

A stylized graphic of a fish, possibly a salmon, is the background for the top half of the page. The fish is oriented horizontally, facing right. It is composed of several overlapping curved shapes in shades of purple, magenta, and blue. A white circle with a dark center is positioned near the top right of the fish's body, representing an eye.

City of Oulu

Operational plan for equality  
and non-discrimination

2022–2026

# Contents

FOREWORD.....	1
1 INTRODUCTION .....	2
2 CURRENT CHALLENGES TO EQUALITY AND NON-DISCRIMINATION .....	4
3 EQUALITY AND NON-DISCRIMINATION IN AGREEMENTS AND LEGISLATION .....	8
4 NON-DISCRIMINATION ACT .....	9
5 ACT ON EQUALITY BETWEEN WOMEN AND MEN.....	9
6 INTERSECTIONAL DISCRIMINATION AND INTERSECTIONALITY.....	11
7 EQUALITY AND NON-DISCRIMINATION PROMOTION IN THE OPERATIONS OF THE CITY OF OULU.....	13
7.1 Non-discrimination and equality in documentation and programmes .....	13
7.3 Projects and events promoting equality and non-discrimination.....	18
7.4 Equality and non-discrimination commission and steering group .....	20
8 PREPARATION OF OPERATIONAL EQUALITY AND NON-DISCRIMINATION PLAN .....	21
8.1 Tasks and composition of the Working Group on Operational Equality and Non-discrimination.....	21
8.2 Sector-specific plan work.....	22
9 GROW YOUR EXPERTISE.....	23
9.1 Web materials .....	23
9.2 Calendar .....	24
10 GLOSSARY .....	25
SOURCES [Descriptions in English of original Finnish-language sources].....	29
LIST OF ANNEXES (IN FINNISH) .....	33

# FOREWORD

## **In Oulu, everyone has the possibility to live a safe and healthy life**

In Oulu City Strategy 2030, one of the strategic priorities is the important definition highlighted in the title. The new urban strategy highlights the current change in municipal services: in 2023, the city's welfare mission will change. For all municipalities, the biggest change in the services at this stage will be the timely initiation of welfare areas in 2023. It will indeed also be important in the City of Oulu in the future that its inhabitants are well and that they have the opportunity to live safe and healthy lives. The well-being of Oulu grows as a result of the encounter between people and topical matters.

It is also being brought to the fore in the urban strategy that Oulu offers impressive services. Municipal services are human-oriented and organised in an economically, socially and environmentally sustainable way. By having a human orientation, we mean putting people at the centre at all phases of the design and implementation of services. The city exists for its residents. Planning for equality and non-discrimination is an ongoing process of promoting well-being for all residents. Oulu is a municipality featuring all faces, highlighting diversity and, with regard to services, the

experiences of different genders and minority groups. It is also essential to get involved in the challenges linked with the times we live in.

This document is the City of Oulu's statutory operational plan for equality and non-discrimination for 2022–2026. The plan is intended to serve as a tool for developing equality and non-discrimination in the city's services and activities. The systematic promotion of equality and non-discrimination is important because it generates well-being and enables the realisation of human rights.

In City Strategy 2030, Oulu's values are courage, fairness and a sense of responsibility. Fairness means that we do things openly as a group and take others into consideration. We treat each other humanely and with open-mindedness. The importance of values in our work is becoming increasingly important within the context of the times in which we are now live.

Ari Heikkinen  
City Administrator, Group Administration

# 1 INTRODUCTION

This is the City of Oulu's statutory operational equality and non-discrimination plan for the years 2022-2026. The purpose of the plan is to act as a tool and set of guidelines in the development of non-discrimination and equality in the services and activities of the city. The systematic promotion of equality and non-discrimination is important, because it generates well-being and enables the realisation of human rights.

The operational plan for equality and non-discrimination is distinguished from the City of Oulu's plan concerning personnel, which has also been updated for 2022-26.

In everyday speech, the terms non-discrimination and equality are frequently confused with each other. In the planning work, however, it is important to define the concepts more precisely, so that the appropriate matters are given attention in evaluating and designing the city's operations.

Equality refers to gender equality, which also includes gender identity – i.e. each person's own experience of and expression of gender or bringing gender to the fore through dress, behaviour or the like.

Non-discrimination means guaranteeing equal and fair treatment of people, regardless of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, health status, disability, sexual orientation or any other reason related to personhood.

The legislation requires municipalities to both promote equality and non-discrimination and prevent the practice of discrimina-

tion. In recent years, the notions of intersectionality and intersectional discrimination – i.e. a person belonging to several minorities and subsequent related acts of bigotry – have emerged as concepts related to discrimination. This perspective is adhered to also in the operations of the City of Oulu.



The plan is linked to Oulu's city strategy, budget and related plan, its open government plan, and interaction-based initiatives and programs as well as those for special groups that promote equality and non-discrimination. Methods applied in formulating the plan have included, among other things, the utilisation of expertise, questionnaires, training, and group work.

In this plan-based document, current challenges associated with equality and non-discrimination are initially presented. We will next look at how legislation, various guidelines and commitments guide the equality and non-discrimination work in the City of Oulu. After that, an overview of the documents and activities of the City of Oulu is given, and the parties working on operational non-discrimination are presented. The rest of this plan contains guidelines for

sector-specific planning work, ways to increase equality and non-discrimination skills, a glossary, and a reference list.

A pivotal part of the plan is the plan-based tables respective to the City of Oulu's sectors, businesses and limited liability companies, in which each field has been allowed to assess the current situation and to set targets and measures. The City of Oulu has made the choice to have each sector set its own goals by which equality and non-discrimination are singled out for advancement. This enables the establishment of concrete measures as well as focusing attention on service modes in the various sec-

tors. These sector-specific plans in table format are found in Annex 1: *Sector-specific tables*.

As with all work concerning human beings, equality and non-discrimination work is strongly ethical in character. However, the measures to address grievances and nurture good practice are often practical actions that emerge in everyday encounters. Equal rights and opportunities apply to all city residents, regardless of background and origins. For this reason, an equal, non-discriminating city recognises the various needs of its inhabitants.



## 2 CURRENT CHALLENGES TO EQUALITY AND NON-DISCRIMINATION

Finland is a diverse country, where each individual has the same rights to function as part of the community. Promoting equality is about enabling human rights to be realised as well as creating good, safe living conditions for every resident. The purpose of promoting equality and non-discrimination is to guarantee everyone equal opportunities to act as well as utilise services. In this respect, the municipality assists those in a weaker position and, through applying systematic measures, equalises people's various backgrounds.

