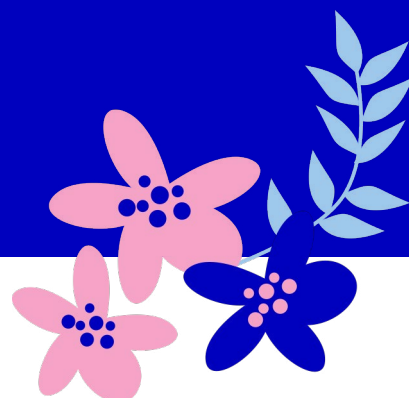




**Figure 5.** The preparations for the equality and non-discrimination plan began with a city-wide workshop participated in by divisions' and enterprises' management, supervisors, occupational health and safety representatives, personnel organisation representatives, disability work experts, representative of the Queer Stadi network (a network for people belonging to sexual and gender minorities and those interested in promoting the cause).

**The abbreviations below are used to refer to the Human Resources Unit's units.**

- Responsible employer: VAT
- Management, success and well-being at work: Joty
- Personnel achievement: HeSa
- Learning and reformation: Osu
- Working culture and HR information: TieTyö
- Human Resources Unit: Heos



## 2.1 Availability of personnel and diverse recruitment

The City of Helsinki is an attractive bilingual municipality that develops as a multilingual employer. Helsinki's recruitment process is equal and non-discriminatory and the recruitment is based on the person's actual competence and merits. Measures such as anonymous recruitment or positive special treatment can be used to promote true non-discrimination in recruitment. The job advertisements are accessible and they encourage different kinds of candidates to apply to the vacancies the city has. Supervisors will be trained in diverse and inclusive recruitment. The City of Helsinki promotes non-discrimination in the hiring of summer employees and in student internships. The city will continue its sustained work to remove the obstacles for the employment of disabled people.

The availability of diverse personnel is a key strategic factor for the City of Helsinki's objective of becoming the world's best-functioning city. The coming decades will make our city more diverse than ever before in relation to nationalities and languages. It is important that Helsinki is then a good and pleasant place for all people, regardless of their place of birth or language. The promotion of diversity and inclusivity within the organisation

begins with equal and non-discriminatory recruitment practices. Discriminating against someone on the basis of a characteristic related to their person or someone close to them is prohibited in the recruitment process. The city requires the supervisors to be equal and non-discriminatory when recruiting. The City has also instructed this in its personnel recruitment policies. In the last few years, the city has invested in the promotion of a diverse recruitment process and recruitment competence. The developmental measures strive for goal-oriented and fair recruitment that takes the applicant experience into account.

The City of Helsinki also promotes diversity in its recruitment of summer employees and interns. We will ensure the availability of competent personnel by developing the recruitment competence and our recruitment methods, enhancing cooperation in relation to directing unemployed job seekers to work for the city, and we will promote recruiting immigrants to work for the city. We develop the learning paths to positions within the city organisation and enhance our cooperation with the local higher education institutions and schools.

### Objectives and measures:

### 2.1.1. Diverse recruitment

Objective/measure	Schedule	Responsibility
Divisions, enterprises and departments prefer the method of anonymous recruitment.	continuous	City Executive Office, enterprises and divisions
Supervisors use positive special treatment in the selection phase in order to promote true equality and diverse personnel structure.	2023–2025	City Executive Office, enterprises and divisions
Cooperation with educational institutions will be enhanced in order to build the future diverse work communities. Cooperation with the local higher education institutions will be established and developed, and a monitoring model is created so that the internships of international students can be monitored and the statistics on them can be compiled.	2024–2025	HeSa unit and Osu unit, divisions and enterprises
New operations models based on the divisions' needs will be piloted in order to employ the international professionals already in the area for city organisation positions.	2022–2025	Heos and the workforce and immigration unit in cooperation
The city's supervisors' competence in the employment of international personnel, in the identification of competence obtained abroad, and in the management of a diverse work community will be enhanced (e.g. supervisor trainings, Helmi materials).	by 2025	The HeSa unit and Osu unit
Support and information material concerning things such as residence permit and labour permit practices when recruiting from abroad will be provided.	2022–2023	HeSa unit
A pilot of international recruitment is implemented.	2022–2025	HeSa unit

## 2.1.2. Summer jobs and internships

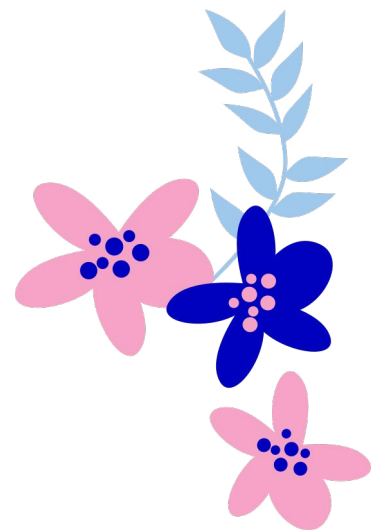
Objective/measure	Schedule	Responsibility
The access to the city's summer jobs and internships will be promoted for the young people and young adults who need targeted support for their employment.	-	-
The age limits for summer employees who need special employment support will be raised from the previous 16–20 years to 16–29 years.	2022	The HeSa unit in cooperation with divisions and enterprises.
Targeted appropriations are used to employ a work coach for the summer employees who are 16–29 years old and require special employment support.	2022	HeSa unit
The marketing of summer jobs will be enhanced in different communications channels to reach special groups (e.g. Romani and disabled people) more widely than before.	annually	HeSa unit
Accessible university traineeships will be promoted.	continuous	HeSa unit, divisions and enterprises
Cooperation with higher education institutions will be enhanced in order to increase the number of internships for Swedish-language and foreign-language students and to find job opportunities for them within the city, especially in sectors that need employees who speak Swedish or some other language.	continuous	HeSa unit, divisions and enterprises

## 2.1.3. Promotion of disabled and partially disabled people being employed by the city

### *The concept of being disabled and what it means?*

*In relation to the concept of being disabled, the society is now facing a necessary cultural change. In part, we still live with the old term 'disabled' and we use that term in this plan. An alternative to using the term 'disabled' is to describe the people as 'job seekers/employees with a mobility or physical disability'.*

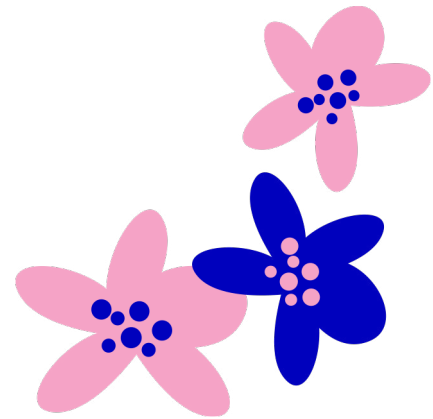
The UN's Convention on the Rights of Persons with Disabilities is binding for the City of Helsinki as an employer. Disabled people and partially disabled people have the right to work equally with others. The fact that, for every person, their ability to work is tied to the position, must be taken into consideration. It is important to raise awareness related to the employment of disabled and partially disabled people and to dismantle outdated prejudices and notions of being disabled.



## The UN's Convention on the Rights of Persons with Disabilities

*The UN convention creates the obligation to promote the employment and careers of disabled people and to improve their employment opportunities. In the convention, being disabled is defined as an evolving term: 'Being disabled is the result of the interaction between disabled persons and the obstacles created by the environment and attitudes.' One word, 'disabled', tries to include an extensive range of different limitations on the ability to work or act in one term. The term 'disabled' already contains a definition of a person who has a limitation on their ability to act. However, a person's ability to work is always related to the work itself. Being disabled is not synonymous with being incapable of working and the same applies to being partially disabled.*

In 2019–2020, one of the main objectives of the annual measures of the personnel's equality plan was to identify the factors preventing the employment of disabled people and to make a proposal concerning the future measures. These highlights have already been taken into account in the objectives and measures below. A wide range of experts in the employment of disabled people from different parts of the city organisation contributed to the work.



Objective/measure	Schedule	Responsibility
A city-level expert team will be established to assess in different ways the current state and needs of the financial basis for the employment of disabled and partially disabled job seekers.	2022	The TieTyö unit and the HeSa unit
The expert team's proposed measures are progressed for outlining in order to ensure and clarify the funding at the necessary decision-making bodies.	2023	The TieTyö unit and the HeSa unit
The possibility of using the pay subsidy funding for employing disabled and partially disabled people will be examined.  The terms and conditions of the pay subsidy are reviewed so that they would serve the employment of partially disabled people and people with different kinds of disabilities.	2022	HeSa unit
The possibility of earmarking a certain portion of the annual payroll for the employment of disabled and partially disabled people will be investigated.	2023	TieTyö-yksikkö ja HeSa-yksikkö
The use of the methods and courses of supported employment will be increased (e.g. work training/IPS, Jobcenter/Työkykyisempi Stadi).	continuous	HeSa-yksikkö, työllistämisen menetelmien ja henkilöstön yhdenvertaisuuden asiantuntijat sekä toimialat ja liikelaitokset
The selection of assisting duties will be increased with the necessary methods.	continuous	HeSa-yksikkö, työllistämisen menetelmien ja henkilöstön yhdenvertaisuuden asiantuntijat sekä toimialat ja liikelaitokset
Supervisors will create and open pay subsidy positions and utilise work try-outs.	continuous	Kaupunginkanslia, liikelaitokset ja toimialat

## 2.1.4 The availability, retaining and city-position employment of Swedish-language people and those who have completed their degrees elsewhere will be promoted

Helsinki is an open city where people can fulfil themselves and create opportunities for themselves. Helsinki's living and visible bilingual aspect – Finnish and Swedish – is part of the city's character and enhances its originality and competitiveness. The city, which is growing and becoming increasingly international, is becoming even more linguistically diverse, but at the same time the availability of workforce with Swedish language skills is a challenge for many positions. The availability of personnel will be invested in, particularly by increasing diverse recruitment. Labour immigration will be promoted, and education and experience which are gained abroad will be recognised better than before.

