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Vision 2030

**Towards a responsible and competent
ownership society**



Ministry of Economic Affairs
and Employment of Finland

Vision 2030

Towards a responsible and competent ownership society

Working group on the domestic ownership programme

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Vision 2030

Towards a responsible and competent ownership society

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Abstract

Ownership means taking responsibility and carrying risk. Ownership has a strong impact on economic growth, investment and productivity. Good ownership has a positive impact on the success of a company at the different stages of its life cycle. Success creates jobs, income and prosperity, which help safeguard the financial basis of the welfare society in the future. Good ownership is responsible ownership.

The working group's proposals aim to make Finland and Finnish people considerably stronger in meeting the challenges of the future. Finland's development is lagging behind the other Nordic countries, with GDP expected to grow by just 10% up to 2030. Stronger growth is necessary to ensure the current standard of living and level of services.

The report presents a vision of Finland as an ownership society in 2030, where the Finnish identity encompasses a culture of responsible and competent ownership and a positive attitude to prosperity. Ownership is equal and broad-based, and it matters to all of us.

The short-term proposals in the report can realistically be implemented already during the current government term. The longer-term proposals are themes for the Government Programme 2023–27.

The working group also identified certain structural measures (supportive tax system, positive atmosphere, ownership skills) which are necessary for stronger growth in Finland. These measures will require resolute work through several government terms.

Keywords

enterprises, means of livelihood, working life, work, competition and consumers, competition, consumers, energy, regions, regional development, regional policy, ministry, Ministry of Economic Affairs and Employment of Finland, administration, integration, immigrants, Regional Economic Prospects

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Visio 2030 Kohti vastuullista ja osaavaa omistajayhteiskuntaa

Työ- ja elinkeinoministeriön julkaisu 2022:9		Teema	Yritykset
Julkaisija	Työ- ja elinkeinoministeriö		
Tekijä/t	Juha Sipilä, Philip Aminoff, Kari Jussi Aho, Jenny Hasu, Johanna Ikäheimo, Sari Lounasmeri, Jyrki Mäkyne		
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Tiivistelmä

Omistaminen on vastuuta ja riskinkantoa, joka vaikuttaa vahvasti talouden kasvuun, investointeihin ja tuottavuuteen. Hyvä omistajuus vaikuttaa myönteisesti yrityksen menestymiseen sen elinkaaren eri vaiheissa. Menestys luo työpaikkoja, tuloja ja vaurautta, jotka osaltaan turvaavat hyvinvointiyhteiskunnan rahoituspohjan myös tulevaisuudessa. Hyvä omistajuus on vastuullista omistajuutta.

Työryhmän ehdotukset tähtäävät siihen, että Suomi ja suomalaiset olisivat huomattavasti nykyistä vahvempia kohtaamaan myös tulevaisuuden haasteet. Suomi on jäänyt pahasti jälkeen muiden Pohjoismaiden kehityksestä ja BKT:n arvioidaan kasvavan vain 10 % vuoteen 2030 mennessä. Voimakkaampi kasvu on välttämättömyys, jotta turvaamme elintason ja palvelujen säilymisen.

Raportissa esitetään visio suomalaisesta omistajayhteiskunnasta vuonna 2030. Vastuullisen ja osaavan omistajuuden kulttuuri sekä vaurastumisen hyväksyminen ovat osa suomalaista identiteettiä. Omistaminen on tasa-arvoista ja laajapohjaista, ja koskee meitä kaikkia.

Raportin lyhyen tähtäimen esitykset olisi realistista toteuttaa jo nykyisellä hallituskaudella. Pitkän aikavälin esitykset ovat toimenpideaihoita hallitusohjelmaan 2023–27.

Työryhmä tunnisti myös tiettyjä rakenteellisia toimenpidekokonaisuuksia (kannustava verojärjestelmä, myönteinen asenneilmapiiri ja omistajaosaaminen), jotka ovat välttämättömiä, jotta vahvemman kasvun Suomi toteutuu. Niiden toteuttaminen edellyttää useampien hallituskausien määrätietoista työtä.

