



Staff Report 2024

Helsinki

Sisällys

Staff Report 2024

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For the reader

Our theme for 2024 was the continuous improvement of the employee experience. We can and should invest in the wellbeing and good spirit of our staff.

When we enjoy our work, we are motivated and efficient. We are more productive and our customers have a better experience of us. When we enjoy our work, we speak positively about our workplace. As the Finnish saying goes, a good bell can be heard far and wide.

By making our workplace as good as possible for ourselves as employees, we are best able to respond to staff availability challenges and productivity requirements. When the focus of HR work is on employee experience, we have nothing but winners!

Based on our staff survey, we have been particularly successful in our supervisory work. Employees across the City organisation are very satisfied with the leadership of their immediate supervisor. Indeed, the role of immediate supervisors is particularly important in such a large organisation.

There are almost 40,000 of us, and we cannot all be reached at the same time or through the same channels. It is great that the supervisors have been so successful.

Supervisors cannot succeed in their jobs unless those they lead give them the opportunity to do so. So the success of the supervisors is also a sign of the success and good cooperation of the whole work community. We should cultivate this and keep up the good spirit.



Photo by Sakari Röyskö

Our strategic indicator measuring employees' willingness to recommend their workplace also showed good progress in 2024. Our net promoter score is back to a high level. This is one of our strengths, and we should hold on to it. The employee experience has a particular impact on this indicator.

We all have the right to be treated well, fairly and equally, as well as the duty to treat each other well and with respect.

From an HR management perspective, our most significant change in 2024 was the discontinuation of the City's in-house occupational health service. At the beginning of November, Mehiläinen Oy took over the provision of this service.

The employees of Occupational Health Helsinki were transferred to Mehiläinen through a transfer of business. Fortunately for us, virtually all of them moved on to work for the new service provider. This means that we will continue to benefit from the expertise and customer knowledge of Occupational Health Helsinki.

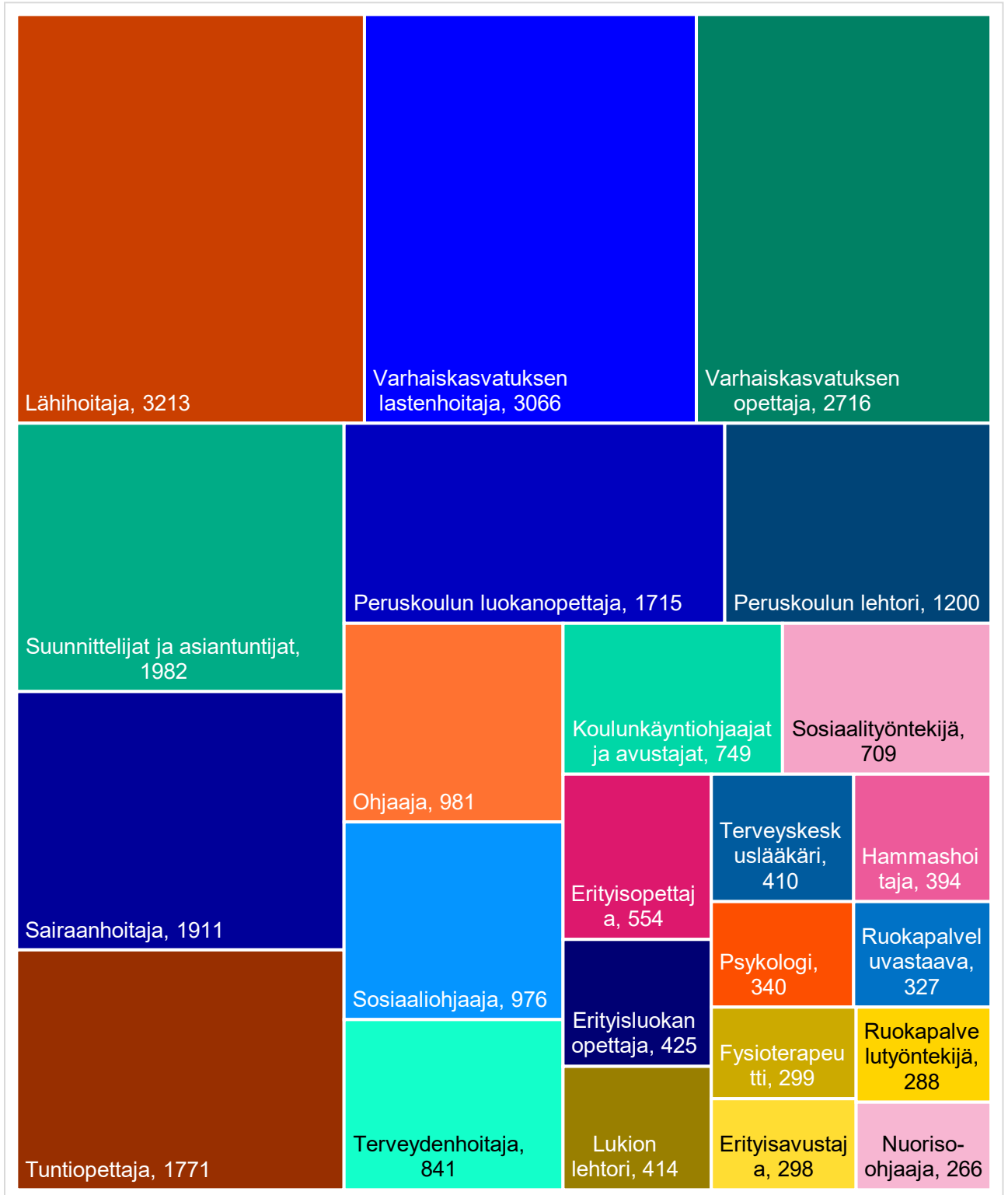
The change also gave us access to Mehiläinen's extensive service network and modern digital tools. The change project was extensive and very important for the employee experience. The project went smoothly, and occupational health services were available to us throughout the process. Thank you to those responsible for the change.

Another milestone during the year was the start of a multi-annual HR management reform project. Its aim is to free up the time of supervisors for their most important task: interacting with people. Another aim is to support good and consistent management through new and harmonised operating models. We will carry out this work in close cooperation with the divisions and enterprises.

Petri Lumijärvi
HR Director

38 595 employees

Most of the positions within the City are in the Education Division and the Social Services, Health Care and Rescue Services Division.



The most common job titles and the number of staff with the title. The figures in the diagram are based on the information on 31 December 2024. Different titles under the same profession in Sarastia have been combined.

Smoother job application process

Our reputation as an employer improved slightly compared to the previous year. We want to make the job application process as smooth as possible and convey a sense of appreciation to every applicant during the process.

We assessed our employer reputation using T-Media's Employer Image Survey, which measures external employer reputation among potential employees.

The City's overall reputation as an employer remained at an average level, but there was an improvement especially in perceptions of the City of Helsinki as a workplace. The highest scores were again given to interesting tasks and meaningful work.

Perceptions of pay rates and workplace atmosphere were highlighted as areas for improvement. We continued to implement our employer image roadmap, i.e. development plan. This year, we focused in particular on improving the applicant experience.

In the Hakijan polku (Applicant's path) project, we examined our job search process through service design. We finished the project and published the final results in the autumn. Our report encapsulated the kinds of experiences job applicants should have. We want the job application process with the City to be as smooth as possible and for every applicant to feel appreciated during the process.

The main factor contributing to a sense of appreciation is adequate and up-to-date communication during the application process. We presented our encapsulation at the September Johdossa event to the City's supervisors. The lessons were deepened in training sessions for the divisions and enterprises during the autumn.

We published employer image handbooks for supervisors and HR and communications staff. We also started the process of defining a vision for the employee experience.

The development of our employer image is guided by a development plan that will run until 2025. We started updating it in close cooperation between the Human Resources and Communications departments of the City Executive Office, in consultation with the City's divisions and enterprises.

We continued to recruit from abroad

We promoted recruitment from abroad and improved access to City jobs for foreign-language speakers living in the country. We set up common language principles for all work communities.

One way to attract more staff to sectors with labour shortages is to recruit from abroad, and the Social Services, Health Care and Rescue Services Division and Education Division utilised this strategy.

In August, the Social Services, Health Care and Rescue Services Division received 46 practical nurse apprenticeship students from the Philippines. They worked in senior services and disability services. This brought the total number of the division's care professionals recruited from abroad to around 130.

The Education Division carried out its first foreign recruitment pilot, recruiting six Spanish early childhood education teachers for Swedish-language early childhood education. They started work in August.

The City has shared service providers for recruiting from abroad, which were selected through a joint tendering process. The Education Division has started cooperation with a newly selected service provider for the recruitment of Finnish-speaking early childhood education teachers.

The Social Services, Health Care and Rescue Services Division has launched its own call for tenders for the recruitment of care staff from abroad.

City staff increasingly multilingual

More and more of the City's staff speak a language other than Finnish or Swedish as their mother tongue. More than 20% of the people who apply to work for us are already foreign-language speakers. Our aim is to make it easy for people from different linguistic and cultural backgrounds to come to work for us, work with us and gain the language skills they need to work.

We have worked in broad cooperation to develop language principles for the City's work communities. With these principles, we want to ensure the inclusion of all staff, regardless of their language background, and support them in learning the working language. Our increasingly multilingual work community also needs a clear command of Finnish and Swedish, so that we can communicate in a way that everyone can understand.

In November, we launched a new website on the intranet on the theme of managing a diverse and multilingual workplace.

We have piloted a number of support solutions for language learning, as well as workplace and supervisor training on how to accommodate foreign-language colleagues.

Based on our experiences, we have launched a call for tenders for language learning support and workplace and supervisor training.

We have learned more about residence and work permits and qualifications obtained abroad with the help of the Finnish Immigration Service, the Finnish National Agency for Education and the National Supervisory Authority for Welfare and Health, Valvira.

Spanish early childhood education teachers for daycare centres

There is a shortage of early childhood education teachers, and one way to fill this gap is to recruit from abroad.

Six early childhood education teachers started work in the autumn in five of the City's Swedish-language daycare centres.

They talked about how they had heard about Finland ranking first on the list of the happiest countries in the world. The good reputation of Finnish education was another factor that attracted them here.

"We are very proud of all these teachers who have been committed, curious and interested in starting their teaching careers here in Helsinki," says Jenni Tirronen, Director of Swedish-language Early Childhood Education.

According to Tirronen, the daycare centre managers involved in the process have done everything they can to give the new teachers a successful start. Each of the teachers has a mentor who supports them and helps them settle in.

"We hope that our new colleagues are happy and feel that they have all the support they need."



Photo by Rosa Luopajarvi

Language studies continue

Before coming to Finland, the teachers attended a language course where they learned Swedish and immersed themselves in Finnish early childhood education, working life and what it is like to live and work in Finland.

City HR Expert Kati Mhone says that the teachers have worked hard to learn Swedish.