Objective/measure	Schedule	Responsibility
The availability and retaining of Swedish-language personnel will be promoted so that the statutory Swedish-language services are guaranteed.*	continuous	City Executive Office, enterprises and departments
Multilingual personnel will be encouraged to use their language skills when needed in the services.	continuous	City Executive Office, enterprises and departments
The divisions and enterprises annually budget the funding needed for the personnel's language training into their own budgets.	annually	City Executive Office, enterprises and departments
The use of language skills in the work will be noted either as a part of the pay or as a language subsidy in accordance with the city's instruction on taking language skills into account in the pay.	continuous	City Executive Office, enterprises and departments
Employment agreement/commission form + basic information form will be translated into English.	2022	Heos
The city's supervisors' competence in the employment of international personnel and identification of formal competence obtained abroad will be enhanced.	by 2025	The HeSa unit, divisions and enterprises
In cooperation with divisions and enterprises, the ways the employment of foreign-language experts could be promoted and which obstacles should be removed to improve the situation will be investigated.	2022	The HeSa unit, divisions and enterprises

\*see also sections 2.1.5 and 2.8

## 2.1.5. Developing Swedish- and English-language orientation and the support for other orientation

Objective/measure	Schedule	Responsibility
The availability of Swedish- and English-language orientation and information material will be increased.	continuous	The Joty unit, divisions and enterprises
The use of Simple Finnish and clear official language in orientation materials and other human resource management materials will be increased.	continuous	City Executive Office, enterprises and divisions
Tutor operations, in which the competence of the personnel with language as well as culture knowledge and skills are utilised in the orientation of the foreign-language personnel or personnel from another culture, will be introduced in the City Executive Office, divisions and enterprises.	continuous	City Executive Office, divisions and enterprises
The translating of materials related to occupational health and safety into Swedish and English will be increased (e.g. Sopuistasti Stadissa, Turvalisuuspöikkeaman ilmoittaminen). Visual depiction of things will also be taken into account.	continuous	The Employer Policy team

## 2.2 Equal remuneration and rewarding and titles

The city promotes a transparent and just remuneration and rewarding policy and making the rewarding system known to the city's employees.

The city promotes a culture in which discussions concerning remuneration and rewarding are had openly and it continues the sustained enhancing of the supervisors' competence in rewarding communications and remuneration.

Promoting the awareness of the rewarding system improves the employees' understanding of the determination criteria for the remuneration and rewarding system and its different means, which in turn improves the pay satisfaction.

The assessment methods used as the basis of the remuneration promote a just pay policy. Within the city organisation, the position-specific pay is based on the assessment of how demanding the work is, separate from the person performing the work. The personal proportion of remuneration is based on long-term success in the position and good results which are assessed in the work performance review as part of the overall performance discussion. Performance-based remuneration is based on achieving excellent results in the work or objectives.

The city will implement the statutory equal pay audit every two years. In addition to the equal pay audit, the distribution of one-time bonuses will be reviewed regularly and gender-specifically and the titles will be changed to be consistently gender-neutral.

### Objectives and measures:

The city has a transparent and just remuneration and rewarding policy and the city's rewarding system is known.

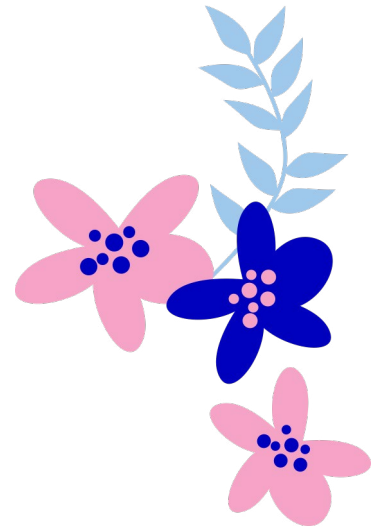
- Supervisors' rewarding competence is made stronger and part of the managerial work.
- Employees' understanding of the determination criteria for the pay and rewarding is developing.
- Different kinds of remuneration and rewarding data will be utilised to assess the implementation of the rewarding and to plan measures.
- Promotion of equal remuneration and careers and ensuring equal working conditions through actions such as procurement of appropriate work uniforms and footwear in a way that places the employees of the city's different divisions in an equal position in situations where a person's work requires them to be outside year round, for example.



Objective/measure	Schedule	Responsibility
<p><b>Uniform training materials for supervisors will be made easily available.</b></p> <ul style="list-style-type: none"> <li>The Helmi intranet's pages are built to be an overall solution that aims for a good user experience and where the supervisors of the city's numerous personnel groups can easily find the City of Helsinki's rewarding system, assessment tools for the demands of duties, pay structures and pay determination criteria, principles of performance-based rewarding, and the principles of employee benefits.</li> <li>By utilising the learning platform, the training materials for rewarding have been created to be an entity that is independent of time and place and from where things such as supervisors' general rewarding training and advanced module-specific training can be found. The equality and non-discrimination aspects have been taken into account in the training.</li> </ul>	2023	Heos: The VAT unit
<p><b>Supervisors' competence in communications regarding rewarding has been improved.</b></p> <ul style="list-style-type: none"> <li>Supervisors have been trained in open and transparent rewarding communications, why they are important and what can be achieved through them, and how discussions concerning pay and rewarding should be conducted in a work community.</li> </ul>	2023	Heos: The VAT unit and the HR departments of divisions and enterprises
<p><b>The communications regarding rewarding will be implemented consistently, openly, transparently and regularly.</b></p> <ul style="list-style-type: none"> <li>Supervisors' communications regarding rewarding are open, transparent and regular. The employees understand the criteria for the determination and distribution of the rewarding in their work community.</li> </ul>	2024	Management of divisions and enterprises, HR and supervisors
<p><b>Making the employees' orientation materials and rewarding principles easily available.</b></p> <ul style="list-style-type: none"> <li>The Helmi intranet's pages are built to be an overall solution that aims for a good user experience and where the city's numerous personnel groups can easily find the City of Helsinki's rewarding system, assessment tools for the demands of duties, pay structures and pay determination criteria, principles of performance-based rewarding, and the principles of employee benefits.</li> <li>By utilising the learning platform, the orientation material concerning rewarding and aimed at the employees has been created to be a virtual entity that is independent of time and place, and where employees can get a good understanding of the rewarding criteria and principles and of the things to which a City of Helsinki employee is entitled. The equality and non-discrimination aspects have been taken into account in the orientation material.</li> </ul>	2023	Heos: The VAT unit
<p><b>Direction and implementation of the equal pay audit.</b></p> <ul style="list-style-type: none"> <li>An equal pay audit will be performed every other year in accordance with the equal pay audit recommendations of the Local Government and County Employers KT.</li> <li>The current state of remuneration in collective bargaining agreements and collective agreements will be analysed by degree of job demands and it will be reviewed with the personnel representatives both on the city level and division- and enterprise-specifically.</li> <li>Based on the analysis and if there are apparent issues with equality, measure proposals are made division- and enterprise-specifically and on the city level. The implementation of the measures agreed is monitored</li> </ul>	2022	Heos: The VAT unit and the HR departments of divisions and enterprises
<p><b>Key figures of one-time rewards will be monitored regularly.</b></p> <ul style="list-style-type: none"> <li>A uniform, always available and regularly monitored dashboard of one-time rewards, including key figures, available to the management and HR. The equality and non-discrimination aspects have been taken into account in the key figures.</li> </ul>	2023	Heos: The VAT unit and the HR departments of divisions and enterprises
<p><b>Job titles will be adjusted to be gender neutral.</b></p> <ul style="list-style-type: none"> <li>Going over the city's job titles, preparatory work with cooperation partners, and the systematic change to make job titles gender neutral.</li> </ul>	by the end of 2023	Heos: The VAT unit and the HR departments of divisions and enterprises

## 2.3 Balancing work and personal life

Helsinki wants to be the best possible workplace that does its own part to enable balanced lives for its personnel. This includes the successful coordination of work and personal life, regardless of gender, ability to work, family, profession or stage of career or life. Having a good balance between work and personal life is visible in the successful achievement of our objectives and in the length of our personnel's careers and the personnel turnover.



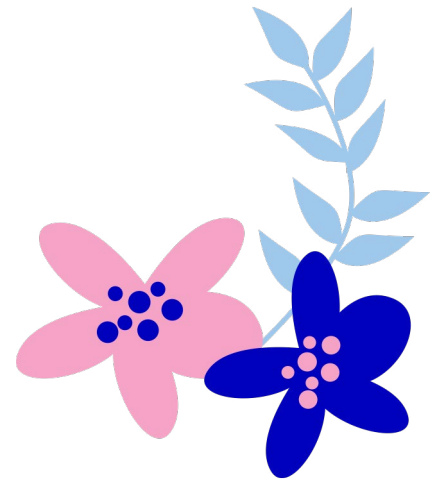
Objective/measure	Schedule	Responsibility
The divisions and enterprises will develop balancing their personnel's work and personal lives by utilising the existing flexibility functions and means (e.g. flexitime, study leave, family leave, flexible shift planning, part-time work, duty arrangements, leave of absence) and the existing training material when necessary.	continuous	City Executive Office, divisions and enterprises
In relation to the work, the city operates in accordance with the instruction for multi-location work.	continuous	City Executive Office, divisions and enterprises
The City of Helsinki will utilise the operation model for good life developed by the Local Government and County Employers.	need-specifically	The Joty unit, divisions and enterprises
When necessary, the City of Helsinki and its divisions, enterprises and departments cooperate with outside expert partners to balance work and personal lives.	need-specifically	The Joty unit, divisions and enterprises





## 2.4 Work communities supporting equal working life

The work community is a significant role in how well the work flows and in the level of well-being at work. In an ideal situation, everyone feels like they truly belong to the work community. All persons working for the city should internalise the city's values in relation how to treat colleagues, cooperation partners and customers. Discrimination or harassment of any kind is not part of the working life. The Sopuisasti Stadissa guidebook has clear operations models for combatting both bullying and harassment. The City of Helsinki has prepared equality and non-discrimination training material and trained the work communities during the previous plan. The city will continue to develop its personnel's competence and knowledge in comprehensive equality and non-discrimination themes. The training sessions and their contents are listed in more detail in section 2.6.