There are numerous challenges to achieving equality which are concretised in encounters with people's everyday life, internalized attitudes, the physical environment, decision-making, education, coping at work, and the use of services. Unequal treatment can also be caused by the fact that the needs of various people or groups of people are not identified and taken into account when encountering others or designing services.



Common problems related to equality include, for example, [the distribution of working life and education in female- and male-dominated fields](#) as well as [the unequal distribution of family leave between mothers and fathers](#). The risk of marginalisation can emerge [as less school success for boys than for girls](#) and lower life expectancy for men [compared to women](#). The reinforcement of stereotypes and presumptions based on gender [limit](#) the functions of individuals also on the municipal level. Current challenges in the [Equality Ombudsman's 2020 Annual Report](#) include equal pay, the reform of the Trans Act, and the challenges posed by the COVID-19 pandemic, such as the increase in intimate partner violence.

As current challenges related to non-discrimination, [the Equality Ombudsman's Annual Report 2020](#) highlights, for example, the overall impact of racism and discrimination on the individual, discrimination against the Roma, online discrimination, the realisation of the rights of people with disabilities, digitalisation and non-discrimination, and aspects of welfare reform related to non-discrimination. According to a publication by the Ministry of Justice, various [prejudices and negative attitudes can hinder the realisation of human rights](#) and the possibilities for equal opportunities to function in society. Discrimination and harassment arising from inequality have [consequences](#) for individuals' mental as well as physical health. One of the current recent themes is healthy, safe [indoor air](#) in municipal buildings and premises. Indoor air issues are also important from the perspective of equality, in order to ensure that everyone

has access to the services of the city. Moreover, [the impacts of the worldwide COVID 19 pandemic](#) are seen in Finnish society and are already particularly reflected in the lives of disadvantaged citizens. The situation of [war in Ukraine and support for Ukrainians](#) is also topical.

In many current instances, the situation of young people in particular comes to the fore. For example, challenges are associated with the participation of multicultural youth having immigrant backgrounds in work life and educational pathways. According to the [statement of the Advisory Board for Ethnic Relations in Ostrobothnia and Northern Finland](#), action must be taken to prevent the marginalisation of children and young people. Especially with respect to children who have moved to Finland from abroad, such measures are particularly crucial. According to a resolution, more teacher training is needed in the school world at various educational levels in order to be able to identify prejudices and be able to provide focused aid to young people in need. Employers and training providers should review the language skills-based requirements in order to improve the flexibility of educational pathways for young migrants.

In the light of the results of the [school health survey](#), it can be stated that the mental health symptoms of Oulu residents and Finnish young people as a whole have increased, and their mental well-being has deteriorated during the COVID-19 pandemic. The perceived well-being of children and young people in Oulu has deteriorated compared to the 2019 school health survey. The results across the country also point to a deterioration in the well-being of young people, and the results in Oulu comply with the national trends. The share of those satisfied with life has declined in all age classes. The proportion of youth who experience

loneliness and anxiety has increased. The experience of loneliness had become more prevalent particularly among girls.

Young people belonging to sexual and gender-related minorities have a greater risk of being discriminated against. The health status of "rainbow" youth is also worse than other young people. For instance, according to the school health survey of 2019 <https://syrjinta.fi/-/sateenkaarinuorten-hyvinyointiin-on-panostettava-kaikkialla-yhteiskunnassa>, anxieties connected with mood are twice as common amidst 'rainbow' youth than among other youth. It also emerges from the findings of the survey that rainbow youth, more often than other young people, remain bereft of support and help with their problems when they really need it.

Special attention is needed for those young people who have already experienced various challenges or whose symptoms do not subside as everyday life returns to normal. The high rate of symptoms among girls and rainbow youth may require focused measures specifically aimed at them. It would be important in the municipalities to emphasise youth work, local mental health services for young people, and early support through the development of interventions. The adequacy of school support measures for both learning support and student care services must also be ensured.

In recent years, worldwide faults have been highlighted by the [#MeToo campaign](#), which criticizes sexual harassment, and by the [Black Lives Matter movement](#), which opposes discrimination against people of colour as well as police violence. Targeting and hate speech are also recent problems that reduce the opportunities for individuals and communities to function as well as erode equality and non-discrimination. In addition to hate speech, hate crimes and [acts of hate are also under discussion](#). The motives for acts of hate frequently rest in prejudices and animosity towards a person or group of persons. Acts of hate can be reduced at the local level by promoting security and equality, increasing interaction between individuals, and supporting the inclusion of various groups of people.

Good population relations policy is an important aspect of non-discrimination and equality work. This refers to the operational model developed by the Ministry of Justice by which [more collaborative functions](#) between various population groups are obtained by implementing them is the aim. Good population relations are seen in attitudes, safety, interaction and participation.



By means of the promotion of good population relations, it is possible to reduce negative phenomena between human groups, such as discrimination, hate speech and

crime. Good population relations also aid in the [prevention of racism](#).



In order to prevent insecurity and inequality, it is good to also pay attention to the [social sustainability](#) of the municipality, i.e. the realisation of equal opportunities, fundamental rights, adequate livelihoods, education, and public health care. The principles of social sustainability exert an impact on, e.g. urban planning. Diverse inclusion is a prerequisite for achieving social sustainability.

Problems in equality and non-discrimination are wrapped up with many other social challenges. For example, the [prevention of climate change](#) can be regarded as work on behalf of equality and non-discrimination. It is recognised that [climate change affects people of various genders and incomes in variable ways](#). Moreover, [the Sámi are facing the consequences of climate change earlier than many others](#), because climate change is impacting those who reside in the southern and northern parts of Finland differently.

The problems related to non-discrimination and equality can also be regarded as economic, as discrimination and inequality incur expenses to the community. Discrimination can cause [mental health problems whose treatment is costly to society](#). On the

other hand, the promotion of gender equality has innumerable [positive influential dimensions with regard to the economy](#). In addition, it is known that a non-discriminating, equal atmosphere [increases the attractiveness of the municipality](#) in, for instance, the eyes of residents and companies, thereby increasing the municipality's economic vitality.

The comprehensive Welfare Report 2022 examines the measures to promote well-being and health during the 2017–2021 term of office, and describes the state of the population's well-being and its development as well as the challenges to welfare. On the basis of City Strategy 2030 and the comprehensive welfare report, Welfare Programme 2023–2025 will be drawn up, which will subsequently be submitted to the City Council. In the future, the Welfare Programme will be one of the programmes used to implement the city strategy. The Welfare Programme

brings together the current separate statutory and other plans to promote well-being, so that the structure of the programme to be prepared for decision-making is reformed and its content streamlined. In the same connection, the continuation of the currently valid welfare-promoting programmes and plans is assessed. In the Welfare Programme, the goals, measures and follow-up indicators supporting the well-being and health of the populace are set and established.