“They have been very persistent, and the studies have been very demanding for them. Now they will continue their language studies at Arbis.”

Mhone points out that interaction and language-aware practices in work communities and the workplace play a very important role in supporting continuous language learning.

Spain has an oversupply of early childhood education teachers

The trial on hiring early childhood education teachers from Spain is one of the City’s solutions to the nationwide shortage of early childhood education teachers. The teacher shortage has hit Swedish-language daycare centres particularly hard.

The objective of the trial was to recruit 5–8 teachers from Spain to Finland. Spain has an oversupply of early childhood education teachers, and there was great interest in the trial.

“For the Education Division, the recruitment process has been an important experience. We have gained a better understanding of what recruiting from abroad requires from the early childhood education teachers, ourselves and our recruitment partners. In addition to the recruitment, this was one of the objectives of the trial,” says Mhone.

We strengthened our multilingual and multicultural skills

We want to support the integration of people who speak a language other than Finnish or Swedish as their mother tongue into the work community. We organised pilots to this end and will continue to build on the experience gained from them.

We have strengthened the inclusion of foreign-language staff through ten pilot training courses. We targeted some of these pilots at staff with a mother tongue other than Finnish, Swedish or Sami.

We offered foreign-language speakers new and innovative support for learning Finnish. The pilots included vocational language training, language mentoring and language coaching in the use of online material.

The language course for senior centres' practical nurses focused on the professional language used in the care sector. The food service language course focused on the vocabulary of food preparation equipment and the language used in food storage and serving, among other things.

This kind of language learning that focused on their own work was motivating for the participants, and they felt that they benefited from it.

Discussions in work communities play an important role

We organised separate pilots for work communities with a significant number of foreign-language staff. We stressed the importance of discussing the unwritten rules of the workplace so that staff understand each other.

We provided work community training at the daycare centres and hospitals with the most staff from multicultural backgrounds.

The staff who attended the training courses appreciated the discussions we had and considered them important. However, due to shift work, some participants were only able to attend part of the training.

Role of supervisors highlighted

We also organised pilots for supervisors of multilingual work communities. The training courses on multicultural workplace management provided them with tools to build cooperation and language-aware practices in the work community.

When the language of the work community is not yet understood by everyone, the supervisor's ability to take into account all members of the work community and listen to everyone is highlighted.

The training courses also taught supervisors how to deal with cultural misunderstandings.

Online studies for all staff

All staff were able to strengthen their knowledge of multilingualism and multiculturalism through online studies.

At the start of the year, we published three online courses on staff diversity. The themes of the courses are the development of a multicultural work community, language-aware practices and managing a diverse work community. The online courses also provided help with the orientation of foreign-language colleagues.

Multilingualism and multiculturalism services to be put out to tender

In 2025, we will put out to tender our language learning support services and the services related to multicultural work communities and their management.

At the same time, the City will gain service providers that can provide our work communities with the training and support services they need in the field of multilingualism and multiculturalism.

It is likely that more and more City employees will need support with language learning and more and more units will need training as the work community becomes more diverse and multicultural.

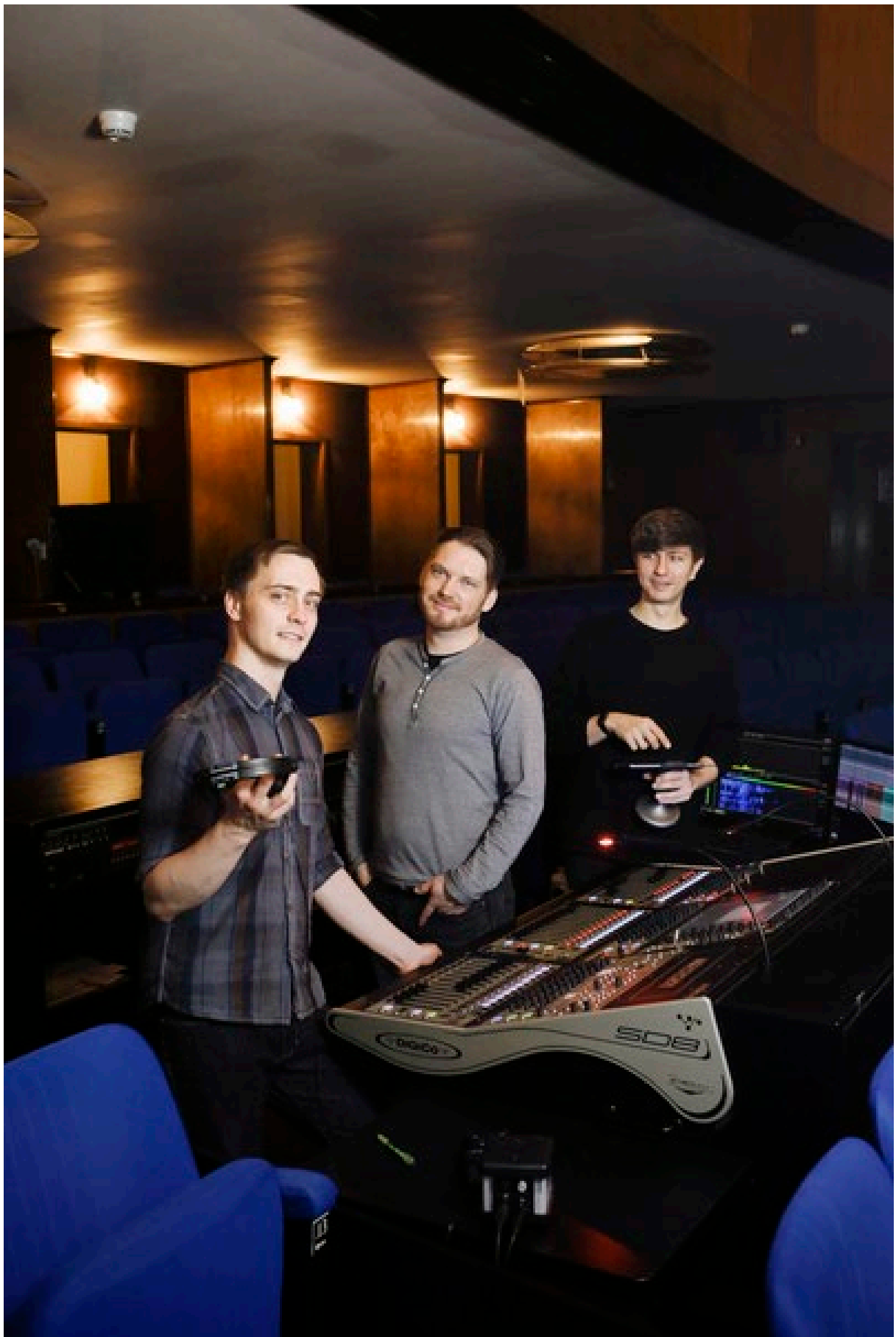


Photo by Laura Oja

More support for director and manager recruitment

Supervisor recruitment is particularly important for the whole work community. We are supporting recruitment with new tools and models.

The impact of a supervisor on the wellbeing of the team and the smooth running of daily activities is significant, so every recruitment of a supervisor is an important investment in the success of the City.

For several years, we have been improving the quality of our supervisor recruitments. One of our goals is to use modern tools and methods in our selection processes.

Recruitment for director and manager positions has long been based on personal assessments. Since 2023, we have also been using the less rigorous Factors work style assessment, which provides valuable additional information, especially for the selection of immediate supervisors.

The new Refapp tool has made it easier to check references conveniently and securely.

We have also developed interview questions and frameworks to support a systematic and high-quality selection process.

We set up a network to develop supervisor recruitment. The network brings together the HR professionals responsible for recruiting supervisors in the City's divisions and enterprises, and is led by the Executive Office's HR Department. Our aim is to spread good practices and tools more widely throughout the organisation.

We are developing our recruitment processes to become more and more knowledge-based. Our aim is to make extensive use of the knowledge available on the daily activities and challenges of supervisors, so that recruitment can better meet the needs and goals of the organisation.

Moving on to new jobs, even between divisions

We have actively promoted internal staff mobility to give our employees the opportunity to build diverse career paths and develop their skills.

We offer a wide range of support, including apprenticeship training and continuing education. They have enabled many of our employees to learn new skills and have provided an excellent route to new jobs.

Many workers have been able to enter the talent rotation in different ways. These include exchanges of tasks, short periods of familiarisation and temporary assignments in another unit or division.

In the future, we want to pay particular attention to attracting workers to sectors with staff shortages, where the need for new talent is most critical.

Exploring and moving to new roles provide both varied career paths for the employee and opportunities for the City to attract talent to fields where we are understaffed.



Photo by Laura Oja

Jobs also for people with disabilities or partial work abilities

The City has jobs that are also suitable for people with disabilities or partial work abilities. We had our first experience of using an appropriation for people with partial work abilities.

We want to promote the employment of people with disabilities or partial work abilities in City jobs. It is important for us to ensure that the City is an attractive employer to these people as well. As an employer, the City also has a social and societal responsibility for providing employment.

We are working to make it easy and convenient for people from a wide range of backgrounds to come to work for the City. We need a diverse staff to meet the needs of a diverse customer base.

A well-managed, diverse work community increases equality, equity, wellbeing and creativity, and helps us deliver better results. Recruitment is the first step to increasing diversity in the work community.

An expert group set up the previous autumn aimed to identify the measures that can be taken to promote the employment of people with disabilities or partial work abilities. Through means such as communication and training, we can break down prejudices and encourage supervisors towards diverse recruitment.

The City has many jobs that are also suitable for people with disabilities or partial work abilities. Sometimes the work needs to be modified, but there is support available for this.

Work ability depends on the task and the person. Therefore, it is important to raise awareness about the employment of people with disabilities and partial work abilities and break down outdated prejudices and perceptions. A person with a disability or partial work abilities does not always need a modified job description and can be employed in any of the City's positions. Disability is not synonymous with inability to work, and often not even with partial work ability.

First experiences of the appropriation for people with partial work abilities

We introduced a new appropriation for people with partial work abilities at the beginning of the year. Its purpose is to enable City employees to work with partial work ability. We use it in particular to support the return to work of people with partial work abilities after sick leave and help them keep working despite their partial work ability.

The appropriation for people with partial work abilities is a separate appropriation budgeted for the divisions and enterprises. It allows an employee to work when their tasks need to be modified or they need to switch to a different role or work part-time with tailored tasks. In 2024, the appropriation allowed 69 employees to continue working, partly alongside their partial disability pension and partial rehabilitation allowance or with new and reduced duties. We will continue to develop this form of support based on the experience of the first year.

Training in good leadership for supervisors

We want to manage our staff well so that they can succeed in their work. Supervisors can improve their leadership through a variety of means.

We developed leadership and supervisory work by means such as providing targeted coaching, training and events for supervisors. Our supervisors have also had the chance to develop their leadership skills through the varied, multi-channel coaching offered by Stadin Akatemia.