Objective/measure	Schedule	Responsibility
The work communities operate in accordance with the Sopuisasti Stadissa (prevention and addressing of inappropriate behaviour and harassment) guidebook.	continuous	City Executive Office, divisions and enterprises
The work communities develop their competence by participating in the city's existing and coming trainings related to equality and non-discrimination (section 2.6.).	continuous	City Executive Office, divisions and enterprises
The city supports the work communities that received lacklustre overall Kunta10 results in the Kunta10 (and Fiilari) surveys by providing the work communities and supervisors with training sessions.	continuous	The Joty unit
The city introduces the principles for a safer space and the principles are reviewed in relation to the personnel's events.	2022	The TieTyö and VAT units, divisions and enterprises
The city will continue the adding and relabelling of bathrooms, showers and dressing spaces suitable for all genders.	continuous	City Executive Office, divisions and enterprises



## 2.5 Management and supervisory work supporting equality and non-discrimination

The City of Helsinki will develop the management and supervisory work purposefully. The management's actions and attitudes are crucial for the implementation of the equality and non-discrimination work. Through words and actions, the management leads by example, which is then reflected in the operations and culture of the entire city organisation.

In communications, the top management has a great opportunity to bring up issues and connect them to the general discussion about values. The management will also be responsible for resourcing and budgeting and will through them enable the practical implementation of the high-quality equality and non-discrimination work pursuant to the strategy. In order to be successful, inclusive management and the management of the equality and non-discrimination work require information: Increasing personal competence relates to the management as well as the rest of the organisation.

### Objectives and measures:

Objective/measure	Schedule	Responsibility
The management strongly supports and commits to the promotion of equality and non-discrimination themes and incorporates the themes in its communications.	continuous	City Executive Office, divisions and enterprises
The management will ensure sufficient budgeting for the promotion of the plan's measures.	annually	City Executive Office, divisions and enterprises
The management and supervisors improve their inclusivity and diversity competence by participating in the training sessions concerning diversity and inclusivity (section 2.6)	continuous	City Executive Office, divisions and enterprises

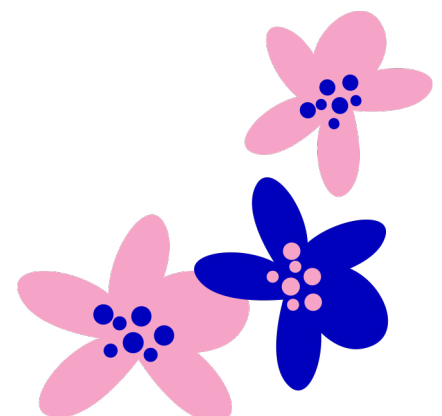
## 2.6 Competence development and training

In the beginning of 2020, the City of Helsinki received the finished virtual training solutions for equality and non-discrimination and diverse recruitment which are available to the work communities. The Sopuisasti Stadissa operations model and the ethical principles and the training sessions related to them are also available to the work communities. In addition, the city has, as part of the foreperson degree, provided supervisors with training on the themes of equality and non-discrimination and hold separate public service announcements.

The City of Helsinki will continue to develop its personnel's comprehensive competence in paying attention to equality, non-discrimination and diversity as part of the personnel management processes, decision-making, responsible personnel policy and development of management and

work communities. During the validity of this plan, the themes of equality and non-discrimination will be made an even more significant part of the city's existing training solutions.

The training pays attention to the availability of the material, clear norm-conscious language and, at discretion, translations into Swedish and English

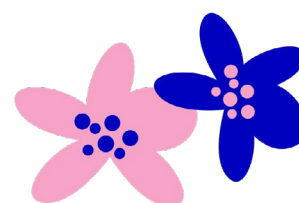


## 2.6.1 Training for the management, supervisors and the organisation's support bodies (HR, occupational health and safety)

Objective/measure	Schedule	Responsibility
The theme of managing diversity and inclusive management will be incorporated into the management's training.	2022–	The Osu unit and the TieTyö unit
Supervisors' diversity competence in recruitment will be enhanced by offering training and incorporating the following themes into the recruitment training: accessible recruitment, positive special treatment, anonymous recruitment, use of pay subsidy, work try-out, customisation of duties, forms of employment assistance.	continuous	The HeSa unit, divisions and enterprises
Supporting the balancing of work and personal life will be incorporated into the city's continuous supervisor training sessions implemented by the city or its partners.	continuous	The Joty and the Osu units
The theme of antiracism in the working life is discussed in the management's events.	2022	TieTyö

## 2.6.2. Training for the support bodies (HR, occupational health and safety) of work communities and organisation

Objective/measure	Schedule	Responsibility
The Helvi virtual training on equality and non-discrimination will be gone over in all of the city's work communities (if this has not been done in 2020–2021).	continuous	City Executive Office, divisions and enterprises
The Helvi on equality and non-discrimination will be subtitled in Swedish and English and in sign language.	2022 Swedish 2023 sign language and English	The TieTyö unit
The themes of diverse and inclusive work community and unconscious prejudices will be incorporated into the training sessions offered to work communities.	2022–	The Osu unit and the TieTyö unit
Training/developmental support in the theme of multiculturalism and language awareness will be prepared/offered to work communities.	2022–	The Osu unit
Training/material in the theme of gender variance and encountering diverse families will be prepared/offered to work communities.	2023	Equality and non-discrimination experts of the TieTyö unit and the Participation and Citizen Information unit, the Osu unit.
Occupational health and safety, personnel representatives, and HR actively increase their competence in the personnel's diversity, inclusion, equality and non-discrimination by participating in the theme-related training sessions/events to be implemented.	continuous	City Executive Office, divisions and enterprises



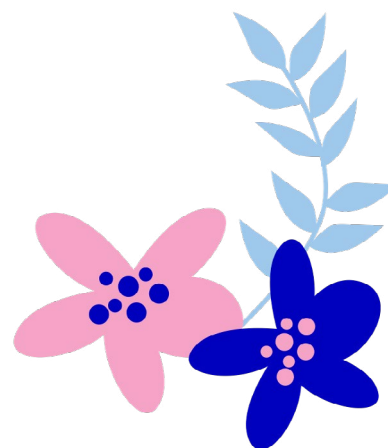
### 2.6.3. Network activities

Objective/measure	Schedule	Responsibility
The personnel's diversity network acts as the divisions and enterprises' joint network for matters related to the personnel.	continuous	The TieTyö unit and divisions and enterprises
The representation of personnel matters in the city-level coordination group for bilingualism.	continuous	Administrative department is in charge, HR representation Heos
The Queer Stadi network acts as the city's partner in developing the city's personnel policy towards a more equal and non-discriminatory direction.	continuous	City-level cooperation Through the TieTyö unit
Establishing a POC network* for the City of Helsinki will be investigated. *The purpose of the Stadin POCit network is to provide a safe platform where employees belonging to an ethnic (culturally) or visible (racially) minority can talk with each other, get peer support, and discuss together how to promote equality and non-discrimination within the city from the viewpoint of employees belonging to an ethnic (culturally) or visible (racially) minority.	2022	City-level cooperation through the TieTyö unit

### 2.6.4. Accessibility and availability

**Accessibility is related to digital services, websites, applications and publications.**

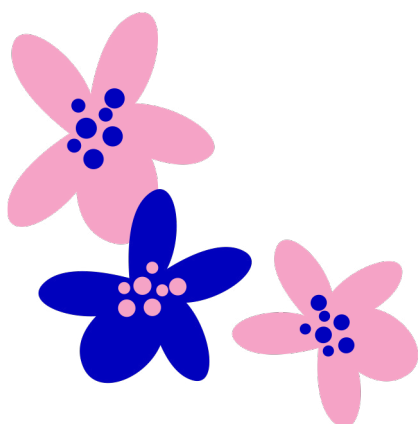
**Accessibility, on the other hand, applies to the physical world, such as eliminating access barriers**



The city's HR follows the city-level accessibility and availability instructions in a cross-cutting manner in all of its operations and digital materials.

The City of Helsinki has extensive intranet pages and instructions on digital accessibility. The pages also have an accessibility guidebook and the city's accessibility model. In relation to accessibility, the city strives to follow the legislation on digital services.

The Accessibility Guidelines of the City of Helsinki serve as uniform general guidelines for the whole city and all the administrative branches in accessibility work



Objective/measure	Schedule	Responsibility
<p>Digital accessibility will be taken into account in a cross-cutting manner in the digital services, websites, applications and publications related to the personnel.</p> <p>The experts of human resources management and other experts preparing digital materials for the personnel train in accessibility matters by reviewing the existing training materials (the Onni system and the learning platform).</p>	continuous	City Executive Office, divisions and enterprises
<p>The city actively promotes taking accessibility into account in all personnel-related processes and the everyday work.</p> <p>Helsinki's HR will also organise accessibility training for recruiting supervisors, for example.</p> <p>Example: Accessible recruitment' in cooperation with Riesa Consultative Oy. The training is for supervisors and HR professionals. The main emphasis is on taking accessibility into account in the different stages of recruitment.</p>	continuous	City Executive Office, divisions and enterprises

## 2.7. Careers

The viewpoints of gender equality and non-discrimination will be taken into consideration in the competence development and career management. The city encourages the continuous development of competence, job rotation, and diverse career paths, and takes the careers of underrepresented groups into account.

When duties end, the city will provide new duties and, if necessary, retraining and upgrading of qualifications. The city can also relocate its personnel, if the capacity for work changes significantly compared to the person's current duties. The career possibilities and career rotation of the personnel of the City of Helsinki and Helsinki City Group within the City and City Group will be supported.