Although Finland is in many ways a pioneer from the perspectives of equality and non-discrimination, a large number of challenges and discrepancies still exist. The promotion of equality and non-discrimination as well as the prevention of discrimination in practice represent statutory functions with regard to which the City of Oulu is committed. In an equitable, non-discriminating municipality, the well-being of municipal residents is promoted and discrepancies are singled out for intervention.

### 3 EQUALITY AND NON-DISCRIMINATION IN AGREEMENTS AND LEGISLATION

The principles of non-discrimination and equality are cornerstones of the Finnish welfare society and thereby intersect the entire community and all its sectors. Equality and non-discrimination are visible in the international and as well as national legislation, agreements and documents to which Finland is committed.

[The UN Declaration on Universal Human Rights](#) (1948) states: *“All human beings are born free and equal in dignity and rights.”* [The Treaty of Lisbon](#) (2009), i.e. the European Union framework agreement, identifies equality, respect for human rights and respect for the rights of minorities as key European values. On its part, [the Istanbul Convention](#) of the Council of Europe (2014) aims to prevent and eliminate domestic violence against women. [The European Charter on Gender Equality](#) seeks to commit local authorities to the promotion of gender equality.

In Finnish legislation, the terms non-discrimination and equality observe the division into broader non-discriminatory practice as well as gender equality. The second chapter of the [Finnish Constitution](#) (1999/731) defines the fundamental rights of the people, the first of which is non-discrimination. In practice, non-discrimination means that all human beings are the same in value and each person has the same basic rights. More specifically, the Finnish Constitution refers to non-discrimination in terms of both the equality of people before the law and the prohibition of discrimination. The prohibition of discrimination in various

areas of life is specified in Finnish legislation by, for example, the [Non-discrimination Act](#) (2014/1325) and [Act on Equality between Women and Men](#) (1986/609). Other Finnish laws (e.g. the [Criminal Code](#) 39/1889, [Consumer Protection Act](#) 38/1978, [Employment Contracts Act](#) 55/2001, [Municipal Act](#) 410/2015, and [Basic Education Act](#) 628/1998) also support the implementation of equality.

The implementation of equality and equality legislation in Finland is monitored by the [Non-Discrimination Ombudsman](#), [Equality Ombudsman](#) and [Non-Discrimination and Equality Board](#), as well as, among others, the [occupational safety and health authorities](#).



## 4 NON-DISCRIMINATION ACT

The purpose of the [Non-discrimination Act \(1325/2014\)](#) is 1) to promote non-discrimination, 2) prevent discrimination in practice, and 3) enhance legal protection for those who have been discriminated against. The Non-discrimination Act applies to public and private activities, but not to private / family life or religious practice.

### 1) Promoting non-discrimination

The authorities, employer and training provider have a duty to promote non-discrimination in an effective, appropriate and proportionate manner. In addition, the authorities, employer (who regularly employs more than 30 people) and the training provider must have a plan for the necessary measures to promote non-discrimination.

### 2) Prevention of discrimination

Discrimination and retaliation, harassment, refusal to make reasonable adjustments, and instruction or order to discriminate are prohibited by the Non-discrimination Act. By law, no one should be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, health, disability, sexual orientation, or any other personal reason.

### 3) Improving legal security

Any person who has been the victim of discrimination or retaliation shall be entitled to compensation commensurate with the seriousness of the offense. In addition, a discriminatory or non-retaliatory contract condition as well as a discriminatory order or injunction against the prohibition of retaliation in the rules of a company, association or foundation are void.



# 5 ACT ON EQUALITY BETWEEN WOMEN AND MEN

[The Act on Equality between Women and Men](#) (1986/609) is intended to 1) prevent discrimination based on sex, gender identity and gender expression. By gender identity is meant a person's experience of his/her own gender. Gender expression on its part is defined as expressing one's gender in terms of dressing, behaviour or other similar manner. The purpose of the act is also to promote equality between women and men, and improve the position of women, particularly in working life. The law is not applied within the sphere of private or family life, or religious practice.

## 1) Prevention of discrimination

Direct and indirect discrimination that is based on gender, gender identity, gender expression, or the physical characteristics of a person indicating gender is prohibited.

## 2) Promoting equality

The authorities, employer and organiser of education have the duty to promote equality and prevent discrimination systematically and in a goal-oriented manner in all their operations. Organisers of educations and employers must have an equality plan.



## 3) Improvement of women's position in working life

Women's position in working life is improved by, e.g. taking gender and equality in the composition of public administrations and bodies exercising public power into account. By means of salary surveys, unjustified salary differences between the sexes are determined.

Non-discrimination and equality legislation does not solely guarantee their content: rather, the implementation of the legal demands requires concrete actions.



## 6 INTERSECTIONAL DISCRIMINATION AND INTERSECTIONALITY

Each person acts directly on the basis of his/her own starting points. Some human characteristics or features such as physical limitations due to age or disability, minimal proficiency in the Finnish language, belonging to a gender or sexual minority, attention deficit, or poor economic livelihood, can cause recurring challenges in everyday life and more broadly affect one's social position. Some characteristics such as Finnish nationality, sufficient income or good functional capability may, on the other hand, be of benefit in certain circumstances. People are in varying positions in relation to each other. Moreover, prejudices, attitudes and presumptions towards various characteristics can increase social inequality.

**Intersectionality refers to how one person can have several characteristics or features that place him/her in a weaker position in society in relation to other people.** These characteristics can become visible in situations where the person faces discrimination due to his/her features.

### **How can the combinations of the following characteristics make life difficult?**

- visual impairment and small income
- advanced age and lack of digital skills
- Romany background and female gender
- chronic illness and transsexuality
- young age and mental health problems
- chronic unemployment and low educational level
- homelessness and problem of substance abuse

- skin colour associated with ethnic background and being part of a sexual minority

Each of the traits described above can in itself pose life challenges, but the impacts are even greater when a person has several characteristics at the same time like those described above. By means of intersectionality, it is possible to describe the combined impacts of various discrimination-based criteria.



Situations in which a person is put into a weaker position due to several features and is subjected to discrimination can be explained by reference to intersectional discrimination. Intersectional discrimination can be divided into three forms.

**In multiple discrimination,** the person is confronted with discrimination in more than one situation under varying criteria.