In autumn 2023, we established a supervisor consultation service to support supervisors in challenging management situations and in developing their own leadership skills. The service is now well established and has been used by over 100 City supervisors. The service has received excellent feedback from supervisors.

Our aim is to strengthen leadership in line with our 'A Place of Growth' City Strategy and the cornerstones of management. We also want to apply the common principles of success management to the day-to-day work of supervisors and provide them with support in their important role.

The aim of the joint coaching sessions and events is also to provide places for supervisors to meet and learn from each other. The staff's experience of the City's supervisory work has developed positively, as shown by the results of the Kunta10 staff survey.

Coaching for many career stages

We have targeted our Johtamispolku coaching offering at people with supervisory roles and responsibilities at different stages of their careers.

As new courses, we launched the 'Stadin johtoon' leadership orientation for those starting out in management positions and the 'Asiantuntijasta esihenkilöksi' training for those considering a career as a supervisor.

The planning of the Kaupunki-JOKO leadership training for directors and managers started. This course will start in spring 2025.

We also supported our supervisors' success in their work by offering them independent studies on the Oppiva online platform. A total of 10,255 participants attended our coaching, training and events targeted at supervisors during the year. The feedback was very positive.



Riina Ståhlberg has worked as the Head of Student Welfare Services for four years. The service she manages includes upper secondary level psychologist and school social worker services, as well as compulsory education support services. Photo by Aino Hyppölä.

Supervisor consultation benefits the whole work community

Riina Ståhlberg, Head of Student Welfare Services, believes that when a leader has the courage to examine and develop themselves, the benefits spread to the whole work community. She has received support from the City's supervisor consultation service, for example.

Ståhlberg is the immediate supervisor of five managers. Each of the managers leads a team of around 25 specialists.

"The increasing complexity of the operating environment requires persistence, flexibility, resilience and the ability to find new solutions. This is why we leaders should be particularly active in developing ourselves," says Ståhlberg.

This is also the opinion of Susanna Forsman, Senior Consultant of Leadership Support and Consultation Services at the Executive Office's HR Department. She has supported Ståhlberg in her supervisory work.

"You should constantly develop your leadership and stay curious about yourself. When a supervisor improves and succeeds in their job, the wellbeing of the entire work community is strengthened and everyday activities run more smoothly," Forsman points out.

Ståhlberg has made use of the supervisor consultation service, among others. This is a form of confidential, personalised discussion support, in which the supervisor receives work guidance and coaching to address any issues on their mind.

Ståhlberg and Forsman have only met in consultation a few times, but they have quickly developed a deep, trust-based coaching relationship: During the supervisor consultation meetings, Ståhlberg has been able to work with Forsman to reflect on the skills she needs in her work.

Major project to overhaul HR management

We are currently working on an overall HR management reform project, which aims to free up the time of supervisors for interacting with people and support good and consistent management through harmonised operating models.

In practice, this involves simplifying HR management practices and clarifying guidelines and processes. At the same time, we are reforming and reducing the number of HR systems in use and improving the support available to supervisors and employees.

Backed up by workshops and everyday observations

The overall HR management reform project was visible in many ways during the year. We collected data for the project by observing the everyday work of more than 50 immediate supervisors. We examine what a supervisor does during their day, what they may encounter and what changes in HR management practices would best support their work. We also discussed the project regularly with staff representatives in various cooperation forums.

We met at workshops with representatives from the City's divisions, enterprises and departments. We have described and validated current processes. We have also wanted to ensure that our supervisors are competent in consistent employment and rewarding processes, for example.

We implemented a course on the legal aspects of employment relationships for supervisors and organised coaching. We paid attention to the communication of HR matters to both supervisors and staff. One such matter are our means of rewarding staff, which are particularly varied in the City.

Role structure supports knowledge-based management and consistent supervisory work

We aim to develop knowledge-based management by creating a so-called role structure model. It will allow us to group together roles of the same type in the future.

In the model, roles that are similar in nature and represent the same function and area of expertise form their own unit. Examples include maintenance, cleaning, repairs, environmental services and logistics.

Our goal is that the structure will also be visible to the staff, as everyone will be able to see their own role and its details and requirements more comprehensively in the system. The work of supervisors and HR will also become more streamlined, as the system will help with many HR processes, such as HR planning, recruitment and rewarding processes.

We launched the tendering process for the new HR system and its implementation partner in October. A decision on the choice of system is expected in early 2025.



Photo by Laura Oja

New study and career guidance service launched

Together with our partner, we launched a study and career guidance service for all staff at the beginning of the summer.

We offer guidance to support career reflection and planning. It is important to analyse your skills, strengths, life situation, interests and future opportunities.

Professional support is available for this reflection. Our service includes one to three career reflection sessions with a professional. The professional can also provide you with information on social benefits for students.

The new study and career guidance service aims to support career transitions for everyone and encourage people to seek employment in fields with labour shortages, even from another sector.

Digital skills are evolving, and more and more people are learning online

We organised numerous training courses to develop digital skills, and basic information security studies were compulsory for everyone. More and more of us are developing our skills through online learning.

We developed the skills of all our staff through numerous training courses. Digitalisation and its tools were the theme of many of the courses, as we want to use them to reform our work and ways of working. There were several training courses on Microsoft's M365 software.

Staff were able to develop their information and knowledge management skills through basic and advanced courses. We also held a number of training courses to develop reporting skills in support of information and knowledge management.

The potential and utilisation of artificial intelligence were covered in the training more widely and diversely than before. We promoted IT project skills through training in agile methods and project management.

We organised training sessions and support clinics in the Copilot AI pilot in cooperation with the Digitalisation Unit of the Strategy Department. Nearly 900 people took part in the pilot. We have utilised the pilot in the design of future AI training courses. The pilot will also help us develop policies on the use of AI.

Competence in information security, privacy protection, data classification and data management is so important that the basic DigiABC course is mandatory for everyone. We also organised a number of events on information security and privacy protection.

Number of participants growing rapidly

The training courses included many themes common to all divisions. These included e.g. customer experience and relationship management, financial management, change management and diversity in work communities.

Events that attracted a large number of participants included the Johdossa events for supervisors, Tulokaspäivä events for new employees, Digipäivä digitalisation events and training sessions on understanding and using artificial intelligence.

Stadin Akatemia held 485 training sessions. The number of participants increased from the previous year. The total number of participants in all of its training sessions was 18,138 (10,000 in 2022), 7,718 (5,367 in 2022) in ICT training and 10,762 (4,800 in 2022) in management and supervisor training.

More and more people are learning online

We also supported the skills of all our staff through studies on the Oppiva online learning platform. More and more people are discovering online learning as the offering expands. Indeed, the number of users rose sharply. The online learning platform already had 15,611 participants (10,000 in 2022). The courses with the highest number of completions were Juridiikka kunnassa (Law in a municipality), Palvelussuhteen juridiikka (Law in employment relationships) and wellbeing studies.

Online learning is increasingly becoming an alternative to, or part of, traditional classroom learning. The shortest courses only take a few minutes, and even the longer ones can be divided into short sessions.

On the online platform, we published plenty of basic studies that are important to all employees. The courses cover topics such as employee and supervisor orientation, the operating principles of a public organisation, administrative and financial processes and digital skills.



Stadin Akatemia's
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Finding a career with the City through the Helsinki Trainee programme

The Helsinki Trainee programme offers learning opportunities for students in the final stages of their studies or recent graduates. Around half of the participants continue to work for the City after the programme.

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The Helsinki Trainee programme has been opening doors to a wide range of jobs with the City since 2020. The six-month programme is aimed at students and recent graduates at the beginning of their careers.

Around ten Helsinki Trainees start their traineeship at the same time, and they also have the opportunity to get to know the City organisation and each other as a group.

To date, the programme has grown to include the City Executive Office's Communications Department, Legal Services and Immigration Unit, as well as the HR of several divisions. We are striving to make it possible in the future to apply for the Helsinki Trainee programme also with developing Finnish language skills.

Even though it is not possible to promise further job opportunities to all trainees, an average of 50–60% of the Helsinki Trainee programme participants have found work with the City.

More skills and experimentation

Sonja Takalo and Kreetta Koskijoki started the Helsinki Trainee programme in February in duties related to the City's employer image and communications. At the end of the six-month programme, both continued working for the City: Takalo as a Senior Planning Officer with the Executive Office's HR Department and Koskijoki as a Communications Specialist with Employment Services.

During the programme, they had the opportunity to meet other trainees and visit the different divisions. They also had the chance to develop their competence in their own fields.

"The trainee period was a time of growth and learning, supported by my team. I was given a good amount of responsibility, for example for social media, and I founded the Helsinki Trainee alumni network with the support of my team. There was also time to learn new things and attend various training courses," Takalo says.

Meanwhile, Koskijoki says that working as a trainee in communications was rewarding and fun and offered variety.

“I worked in the Executive Office’s Communications Department in two different teams at the same time: content production and internal communications. I was able to produce content for both the intranet and the external channels, from Instagram to the Helsinki-lehti magazine.”

Both wanted to continue working for the City after the programme, as the opportunities in such a large organisation are many and varied.

In her new role, Takalo coordinates the Helsinki Trainee programme, the recruitment of new trainees and the City’s participation in fairs in the autumn.

“I’m especially excited to see the programme from a different perspective; as a former trainee, I can identify with the trainees and use my experience to make the programme even better than before.”

Koskijoki is also enjoying her new role with Employment Services, where she is working on the new enterprise’s own intranet and website.

“Working for the City is extremely interesting and I am always learning more about the City organisation. I get to be part of building a new enterprise, which is a truly unique experience.”



Kreetta Koskijoki and Sonja Takalo have embraced their new roles with Employment Services and the HR Department. Photo by Lyyra Virtanen

Staff survey results improved

The results of the autumn Kunta10 survey show that wellbeing at work has improved on almost all indicators.

Kunta10 is a survey on wellbeing at work, which is carried out every two years. We measure the employee experience in alternate years with the City's own Fiilari survey and the Kunta10 survey, a joint survey of several municipalities.

According to the recent Kunta10 survey, 78% of respondents would recommend Helsinki as an employer to a friend. This figure is an improvement from last year's Fiilari result (75%) and the previous Kunta10 survey in 2022 (64%).

The willingness to recommend us as an employer tells us a great deal.

"The increase is particularly pleasing because, in everything we have done over the past year, we have been striving to improve our employees' wellbeing at work," says Human Resources Director Petri Lumijärvi.

Immediate supervisors perceived as fair

Of the respondents, 82% feel that the actions of their supervisor are fair. Coaching leadership is also at a high level.

However, 37% of respondents felt that they had no influence when it came to changes.

Our employees feel more often than before that the City's decision-making is fair, but the result is below that of the other municipalities surveyed.

Wellbeing at work has improved

Experiences of engagement, fulfilment, meaning and psychological safety at work have increased.

Psychological safety at work was experienced by 73% of respondents. Experiences of psychological safety have steadily increased. The figure was 68% in 2020 and 70% in 2022.

