

Data on the City of Espoo staff in 2024



Summary of the most important data on Espoo's staff 1/2

Overall, the key indicators related to staff show positive development in 2024. Staff availability and retention improved, as did employee wellbeing.

At the end of 2024, the city had 11,130 employees. The number of employees increased by 173. At the end of 2024, 77.5% of the staff worked in the Growth and Learning Sector.

The proportion of permanent staff increased relative to fixed-term employees, reflecting improved workforce availability for the city's vacancies. Turnover among permanent staff declined compared to the previous year.

There was a turnaround in workforce availability for basic services in 2024: both the total number of applicants and the number of qualified applicants increased compared to 2023. This growth is likely partly due to the general economic situation and increased unemployment. However, the city still faces recruitment challenges – especially in Swedish-language early childhood education and schools, Finnish-language special needs education, and in recruiting teachers and special educational needs teachers for early childhood education.

The proportion of staff with an immigrant background continued to grow, reaching 11.4% by the end of 2024.

Summary of the most important data on Espoo's staff in 2024 2/2

The staff's health-related absences decreased from 2023. The sickness absence load (i.e. the average number of sick days per employee) was 14.4 in 2024, compared to 15.6 in the previous year. The number of accidents remained the same as in 2023, but the number of compensation days caused by these accidents decreased significantly.

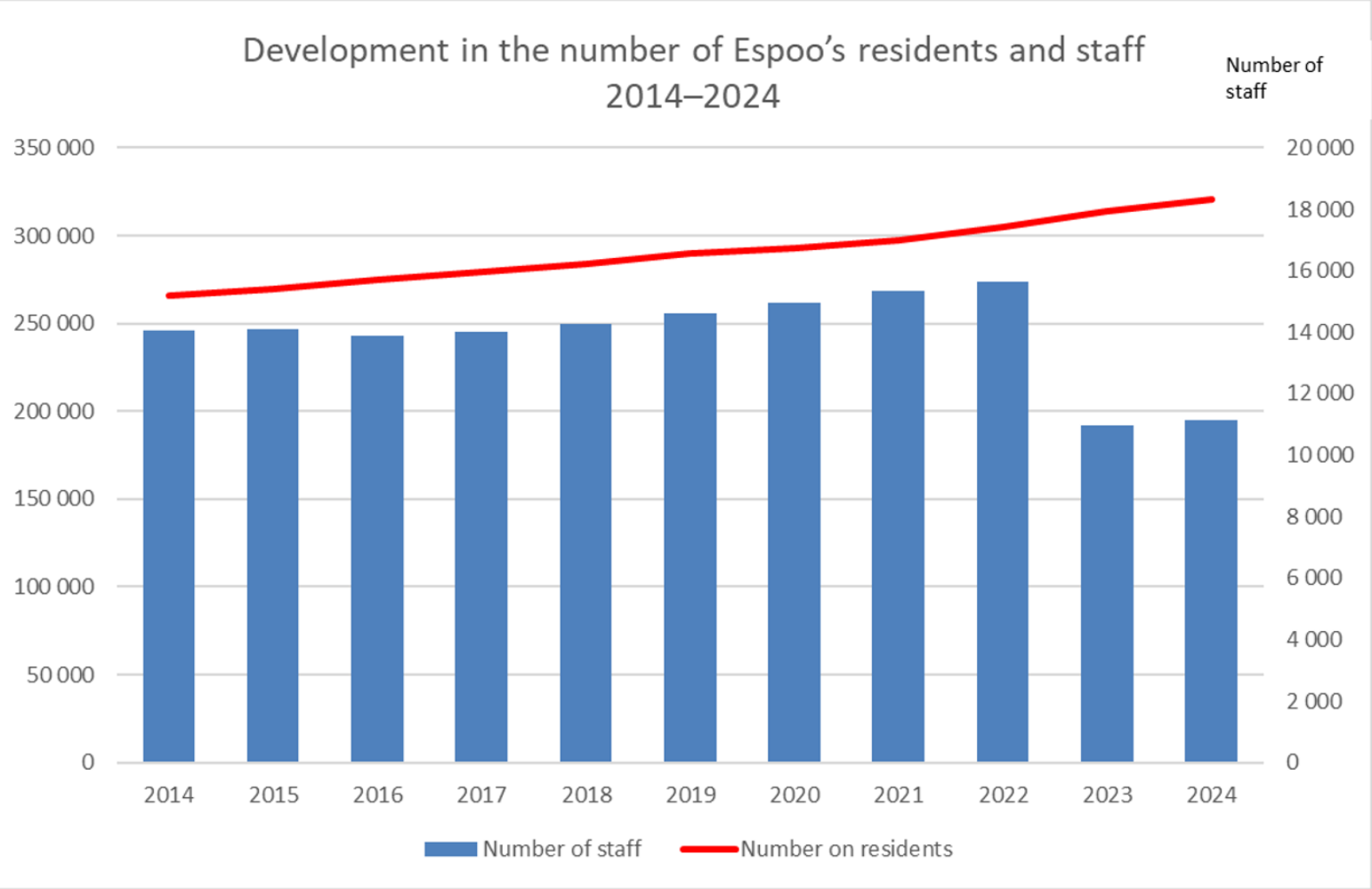
The Kunta10 study was carried out in the autumn of 2024. The study examines the work and wellbeing of municipal employees. Espoo's results improved compared to the previous study conducted in 2022. However, the staff reported an increase in violent and threatening behaviour from customers.