**For example:** An immigrant with a disability may face discrimination in public transport services on the basis of disability and, in the housing market, on the basis of a foreign surname.

**In accumulative discrimination,** the person may experience discrimination in the same circumstances under several criteria.

**For example:** A Finnish-Somali woman may face challenges in seeking employment as a woman and as a Finnish-Somali individual.

**In cross-discrimination,** various grounds of discrimination intersect in the same situation, resulting in specific forms of discrimination.

**For instance,** the discrimination faced by young men having an immigrant background is not discrimination on the basis of purely religion, age or gender, but a combination of these as a whole.

Intersectionality has been talked about considerably in recent years and has been raised as one of the key aspects of equality and non-discrimination work at, for example, the [Department of Health and Welfare](#) and in the [Government's Equality Programme](#) for 2020–2023. In its [report](#), the

Ministry of Justice has highlighted how intersectional discrimination should be recognised more effectively than at present. By signing the [European Charter on Gender Equality](#), the City of Oulu is committed to preventing intersectional discrimination.



The perspectives of intersectionality and intersectional discrimination can provide new angles of entry with respect to the integration of equality- and non-discrimination-based work. In services and municipal functions, it is important that they are accessible to all municipal residents and can be used without regard to personal background.

# 7 EQUALITY AND NON-DISCRIMINATION PROMOTION IN THE OPERATIONS OF THE CITY OF OULU

As an official authority, service provider, employer and education provider, the municipality is obliged to comply with both the Equality Act and the Act on Equality between Women and Men. The advancement of non-discrimination and equality as well as the prevention of discrimination are constantly ongoing. Achieving the statutory goals of equality and non-discrimination requires systematicity, concrete measures, continuous evaluation, and the setting of new goals and measures as well as the monitoring of their implementation.

In the City of Oulu's operations, the themes of equality and non-discrimination come to the fore in many ways. They are reflected in the documents, values, management, preparation, evaluation and decision-making that guide the city's activities. Various projects have also been successfully implemented in Oulu, national campaigns have been participated in, and local co-operation with organisations has been arranged, for instance. In addition to such major policies, an Oulu with a higher degree of more equal, less discriminatory practices is being established in the ways in which all municipal residents function and behave.

In the promotion of equality and non-discrimination in the services of the City of Oulu, various educational opportunities have been utilised as a tool. Training for personnel, shop stewards and trustees increases expertise and understanding, providing the instruments for the advancement of equality and non-discrimination in the city's operations.

In addition, various programmes for minority groups and councils play an important role in the city's activities and planning efforts. The expertise and highlighting of the experiences of municipal residents are generating valuable user-oriented information on the services provided by the city. It is essential to utilise dialogue methods with residents and service users already at the planning stage of services.



Non-discrimination and equality are also taken into consideration in the planning affecting staff. The equality and non-discrimination plan for City of Oulu personnel examines the implementation of equality and non-discrimination and their development targets among the city's employees.

## 7.1 Non-discrimination and equality in documentation and programmes

Non-discrimination and equality are not only reflected in the City of Oulu's operational and personnel policy equality and

non-discrimination plan, but are also part of the city's other planning work and programmes. These documents also have a connection with the functional equality and non-discrimination plan.

The Oulu City Strategy defines the long-term vision and approach on which the strategic measures are based. The strategic priority choices are elements that further specify the vision. One of the city strategy priorities is that Oulu has impressive services, a sustainable economy, and healthy personnel. Municipal services are human-oriented and organised in an economically, socially and environmentally sustainable way. The values set out in the strategy – courage, fairness and responsibility – support the city's actions in line with bold choices, open-mindedness and responsible choices for a better northern future. In its operations, the city is aspiring towards an Oulu in which well-being belongs to all, it is safe to live, and which is international and humane. The policies are outlined in the strategy as to how the development of multilingual services and child-friendliness are taken into account in city activities.

In the planning guidelines for the 2022 budget and the 2023–24 economic plan, it is stated that the involvement and influence of the municipality is part of its planned, guided and assessed basic operations. With respect to the participation and influence of municipal residents in the preparation of the budget, it is important to take the views of those of various ages as well as the wide range of population groups into consideration on an equal basis. During the preparation stage, it is essential to pre-assess the impact on the various age groups and genders of decisions made.

[The Ethical Guidelines of the City of Oulu](#) have been created to promote ethical behaviour and prevent unethical practices. The guidelines affect all of the City of Oulu's operations and every operator therein. Via the guidelines, the organisation's values are supported: courage, fairness and responsibility. Ethical conduct should be seen in the appreciation shown towards others and as respectful behaviour. In committing themselves to the guidelines, the municipality



should treat all municipal residents without discrimination, equally, and in accordance with the harmonised principles.

On 28 September 2009, the City of Oulu signed the [European Charter for Equality of Women and Men in Local Life](#). The charter has been drawn up by the Council of European Municipalities and Regions (CEMR). By signing the charter, the City of Oulu has committed itself to the following principles:

- 1) The equality of women and men is a basic right.

- 2) Ensuring the equality of women and men requires dealing with multiple discrimination and those in a weaker position.
- 3) The equal participation of women and men in decision-making is a basic prerequisite of democratic society.
- 4) The elimination of stereotypes based on gender is essential in achieving equality between women and men.

When gender equality has been taken into account as one aspect in the activities and assessments of the municipality, the quality and efficiency of services can be improved, good governance can be promoted, and democracy can be strengthened.

Openness in the decision-making and operations of the city is important. [The City of Oulu's open government action plan and measures for 2021–2023](#) will bring the city closer to its inhabitants, taking into account, among other things, equal opportunities to influence common affairs. As the only city in Finland to do so, Oulu has since 2018 drafted an action plan to promote open governance. The elements of the plan for 2021–2023 include comprehensibility, availability and accessibility of services, transparency of information and decision-making, and experience-related expertise.

[Participatory budgeting](#) in the city of Oulu increases the opportunities for residents to influence and participate in the allocation of the city's resources. Via the operational model, the expertise and knowledge of the city's inhabitants in developing Oulu are being utilised. For example, in 2022 Oulu residents are conceptualising, planning and, by voting on the matter, are determining the use of EUR 70 000 for the improvement in well-being of the city's population.

[The Digital Oulu](#) programme, drawn up for 2019–2023, contains principles corroborating non-discrimination. The desire to develop client-oriented and up-to-date municipal services that facilitate people's daily lives can be seen in these activities. The programme refers to how the development of digital services will support living everywhere in Oulu, as well as enable people to meet and work together. The goals include participation on the part of municipal residents in developing digital services, so that



the client orientation and usability of services will be ensured. In addition, the implementation of data security as well as the related accessibility requirements is set as an objective.