The experience of work stress has clearly decreased compared to two years ago. Of the respondents, 20% (previously 25%) experience harmful stress. Harmful stress is caused by a high amount of pressure at work but little control over the work.

The amount of customer violence has risen by one percentage point. As many as 42% have experienced customer violence or threats at work in the last 12 months. Customer violence is mainly psychological violence and is particularly concentrated in the Education Division and the Social Services, Health Care and Rescue Services Division.



Photo by Majja Astikainen

Open responses highlighted pay and number of staff

The respondents were asked to describe things that would improve their wellbeing at work in their current job. A researcher at the Finnish Institute of Occupational Health analysed the 12,805 open responses with the help of AI.

The most common themes that emerged from the analysis of the open responses were the following:

- Pay matching the demands and workload of the job. Extra pay for extra work.
- Enough staff, time and materials to complete the work. Fair distribution of these resources.
- Clear division of labour and definition of responsibilities. Prioritisation of tasks.
- Strengthening of cooperation and team spirit in the work community. Open discussion culture and reinforcement of teamwork.
- More remote work opportunities without bureaucracy.
- Flexible working hours and the possibility to influence your own shifts. Ergonomic shift planning for wellbeing at work, and predictable time off.

The results of the survey are discussed at all levels of the City organisation, from teams to management groups, and in staff committees and development groups. Supervisors are responsible for discussing the results within their work communities during the autumn and winter.

The Kunta10 survey is a monitoring survey by the Finnish Institute of Occupational Health and our wellbeing at work survey, which we carry out in alternate years with our own Fiilari staff survey. In addition to Helsinki, the survey includes ten other municipalities and cities.

In September and October, 25,424 employees of the City of Helsinki responded to the Kunta10 survey, representing 68% of those invited to respond. The survey was sent to everyone who worked more than 30% of full-time hours throughout September.

Hetipurku helps deal with exceptional situations

Helsinki has its own defusing model for mental first aid, Hetipurku. Trained defusing experts support members of the work community in dealing with threatening, violent or otherwise sudden and difficult situations.

Hetipurku is a defusing discussion in which the parties talk about the normal reactions caused by an abnormal situation. When used systematically, Hetipurku supports work ability and wellbeing and promotes the development of the safety culture in the workplace.

The City has been using Hetipurku for ten years, and there are already thousands of trained defusing experts in the City's work communities. Hetipurku training is usually organised by the divisions' and enterprises' own trainers. In addition to this, Stadin Akatemia organises Hetipurku training courses open to all City staff.

We enhanced our Hetipurku activities and trained 11 new Hetipurku trainers in cooperation with the Finnish Institute of Occupational Health for our divisions and enterprises. With the new trainers, we were able to increase the number of training courses and meet the high demand for training.

At the end of the year, we conducted a survey of employees who had attended the Hetipurku training. The results showed that three out of four respondents had used Hetipurku and felt that Hetipurku discussions had been helpful in the workplace.

Hetipurku helps in daily school life

Kankarepuisto Comprehensive School has been using Hetipurku since the pilot in 2016. Principal Jane Majanen says that ten members of the current school staff have undergone Hetipurku training. Some of those who have completed the training have also moved on to other units.

"There are children and young people at school who lack the ability to deal with disagreements and conflict situations. Besides insulting each other, they may also insult staff or even pose an outright threat of violence. In such situations, pupils' and adults' sense of security may be affected."

Majanen says that the Hetipurku model works in these situations, as it helps deal with thoughts and feelings and release the tension and fear caused by the distressing situation.

Vice Principal Pirita Talikka points out that feedback from guardians is also sometimes such that teachers need support in dealing with it. Hetipurku helps with this as well, allowing you to clear your head.

The two say that the staff praise the use of Hetipurku. Those who have benefited from Hetipurku spread the word to their colleagues and encourage them to use the model as soon as the slightest need arises.

The school systematically aims to improve staff wellbeing. Good practices and models, such as Hetipurku, support the promotion of wellbeing.

Occupational health service tendering process successfully completed

The cooperation with Mehiläinen started when the City's employees became its clients.

We want to invest in the wellbeing and work ability of our staff and provide high-quality occupational health care with new services and modern tools.

The City outsourced its occupational health care to Mehiläinen following a quality competition for occupational health services. We switched to the new service at the beginning of November. At the same time, the staff of Occupational Health Helsinki were transferred to Mehiläinen.

The change significantly improved the availability of occupational health services. In addition to this, we now have access to new digital tools designed to facilitate our supervisors' management of work ability and promote knowledge-based management in matters related to work ability. The aim of all this is to prevent inability to work as effectively as possible.

We will continue to establish and deepen our cooperation on occupational health care in 2025, when we gain access to new tools and information for managing our staff's work ability.

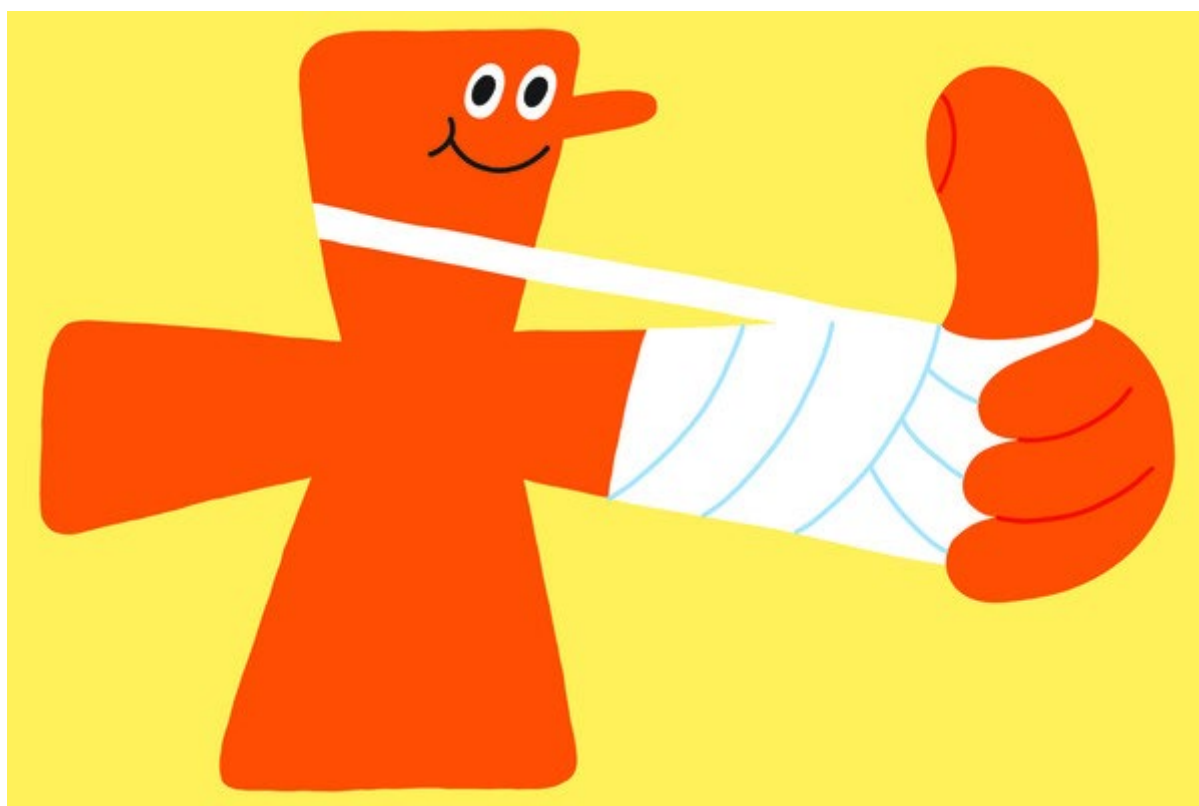


Illustration by Robert Lönnqvist

Employee benefits continue to improve

Employee benefits are part of our comprehensive employee reward package. We have evaluated and developed this package, and the work is still ongoing.

We are constantly developing our employee benefits based on factors such as feedback we receive and in cooperation with employee representatives. We also take into account the priorities of the City Strategy. Through our employee benefits, we aim to improve the wellbeing of our staff and be an attractive employer for our current employees and new applicants.

Our employees can use their sports, culture and wellbeing benefits, as well as their employee travel and lunch benefits, via the Epassi app on their mobile phones. This means that the benefits are now available at any time, across a wide range of services and all over the country.

Epassi allows for a more integrated and cost-effective management of benefits. We have also harmonised and simplified the principles of eligibility for the benefits.

We will also continue to offer benefits such as traditional anniversary gifts and tokens of appreciation, as well as city bikes during the summer.



Photo by Laura Oja

There are many ways to reward people

The salary development programme and sectoral allowances strengthened the retention and attraction of important employee groups.

We stand out from other municipalities with our own salary development programme, strong one-off bonuses and wide range of employee benefits.

We organised coaching on rewards and produced self-learning materials for supervisors to help them understand our overall rewarding system and how to use it in their own management work.

Salary development programme in excess of EUR 10 million

Our salary development programme, amounting to over EUR 10 million, targeted positions in areas such as early childhood education and social and youth services. For example, we increased the salaries of many early childhood education teachers, youth instructors, social workers and psychologists.

In addition to this, we implemented the sectoral allowances and general pay increases set out in the collective agreements.

Making performance-based rewarding clearer

We developed our performance-based rewarding. Our aim is to make our staff feel that they can be rewarded for good performance.

As methods of performance-based rewarding, we use one-off bonuses and personal pay increases.

Plenty of performance-based rewards

Every year, we invest heavily in one-off bonuses. In Municipal Helsinki (the City excluding the Social Services, Health Care and Rescue Services Division), we spent 1.5% of the total salary sum on one-off bonuses.

In the Social Services, Health Care and Rescue Services Division, we allocated 1% of the total salary sum to this purpose.

Employees can earn these rewards for meeting targets, for single instances of outstanding performance and for coming up with a practicable idea.

Personal pay increases are our reward for long-term and outstanding performance.

Leases transferred to the City's housing company

We support employees recruited from outside the Helsinki Metropolitan Area with their housing. We transferred employee housing applications to the City's housing company.

Since March 2024, City employees have been able to apply for housing from the City-owned housing company Auroranlinna, where applications by City employees are prioritised over other applications.

The leases of employees who previously lived in employee housing were transferred to Auroranlinna from the beginning of 2025. At the same time, the leases changed from employee housing leases to ordinary leases.

In practice, this meant replacing the previous fixed-term leases with new open-ended leases with Auroranlinna. Rents did not increase. Unlike in the past, employees may continue to live in their home even after their employment has ended or after they retire.

We have developed an advisory service for City employees who are moving to Helsinki from elsewhere and need guidance on housing arrangements. We also provide advice and support in finding housing for our employees moving from abroad.