Objective/measure	Schedule	Responsibility
Divisions and enterprises take the viewpoints of gender equality and non-discrimination account as part of the annual measures of the competence development plan.	continuous	City Executive Office, divisions and enterprises
The City of Helsinki promotes its personnel's careers in an equal and non-discriminatory manner.	continuous	City Executive Office, divisions and enterprises
Performance discussions (including work performance assessment, personal development plan) and the instructions concerning them observe the principles of equality and non-discrimination.	continuous	City Executive Office, divisions and enterprises
Divisions and enterprises offer, when necessary, support (e.g. mentoring/career coaching) for employees who have completed their degrees elsewhere and/or whose native language is not Finnish or Swedish.	continuous	City Executive Office, divisions and enterprises

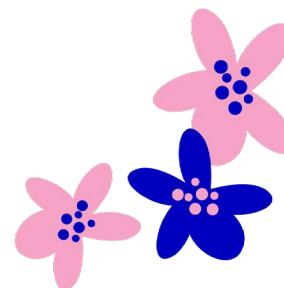
## 2.8 Communications

The City of Helsinki started using the gender-neutral supervisor title 'esihenkilö' during the previous strategy period. The city continues the strong internal and external communications about the themes of equality and non-discrimination and wants to act as an exemplary and significant pathfinder on a societal level. The content of the language and images used should be as diverse, inclusive and non-discriminatory as possible. The words and images we choose build and maintain people's impressions of the reality.

Norm-conscious language and images promote gender equality and non-discrimination and lessen discrimination by, for example, dismantling the

misconceptions related to genders, people with disabilities or immigrants.

Many professional fields in Finland are still clearly divided by gender. Norm-conscious language in places such as job advertisements can encourage people of all genders to apply for vacancies. The use of norm-conscious language also adjusts the image of the city as a diverse employer



Objective/measure	Schedule	Responsibility
The role of communications will be enhanced more and it will be coordinated in cooperation with the divisions and enterprises.	-	-
A separate city-level communications plan that equally supports the implementation of this plan (e.g. bilingualism, gender equality, internationality, non-discrimination, inclusivity) will be drawn up.  A systematic theme year of equality and non-discrimination will be implemented with the aim of encouraging open discussion related to these themes.	2022–2023	The TieTyö unit, and, if necessary, the other Heos units together with the experts of the communications unit.
A diversity catalogue is prepared for recruitment communications. Different identities are visible in all of the city's recruitment communications and internal and external communications related to the personnel.	2023–2024	The TieTyö unit and, if necessary, the other Heos units together with the experts of the communications unit.
The City of Helsinki will continue to develop gender-neutral language and norm-conscious communications as a factor increasing equality and non-discrimination. The guidebook on norm-conscious communications, which was prepared for the City of Helsinki, will be reviewed with the city's communications unit and HR.	continuous	Equality, non-discrimination and communications experts, all the city's experts involved in internal and external communications and recruitment communications.

## 2.9 Measures for measuring equality and non-discrimination

Objective/measure	Schedule	Responsibility
The state of the equality and non-discrimination among the personnel will be monitored annually in connection with the personnel reporting (working life flexibility, family leave, native language).	annually	Heos
The state of the equality and non-discrimination among the personnel will be monitored with the Kunt10 survey and the personnel's Fiilari survey implemented every other year.	every other year	The TieTyö unit
The measuring of equality and non-discrimination matters will be taken into account whenever possible in the new HR system in 2024.	2024	Heos
An anonymous equality and non-discrimination survey will be implemented for the personnel.	2023	The TieTyö unit

## 2.10 Target levels set for the indicators

For all measures, the indicator is implemented/not implemented. In addition, the development of the personnel key figures (working life flexibility and parental leave) will be monitored annually in the personnel report. The setting of target levels is challenging when it comes to the personnel key figures as several key figures cannot reflect the true situation and they show all those who have taken parental leave, both men and women and even those who have no children. Generally, it can be stated that women's share of those employees taking leave or using the flexibility functions is comparatively greater than that of men's share. This is partially explained by the fact that the number of men in the personnel is a lot lower (23.9%

of the entire personnel, Personnel Report 2020). However, the target for the amount of foreign-language personnel has been set.

Further information about the personnel's equality and non-discrimination can also be obtained from the Kunta10 survey, the indicators of which have been set the 2024 target levels (implementation every other year). In future, the personnel's Fiilari survey will provide the city with information about things such as the discrimination the employees have experienced. An anonymous equality and non-discrimination survey will also be implemented for the personnel in 2023.

The Kunta10 indicator	Current situation (2020)	Target level 2024
Has personally experienced discrimination (the Non-Discrimination Act)	all personnel 9.4%	0 %
Discrimination has been reported to the employer (those who have experienced discrimination)	city level 26.5%	100 %
Social capital (scale 1–5, the higher the more capital)	men 3,83/ women 3,85	men 3,87/ women 3,93
Has personally experienced discrimination based on gender	men 2,3 %/ women 1,5 %	0 %
Has personally experienced sexual harassment (harassment from customers, colleagues and supervisors)	men 4,5 %/ women 5,4 %	0 %
Has reported sexual harassment to the employer	men 27 %/ women 42,3 %	100 %
Can influence their working hours (the higher the value, the more they can influence)	men 2,98/ women 2,81	Target increase of 0.01 on the scale
Individual performance reviews have been held	men 67,8 %/ women 64,7 %	94 %

HR key figure	Current situation (2020)	Target level 2025
Amount of foreign-language personnel	9% of all personnel/8.4% of the official number of personnel	11% of all personnel/10.4% of the official personnel

## 2.11 Implementation and monitoring

The implementation of the activity pursuant to the personnel's equality and non-discrimination plan is the responsibility of the central administration, divisions and enterprises, including their management. The experiences and competence of different personnel groups and minority groups should be utilised in the planning of the division-specific action plans.

- Divisions, enterprises and departments prepare their own, more detailed implementation plans on the basis of the city-wide plan.
- Each division and enterprise will process the action plan in their personnel work group.
- The personnel work groups will monitor annually the division-/enterprise-level implementation of the measures.
- The city-wide steering group will monitor the progress of the measures every six months.

## 3. More information

[City of Helsinki personnel reports and statistics](#)

<https://thl.fi/fi/web/sukupuolten-tasa-arvo/tasa-arvon-edistaminen/sukupuolittainen-viestinta> Helsinki of human rights

[Sustainable development](#)

[Act on Equality between Women and Men](#)

[Report: Obstacles for the employment of disabled people must be dismantled. Ministry of Employment and the Economy, 2020](#)

[Gender diversity. Seta](#)

[Gender-sensitive communications, THL](#)

[Equality](#)

[Databank on non-discrimination](#)

[Non-Discrimination Act](#)

[The UN's Convention on the Rights of Persons with Disabilities and the optional minutes](#)

### The City of Helsinki's internal pages:

[Anonymous recruitment](#)

[Accessibility](#)

[Sustainable Helsinki](#)

[Sustainable development](#)

[Diverse recruitment](#)

[Diversity in the working life](#)

[Guidebook to norm-conscious communications](#)

[Accessibility](#)

[Sopuisasti Stadissa. Guidebook to addressing inappropriate treatment and harassment. 2019. City of Helsinki.](#)

[Gender equality](#)

[Balancing work and personal life](#)

[Toolbox for occupational health and safety](#)

[Non-discrimination](#)

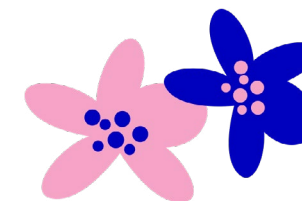




## Appendix 1. Outcome of the 2019 annual measures of the personnel's non-discrimination plan

### Helsinki promotes equal and non-discriminatory working life

The City of Helsinki promotes equality and non-discrimination in all of its operations. The objective is to be a leading working place where everyone feels welcome and comfortable.



### The annual measures of the City of Helsinki's personnel's non-discrimination plan 2019–2020

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<b>1. Non-discriminatory recruitment</b>					
Helsinki's recruitment process will be implemented equally and the recruitment will be based on the person's actual competence and merits.					
1.1. The mode of action related to anonymous recruitment has been defined and instructed and the trials related to it have been implemented in the entire city organisation.	-	-	-	-	-
<ul style="list-style-type: none"> <li>City-level instruction and operations model will be created and the piloting of anonymous recruitment will be started for the selected profession group from the beginning of 2020 and the assessment for it will be implemented in late 2020. The measures are also included in the personnel's equality plan.</li> </ul>	The anonymous recruitments implemented in the selected profession groups.	Random anonymous recruitment trials in the previous years.	Anonymous recruitment in use.	City Executive Office: director of strategic resourcing; Management, HR and all division, enterprises and departments supervisors.	The pilot of anonymous recruitment was implemented in the period of 1 February–31 December 2020 through a total of 48 anonymous recruitments. The outcome of the pilot was reported to the City Board in accordance with the October outcome on 14 December and a separate final report was also produced. In accordance with the pilot's proposed further measures, a more comprehensive system support for anonymous recruitment was introduced on 1 February and the work will continue with the establishing of the method, developing the recruitment competence, public service announcements and training sessions. In addition, the research work of the Labour Institute for Economic Research ('Anonymous recruitment's impact on non-discrimination and the success of recruitment').
1.2. The language skills will be set better in a manner required by the position so that the Finnish- and Swedish-language services can be ensured and that the city can at the same time be an attractive employer to people speaking other languages.	Language skill requirements updated.	-	The city's instructions include updated information about the language skills requirements.	City Executive Office: director of strategic resourcing and negotiating director; Management, HR and all division, enterprises and departments supervisors.	-

