



## 1 **Ownership steering strategy**

2 This document aims to define the objectives, principles, and practices of Turun KY as an active  
3 business owner.

### 4 **01 Objectives**

#### 5 1 § Profitability

6 The owner defines company-specific return on capital targets and other strategic financial goals  
7 in the long term.

#### 8 2 § Growth

9 Companies consistently strive for growth.

10 Growth must not jeopardize business continuity.

#### 11 3 § Providing Members with Opportunities for Professional Development

12 Both through work experience and board membership.

#### 13 4 § Service Production

14 Companies can be utilized for service production. The owner defines the service needs and  
15 goals. Service production can be part of the profitability objectives.

### 16 **02 Principles**

#### 17 5 § Trust

18 The association does not interfere with the operational activities of the companies; instead,  
19 ownership is based on trust in the professionalism and judgment of the company's board and  
20 management.

21 Company boards can rely on the association to provide them with operational peace and  
22 support when necessary.

23 The association can trust the company's management and board to act in the owner's best  
24 interest in all situations.

#### 25 6 § Activity

Ownership steering strategy

26 The association actively participates in the strategic management of companies in a role  
27 suitable for an owner.

28 In critical situations, the association may and should act decisively to steer companies while  
29 avoiding erratic decision-making.

30 7 § Transparency

31 All stakeholders must engage in open, active, and broad discussions.

32 Communication must have clear and effective structures.

33 8 § Legality and Ethics

34 All business activities of the association comply with Finnish law.

35 Companies owned by the association adhere to the general ethical principles of the association,  
36 which are primarily interpreted by the body responsible for ownership steering and, in more  
37 significant matters, by the association's board or general meeting.

### 38 **03 Practices**

39 9 § Company Board

40 The primary task of the board is to lead and develop the company.

- 41 - Board composition prioritizes expertise and professionalism.
- 42 - A diverse range of competencies is valued.

43 A secondary task is to provide learning experiences.

44 The board also offers an important network for the company.

45 If the situation allows and absolutely requires it, the board may also be involved in operational  
46 activities.

47 10 § Planning the Composition of Company Boards

48 Turnover, diversity, and comprehensive expertise are taken into account.

49 Company boards decide independently on their preferred method to ensure adequate board  
50 rotation.

51 Sufficient continuity is also maintained.

52 The student perspective is considered when planning board composition.

53 11 § Supporting Company Boards

54 Training and orientation are provided as needed.

- 55 - The primary responsibility for orientation lies with the company.
- 56 - The association trains board members to understand the objectives of ownership  
57 steering.

## Ownership steering strategy

58 Clear guidelines are provided when necessary.

### 59 12 § Recruitment for Company Boards

60 The owner is primarily responsible for recruitment.

61 Board performance is actively evaluated by the Finance Committee.

62 13 § Companies owned by the association may, with good reason, reasonably compensate their  
63 trusted officials.

### 64 14 § Practical Cooperation Between TuKY and Companies, Utilizing Networks, and Ensuring 65 Visibility Among Members

66 Collaboration between companies.

- 67 - Sharing expertise among firms.
- 68 - Exchanging ideas, experiences, and concepts.

69 The association supports companies as much as possible, giving them opportunities for  
70 visibility in its activities.

### 71 15 § Relationship Between Company Boards and the Association's Board

72 The chairperson of the Finance Committee is responsible for the overall ownership steering,  
73 together with the Finance Committee and the association's board.

- 74 - The owner is represented by a single entity, primarily the chairperson of the Finance  
75 Committee.

76 The chairperson of the Finance Committee has the right to attend and speak at company board  
77 meetings and is obligated to maintain contact between the association and the companies.

78 The Finance Committee serves as an expert body in ownership steering.

- 79 - The reporting process of companies to the Finance Committee is determined on a case-  
80 by-case basis to ensure sufficient monitoring of company performance.

81 The association's board and company representatives should also get to know each other  
82 personally annually whenever possible.

83 The association's Finance Committee chairperson and the association's chairperson are  
84 appointed as representatives in all general meetings of the companies.

### 85 Association and Corporate Brand Alignment

- 86 - Companies must consult the association if their activities could significantly impact the  
87 association's image.

### 88 16 § Divestment of Business Operations

89 Divestment is based on achieving a sufficiently high selling price or determining that the  
90 operation is unprofitable.