Photo by Kimmo Räsänen

Increasingly systematic work against racism

The diversity of Helsinki residents and City employees is increasing, and this must be reflected in our services and practices. We trained our staff and set up a new peer network.

Our City is becoming more diverse, which is reflected in our staff and the people who use our services. Some people encounter diversity less often, while in other jobs or work communities, meeting different kinds of people from different backgrounds is part of the daily routine.

We value the diversity of our employees. As an employer, the City of Helsinki wants to promote equality and prevent any discrimination based on gender, gender identity or gender expression.

Understanding diversity and promoting equity are essential skills for every City employee.

In the spring, we organised anti-racism training for all City staff. The training strengthened the participants' ability to identify the different forms of racism and the practices and patterns that perpetuate racism in their own thinking and work.

The training helped them recognise their own role as enablers of change and find ways to incorporate an anti-racist approach into their daily activities in their work communities and customer encounters. The training provided the tools to tackle racism.

We are participating in the 'Action, not only words' campaign launched by the Prime Minister's Office. The organisations involved in the campaign highlight actions that promote equity and a Finland free of racism.

We have published our own anti-racism commitment on the campaign website. The anti-racism campaign promotes and enhances the anti-racist work of the City organisation.

New peer-to-peer forum launched

We were involved in establishing the BIPOC (Black, Indigenous, People of Colour) network of City employees. Its aim is to provide a peer-to-peer forum for employees belonging to a minority group based on their origin, ethnicity or skin colour where they can come together to talk.

The Queer Stadi and BIPOC networks are important interest groups that help promote staff equity and gender equality.

The City will continue as Helsinki Pride's main partner in 2024–2026. As in previous years, the City staff celebrated the Pride pre-party week at the end of May. During the week, the staff were able to participate in a queer-themed event and training session.

Our Pride training was targeted at supervisors, management and HR. The training provided good practices for promoting queer inclusivity in working life and the recruitment process.

It is important to make sure that we all embrace diversity with respect in our daily lives.



Photo by Joseph Harwood

Balancing work and private life is easy when working for the City

The majority of our employees are able to coordinate their work and private life well, according to the results of our equality and non-discrimination survey.



Project Planner Arttu Hautala split parental leave equally with his partner. Photo by City of Helsinki

Last year, we conducted an anonymous survey to chart our staff members' experiences regarding equality and non-discrimination in their workplace. As many as 80% of the respondents felt that they were able to coordinate work with private life very well or moderately well. However, among gender minorities this percentage was smaller: some 60% felt that they were able to coordinate work with private life well or moderately well.

"Staff wellbeing is important to us, so it is great to see that our employees have their work and leisure time in balance. As the largest employer in Finland, we want to serve as a pioneer, so this is a gratifying result," comments HR Director Petri Lumijärvi.

Our other staff survey, Fiilari, also revealed that our employees deem the coordination of work and private life to be one of the most significant factors affecting the quality of working life, along with the meaningfulness of work, good management and having a good community spirit at work.

Women and men took childcare leave in equal measure

We attracted over 4,600 respondents to our anonymous equality and non-discrimination survey, out of 37,500 City employees. In the survey, 7% of men, 5% of women and 7% of non-binary persons reported having taken family leave within the last two years.

By Nordic standards, Finnish fathers are near the bottom in terms of taking parental leave. One fifth of Finnish fathers choose not to take any family leave.

In light of the aforementioned, the amount of family leave taken by City employees can be seen as very good. Women and men took childcare leave in nearly equal measure. The nature of the employment relationship—fixed-term or permanent—also had no impact on the amount of childcare leave taken.

“Your career won’t suffer from this—quite the contrary”

Project Planner Arttu Hautala encourages all fathers to take family leave. He took care of his firstborn daughter at home from the beginning of the year until the end of summer.

Hautala’s work community was very supportive of his parental leave. His work projects were nearing completion, so staying home was an easy choice from that perspective as well.

“My supervisor had a really positive attitude. We had talked about this early on. My co-workers encouraged me and were happy for me that taking such a break is possible.”

In Hautala’s view, the different opportunities presented by parental leave could be talked about even more.

“Many people don’t know that you can flexibly split the leave between the parents into multiple periods. That would make it easier for many mothers to return to working life, for example,” Hautala concludes.

STAFF STATISTICS

The City employed 38,595 people

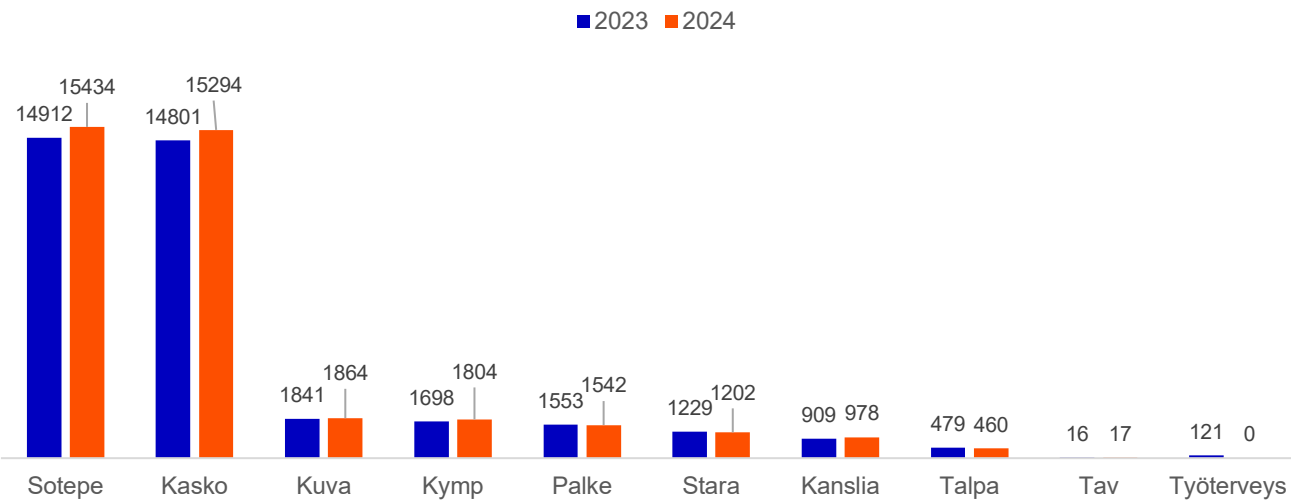
The number of staff increased from 2023 to 2024 by a total of 1,036 people, or around 2.8%.

The staff of Occupational Health Helsinki were transferred to the new occupational health partner, Mehiläinen, on 31 October 2024.

Positive changes in 2024:

- Staff availability improved significantly.
- The number of foreign-language employees increased City-wide by 1%.
- The turnover of permanent staff decreased significantly.

Official number of staff in the City's divisions, enterprises and departments in 2023 and 2024



Abbreviation meanings

- Sotepe = Social Services, Health Care and Rescue Services Division
- Kasko = Education Division
- Kanslia = City Executive Office
- Stara = Helsinki City Construction Services
- Talpa = Department of Financial Management Services
- Kuva = Culture and Leisure Division
- Kymp = Urban Environment Division
- Palke = Palvelukeskus Helsinki
- Tav = Audit Department
- Työterveys = Occupational Health Helsinki

New method of calculating staff numbers

The City has adopted a new method of calculating the length of the employment relationship, which the City plans to start using from 2025 onwards.

Under the new method, the length of an employment relationship is calculated on the basis of an employee's continuous employment relationship, whereas up to now it has been calculated on the basis of the starting date of an individual employment relationship. The new calculation method increases the number of staff compared to the previous method, but is a truer reflection of the number of staff than the previous method.

The year 2025 is a transition period for the use of the new staff numbers. This Staff Report and the 2025 Staff Report show staff numbers based on the old and new calculation methods.

Official number of employees by division: number of permanent and fixed-term employees

Official number of staff 31 December 2024											
The whole City (old calculation method)											
	Permanent		Fixed-term		Student/ trainee		Apprentice		Total		Change
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	
Central Administration in total	3,597	3,649	584	637	7	8	11	13	4,199	4,307	-108
City Executive Office	664	619	307	279	6	8	1	3	978	909	69
Palvelukeskus Helsinki	1,477	1,462	58	85	0	0	7	6	1,542	1,553	-11
Helsinki City Construction Services	1,066	1,103	133	124	0	0	3	2	1,202	1,229	-27
Department of Financial Management Services	373	346	86	131	1	0	0	2	460	479	-19
Audit Department	17	16	0	0	0	0	0	0	17	16	1
Occupational Health Helsinki	0	103	0	18	0	0	0	0	0	121	-121
Education Division	9,993	9,391	5,245	5,343	8	5	48	62	15,294	14,801	493
Urban Environment Division	1,608	1,516	191	178	4	2	1	2	1,804	1,698	106
Urban Environment Division	1,608	1,516	189	176	4	2	1	2	1,802	1,696	106
Metropolitan Area Transport	0	0	2	2	0	0	0	0	2	2	0
Culture and Leisure Division	1,479	1,430	365	395	2	1	18	15	1,864	1,841	23
Social Services, Health Care and Rescue Services Division	11,819	11,215	3,404	3,542	21	17	190	138	15,434	14,912	522

Social Services and Health Care	11,068	10,494	3,357	3,511	21	17	190	138	14,636	14,160	476
Rescue Services	751	721	47	31	0	0	0	0	798	752	46
Total	28,496	27,201	9,789	10,095	42	33	268	230	38,595	37,559	1,036

The statistics in the Staff Report are based on the information effective on 31 December 2024. The figures in this Staff Report are based on either the official number of staff or the total number of staff. Each table indicates which calculation method the figures presented are based on.

The official number of staff is defined as follows:

- the employment relationship must be either a public-service or contractual employment relationship
- the type of employment relationship must be permanent, fixed-term, student/trainee or apprenticeship
- the employment relationship must be in effect on the last day of the month
- in the case of undertaking other duties, the person is counted as having a fixed-term contract, not a permanent one
- the continuous period of employment must be at least 30 days
- the combined working hour percentage of employment relationships must be at least 50%.

The total number of staff includes a wider range of City staff, i.e. it also includes short-term contracts, those working less than 50% of full-time hours and those employed with an employment subsidy. The total number of City staff in December was around 43,700 in 2024 and 43,400 in 2023. The Mayor, fee recipients, elected officials, the City Board and the City Council are excluded from the statistics.