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<ul style="list-style-type: none"> <li>The requirements must be assessed separately for each vacancy available for application.</li> <li>The method will be specified and the instructions for setting the language skills requirements will be created. The City Board decides on the possible new instructions.</li> <li>Teaching Finnish and Swedish to the city employees will be enhanced.</li> </ul>	Language skill requirements updated.	-	The city's instructions include updated information about the language skills requirements.	City Executive Office: director of strategic resourcing and negotiating director; Management, HR and all division, enterprises and departments supervisors.	Principles of personnel recruitment have been updated in 2020. The instruction on taking language skills into account in remuneration entered into force on 1 March 2021. Divisions have been reminded in the technical preparation instructions to budget for the necessary language skills training.
<b>The recruitment of diverse personnel and the progress of their career paths will be promoted.</b>					
<p>1.3. Starting the investigation of positive special treatment</p> <ul style="list-style-type: none"> <li>The prerequisites and possibilities in relation to the city's recruitments will be investigated.</li> </ul>	Investigation complete.	-	See indicator.	City Executive Office: director of strategic resourcing and negotiating director; Management, HR and all division, enterprises and departments supervisors.	There are not many experiences of the use of positive special treatment in the city's recruitments. The steering group for personnel availability has identified the need to investigate experiences of positive special treatment, identify needs for further development and to increase the supervisors' competence in diverse recruitment. In autumn 2021, a preliminary survey on the practical possibilities of and prerequisites for positive special treatment in the recruitment processes of the City of Helsinki will be implemented in the form of a thesis cooperation. The aim is to create a model of the positive special treatment practices in the recruitment processes of the City of Helsinki and to provide the recruiting supervisors and HR with concrete support, information and tools for the recruitment so that they can be implemented in accordance with the principles of equality and non-discrimination. The first pilot will be implemented in the human resources unit's own recruitment.
<p>1.4. The number of university traineeships for foreign-language and international students living in Finland and the number of traineeships for people with higher education degrees will be increased.</p>	-	-	-	City Executive Office: director of strategic resourcing; Management, HR and all division, enterprises and departments supervisors.	-
<ul style="list-style-type: none"> <li>The project to promote the utilisation of competences (Osaaminen käyttöön Suomessa) will continue. The aim is to qualify nurses from EU/EEA countries and early childhood education teachers who have obtained their education outside of Finland.</li> </ul>	The project includes employing the qualified nurses and early childhood education teachers for positions within the city.	The project is ongoing, and the training is under way.	A recruitment and training partnership model (nurses and early childhood education teachers) will be developed through city cooperation for the Helsinki Metropolitan Area.	City Executive Office: director and experts of strategic resourcing; Education Division, Social Services and Health Care Division and project coordinators.	The project ended in late 2020. Social services and health care had 7 trainee nurses, 4 of which were employed after the traineeship had ended. Further information about the project is available in the City of Helsinki's 2019 personnel report.
<ul style="list-style-type: none"> <li>Participation in the Business Lead programme of Hanke &amp; SSE Executive Education by providing traineeships for academically educated immigrants.</li> </ul>	The realised practical training periods in divisions.	-	2–5 realised practical training periods.	City Executive Office: director and experts of strategic resourcing, equality and non-discrimination experts.	Feedback on the started traineeships has been very positive. In 2020, two trainees were hired. Due to things such as the challenges created by the pandemic, only one Business Lead trainee was hired in 2021.
The employment opportunities of disabled and partially disabled people will be promoted by adjusting the work and working condition and by ensuring that the workplaces are accessible.					

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<p>1.5. Creating a model of the employment path for disabled and partially disabled people and a description of the operator solution.</p> <ul style="list-style-type: none"> <li>The city's internal and external partners and networks will be recognised to promote the main objective</li> <li>The structural obstacles and problems will be identified and a measure plan will be made to remove them.</li> </ul>	Implemented/no implemented.	The city-level process has not been defined.	A model of the process has been created and the operators' roles have been specified. The process' structural obstacles have been identified for further measures.	City Executive Office: director of strategic resourcing and experts of the personnel policy unit, Disability Ombudsman and experts of social work with disabled people	<p>A report on the disabled and partially disabled people's employment in the city's position has been completed. The investigation of the pay subsidy condition in cooperation with the Economic Development Division will continue. The aim is to promote the flexible working hours solutions and the provision of part-time duties.</p> <p>The target level has been achieved. A model of the process has been created, the operators working in the employment of disabled people have been interviewed extensively and a joint workshop has identified the structural obstacles for the employment of disabled people, and further measures have been proposed for the coming years (see Helsingin henki 1/2021). Based on this work, further measures have been specified for the personnel's 2022–2025 equality and non-discrimination plan.</p>
1.6. The employment of young people and young adults who require special support for employment (e.g. foreign-language people, disabled and partially disabled people) will be promoted in relation to summer jobs and practical training	The number of employed young people and young adults and the practical training realised.	-	-	City Executive Office: director of strategic resourcing and experts of the personnel department; Management, HR and all division, enterprises and departments supervisors.	The employment of young people requiring support for their employment has been extensively promoted in relation to summer jobs and practical training. Cooperation with the University of Helsinki to promote accessible university traineeships began in 2021. The practical implementation of accessible university traineeships is set to begin in 2022. In future, accessible university traineeships can be marketed through the University of Helsinki's study and traineeship counselling and Nyyti ry, which is an organisation promoting students' mental health and capacity to study. In addition, the personnel department organised, in cooperation with Riesa Consultative Oy, an 'Accessible recruitment' training for supervisors and experts on 11 November 2021. In 2021, it was agreed that the deaf immigrant students at the Finnish Folk High School for the Deaf be provided traineeships in city positions in March 2022. The personnel department also organised in cooperation with the employment services the 2021 training for supervisors and HR professionals on the theme of using the pay subsidy in employment.



Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<ul style="list-style-type: none"> <li>Of the summer job budget, Summer 2020 will be earmarked with the City Board's separate appropriation and division-specific projects and 2020 summer jobs will be funded.</li> </ul>	<p>The number of employed young people and young adults and the practical training realised.</p>	-	-	<p>City Executive Office: director of strategic resourcing and experts of the personnel department; Management, HR and all division, enterprises and departments supervisors.</p>	<p>In 2020, 19 young summer employees requiring special support for their employment were employed with the City Executive Office's funding. Of all the summer employees, 564 persons i.e. 17.8 per cent were foreign-language people. Of the 16–17-year-old summer employees employed with the City Executive Office's funding, 12 per cent were those whose native language was a foreign language. A joint operations model has been developed, in cooperation with the Social Services and Health Care Division, for the employment of young summer employees requiring special support. In addition, the matter has been promoted through cooperation with the city's summer recruitment network, the Live Vocational College, children's homes and the Culture and Leisure Division (young Romani). The summer work instruction has been supplemented with an instruction on the employment and accessible recruitment of young people requiring special support for their employment. In 2021, the following clause was added to the job advertisements for summer jobs: The City of Helsinki strives to provide all young people with summer jobs so that the work can be tailored to be in accordance with the young person's skills and physical capacity. In 2021, 38 summer employees aged 16–20 and requiring special support for their employment were employed with the City Executive Office's funding. In 2021, 716 persons of all summer employees, i.e. 20.6 per cent, were those whose native language was a foreign language. Of the 16–17-year-old summer employees employed with the City Executive Office's funding, 9.3 per cent were those whose native language was a foreign language. As regards 2022, the summer recruitments of young people requiring special support for their employment will be developed so that they can be identified more easily from among the other applicants (e.g. diversity clause, mentioning accessibility and adjustments and work training in the job advertisements and a further question about where the person heard about the job). The age limits for summer employees who need special employment support will be raised for 2022 from the previous 16–20 years to 16–29 years. City Executive Office's funding will also be used to hire for the period of 1 May–30 September 2022 a work coach who will provide the summer employees needing special support with work coaching. The targeted marketing of summer jobs intended for special needs young people will cooperate with bodies such as Ohjaamo and services that rehabilitate young people for the working life. Cooperation in relation to the marketing of summer jobs will also be done with other bodies, such as different organisations and associations.</p>
<ul style="list-style-type: none"> <li>A cooperation model will be drafted with Vamlas</li> </ul>	<p>The number of employed young people and young adults and the practical training realised.</p>	-	-	<p>City Executive Office: director of strategic resourcing and experts of the personnel department; Management, HR and all division, enterprises and departments supervisors.</p>	<p>In 2020, cooperation with Vamlas was started. In the cooperation, the Ratko model was piloted in the Education Division in 2021. The feedback on the piloting was positive. In future, other divisions, departments and enterprises' interest in joining the piloting will be investigated.</p>