Results from the staff satisfaction survey, 'työfiilismittari', sent regularly to staff throughout the year, also improved. Some 80% of those who responded to the December survey would recommend their work unit to friends and acquaintances.

The average retirement age continued to rise. The average retirement age was 64.8 years (64.4 in 2023). The proportion of those who retired due to their age increased to 83.9%. Just under 200 city employees retired in 2024.

Staff costs amounted to MEUR 566.8, an increase of 4.4% from the previous year. Agency contract work costs amounted to MEUR 20.7, decreasing by 15% from the previous year. Seure Henkilöstöpalvelut Oy's proportion of agency contract work used was 95.1%.

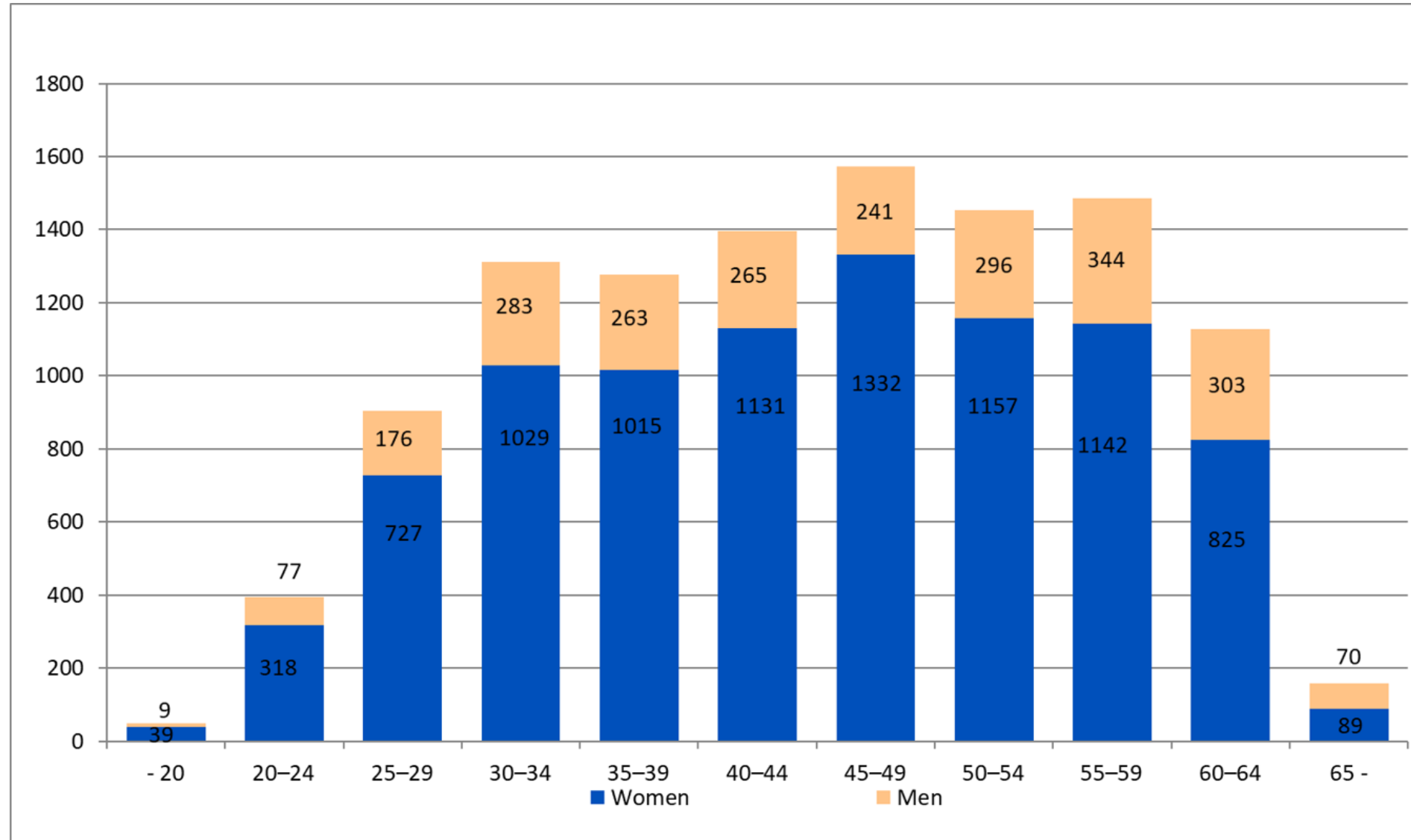
Development in the number of Espoo's residents and staff 2014–2024



Number of employment relationships by sector 2020–2024

Date (31 Dec)	Welfare and Health Sector	Growth and Learning Sector	Urban Environment Sector	Sector for Economic Development, Sports and Culture	Western Uusimaa Rescue Department	Mayor's Office and Auditing	Total
2020	3,983	8,363	1,359	-	613	633	14,951
2021	4,086	8,028	1,359	637	676	574	15,360
2022	4,135	8,233	1,333	703	683	545	15,632
2023	-	8,488	1,306	697	-	466	10,957
2024	-	8,628	1,347	690	-	465	11,130
Change 2023/2024	-	+ 140	+ 41	- 7	-	- 1	+ 173

Staff's age structure



Most common job titles of staff

Job title	Total
Early childhood education childcare	1,644
Early childhood education teacher	1,388
Comprehensive school class teacher	1,086
Comprehensive school teacher	782
Full-time hourly-paid teacher	587
Teaching assistant	434
General upper secondary school teacher	337
Special education class teacher	322
Special education teacher (comprehensive school)	233
Teaching assistant in special needs education	215

Information on staff structure

- Women accounted for 79.1% of the staff and men for 20.9%. The proportions remained the same as in the previous year.
- The turnover of permanent staff continued to decline from the previous year (11.4% - > 9.4%).
- The proportion of staff with an immigrant background continued to grow (10.7% -> 11.4%).
- Among the staff, 79.4% spoke Finnish and 8.0% Swedish as their mother tongue.
- The staff's average age was 45.7 years (46.7 years among permanent staff).



Information on staff structure

- During 2024, a total of 193 employees retired, which is the same number as the year before.
- The average retirement age continued to rise. The average retirement age was 64.8 years (64.4 in 2023).
- The proportion of those who retired due to their age relative to those who retired due to reduced work ability rose (78.8% → 83.9%).