The Oulu Excellence Education Program for Educational and Cultural Services, established for 2020–2026, defines it as follows: "Education is about knowledge, skills and attitudes, as well as the ability and willingness to work together. *Culture represents the appreciation of diversity.*" In the cultural programme, the promotion of the comprehensive welfare of individuals and associations is set as a mission. With the help of the cultural programme, we aim for a vibrant Oulu where everyone finds it good to live – a city that looks like its people and where everyone is welcome.

The City of Oulu's Child and Youth Welfare Plan 2018–2021 directs, manages and develops work that promotes the well-being of children and young families. The plan contains perspectives on services, the promotion of well-being, education, and as related to child protection and participation.

Since the beginning of 2016, the UNICEF Child Friendly Municipality model has been implemented in the city of Oulu. The model is based on the UN Convention on the Rights of the Child and the promotion of the rights of the child in the municipality. With this operating model, Oulu is committed to development work in accordance with UNICEF's Child Friendly Municipality model to safeguard the rights of those under the age of 18 in the city and to arrive at the right solutions for their welfare. Children and youth are guaranteed the opportunity to participate in the development of services and functions concerning them, and they are regarded as equal municipal residents. As a result of the development work, the assessments of child impacts, for instance, have been included in the preparation work of the city.

Oulu received the Child Friendly Municipality award from UNICEF Finland in 2017 and 2020. Renewal of the recognition of a child friendly municipality requires the implementation of the main principles of the model, the commitment to development work, achievement of the objectives set for the development work, and continued promotion of the rights of the child after recognition as well. The next time that Oulu's child friendliness will be assessed will be at the outset of 2024.

The position of children and young people is being promoted and developed by the [Oulu Youth Council \(ONE\)](#). ONE represents young people under the age of 29 in the decision-making of the municipality, brings forward their thoughts and ideas, and endeavours in other respects to advance the well-being of youth in the city's decision-making.

According to the [2021–2026 Cultural Welfare Plan](#), "everyone has the right to participate in arts and culture, develop themselves and their community through their aid, and to express themselves freely". Cultural well-



being refers to the effects of culture on well-being and health and, more broadly, human cultural rights. The aim of the plan is to incorporate art and culture activities that increase well-being into the welfare and cultural services offered by the City of Oulu. The plan takes into account, among other things, people of different ages, and highlights the idea of accessing cultural services and enabling culture for all, regardless of senses, communication, comprehension difficulties, attitudes, gender, social or economic factors. The goal is to also prevent marginalisation as well as to provide support for participation and involvement by means of culture and the arts.

Oulu has been chosen as the [European Capital of Culture for 2026](#). The goal of the Oulu2026 project activity and the Oulu Cultural Foundation, which started in 2022, is to create and bring culture, well-being and vitality to the northern region. The project is based on the idea of cultural climate change, which is crystallised in three themes: “boldly on the edge”, “the power of opposites”, and “wild in the city”. The objective is to improve, by cultural and artistic means, the mental atmosphere, tolerance and co-operation in Europe. As part of the preparation and application of the Oulu2026 Capital of Culture, the principles of the equality and diversity strategy have been drawn up, according to which the goals and measures to promote the diversity of the cultural climate are defined.

[Oulu’s Cultural Strategy 2030](#) describes the principles and starting points of Oulu’s cultural and climate change. Culture is regarded as one of the pivotal future resources for urban development. The plan highlights perspectives on equality through the importance of taking various people into consideration and involving them in participation.

The City of Oulu has several focused programmes whose purpose is to promote the rights of minority groups as well as the implementation of equality and non-discrimination.

[The disability policy programme](#) encourages, among other things, co-ordination of the disability policy and the representation of interests, the right to basic routine security, and a fully accessible Oulu. [The aging policy programme for 2021–2030](#) promotes matters related to senior citizens in Oulu.

The integration programme of the city of Oulu for 2022–25 is intended to advance integration and cross-sectoral co-operation. The purpose of the Act on the Promotion of Immigrant Integration is to support and promote integration and the possibility of immigrants to take an active part in the functions of Finnish society. Moreover, its objective is to advance equality and non-discrimination as well as positive interaction among various population groups.



In the activities of the city of Oulu, the [Finnish Roma Policy Programme 2018-2022](#) is also taken into account, which on its part supports, among other things, the continued positive social integration of Roma in

addition to the constructive development of their linguistic, cultural and social rights.

[The Regional Advisory Board for Roma Affairs in Northern Finland](#) is one of the regional advisory boards for Roma affairs, which works as a cross-administrative co-operation body between the authorities and the Roma population. The goal of this activity is to advance the position of Roma on the regional and local level as well as bring the voice of Roma into the decision-making affecting them. The regional advisory boards also endeavour to promote non-discrimination and to fight against prejudicial treatment directed towards Roma. The activities and status of the advisory boards are based on Government decrees (VNA 1019/2003 and VNA 1350/2009).

[The Oulu Roma Working Group](#) has drawn up a [local Roma action plan](#) (the MAARO programme) A survey has been carried out among the Roma of Oulu, and new local aims are to be created on its basis for Roma-based work 2023–25.

The City of Oulu and the Sámi collaborative group convene together regularly. During the meetings, matters affecting Sámi residing in Oulu are reviewed: i.e. the current situation as well as future prospects. [According to Statistics Finland](#), the nation's largest Sámi municipality is Lappi, but of the individual municipalities in Finland, most individuals who speak Sámi as their mother tongue or background language live in Oulu. [The University of Oulu's Giellas Institute](#), which has national responsibility for Sámi language- and culture-based instruction and research on the highest educational level, functions in Oulu. According to the [Sámi Barometer 2020 survey](#) conducted by the Ministry of Justice, challenges exist in the realisation of Sámi language rights in Finland.

The participation of municipal residents in the city's planning work is important. The urban strategy, arrangement of services and annual economic and operational planning are implemented in such a way that those living in the municipality can take part and influence the city's long-term objectives as well as, for example, the development of its local services. In this manner, various perspectives are brought to the fore in order that the municipality inclusive of its services gives attention to the diverse requirements of municipal residents.

The promotion of equality and non-discrimination as well as the prevention of discrimination in practice are common objectives which must be a part of daily life. Although the promotion of equality and non-discrimination in the city of Oulu and the prevention of discrimination are in many ways part of the planning work, a concrete connection in all respects is not yet noticeable. It is good to continue to pay attention to the promotion and education of equality and non-discrimination aspects so that they become a natural part of the work itself.