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<b>2. Work communities supporting equal working life</b>					
The members of the work communities act respectfully towards others, independent of anyone's personal characteristics (including age, origin, nationality, language, religion, conviction, opinion, political activity, trade union activity, family relations, health, disability, sexual orientation or other personal characteristic).					
2.1. Instructions for preventing inappropriate behaviour and conflicts is in use and the operations model has been established (Sopuisasti Stadissa)	Implemented/no implemented.	City-level instructions have been issued, the support material has been produced and the guidebook has been communicated.	The online material is complete and in use. The theme has been discussed in work communities in 2020.	The well-being of the employees of the City Executive Office is the responsibility of experts: Management, supervisors and HR in the divisions, enterprises and departments.	City-level instruction and communications have been implemented. The Helvi virtual training Sopuisasti Stadissa has been produced for the city.
<ul style="list-style-type: none"> <li>The implementation of the operations model will be promoted with online training materials on equality and non-discrimination.</li> </ul>	Implemented/no implemented.	City-level instructions have been issued, the support material has been produced and the guidebook has been communicated.	The online material is complete and in use. The theme has been discussed in work communities in 2020.	The well-being of the employees of the City Executive Office is the responsibility of experts: Management, supervisors and HR in divisions, enterprises and departments.	The Helvi virtual training on equality and non-discrimination is ready, available to work communities and it has been communicated several times.
<ul style="list-style-type: none"> <li>Training of liaison officers for harassment situations by the end of 2019.</li> <li>In 2020, the pilot of liaison officers for harassment situations during which the new operations model's functionality is monitored and assessed.</li> </ul> <p>The measures are also included in the personnel's equality plan.</p>	The model's functionality will be monitored.	Training in autumn 2019	The liaison officers for harassment situations support employees in divisions and enterprises.	See the aforementioned	The operations model of liaison officers for harassment situations was piloted in 2020. There were very few contacts (10) in comparison to how many times (350–400) the occupational health and safety operators, for example, were contacted during that time. After the pilot had ended, it was noted that the operations model did not create sufficient added value to be implemented permanently. Therefore, the city did not implement the operations model. We direct employees who have experienced harassment to contact their own supervisor or, if necessary, an occupational safety officer or an HR representative.
<b>3. Management and supervisory work supporting non-discrimination</b>					
The line management will commit to management that promotes non-discrimination and will support the promotion of non-discrimination					
<ul style="list-style-type: none"> <li>Equality and non-discrimination matters and the themes related to them are incorporated into the training of the city's supervisors and different forums.</li> </ul>	Implemented/not implemented.	The matters are discussed varyingly in supervisors' training sessions and in different forums.	The theme will be discussed regularly in the supervisors' training sessions organised by the city.	Chief People Officer and Management Team of the City Executive Office's human resources unit; HR in divisions, enterprises and departments.	The theme was included in the 2020 and 2021 foreperson training. In early 2020, the Helvi virtual training on equality and non-discrimination was completed. A Helvi on diverse recruitment was completed in autumn 2020. The theme is a comprehensive element of orientations.
<ul style="list-style-type: none"> <li>The themes will be discussed in the management's events as part of the management and operations culture</li> </ul>	Implemented/not implemented.	The matters are discussed varyingly in supervisors' training sessions and in different forums.	The theme will be discussed regularly in the supervisors' training sessions organised by the city.	Chief People Officer and Management Team of the City Executive Office's human resources unit; HR in divisions, enterprises and departments.	The theme was included in the supervisor day in November 2020. See section above. In November 2020, an information event on diversity and inclusivity directed at supervisors in particular was organised.

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<ul style="list-style-type: none"> <li>The equality and non-discrimination principles will be incorporated into the employees' orientation plan, and they will be highlighted more clearly on the Helmi intranet when the orientation page is reformed.</li> </ul> <p>The measures are also included in the personnel's equality plan.</p>	Implemented/not implemented.	Will be implemented varyingly	See measure	City Executive Office, Human Resources Unit: Learning and Renewal Unit.	The equality and non-discrimination aspects have been incorporated into the orientation material 'City of Helsinki as an employer' and into the supervisors' study paths.
3 Feb The supervisors will introduce employees to the city's equality and non-discrimination principles.	-	-	-	The management and supervisors in divisions, enterprises and departments.	-
<ul style="list-style-type: none"> <li>The material includes matters such as all the dimensions of discrimination referred to in the Non-Discrimination Act.</li> </ul> <p>The measures are also included in the personnel's equality plan</p>	Implemented/not implemented.	There is no uniform training package, but the matter is included in the 'A Good Supervisor's ABC' online training and the Helmi intranet.	The online training and the test related to it are available (2019) and in use (2020). At least 50% of work communities have reviewed it.	City Executive Office: The experts in the equality and non-discrimination of personnel and services and the training experts in the Learning and Renewal Unit.	The Helvi on equality and non-discrimination is complete and being used by the work communities. It contains the dimensions of discrimination referred to in the Non-Discrimination Act.
<b>4. Practices, tools and support promoting non-discrimination</b>					
<p>4.1. The organisation's competence is ensured.</p> <ul style="list-style-type: none"> <li>HR, personnel organisations, occupational health and safety organisation improve their competence in the equality and non-discrimination matters related to the personnel and actively encourage the rest of the organisation to act equally.</li> </ul>	Implemented/not implemented.	The theme has been discussed whenever it has been relevant.	The theme is brought up regularly and will be included in the 'annual clock'. The persons of the support organisation have completed the online test on equality matters.	City Executive Office: The experts in the equality and non-discrimination of personnel and the training experts in the Learning and Renewal Unit.	The Helvi on equality and non-discrimination has been gone over with the HR information office and the work group for personnel policy and occupational safety.
<p>4.2. Using the means of communications to promote equality</p> <ul style="list-style-type: none"> <li>The means of communications and communications plan to be drafted will be used to support the promotion of equality and prevention of harassment by communicating about the issue diversely.</li> </ul> <p>The measures are also included in the personnel's equality plan.</p>	The implementation of communications in accordance with the communications plan.	The theme has been discussed regularly in the city's internal communications.	A communications plan on the communications concerning the equality and non-discrimination plan has been drafted.	City Executive Office: The equality and non-discrimination experts and the personnel communications.	The personnel's equality and non-discrimination entity had, together with the equality and non-discrimination of services, a joint communications plan that guided the progress.

Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
<b>5. Monitoring the outcome of the personnel's equality measures</b>					
The outcome of the measures will be monitored through personnel reporting and the Kunta10 research on well-being at work and occupational health surveys.					
-	<b>Personnel report</b>	-	-	-	-
-	Personnel's native language (Finnish, Swedish, other)	Of all personnel, 7.8 per cent spoke a language other than Finnish or Swedish as their native language. Of the official number of personnel, the portion was 7.2 per cent.	An increase of at least 0.5% for all personnel.	City Executive Office, Human Resources Unit; Management, supervisors and all personnel in divisions, enterprises and departments.	Of all personnel, 9.0 per cent spoke a language other than Finnish or Swedish as their native language, of the official number of personnel the figure was 8.4 per cent. The target was approached, but not fully achieved.
-	<b>Kunta 10</b>	-	-	-	-
-	Social capital, scale 1–5 (the higher the figure the more capital)	3,75	3,9	Management, supervisors and all personnel in divisions, enterprises and departments	Kunta10 (2020) 3.84. The result has improved, but the target level was not achieved.
-	Has personally experienced discrimination (the Non-Discrimination Act)	11,3%	0%	-	Kunta10 (2020) 9.4%. The result has improved, but the target level was not achieved.
-	Has personally experienced discrimination (5 reasons)	10,6%	0%	-	8.8%, the result has improved, but the target level was not achieved.
-	Has personally experienced discrimination: age	4%	0%	-	3.4%, the result has improved, but the target level was not achieved.
-	Has personally experienced discrimination: education	4,1%	0%	-	3.4%, the result has improved, but the target level was not achieved.
-	Has personally experienced discrimination: opinion	7,2%	0%	-	6%, the result has improved, but the target level was not achieved.
-	Has personally experienced discrimination: position	4,7%	0%	-	4%, the result has improved, but the target level was not achieved.

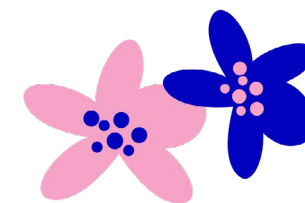
Annual measures 2019–2020	Indicator	Current situation	Target level	Responsibility	Outcome 12/2021
-	Has personally experienced discrimination: has been reported to the employer	25%	100% of those who have experienced discrimination have reported it to the employer.	-	26.5%, the result has improved, but the target level was not achieved.
-	<b>Occupational health survey</b>	-	-	-	-
-	A question about the prevalence of experiences of sexual harassment has been added to the 2019 occupational health survey (28 October–17 November 2019)	-	See measure	Occupational health Helsinki	Question added.





## Appendix 2. City-level outcome table for the personnel's equality plan 2019–2021

### Measure plan



#### Personnel's equality plan's measures, indicators, responsibilities and schedule for the period of 6/2019–12/2021.

The accompanying measures will be used to promote the realisation of equality within the City of Helsinki. City Executive Office, divisions and enterprises plan will be responsible for the organisation of the measures' implementation and will together monitor the implementation. Personnel key figures are from 2017 and the Kunta10 results are from 2018. Each division, enterprise and department will draft an implementation plan on the basis of this measure plan.

#### 1. Equal recruitment

Helsinki's recruitment process will be implemented equally and the recruitment will be based on the person's actual competence and merits. The selection of personnel can emphasise gender equally among the applicants.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
1.1. Supervisors will be trained in high-quality recruitment that takes the equality aspect into account.	-	The city's supervisors have been trained.	2019	Experts responsible for the recruitment and equality matters of City Executive Office's personnel policy unit; HR in divisions, enterprises and departments.	The supervisors' virtual training on diverse recruitment was completed in autumn 2020. The City Executive Office has provided divisions with training on the theme. Accessible recruitment training on 11 November 2021, information about anonymous recruitment in spring and autumn 2021. The training paths for supervisors' and HR's recruitment competence have been created. The new recruitment basic training sessions are underway > These also support the supervisors' competence from the viewpoint of equality and non-discrimination.
1.2. The recruitment process has been described from the viewpoint of equality and non-discrimination.	-	See measure	2019	Chief People Officer and Director of Recruiting	The Helvi virtual training on diverse recruitment + the Helmi intranet pages on the theme were completed in autumn 2020. The recruitment process model has been created from the viewpoint of equality and non-discrimination and models of the different paths to city positions have been created. The sections on how to take diversity into consideration have been attached to each subpage on the 'Recruitment' site on the Helmi intranet.
1.3. The method related to anonymous recruitment has been defined and instructed and the trials related to it have been implemented everywhere in the city organisation.	Random anonymous recruitment trials in the previous years.	Anonymous recruitment in use everywhere in the city organisation.	2020	Chief People Officer and Director of Recruiting; Management, HR and all supervisors in divisions, enterprises and departments.	The pilot of anonymous recruitment was implemented in the period of 1 February–31 December 2020 through a total of 48 anonymous recruitments. The outcome of the pilot was reported to the City Board in accordance with the October outcome on 14 December and a separate final report was also produced. In accordance with the pilot's proposed further measures, a more comprehensive system support for anonymous recruitment was introduced on 1 February and the work will continue with the establishing of the method and developing the recruitment competence. The implementation of the functionality of anonymous recruitment in the Helbit recruitment system from 1 February 2021 onwards. The research work of the Labour Institute for Economic Research ('Anonymous recruitment's impact on non-discrimination and the success of recruitment'). The method of anonymous recruitment will be introduced more comprehensively in 2022–2025.
1.4. Reviewing the profession-specific distribution by gender will be implemented	Will be implemented varyingly	Reviewing the profession-specific distribution by gender has been implemented.	2021	Experts responsible for the pay policy and equality matters of City Executive Office's Personnel Policy Unit	Reviewing the profession-specific distribution of gender has been taken into account in the statistics appendix of the 2020 Personnel Report.