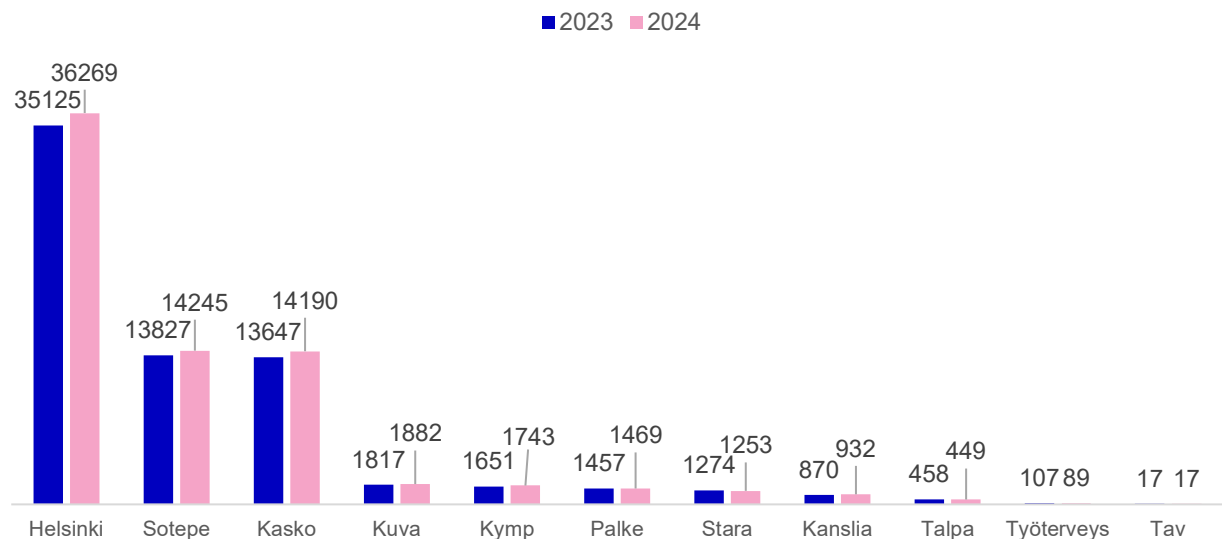
Change in the number of staff under the new calculation method

Official number of staff 31 December 2024 The whole City (new calculation method)							
	Permanent		Fixed-term (incl. trainees and apprentices)		Total		Change
	2024	2023	2024	2023	2024	2023	
Central Administration in total	3,603	3,655	617	666	4,220	4,321	-101
City Executive Office	666	620	320	292	986	912	74
Palvelukeskus Helsinki	1,481	1,464	69	91	1,550	1,555	-5
Helsinki City Construction Services	1,066	1,104	140	132	1,206	1,236	-30
Department of Financial Management Services	373	347	88	134	461	481	-20
Audit Department	17	15	0	0	17	15	2
Occupational Health Helsinki	0	105	0	17	0	122	-122
Education Division	9,998	9,492	5,405	5,438	15,403	14,930	473
Urban Environment Division	1,610	1,516	200	188	1,810	1,704	106
Culture and Leisure Division	1,484	1,435	404	440	1,888	1,875	13
Social Services, Health Care and Rescue Services Division in total	11,862	11,280	3,901	3,860	15,763	15,140	623
Total	28,557	27,378	10,527	10,592	39,084	37,970	1,114

More person-years accumulated than before

Person-years represent the total number of years of paid work done by employees who were part of the City's official staff during the year.

Person-years in 2023 and 2024



Person-years worked by the official number of staff			
	2024	2023	Change
Central Administration in total	4,209	4,183	26
City Executive Office	932	870	62
Palvelukeskus Helsinki	1,469	1,457	12
Helsinki City Construction Services	1,253	1,274	-21
Department of Financial Management Services	449	458	-9
Occupational Health Helsinki	89	107	-18
Audit Department	17	17	0
Education Division	14,190	13,647	543
Urban Environment Division	1,743	1,651	92
Culture and Leisure Division	1,882	1,817	65
Social Services, Health Care and Rescue Services Division	14,245	13,827	418
Total	36,269	35,125	1,144

Official number of staff

The person-years in the table are the accumulation of the person-years of the official number of staff from the beginning of the year to the last day of the year. The figure also includes staff whose employment relationship ended during 2024, so it does not just reflect the number of person-years of staff employed on the last day of the year. This figure (HTV2) is defined by Local Government and County Employers KT and describes the average paid work contribution. Since 2022, person-years have been calculated according to the KT definition by using the following formula: (number of salaried employees' days in service in calendar days / 365) * (part-time percentage/ 100).

Average age of staff remained at 46.1 years

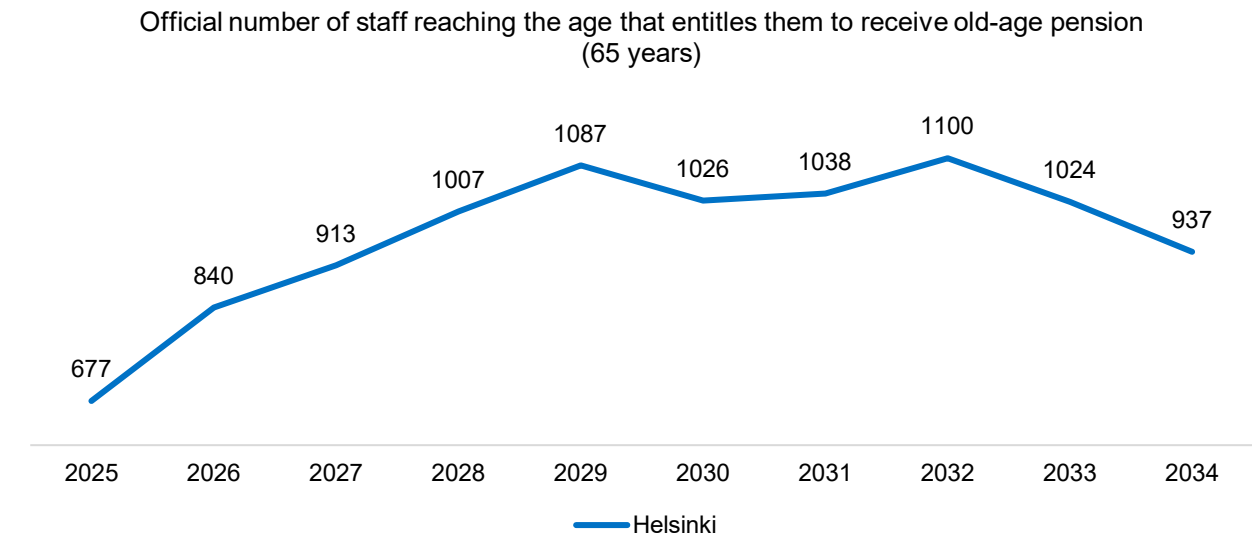
The average age of the City's staff has remained the same from 2023 to 2024 (46.1 years). On average, fixed-term employees, trainees and apprentices are 7 years younger than permanent employees. Female employees are 1.4 years older than male employees, on average.

Average age of employees						
	Permanent		Fixed-term, student/trainee, apprentice		Total	
	Women	Men	Women	Men	Permanent	Fixed-term, student/trainee, apprentice
Central Administration in total	49.4	47.7	41.9	40.3	48.7	41.2
City Executive Office	48.6	48.1	41.9	43.4	48.4	42.3
Palvelukeskus Helsinki	49.4	44.8	42.9	40.4	48.5	42.1
Helsinki City Construction Services	49.6	48.9	38.9	37.9	49.1	38.2
Department of Financial Management Services	50.3	44.2	43.1	36.1	49.2	41.6
Audit Department	45.2	44.4	empty	empty	44.8	empty
Education Division	45.7	46.6	40.1	39.8	45.8	40.1
Urban Environment Division	48.4	48.6	39.9	40.5	48.5	40.1
Culture and Leisure Division	48.4	48.6	38.3	39.2	48.5	38.7
Social Services, Health Care and Rescue Services Division	45.9	44.7	38.8	38.3	45.6	38.7
Total	47.3	46.3	40.3	39.0	47.3	40.3
Average age of all employees	46.1					

Official number of staff

Increasing number of people reaching the age of 65

The ageing of the population can also be seen in the age structure of Helsinki. In 2025, it is estimated that the number of employees reaching the age of 65 will be around 677, which is 161 more than in 2024.



Staff reaching the age that entitles them to receive old-age pension (65 years)											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Education Division	207	283	333	337	361	377	378	402	448	343	3,469
Urban Environment Division	45	51	63	55	69	69	69	64	42	56	583
Central Administration	93	113	130	155	165	139	155	174	148	116	1,391
City Executive Office	17	19	19	27	29	30	32	32	21	22	248
Palvelukeskus Helsinki	29	41	57	62	59	50	58	66	61	60	543
Helsinki City Construction Services	35	38	33	49	58	40	43	53	52	29	430
Department of Financial Management Services	12	15	21	17	19	19	22	23	14	5	167
Audit Department				1	1		1				3
Culture and Leisure Division	35	55	56	60	69	51	50	50	54	64	544
Social Services, Health Care and Rescue Services Division	297	338	331	399	422	390	385	410	332	358	3,662
Total	677	840	913	1,007	1,087	1,026	1,038	1,100	1,024	937	9,649

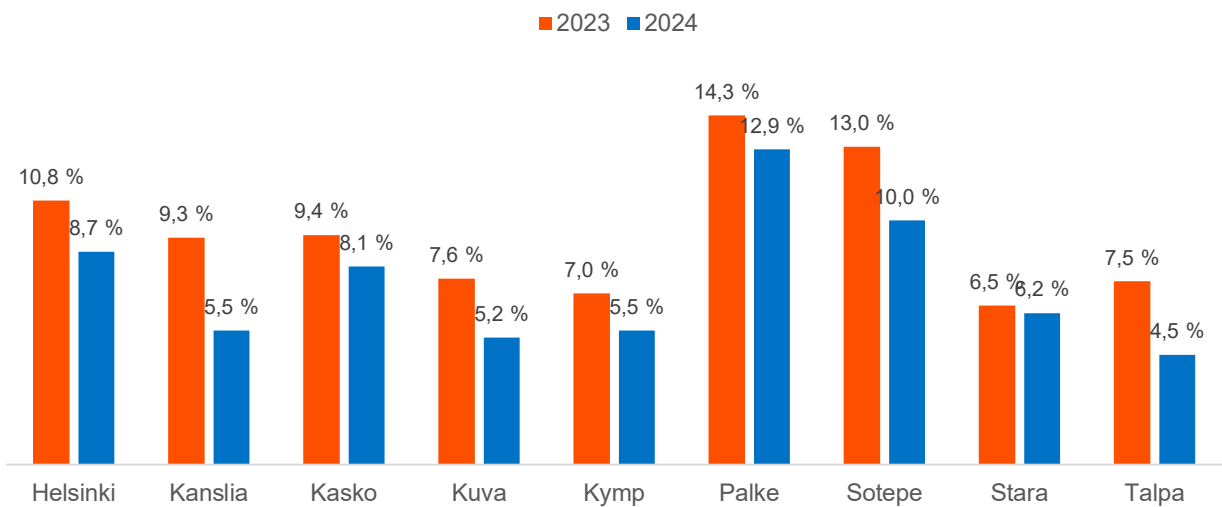
Official number of staff

The number of employees who will reach the age entitling them to old-age pension is expected to increase to over 1,000 persons per year from 2028 until at least 2033. The statistics show the number of people turning 65 each year as of 31 December 2024.