### 7.3 Projects and events promoting equality and non-discrimination

The City of Oulu has participated in various projects, events and campaigns promoting non-discrimination and equality between the sexes.

#### **'I am Antiracist' campaign**

In 2021–22, the City of Oulu participated in the ['I am Antiracist'](#) national campaign coordinated by the Ministry of Justice and the Equality Ombudsman. The campaign is part of the EU-funded All in For Equality project.

By means of anti-racism, discrimination is reduced as well as the impacts of discriminatory practices and negative prejudices. Active initiatives are being carried out to reduce racism in addition to intervening in discrimination, and non-discrimination is being promoted.

Concrete actions by the City of Oulu during the campaign are, for instance, staff training, video materials in line with the campaign and its publicising, and general communications regarding the programme.

'Anti-racism ABC' online training has been organised for Antiracism Week 2022 for interests participating in the campaign.

Since 2011, the City of Oulu has participated in the annual nationwide [week against racism](#) arranged in March.

### **Safe Oulu project**

The chief aim of the [Safe Oulu project](#) (2019-2022) has been to pro-actively prevent sexual crimes targeted against minors in the city. The City of Oulu's Culture and Leisure service division has functioned as the co-ordinator of the project. The project has been divided into seven areas of action:

1. Promotion of safety skill training among children and youth
2. Reinforcement of training and expertise to prevent sexual crimes
3. Reinforcement of psychosocial support among children and youth
4. Multidisciplinary action model to meet young people during leisure time
5. Reinforcement of young people's self-esteem – stories from Oulu
6. Intensifying integration
7. Rehabilitation of young offenders

The project has produced teaching materials for emotional and safety skills education from pre-school to primary school for national use, as well as practical guidelines for education professionals in the event of sexual harassment, solicitation and violence against a child. Teaching materials and guidelines have been published at [www.turvataitokasvatus.fi](http://www.turvataitokasvatus.fi).

The project has also included, e.g. educational occasions, meetings for parents and guardians, and podcasts and videos focusing on acts of peace realised by young people. The safety education model of the Safe Oulu project won the national crime prevention competition and was ranked second in the European competition as a representative of Finland in autumn 2021. The theme of the competition entries was the prevention of bullying and violence directed towards minors.

### **Oulu Pride**

[Oulu Pride Week](#) was held in August, with the theme rainbow rights in working life. Pride Week was co-ordinated [by the Oulu Pride Association](#).

The City of Oulu was involved in the event as a partner. The City offered facilities for the various happenings, and Oulu's City Hall was decorated with rainbow flags. The Youth Services division organised workshops and cultural institutions public lectures. The city committed itself to emphasising non-discrimination and equality in communications on related matters.

Pride Week is a human rights event serving as a reminder of equal rights for everyone, regardless of sexual orientation or gender.



## 7.4 Equality and non-discrimination commission and steering group

The promotion of equality in the City of Oulu is supported by the Equality and Non-discrimination Commission and the Non-discrimination and Functional Equality Steering Group.

The Non-discrimination Act as amended in 2015 requires the promotion of systematic non-discrimination from the municipalities. In the Act on Equality between Women and Men, it is required that the municipalities systematically advance equality between the genders in all their operations. The purpose of the Act is also to prevent discrimination based on gender identity or gender expression.

The Oulu City Government approved the duties of the [Equality and Non-discrimination Commission](#) on 28/10/2014 (§ 24). The tasks of the Commission are divided into

four areas. Equality and Non-discrimination Committee:

- 1) Functions as a preparatory body in matters connected with equality and non-discrimination
- 2) Monitors and evaluates the implementation of the goals and measures set out in the equality and non-discrimination plans, and co-operates with the various city administrations to ensure that the goals and measures established in the equality and non-discrimination plans are implemented as well as possible.
- 3) Reports to the City Government annually and to the Council on the implementation of the objectives and measures of the equality and non-discrimination plans in connection with the financial statements.
- 4) Makes proposals and presents initiatives to the City Government with regard to matters concerning equality and non-discrimination.

In the area of non-discrimination and equality, the tasks of the City of Oulu's Steering Group for Inclusion, Non-discrimination and Operational Equality are, e.g. the promotion, development and overall co-ordination of non-discrimination and equality between citizens.

## 8 PREPARATION OF OPERATIONAL EQUALITY AND NON-DISCRIMINATION PLAN

The process of preparing the City of Oulu's Operational Plan for Equality and Non-discrimination 2022–2026 has been multi-staged and has involved several parties. The preparation is based on the City of Oulu's previous operational plan for equality and non-discrimination prepared for 2019–2021, as well as the measures and monitoring set during that planning period.

In Finland, the promotion of non-discrimination and equality as well as the prevention of discrimination in practice should, according to the legislation, be systematic. Drawing up a non-discrimination and equality plan is a process in which progress is made from stage-to-stage. In the best scenario, all activities would be viewed from the perspective of equality and non-discrimination, in which case all principles from planning to implementation would be visible.

In Oulu, part of this equality plan includes tabular industry-specific plans compiled by industry, using a four-stage perimeter model. The entire process is reviewed from the perspective of both non-discrimination and equality. The planning work concerns both promotion-based activity and the prevention of discrimination.

This chapter presents the working group that participated in the design work and its activities, and briefly describes the stages of the industry-specific planning work.

The guidelines for sectors and their plans in table format can be found in a separate file: *Annex 1: Sector-specific tables.*

### 8.1 Tasks and composition of the Working Group on Operational Equality and Non-discrimination

The City of Oulu considers it important that the design work is multi-voiced, so that the various dimensions of equality and non-discrimination are taken into account. For this reason, a working group was established in 2021 to draw up the operational equality and non-discrimination plan. The working group was appointed by the Mayor of Oulu.

The Working Party on Operational Equality and Non-discrimination was tasked with updating the Action Plan on Operational Equality and Non-discrimination for the City Council period 2002–2026. The working group also functions as an assessment and monitoring preparatory working group.

#### **Representatives of the following interests were appointed to the Operational Equality and Non-discrimination Working Group:**

BusinessOulu, Welfare Services, Kiertokaari Oy, Group Administration, Immigration Council, Mental Health and Substance Abuse Council, men's organisations, women's organisations, Nallikari Seaside Oy, Oulu-Koillismaa Rescue Department, Oulun Digi (Public Utility), Oulun Energia Oy, Oulun Infra, Oulun Kaupunginteatteri Oy (Oulu City Theatre), Oulu Youth Council (ONE), Oulu Roma Working Group, Oulun Satama Oy, Oulun Seta, Oulun Tilapalvelut (Public Utility), Oulun Tuotantokeittiö Oy,

Oulu Freethought Association, Oulu Vesi (Public Utility), Sámi Association, Sivakka Group, Culture and Leisure Services, Equality and Non-discrimination Commission, Disability Council, Senior Council, Community and Environmental Services.