Number of applications for the city's vacancies has increased

- Labour shortages in basic services eased in 2024, as the number of qualified applicants grew compared to 2023. However, the city still faces recruitment challenges – especially in Swedish-language early childhood education and schools, Finnish-language special needs education, and in recruiting teachers and special educational needs teachers for early childhood education.
- The economic and labour market situation also broadly impacts the attractiveness of city jobs. In 2024, the city received on average 15 applications per vacancy (2023: 8.4).
- The number of applicants meeting the qualification requirements also increased. The average number of qualified applicants per vacancy was 7.7 (2023: 4.7).
- Besides the quantity, applicant quality improved, reflected in a higher recruitment fill rate of 66.6% (2023: 60.2%).
- However, labour shortages in basic services remain evident, and the situation may revert if economic conditions change.



Summer jobs mostly in sports and exercise, urban environment and early childhood education

- The city offered 404 summer jobs, which is slightly less than in 2023 (417). A total of 8,541 summer job applications were submitted to the city (2023: 7,908). On average, 21 people applied for each summer job (2023: 19).
- The highest numbers of summer jobs were available in the Sports and Exercise Unit (105), the Premises Department (62), the Public Works Department (60) and the Finnish Early Childhood Education Unit (50).
- In addition, the city distributed 1,600 summer job vouchers to help young people find summer jobs.
- The city offered positions to approximately 1,092 interns during 2024. Most internship positions were in the Finnish Early Childhood Education and Basic Education units. Apprenticeship positions were offered to 200 people.



Staff by collective agreement on 31 December 2024 (%)

Collective agreement	Proportion of staff (%)
Municipal General Collective Agreement (KVTES)	45.46
Collective agreement for teachers (OVTES)	43.84
Collective agreement for technical staff (TS)	9.09
Collective agreement for health and social services staff (SOTE-sopimus)	0.17
Collective agreement for doctors (LS)	0.13
Collective agreement for hourly paid employees (TTES)	0.95
Collective agreement for musicians	0.35

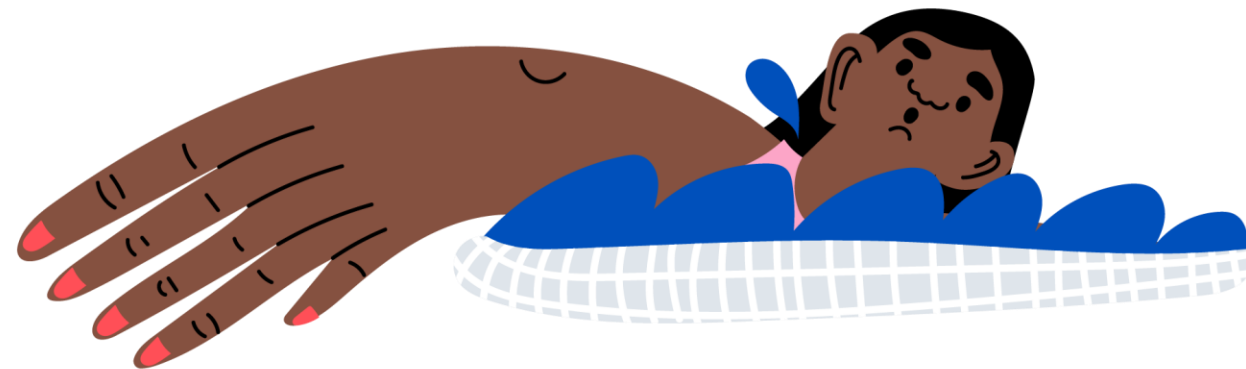
Staff and agency contract work costs increased slightly; agency contract workers hired exclusively from Seure

- Staff costs amounted to MEUR 566.8, an increase of 4.4% from the previous year. Salaries and fees increased by 5.8%, while indirect employee costs decreased by 1.4%.
- Reasons for increased staff costs:
 - Growth in service needs required establishing new positions.
 - General availability of workforce for city jobs improved, enabling the filling of vacancies.
- Agency contract work costs amounted to MEUR 20.7, decreasing by 15% from the previous year.
- Seure Henkilöstöpalvelut Oy's proportion of agency contract work used was 95.1%. (MEUR 19.7). Following the health and social services reform, almost all temporary staff are hired through Seure.
- Overall, workforce costs rose by 3.5% compared to 2023.