Turnover of permanent staff down to 8.7%

The turnover of permanent staff has decreased significantly from 2023 to 2024. The number of permanent employees resigning after less than a year of service has also fallen by 58 people, compared to 339 permanent employees resigning after less than a year of service in 2023.

Turnover of permanent staff in 2023 and 2024



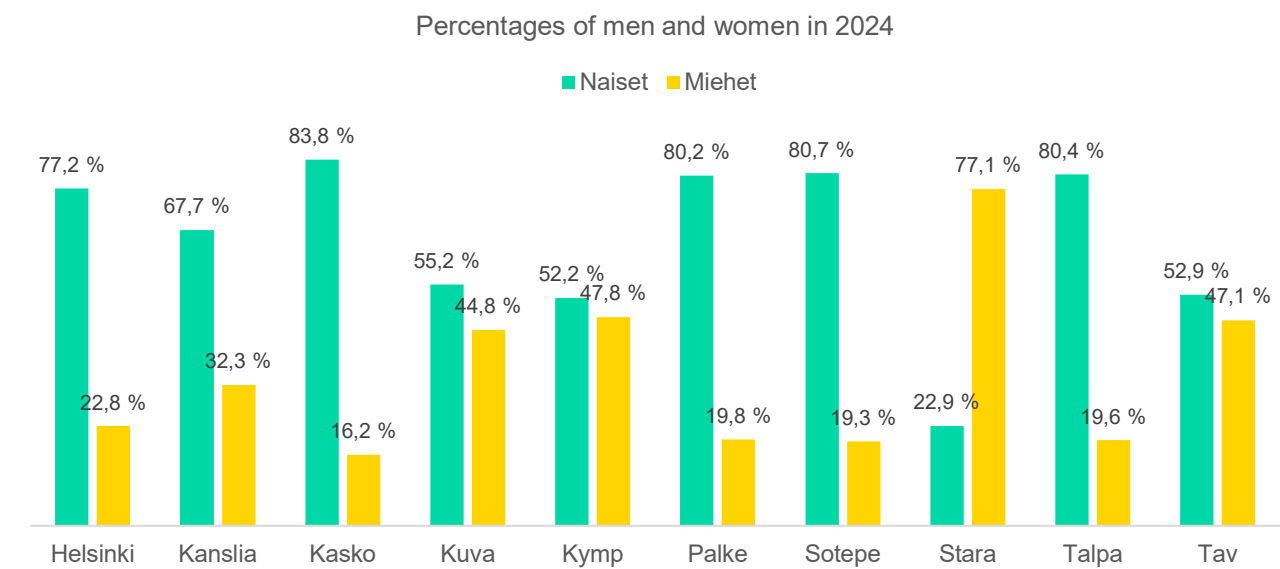
Turnover of permanent staff								
	Total number of permanent staff							
	Retiring		Voluntary resignations		Other reasons		Turnover in total (%)	
	2024	2023	2024	2023	2024	2023	2024	2023
City Executive Office	13	17	23	37	1	4	5.5%	9.3%
Palvelukeskus Helsinki	33	31	134	146	26	35	12.9%	14.3%
Helsinki City Construction Services	33	32	27	34	6	6	6.2%	6.5%
Department of Financial Management Services	10	9	6	13	1	4	4.5%	7.5%
Education Division	215	181	552	667	40	48	8.1%	9.4%
Urban Environment Division	36	40	50	60	2	6	5.5%	7.0%
Culture and Leisure Division	25	38	42	58	10	13	5.2%	7.6%
Social Services, Health Care and Rescue Services Division	261	235	874	1,176	62	68	10.0%	13.0%
Total	634	591	1,715	2,198	148	184	8.7%	10.8%

Total number of permanent staff

77% of employees are women

The gender balance of the City’s staff has remained the same from 2023 to 2024. However, there are notable differences in the percentages of male and female employees between different City divisions and public enterprises.

A clear majority of the employees in the Education Division and the Social Services, Health Care and Rescue Services Division are women. The proportion of men is higher only in Helsinki City Construction Services, which is part of the Central Administration. In the Urban Environment Division and the Culture and Leisure Division, the proportion of women and men is the most evenly distributed.

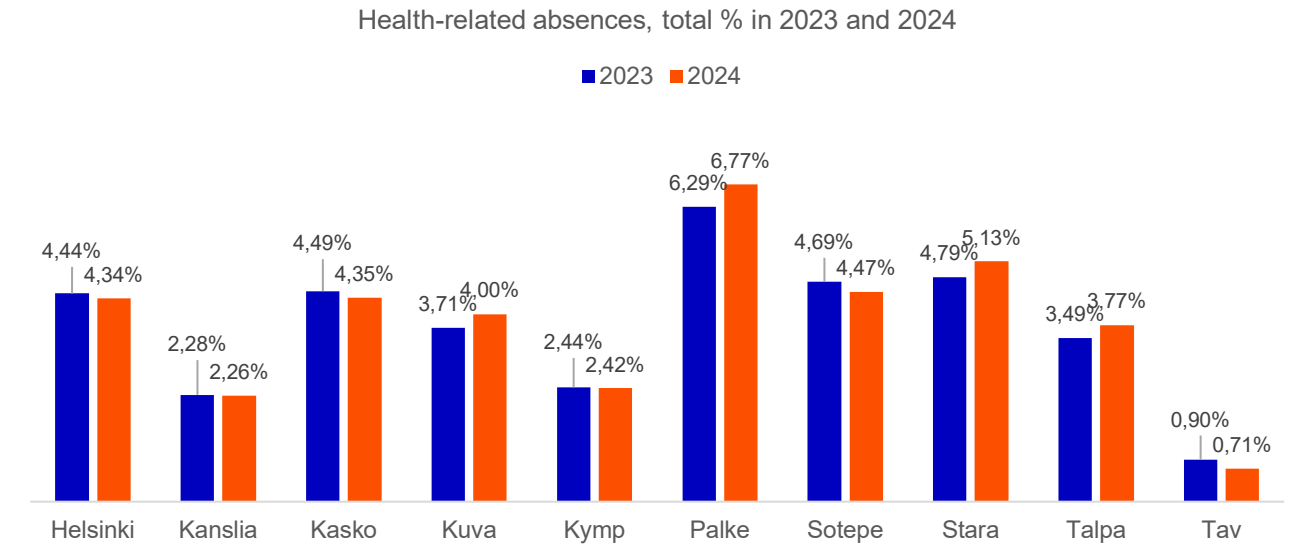


Staff by gender (%)		
	Women	Men
Central Administration in total	60.8%	39.2%
City Executive Office	67.7%	32.3%
Palvelukeskus Helsinki	80.2%	19.8%
Helsinki City Construction Services	22.9%	77.1%
Department of Financial Management Services	80.4%	19.6%
Audit Department	52.9%	47.1%
Education Division	83.8%	16.2%
Urban Environment Division	52.2%	47.8%
Culture and Leisure Division	55.2%	44.8%
Social Services, Health Care and Rescue Services Division	80.7%	19.3%
Total	77.2%	22.8%

Official number of staff. Only the proportion of women and men is reported in the personnel information system. The proportion of non-binary people is unknown.

Health-related absences have decreased

The number of health-related absences has decreased since 2023. Health-related absences include absences due to illness, rehabilitation and accidental injuries. The decrease is explained by a reduction in absences due to illness. Absences due to rehabilitation and occupational accidents increased slightly.



The first two tables below show health-related absence data for all staff. From 2025 onwards, we will start tracking the health-related absence rates of the official number of staff, which will be slightly higher. The third table shows the health-related absences in 2023 and 2024 for the official number of staff.

Trends in health-related absences				
	Absences of the total number of staff 2024			
	Illness	Rehabilitation	Accident	Total
Central Administration in total	4.56%	0.08%	0.19%	4.84%
City Executive Office	2.24%	0.01%	0.02%	2.26%
Palvelukeskus Helsinki	6.47%	0.12%	0.19%	6.77%
Helsinki City Construction Services	4.60%	0.12%	0.40%	5.13%
Department of Financial Management Services	3.74%	0.02%	0.01%	3.77%
Audit Department	0.71%	0.00%	0.00%	0.71%
Education Division	4.19%	0.06%	0.10%	4.35%
Urban Environment Division	2.32%	0.05%	0.05%	2.42%
Culture and Leisure Division	3.83%	0.03%	0.13%	4.00%
Social Services, Health Care and Rescue Services Division	4.25%	0.09%	0.13%	4.47%
Total	4.14%	0.07%	0.12%	4.34%

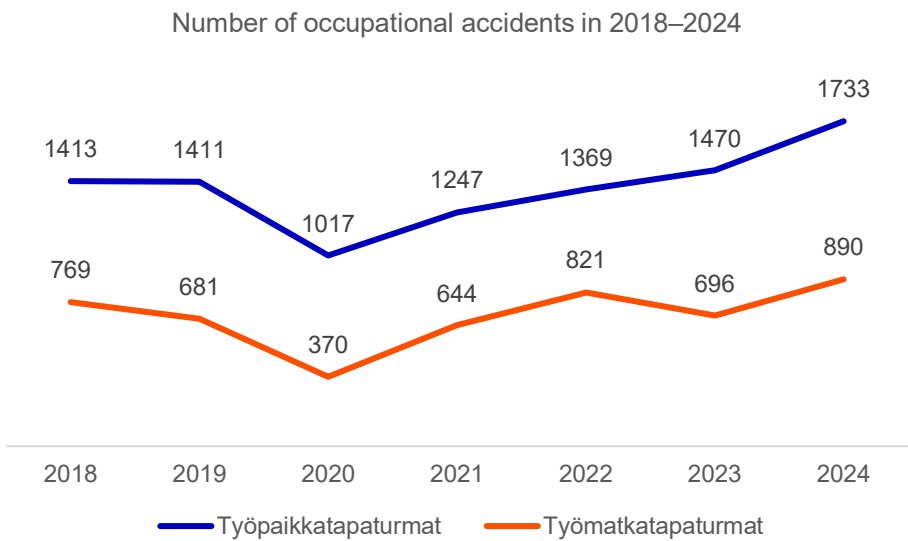
Absences of the total number of staff 2023				
	Illness	Rehabilitation	Accident	Total
Central Administration in total	4.34%	0.06%	0.17%	4.57%
City Executive Office	2.24%	0.01%	0.02%	2.28%
Palvelukeskus Helsinki	5.99%	0.08%	0.22%	6.29%
Helsinki City Construction Services	4.41%	0.09%	0.28%	4.79%
Department of Financial Management Services	3.48%	0.01%	0.00%	3.49%
Audit Department	0.90%	0.00%	0.00%	0.90%
Education Division	4.37%	0.05%	0.07%	4.49%
Urban Environment Division	2.32%	0.02%	0.09%	2.44%
Culture and Leisure Division	3.52%	0.07%	0.12%	3.71%
Social Services, Health Care and Rescue Services Division	4.50%	0.07%	0.11%	4.69%
Total	4.28%	0.06%	0.10%	4.44%

Absences of the official number of staff in 2024 and 2023		
	2024	2023
Central Administration	4.93%	4.69
City Executive Office	2.33%	2.35
Palvelukeskus Helsinki	6.85%	6.37
Helsinki City Construction Services	5.24%	4.91
Department of Financial Management Services	3.81%	3.69
Audit Department	0.73%	0.9
Education Division	4.89%	5.08
Urban Environment Division	2.48%	2.51
Culture and Leisure Division	4.33%	3.99
Social Services, Health Care and Rescue Services Division	4.87%	5.07
Total	4.74%	4.86%

All absence rates are calculated by dividing the whole year's days of absence by the calendar days of the whole year. The number of calendar days is calculated by multiplying the number of persons working in the organisation on the last day of the month by the number of calendar days in the month.