During its operational period, the working group has the opportunity to also utilise other specialists in their working effort.

## 8.2 Sector-specific plan work

In the City of Oulu, part of this operational non-discrimination and equality plan includes table-format industry-specific plans compiled by industry, using a four-stage perimeter model. The entire process is reviewed from the perspective of both non-discrimination and equality. The planning work concerns both promotion-based activity and the prevention of discrimination.

Sector-specific non-discrimination and equality plans are based on 1) evaluation, 2) objectives, 3) measures, and 4) monitoring. The stages are also presented in the accompanying diagram.

**Evaluation** aims to map how the promotion of non-discrimination and equality as well as the prevention of discrimination in practice in the industry will be achieved.

The results obtained with the chosen evaluation method are analysed and, on the basis of the results, objectives will be set for the promotion of equality and non-discrimination as well as the prevention of discrimination.

**Measures** are practical actions and functions by which the set objectives should be achieved.

**Monitoring** means assessing the effectiveness of measures taken to promote non-discrimination and equality and prevent discrimination in practice.

Monitoring of the plan is being implemented in intervals of two years. The monitoring of the sectoral objectives and measures set in this plan will be reported to the Equality and Non-Discrimination Commission in 2023 and 2025 and from the committee to the City Government for its approval. In preparing the budget and usage plan, the targeted promotion of equality and non-discrimination in various sectors will be taken into account.

## 9 GROW YOUR EXPERTISE

In this chapter, various materials and web pages have been collected to support expertise together with anniversaries connected with equality and non-discrimination in calendar form.

### 9.1 Web materials

#### Training

- Gender equality and non-discrimination – Why and how? [online training](#)
- Human rights - [online training](#)
- Accessible documents on the Internet - [online training](#)
- Accessibility and the requirements of the Digital Services Act - [online training](#)

#### Websites

- Equality Information Centre [website](#)
- [Website](#) of the Equality Ombudsman
- Advisory Board on Gender Equality [website](#)
- [Website](#) of the Non-discrimination Ombudsman

#### Campaigns

- 'I am Antiracist' [campaign](#)
- Discrimination-free Zone [campaign](#)

#### Guides

- A municipality of all faces. A guide to the promotion of non-discrimination in municipal operations. (2019) Read the guide [here](#).
- Non-discrimination and special positive attention. Read the guide [here](#).
- Equality manual for municipal decision-makers. (2020) Read the guide [here](#).
- Space for diversity! Guide to the promotion of gender and sexual minority non-discrimination. (2019) Read the guide [here](#).
- Gender diversity and body spectrum. (2021) Read the guide [here](#).
- Practical means for municipal equality work. Quality with equality and client-orientation in services. (2013) Read the guide [here](#).
- Accessibility and availability (Finnish National Institute for Health and Welfare (THL) website)
- The right to participation and non-discrimination. [National Action Programme](#) for the UN Convention on the Rights of Persons with Disabilities 2020-2023
- Do not take: Norms down - [guide](#)

## 9.2 Calendar

Anniversaries bring forth various dimensions with regard to equality and non-discrimination. Campaigns or events can be planned round the dates as well as increase one's own expertise.

**Note!** There is a link at each anniversary: by clicking it (Ctrl + click), you will receive more information.

### January

- 4.1. World Braille Day
- 27.1. International Holocaust Remembrance Day

### February

- 4.2. World Cancer Day
- 6.2. Sámi National Day
- 11.2. International Day of Women and Girls in Science and Technology
- 12.2. Sign Language Day
- 20.2. World Day of Social Justice
- 28.2. Rare Diseases Day
  - Week of Consensus
  - International Crime Victims Week

### March

- 1.3. Zero Discrimination Day
- 3.3. World Hearing Day
- 8.3. International Women's Day
- 13.3. Day of Adoption
- 19.3. Minna Canth Day, Equality Day
- 21.3. Down Syndrome Day
  - Anti-racism Week
  - International Brain Week
  - Allergy Week
  - Endometriosis Week

### April

- 2.4. World Autism Awareness Day
- 8.4. Roma National Day
- 25.4. Anti-Expatriation Day
- 27.4. National Veterans' Day
- Week 17** Mental Health Awareness Week

### May

- 4.5. World Asthma Day
- 4.5. International Rainbow Family Day
- 8.5. Childless Saturday
- 15.5. International Day of Families
- 17.5. International Day Against Homophobia and Transphobia
- 20.5. Global Accessibility Awareness Day
- 21.5. Cultural Diversity Day

### June

- 20.6. World Refugee Day
- 23.6. International Widows' Day
- 27.6. International Day of Deafblindness

### July

### August

- 9.8. International Day of the World's Indigenous Peoples
- 12.8. International Youth Day
  - Oulu Pride event

### September

- 10.9. World Suicide Prevention Day
- 21.9. World Alzheimer's Day
- 23.9. International Day of Sign Language

### October

- 10.10. World Mental Health Day
- 11.10. International Day of the Girl
- 12.10. World Arthritis Day
- 14.10. World Sight Day
- 15.10. International White Cane Safety Day
- 17.10. Day for the Eradication of Poverty
- 25.10. International UN Day
  - Elderly Week

### November

- 19.11. International Men's Day
- 20.11. World Children's Day
- 25.11. International Day for the Elimination of Violence against Women
- Week 47** Mental Health Week

### December

- 3.12. International Day of Persons with Disabilities
- 10.12. International Human Rights Day
- 18.12. International Migrants Day
- 20.12. Day of Human Solidarity

## 10 GLOSSARY

The glossary contains concepts grouped in relation to equality, non-discrimination, discrimination in practice, intersectionality, and racism.

### Concepts associated with equality:

**Equality** means equal rights and opportunities for all sexes and equal distribution of power and resources. Equality in decision-making means that decisions are made as fairly as possible for all genders.

**Formal equality** means that the same laws apply regardless of gender. The same sort of treatment does not, however, guarantee the implementation of equality in every situation.

**Equal opportunities** means that genuine equal opportunities are guaranteed to all genders.

By **gender identity** is meant a person's experience of his/her own gender. Gender identity is unique and does not necessarily correspond to the gender defined for a person at birth.