Staff benefits and bonuses

- Staff was offered:
 - EUR 100 in sports and cultural benefits
 - free visits to Espoo's swimming pools
 - free or partially subsidised exercise classes and hobby groups.
- In addition, Espoo supported staff's hobby clubs and provided staff with an office exercise application and a commuting benefit of EUR 120. The employer offered the maximum lunch benefit allowed by the tax authority. The benefit was available via mobile devices.
- Employees were able to rent cabins for personal use in the Furuholm recreational area. Employee recognition and appreciation were carried out with service gifts.
- MEUR 1.7 was spent on rewarding employees with one-time bonuses granted by supervisors.



Priorities for management and competence development

- **Strengthening performance and competence management**
 - Preparations to acquire an HRD system supporting performance and competence practices.
 - New competence development tools and guidelines supporting operational and staff planning integrated into the HR management tool Suuntaamo. The Suuntaamo website offers supervisors tools for performance assessment, competence development and work ability management. Its use increased by 20% during the year.
 - Leadership workshops addressed challenges and strengths in performance and competence management and the impacts of the new HRD system across functions.
 - Training to enhance performance management skills, including giving feedback, diversity management, and change management.
- **Development of employee induction.**
- **Effective and versatile competence development via Eduhouse online training.**



Promotion of equality, non-discrimination and diversity

During the year, the city took measures to increase its staff's general awareness of how to take equality, non-discrimination and diversity aspects into account in their work.

Diversity was more strongly integrated into various HR processes.

Concrete examples include:

- introducing gender-neutral job titles;
- systematic use of diversity statements and accessibility information in recruitment ads;
- opportunity during recruitment to anonymously ask about job tasks or accessibility.



Occupational wellbeing surveys, Kunta10 study 1/2

The Kunta10 study of the Finnish Institute of Occupational Health was conducted between 4 September and 14 October 2024. The study, which is conducted every two years, examines the work and wellbeing of municipal employees. A total of 8,728 employees received the survey, and 5,769 responded, giving a response rate of 66% (62% in 2022). Overall, the results have improved positively, but the staff reported an increase in violent and threatening behaviour from customers.

Attraction and retention indicators reflect staff commitment and wellbeing, which improve job performance. Among respondents:

- 81% (74%) would recommend their employer to friends;
- 69% (65%) expect to work until retirement age;
- however, 43% (50%) have considered changing employers.

Coaching-based management is linked to work engagement and good work ability, especially among younger employees. Among respondents:

- 80% (75%) feel their immediate supervisor strengthens their work ability;
- 80% (74%) feel encouraged to collaborate;
- 76% (72%) feel encouraged to work independently;
- 32% (42%) feel they cannot influence changes at work.

Leadership in the city organisation; among respondents:

- 56% (44%) estimate that their work community monitors the achievement of goals and tasks set based on the Espoo Story;
- 89% (84%) feel they are succeeding in their job;
- 63% (55%) report receiving sufficient feedback from their supervisor.

Fair leadership is linked to perceived good health and work ability. Among respondents:

- 55% (47%) consider decisions made by senior management to be fair;
- 81% (79%) feel their immediate supervisor acts fairly;
- 75% (70%) feel supported by their supervisor in their work.

Occupational wellbeing surveys, Kunta10 study 2/2

Positive experiences with **development discussions** improve perceptions of fairness. Among respondents:

- 85% (80%) report having participated in individual or group development discussions;
- 53% (48%) find the discussions useful.

A healthy **work community** enables employees to work in a safe and peaceful environment and focus on achieving their goals. Among respondents:

- 75% (73%) experience psychological safety;
- 76% (73%) feel there is social capital and team spirit;
- 77% (74%) find their work communities collaborative;
- 73% (69%) say their workplace supports supervisory work.