Occupational accidents have increased markedly

The number of occupational accidents has increased. There were 1,733 reported workplace accidents, which is 263 more than in the previous year. The number of commuting accidents also increased to 890, compared with 696 in the previous year.



Occupational accidents and their trend in 2018–2024

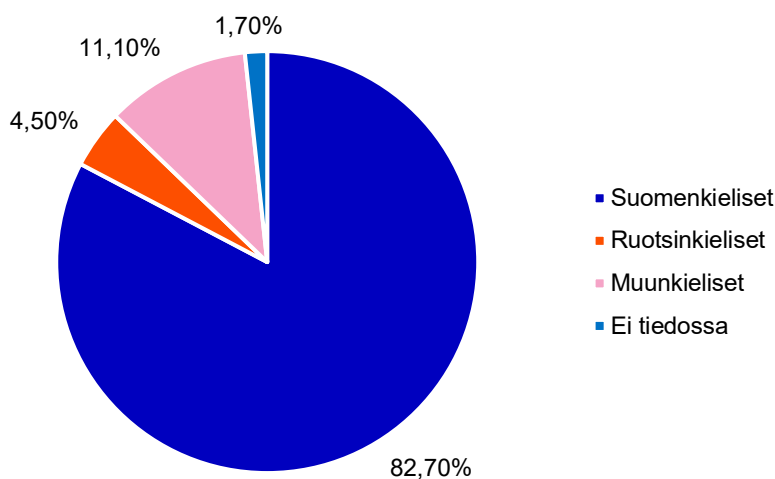
	Number						
	2018	2019	2020	2021	2022	2023	2024
Workplace accidents	1,413	1,411	1,017	1,247	1,369	1,470	1,733
Commuting accidents	769	681	370	644	821	696	890

As for workplace and commuting accidents, the number of individual accidents during the year is reported.

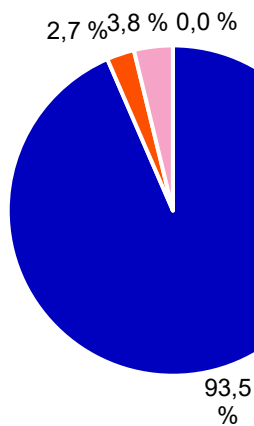
11.1% of our staff are foreign-language speakers

Of the official number of staff, the proportion of people whose first language is not Finnish or Swedish is 11.1%. The proportion of foreign-language speakers in the City's staff has increased by 1% from 2023 to 2024. The highest proportions of foreign-language speakers are employed by Palvelukeskus Helsinki and the Social Services, Health Care and Rescue Services Division.

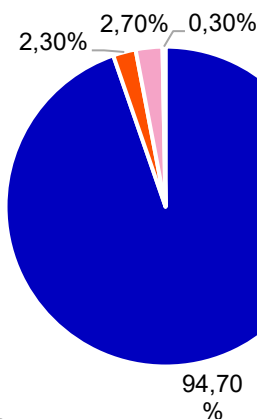
Helsinki



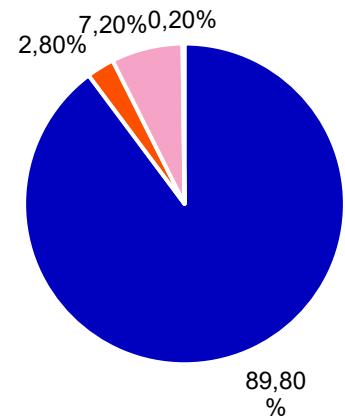
Kanslia



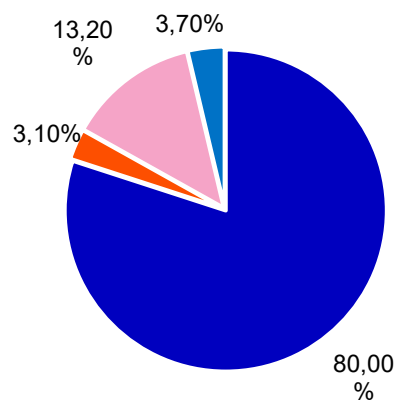
Kymp



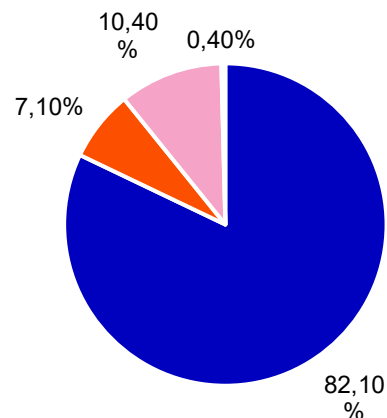
Kuva



Sotepe



Kasko



	Staff by mother tongue (%)			
	Official number of staff			
	Finnish-speaking	Swedish-speaking	Other	Unknown
Central Administration in total	86.3%	1.5%	11.8%	0.4%
City Executive Office	93.5%	2.7%	3.8%	0.0%
Palvelukeskus Helsinki	73.8%	1.0%	24.6%	0.6%
Helsinki City Construction Services	94.3%	1.6%	3.8%	0.3%
Department of Financial Management Services	92.0%	0.9%	6.7%	0.4%
Audit Department	100.0%	0.0%	0.0%	0.0%
Education Division	82.1%	7.1%	10.4%	0.4%
Urban Environment Division	94.7%	2.3%	2.7%	0.3%
Culture and Leisure Division	89.8%	2.8%	7.2%	0.2%
Social Services, Health Care and Rescue Services Division	80.0%	3.1%	13.2%	3.7%
Total	82.7%	4.5%	11.1%	1.7%

Employees switched jobs within the City less often than before

The internal mobility of the City’s permanent staff has decreased from 2023 to 2024 in terms of mobility within and between divisions and enterprises.

Among permanent employees, the highest mobility between divisions is between the Social Services, Health Care and Rescue Services Division and the Education Division. The mobility between these divisions is evenly balanced in both directions.

In 2023, the highest amount of mobility to another organisation, relative to the number of staff in the organisation, were in the City Executive Office, the Department of Financial Management Services and the Social Services, Health Care and Rescue Services Division. In 2024, mobility to another organisation was highest in the City Executive Office and the Culture and Leisure Division.

In 2023, mobility within an organisation was highest in the City Executive Office and the Education Division. In 2024, this was highest in the Social Services, Health Care and Rescue Services Division, the Education Division and the Urban Environment Division.

Internal mobility of permanent staff					
Total number of permanent staff 2024					
	New employment relationship within the organisation	New employment relationship in another organisation	Undertaking other duties within the organisation	Undertaking other duties in another organisation	Undertaking other duties for another employer
Central Administration in total	300	15	49	15	9
City Executive Office	35	2	17	6	4
Palvelukeskus Helsinki	125	9	16	4	2
Helsinki City Construction Services	107	4	14	4	2
Department of Financial Management Services	33	0	2	1	1
Audit Department	0	0	0	0	0
Education Division	387	23	657	11	60
Urban Environment Division	92	7	62	3	3
Culture and Leisure Division	24	5	66	9	18
Social Services, Health Care and Rescue Services Division	693	25	587	25	75
Total	1,496	75	1,421	63	165

Internal mobility of permanent staff					
Total number of permanent staff 2023					
	New employment relationship within the organisation	New employment relationship in another organisation	Undertaking other duties within the organisation	Undertaking other duties in another organisation	Undertaking other duties for another employer
Central Administration in total	271	36	58	19	
City Executive Office	74	15	22	3	6
Palvelukeskus Helsinki	148	14	18	13	3
Helsinki City Construction Services	32	2	12	1	2
Department of Financial Management Services	17	5	6	2	1
Audit Department	0	0	0	0	0
Education Division	441	32	790	32	98
Urban Environment Division	104	6	53	5	6
Culture and Leisure Division	55	7	85	9	12
Social Services, Health Care and Rescue Services Division	not available	39	571	31	168
Total	871	120	1,557	96	284

Total number of permanent staff

Figures on internal staff mobility are new for the City and are available for 2023 and 2024. Measuring internal mobility provides valuable information on where employees move from and to within the City.

For the Social Services, Health Care and Rescue Services Division, the number of new employment relationships within the organisation in 2023 is not available, as new employment relationships were established for all employees in the division on 1 January 2023, so it is impossible to distinguish the ones that are actually new.

General information on staff figures

The delimitations used in the report for all figures (excluding HTV2 and occupational accidents).

The statistics are based on either official staff numbers or total staff numbers. Each table indicates which set it is based on.

The official number of staff is defined as follows:

- the employment relationship must be either a public-service or contractual employment relationship
- the type of employment relationship must be permanent, fixed-term, student/trainee or apprenticeship
- the employment relationship must be in effect on the last day of the month
- the employment relationship must not be labelled with absence code 610 or 600 (undertaking other duties)
- the continuous period of employment must be at least 30 days
- the combined working hour percentage of employment relationships must be at least 50%.

The total number of staff is defined as follows:

- the employment relationship is active on any day during the selected period
- the employment relationship must be either a public-service or contractual employment relationship
- the employment relationship must not be labelled with absence code 610 or 600 (undertaking other duties).

Other notes:

- A single person may appear more than once in the figures if that person has more than one active employment relationship in different organisations or under different types of employment contracts, for example.
- The report excludes social wages, elected officials, the City Board, the monthly salaries of committees, etc., and the mayors.

Sources of key figures (BO reports):

Official statistics Number of staff_2024

Official statistics Staff reaching retirement age_2024

Official statistics Absences due to illness_2024

Official statistics HTV_2024

Official statistics Turnover_2024

Official statistics Internal mobility_2024

Report figures frozen:

15 January 2025

18 January 2025 (internal mobility)

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Digital HR, Human Resources Department, City Executive Office

The logo consists of the word "Helsinki" in a bold, black, sans-serif font, enclosed within a black outline that forms a speech bubble shape with a small tail pointing downwards.

Helsinki

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