## 2. Equal occupational development and career advancement

Occupational development and career advancement independent of gender will be enabled.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
2.1. Development and career discussions will be held for every employee as part of the performance and development review and the competence and development potentials will be identified.	Men 69,6 % Women 65,8 %	94% of all respondents (impact of exit turnover has been taken into account) (Kunta10)	2020	All supervisors in divisions, enterprises and departments.	Performance discussions will be recorded into the Onni system which was introduced in January 2020. The utilisation rate of the discussions can be monitored with the system. 2020. Individual performance reviews have been held (Kunta10) Men 67.8%, Women 64.7%. This objective was not achieved. The pandemic can explain part of this result.

## 3. Equal remuneration and rewarding

The city has a transparent and open remuneration and rewarding policy and the city's rewarding system is known.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
3.1. The openness of the remuneration system will be promoted in the city's instructions.	Will be implemented varyingly	The remuneration instructions have been updated in relation to the openness of remuneration.	2020	City Executive Office: Chief People Officer and director of the personnel policy unit and the negotiations director of the employer policy unit and the remuneration experts.	The instructions on remuneration and rewarding will be maintained on the city's intranet Helmi and they will be updated when necessary. The instructions are available to all personnel. The instructions describe the determination criteria for rewarding and encouraging employees to be open about their remuneration and the reasons related to it.
The classification of the demands of the duties and the ready classification information are available on the Helmi intranet.	-	See measure	2020	Remuneration experts of the City Execution Office's personnel policy unit; HR of divisions, enterprises and departments.	The demands classifications are available on the city's intranet Helmi and support the city-level demands comparison of duties and promote the city-wide pay determination.
The supervisor explains the rewards granted within the work community and the recipients of the rewards. The permanent increases implemented will observe the transparency policy.	Will be implemented varyingly	The uniform practice in the openness of the remuneration system will be implemented.	2020	Supervisors in divisions, enterprises and departments	Information and understanding of the overall solution and principles of remuneration are ways of increasing employees' motivation, which in turn increases satisfaction and the profitability of work. Knowledge of remuneration and rewards was enhanced through the HR network's training sessions, which also trained the supervisors. Knowledge was also enhanced through relevant communications about rewarding. The training sessions aimed at supervisors encouraged supervisors to communicate openly about the determination and distribution criteria of rewarding and to make the means of rewarding part of their own managerial work.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
3.2. The management and supervisors will review the gender distribution of one-time bonuses and performance bonuses and will take the necessary measures.	City-level equal pay audits have been held.	A uniform method within the city	2020	Chief People Officer, HR in divisions and enterprises and the managers and supervisors deciding on rewards in divisions, enterprises and departments.	A quarterly implemented monitoring model was created for one-time rewarding. In the model, the implementation of one-time bonuses is monitored regularly, also from the viewpoint of equality, on the forums for city-level and division-/enterprise-level management and in the meetings of chairpersons of personnel organisations. Quarterly monitoring enabled facilitated conversation on the current state of one-time rewarding, achievement of objectives and implementation of justness/equality. For 2020, the financing base for the performance bonus system of divisions and departments was changed to be city-level, which promotes divisions' and departments' equal opportunities of receiving a performance bonus. In the performance bonus system, the bonus is not formed for an individual, but the same principles are used to calculate the bonus for all employees.
3.3. The equal pay audit implemented every other year will be utilised better. Remuneration and rewarding will be monitored regularly from the viewpoint of equality. Conclusions regarding the equality situation of remuneration and rewarding, the measures that are planned and implemented based on it and which promote equal remuneration and rewarding.	Will be implemented varyingly	See measure	2020	Chief People Officer and the HR of divisions, enterprises and departments.	A city-level equal pay audit was implemented in autumn 2020, after which divisions, enterprises and departments continued the work with their own equal pay audits. The equal pay audit identified the possible obstacles for equal pay and the measures were agreed as part of the adjustment process. The adjustment batches entered into force on 1 April 2021.
3.4. Supervisors' rewarding competence will be enhanced through means such as training. Management of assessment tools promoting objective remuneration will be improved by producing online materials: assessment of the demands of the duties, assessment of the work performance.	Will be discussed in the training sessions of new supervisors. Instruction is available on the intranet Helmi.	Online material has been developed to enhance the rewarding competence.	2020	Remuneration and rewarding experts of the City Execution Office's personnel policy unit and the HR of divisions, enterprises and departments.	Central administration trained the city's HR network in relation to the importance of up-to-date job descriptions and assessment of the demands of duties in order to implement a just pay policy and to ensure equality between all employees. The training materials were planned for the supervisors' training sessions. The materials can be directly utilised by the HR network in supervisor training in divisions, enterprises and departments.

#### 4. Balancing work and personal life

As an employer, the City of Helsinki has a positive attitude towards the requirements of balancing work and personal life. The work communities will together create the culture and practices that support balancing work and personal life.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
4.1. Balancing work and personal life will be promoted by paying attention to using the working life's flexibility functions when individuals have the need to do so. The use of family leaves will be reported annually in the personnel report. The city has materials supporting the promotion of taking family leave.	Men 2,95 Women 2,75  The use of the flexibility functions will be reported annually in the personnel report.	Increase of 0.02 on the scale Men 2,97 Women 2,77  See measure	Continuous  Continuous	The management and supervisors in divisions, enterprises and departments.  The HR in divisions, enterprises and departments	The objective was achieved in women; men also improved. Men's working hours management was 2.98 and women's was 2.81.  The figures for the working life's flexibility functions and family leave have been reported in the 2020 personnel report. The city's HR key figures do not show how large a portion of the men and women entitled to family leave and working life flexibility functions actually use them.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
4.2. The equal distribution of family leave will be promoted; this includes men taking family leave.	The use of the family leave will be reported annually in the personnel report. The city has materials supporting the promotion of taking family leave.	The taking of family leave is equally easy for all genders.	Continuous	The HR in divisions, enterprises and departments.	see 4.1. above The coming city-level measures for balancing work and personal life have been attached to this plan. The strong development of the theme will continue in accordance with the instructions of the new equality and non-discrimination plan.

## 5. Tasa-arvoista työelämää tukevat työyhteisöt

Töyhteisöjen jäsenet toimivat muita arvostavasti riippumatta kenenkään henkilökohtaisista ominaisuuksista (mukaan lukien sukupuoli, sukupuoli-identiteetti tai sukupuolen ilmaisu).

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
-	City level 3.75 Men 3.72 Women 3.77	Target level of the Kunta10 research: increase of 0.15 on the scale City level 3.90 Men 3.87 Women 3.93	Continuous	Management, supervisors and all personnel in divisions, enterprises and departments.	Social capital: City level 3.84, men 3.83 and women 3.85. The target level was not achieved in the indicator.
-	Men 2.4% Women 1.7%	0%	Continuous	Management, supervisors and all personnel in divisions, enterprises and departments.	Discrimination on the basis of gender: men 2.3% and women 1.5%. The percentage has decreased, but the target of 0 was not achieved.
-	Men 4.5% Women 6.9%	0%	Continuous	Management, supervisors and all personnel in divisions, enterprises and departments.	Experienced sexual harassment: men 4.5%, women 5.4%. The percentage for women has decreased and for men it has stayed the same. The target of 0 was not achieved.
-	Men 18.7% Women 37.9%	100% of those who have experienced sexual harassment have reported it to their employer.	Continuous	Management, supervisors and all personnel in divisions, enterprises and departments.	Has reported sexual harassment to the employer: men 27%, women 42.3%. The situation has improved, but the objective has not been fully achieved.
5.1. Instructions for preventing inappropriate behaviour and conflicts is in use and (Sopuisasti Stadissa) the operations model has been established.	City-level instructions have been issued, the support material has been produced and the guidebook has been communicated about.	The operations model has been discussed in work communities and a shared understanding of the needs for change in the work communities has been created.	2019	Director of the City Executive Office's 'means or personnel management' team and the experts in equality, well-being at work as well as occupational health and safety; management, supervisors and HR in divisions, enterprises and departments.	City-level instructions have been issued, the support material has been produced and the guidebook has been communicated.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
The coming liaison officers for harassment situations will be trained to support the employees who have experienced harassment.	Training has been planned.	The liaison officers for harassment situations support employees in divisions and enterprises.	2019	Director of the City Executive Office's 'means of personnel management' team.	The operations model of liaison officers for harassment situations was piloted in 2020. There were very few contacts (10) in comparison to how many times (350–400) the occupational health and safety operators, for example, were contacted during that time. After the pilot has ended, it was noted that the operations model does not create such additional value that it should be implemented permanently. Therefore, the city did not implement the operations model. We direct employees who have experienced harassment to contact their own supervisor or, if necessary, an occupational safety officer or an HR representative.