Work resources promote wellbeing and enable high-quality work. Among respondents:

- 40% (36%) feel they recover well from the strain of the workday;
- 71% (67%) experience work engagement, i.e. joy, enthusiasm, and pride in their work;
- 75% (70%) find their work meaningful;
- 44% (36%) view changes positively.

A **safe working environment** supports wellbeing and prevents health risks. Among respondents:

- 49% (46%) have experienced violent and threatening behaviour from customers;
- 17.8% (18.4%) experience discrimination;
- 8.3% (8.6%) experience workplace bullying.

Work-related stress factors are linked to health hazards and are risk factors for incapacity for work. Among respondents:

- 19% (23%) experience stress due to an imbalance between the demands and manageability of their work;
- 43% (49%) encounter ethically challenging situations, and 8% (10%) have felt forced to act against rules or norms;
- 38% (48%) are worried that increasing workloads will exceed their endurance.

Decreasing trend in number of absences

- The staff's health-related absences (including all sickness absences, rehabilitation allowances, and absences due to occupational accidents) decreased from 2023.
- The sickness absence load (i.e. the number of sick days per person on average) was 14.4 in 2024 and 15.6 in the previous year.
- Overall, sickness absences were on the decline, partly because there was a decrease in sick days due to musculoskeletal diseases and mental health issues in 2024. Compared to 2023 and 2022, the trend for these illness categories is decreasing.
- However, in other illness categories, the number of sick days was slightly higher in 2024 than in 2023.
- 38.7% of employees had no health-related absences at all.
- The proportion of short-term health-related absences (1–30 days) continued to increase compared to 2023.



Measures and projects to support work ability

Proactive measures aimed at maintaining and promoting employees' occupational wellbeing and work ability and reducing sickness absences are supported through the use of the HR management tool Suuntaamo.

The goal for 2024–2025 is to reduce recurrent short-term sickness absences and to prevent mental health issues. The systematic implementation of these measures will begin at the start of 2025.

Occupational wellbeing is jointly developed within the city's internal network (Espoo's occupational health specialists, occupational safety and health services, and occupational health services) and external networks (pension and accident insurance provider and the Kuusikko municipalities).

In order to maintain and support employees' mental health, occupational health services are investing in prevention and early support. One example is the therapy navigator, which improves clients' access to support and treatment. The staff can find compiled information to support mental health on the city's intranet.

Espoo's HR Department was involved in Keva's 'Kestävää työelämää' project on sustainable working life in the public sector. The results of the project were both piloted and adopted as data-driven tools for managing work ability.

Supervisors were offered support through expert assistance, consultation and coaching in accordance with HR processes.

Occupational accidents

- The number of accidents was nearly the same as the previous year, totalling 1,320 (2023: 1,324).
- The accidents resulted in 3,470 compensation days, which is 31% less than in the year before.
- Slip-and-fall accidents accounted for 48% of all accidents, 78% of compensation days and 80% of compensation paid.
- One in four (23%) accidents were caused by violence or an upsetting situation.
- Around half of the accidents, compensation days, and related costs occurred among early childhood education staff.
 - The longest absences due to accidents were among those aged 60 or over.
 - The first two years in a new job represent the highest risk period for employees.
 - In relation to the number of employees, the most accidents occurred in the Sports and Exercise Unit, Public Works Department, Finnish Early Childhood Education Unit and Finnish Basic Education Unit.
 - There were a total of 41 accidents that caused more than 21 days of absence. These resulted in a total of 2,153 compensation days, i.e. 62% of all compensation days and 45% of all compensation paid.



Recommended measures to prevent accidents

- The city can address accidents and related costs by promoting a responsible safety culture, where the aim is to prevent and learn from accidents by investigating them. The new occupational safety system Hessa 2 supports better and more systematic accident investigation.
- Risk assessments must be carried out systematically and comprehensively at workplaces every year and whenever working conditions change.
- Employee induction must include information related to occupational safety (e.g. risk assessment, possible violent situations, emergency procedures, assembly area, reporting safety observations, etc.). Induction must be in plain language.
- Employees are advised to wear proper winter shoes in slippery conditions.





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