**Gender diversity** comprises how the experience of one's own gender is unique. Some experience themselves as male or female, and some do not regard themselves as fitting into this dichotomy.

**Binary gender** refers to a dual mindset about gender. A non-binary individual does not regard gender identity as something that fits for that person within the male/female classification.

**Cis gender** means that a person's gender identity and gender expression are consistent with the gender defined for him/her at birth. Most people consider themselves cis-gender.

**Transsexuality** means that a person's gender identity does not match his/her gender as defined at birth.

**Non-binary identity** means that a person does not feel that they are a woman or a man, but something else.

**Gender expression** refers to the expression of gender through dress, behaviour, or other means.

**Gender sensitivity** refers to a way of thinking that takes into account gender and the norms associated with it, as well as their impact on the individual and society.

**Heteronormativity** refers to an internalised way of thinking in which heterosexuality is automatically seen as more desirable, more natural, and better than all other orientations.

**The heterosexual assumption** means that all people are basically thought to be heterosexual and cis-gender.

**Tolerance** – i.e. gender impact assessment – refers to assessing the impact of decisions and measures on the various genders.

**Gender-conscious budgeting** refers to a strategy for promoting gender equality that examines how economic decisions affect different genders and how various measures either promote or undermine gender equality.

## **Concepts related to non-discrimination**

**Non-discrimination** means that all people are equal regardless of their gender, age, ethnic or national origin, nationality, language, religion, belief, opinion, health, disability, sexual orientation or other personal characteristics.

**Formal non-discrimination** refers to people in similar circumstances being treated the same way or, so to speak, equally. Because people come from various backgrounds, formal non-discrimination does not guarantee the implementation of non-discrimination.

**De facto equality** means that similar or equal treatment is deviated from in order to support those in a weaker position and to promote equality.

**Availability** refers to the easy obtainability of services, communications and online services for every person. For example, communication in different languages, the use of clear language, screen reader-friendly websites and the transmission of the same information digitally and in print promote accessibility.

**Accessibility** refers to ready access to the physical environment, such as buildings, outdoor areas or public transport. For example, the possibility to move about in a wheelchair in the premises concerned.

**Persons with disabilities** include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.

### **Concepts associated with discrimination:**

**Discrimination (in practice)** means that a person is unjustifiably treated less favourably for some personal reason. Discrimination in practice is prohibited in the legislation.

Fourteen criteria for discrimination have been prescribed by law: age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, health, disability, sexual orientation, or any other personal reason.

**Direct discrimination** refers to less favourable treatment than given to others in the same position.

**Direct discrimination on the basis of gender** is defined in the Equality Act as placing women and men in a different position on the grounds of gender, pregnancy or birth, or gender identity or gender expression.

**Indirect discrimination** represents apparent neutrality, but places the person in a position of actual disadvantage in relation to others.

**Indirect discrimination on gender grounds** is any discrimination based on parental responsibility or any provision which appears to be neutral in relation to gender, gender identity or gender expression, where the procedure may in fact place individuals at a disadvantage.

**Close discrimination** can be experienced by a person who is a relative, friend, acquaintance or relative of a person belonging to a group at risk of discrimination.

**An instruction or order to discriminate** means giving an instruction or order that leads to discrimination.

**Harassment** is the intentional and actual violation of the dignity and integrity of a person or group of people, in such a way that it creates a threatening, hostile, degrading, humiliating or offensive atmosphere. Harassment is a form of discrimination.

**Sexual harassment** is intentional verbal, nonverbal, or physical unwanted conduct that violates a person's integrity.

**Gender-based harassment** is intentional non-sexual verbal, nonverbal, or unwanted physical behaviour based on a person's gender, gender identity, or gender expression.

**Hate speech** is speech, writing, symbols, images, music or other communication that spreads, incites, promotes or seeks to justify hatred against an individual or group of people. The usual purpose is to create an image of the representatives of a minority group as unreliable or inferior. Hate speech may also seek to silence its object. Hate speech may be associated with skin colour, ethnic origin, religion, disability, sexual orientation or gender.

**Reasonable adjustments** refer to necessary and appropriate changes and arrangements to ensure access to services or work for persons with disabilities.

**Positive action** is a measure which improves the conditions of a particular vulnerable group and aims to promote or safeguard non-discrimination.

### **Concepts associated with multiple discrimination:**

**Intersectionality** refers to multiple criteria of discrimination simultaneously affecting the realisation of equality or non-discrimination, resulting in specific forms of discrimination.

**Multiple discrimination** denotes discrimination with several grounds. The elimination of multiple discrimination may require a simultaneous examination of several factors, such as gender, ethnic background or disability.

**Multiple discrimination** is used to describe a situation in which the person is confronted with discrimination in more than one situation under varying criteria.

In **accumulative discrimination**, the person may experience discrimination in the same situation under several criteria.

In **cross-discrimination**, various grounds of discrimination intersect in the same situation, resulting in specific forms of discrimination.

### **Concepts associated with racism:**

**Racism** is lowering the human dignity of a group of people or member thereof. It refers to assigning lower value to a specific human group on the basis of, for instance, ethnic origin, skin colour, nationality, culture, mother tongue or religion.

**Structural racism** refers to discriminatory practices and processes in the workplace, education and services, for example, in which organizations, companies and agencies discriminate directly or indirectly against certain groups of people.

**Anti-racism** denotes active, conscious activity against all forms of racism. By means of anti-racism, ethnic discrimination is reduced as well as the impacts of discriminatory practices and negative prejudices.

### **More glossaries:**

- Gender Competence Centre:
  - [Gender diversity glossary](#)
- Finnish Institute for Health and Welfare:
  - [Equality glossary](#)
- Ministry of Justice:
  - [Rainbow glossary](#)
- Seta – LGBTI Rights in Finland:
  - [Rainbow glossary](#)

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Images: City of Oulu

## LIST OF ANNEXES (IN FINNISH)

The annexes [in Finnish] have been published on the City of Oulu website.

**Liite 1** Oulun kaupungin toiminnallinen tasa-arvo- ja yhdenvertaisuussuunnitelma 2022–2026:  
*sector-specific tables*

**Liite 2** Oulun kaupungin toiminnallinen tasa-arvo- ja yhdenvertaisuussuunnitelma 2022–2026:  
*sector-specific monitoring 2023*

**Liite 3** Oulun kaupungin toiminnallinen tasa-arvo- ja yhdenvertaisuussuunnitelma 2022–2026:  
*sector-specific monitoring 2025*