## 6. Management and supervisory work supporting equality

The line management commits itself to management that promotes equality and supports the promotion of equality.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
6.1. The competence of the management and supervisors will be enhanced.	-	-	-	Chief People Officer and the HR in divisions, enterprises and departments.	-
Equality matters and the themes related to them will be incorporated into the training of the city's supervisors.	The matters are discussed variably in the training sessions of supervisors.	The theme will be discussed regularly in the supervisors' training sessions organised by the city.	2021	The experts in the equality and non-discrimination of the City Executive Office's 'means of personnel management' team and the training experts in the Learning and Renewal Unit.	The Helvi on equality and non-discrimination was completed in early 2020. Helvi has been communicated about several times and the instructions for using it have been issued in all work communities by the end of 2021. The theme of equality and non-discrimination has been widely present in the supervisors' foreperson training in 2020 and 2021. The city has held for the management/supervisors an information event on diversity, inclusivity and unconscious prejudices in December 2020.
A top-management seminar related to the theme will be organised.	Has not been organised	See measure	2020	The experts in the equality and non-discrimination of the City Executive Office's 'means of personnel management' team	The theme was included in the supervisor event for all supervisors of the city in November 2020. The event's programme took into account the diversity and non-discrimination of management and the promotion of equality in management.
6.2. Supervisors will discuss equality matters within the work communities	-	-	Continuous	The management and supervisors in divisions, enterprises and departments	-

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
The equality and non-discrimination principles will be incorporated into the employees' orientation plan, and they will be highlighted more clearly on the Helmi intranet when the orientation page is reformed.	Will be implemented varyingly	The principles will be updated into the orientation plan and will be highlighted more when the orientation site is being reformed. The principles will be reviewed in the work community meetings and this will be repeated if the principles are changed. Tools (virtual director) will be developed to assist the supervisors in the reviewing and to support the discussion.	2020	Management, supervisors and HR in divisions, enterprises and departments: the experts in the equality and non-discrimination of the City Executive Office's 'means of personnel management' team and the training experts in the Learning and Renewal Unit.	The equality and non-discrimination aspects have been incorporated into the orientation material 'City of Helsinki as an employer' and into the supervisors' study paths.
The supervisors will introduce employees to the city's equality and non-discrimination principles.	There is no uniform training package, but the matter is included in the 'A Good Supervisor's ABC' online training and elsewhere on the Helmi intranet.	The new online training on equality and non-discrimination matters has been reviewed in work communities with the guidance of supervisors.	2021	The management and supervisors in divisions, enterprises and departments.	The Helvi on equality and non-discrimination has been in use in the city organisation from May 2020 to 26 November 2021 (981 sessions and 4,834 users).

## 7. Practices, tools and support promoting equality

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
7.1. Ensuring the organisation's competence.	-	-	-	-	-
A training package related to equality and non-discrimination will be created for the use of work communities and supervisors. The material will include aspects to prevent discrimination based on gender, gender identity or gender expression.	The theme has been discussed whenever it has been relevant. There is information about the theme on the city's intranet. There is educational support and coaching available to the supervisors. The Sopuisas-ti Stadissa guidebook and its support materials have been produced.	The training package on equality and non-discrimination has been created and it is available to the work communities.	2021	The experts in the equality and non-discrimination of the City Executive Office's 'means of personnel management' team and the training experts in the Learning and Renewal Unit.	The Helvi on equality and non-discrimination was completed in early 2020 and is available to the work communities.

Actions	Current situation	Target level	Schedule	Responsibility	Outcome 12/2021
HR, personnel organisations, occupational health and safety organisation will improve their competence in the equality and non-discrimination matters related to the personnel and actively encourage the rest of the organisation to act equally.	There is no uniform training package, but the matter is included in the 'A Good Supervisor's ABC' online training and in different events.	HR, personnel organisations and the occupational safety organisation have reviewed the new training package on equality and non-discrimination.	2021	The City Executive Office's experts in the equality and non-discrimination of the personnel and services and the training experts in the Learning and Renewal Unit.	The Helvi on equality and non-discrimination has been gone over with the HR information office and the work group for personnel policy and occupational safety in 2020.
7.2.Using the means of communications to promote equality	-	-	Continuous	-	-
Communications and the means of the communications plan to be drafted will be used to support the promotion of gender equality and the prevention of sexual harassment and discrimination based on gender, gender identity or gender expression.	The theme has been discussed regularly in the city's internal communications.	Communications have been implemented in accordance with the communications plan drafted.	Continuous	The experts in the equality and non-discrimination of the City Executive Office's 'means of personnel management' team and the personnel communications	A city-level communications plan dedicated to equality and non-discrimination matters has been drafted in cooperation with the services and the city's communications and the communication has observed it.
The recruitment communications support equal recruitment, especially in situations where it is important to promote the recruitment of a minority gender.	Has been promoted by using means such as illustrations and employer image videos.	A balanced distribution by gender will be supported by using the means of communications.	Continuous	City Executive Office's, divisions', enterprises' and departments' experts in recruitment and recruitment communications.	The new diversity clause is used in the helsinkirekry job advertisements. The City of Helsinki actively promotes equality and non-discrimination and appreciates the diversity of its personnel. We hope that the applicants include people of all ages and genders and people belonging to language, culture or other minorities.
7.3. Terminology supporting equality and the use of the terminology will be developed. For example, forms and surveys concerning the personnel will also use the option 'other' when it is necessary to ask the respondent's gender.	The current situation varies. For example, the option 'other' is used in the Kunta10, equality, and non-discrimination surveys. The gender-neutral term for supervisor (esihenkilö) is used in the equality plan.	All forms have the 'other/does not want to define their gender' option.	2021	Management, supervisors, and HR in divisions, enterprises and departments.	The gender-neutral term for supervisor (esihenkilö) was introduced in spring 2020. In relation to questions about gender, the City of Helsinki will enable answering 'other' when it is deemed to be legally possible.
7.4. The relabelling and adding of gender-neutral bathrooms, showers and dressing spaces will be promoted, especially in new buildings.	Will be implemented varyingly.	Different needs have been identified and the matter has been taken into account in the spatial planning.	Continuous	The urban environment divisions and other divisions, enterprises and departments; experts responsible for spatial planning.	The labelling of bathrooms suitable for all genders will be promoted continuously and will be taken into account in spatial planning in, for example, the Heos spaces in Ympyrätalo, the renovation of Fennia-talo, the new signs in Bock, Fredriksberg, new spaces.

**Equality and non-discrimination plan for the  
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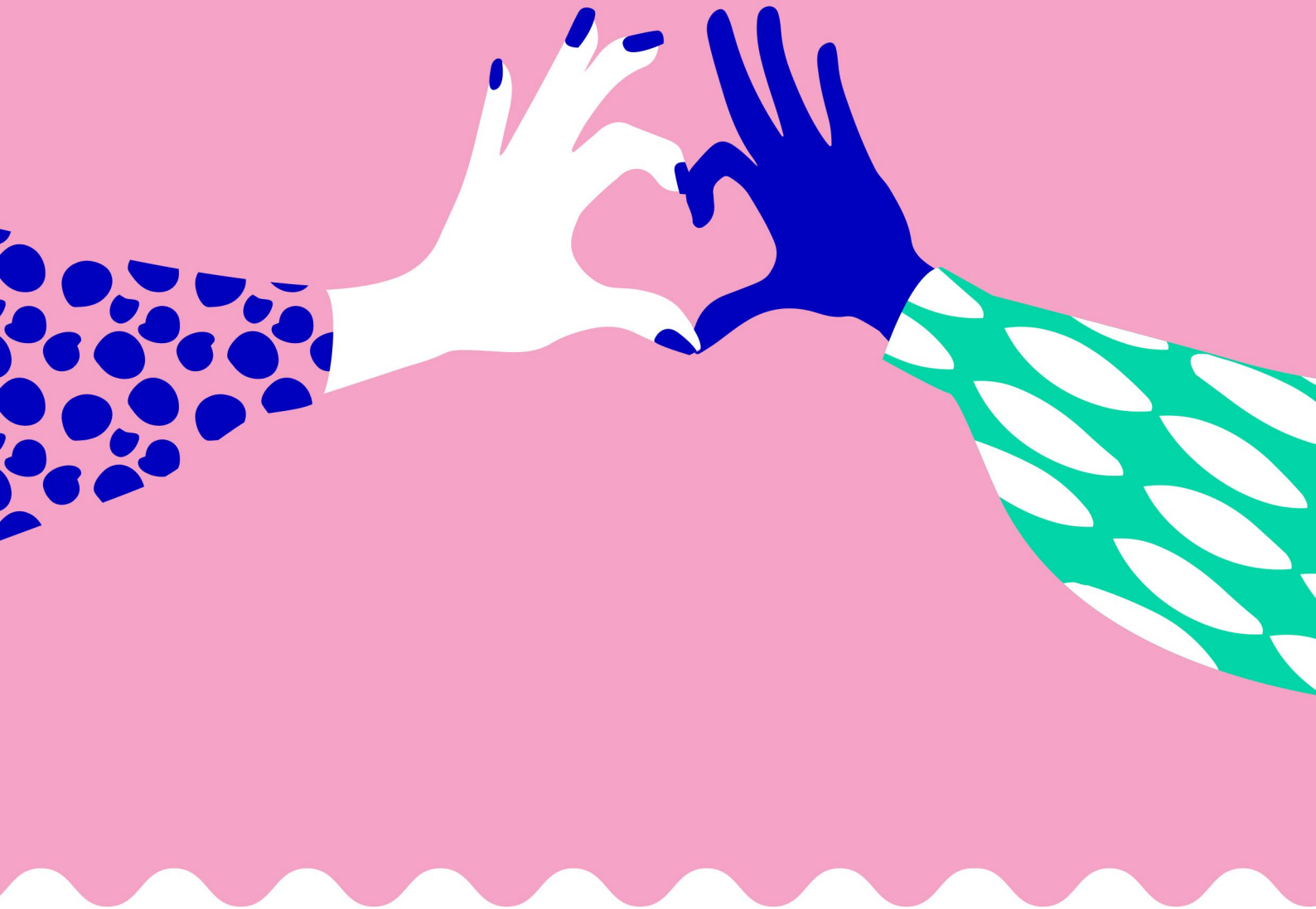
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