Asiasanat

yritykset, elinkeinot, omistajayhteiskunta, yrittäjyys, kotimainen omistajuus, oma pääoma, osakesäästäminen, omistajanvaihdos, pk-yritykset, Mittelstand, listautuminen, elinkaari, talous- ja omistajaosaaminen, asenneilmapiiri

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Vision 2030

På väg mot ett ansvarsfullt och kunnigt ägarsamhälle

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Referat

Att äga är att ta ansvar och att hantera risker. Ägandet inverkar kraftigt på den ekonomiska tillväxten, investeringarna och produktiviteten. Ett bra ägarskap inverkar positivt på ett företags framgång i livscykelns olika faser. Framgång skapar arbetstillfällen, inkomster och välbefinnande, vilka i sin tur trygger välfärdssamhällets finansieringsbas även i framtiden. Ett gott ägarskap är ett ansvarstagande ägarskap.

Arbetsgruppens förslag är avsedda att väsentligt stärka Finlands och finländarnas förmåga att möta också framtidens utmaningar. Finland har halkat efter påtagligt i utvecklingen i jämförelse med de övriga nordiska länderna. BNP förväntas öka med bara 10 procent fram till 2030. En kraftigare tillväxt är nödvändig för att vi skall kunna bevara vår levnads-standard och servicenivå.

I rapporten presenteras en vision av ett finländskt ägarsamhälle år 2030 där den finländska identiteten innefattar en kultur av ansvars-tagande och kunnigt ägarskap och ett bejakande av ekonomisk framgång. Ägarskapet är jämlikt och brett och gäller oss alla.

Rapporten innehåller en del förslag som realistiskt kan verkställas redan på kort sikt under den pågående regeringsperioden. De mer långsiktiga åtgärdsförslagen är avsedda för regeringsprogrammet 2023–27.

Arbetsgruppen identifierade också vissa strukturella åtgärdshelheter (ett sporrande skattesystem, ett positivt attitydklimat, ägarkompetens) som är nödvändiga för att Finland ska kunna uppnå en starkare tillväxt. Att genomföra åtgärderna förutsätter ett målmedvetet arbete under flera regeringsperioder.

Nyckelord

företag, näringsgrenar, ägarsamhälle, företagande, inhemskt ägande, eget kapital, aktiesparande, ägarbyte, små och medelstora företag, Mittelstand, börsnotering, livscykel, ekonomi- och ägarkompetens, attitydklimat

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TASK OF THE WORKING GROUP

On 1 July 2020, the Ministry of Economic Affairs and Employment appointed a working group to prepare a domestic ownership programme (1.7.2020 VN/1009/2020). In accordance with the Programme of Prime Minister Sanna Marin's Government, the working group was tasked with preparing a proposal for *a domestic ownership programme that will support growth by providing means for building a stronger, more diversified and more equal Finnish ownership base*.

The domestic ownership programme is part of the more comprehensive 'Dynamic and thriving Finland' set of measures. Under its letter of appointment, the working group was to submit its proposal to the Ministry of Economic Affairs and Employment by 28 February 2021. The mandate of the working group was extended until the end of March 2021.

Juha Sipilä, Member of Parliament, was appointed as the committee chairman, and **Philip Aminoff**, Chairman of the Helvar Merca Oy Ab's Board of Directors, as the vice chairman. The following persons were appointed as members of the working group: **Kari Jussi Aho**, entrepreneur/owner of Rukakeskus Ltd/Pyhätunturi Ltd and Aho Group; **Jenny Hasu**, Special Adviser to the Minister of Economic Affairs in the Ministry of Economic Affairs and Employment; **Johanna Ikäheimo**, Chair of the Board of Lappset Group; **Sari Lounasmeri**, CEO of the Finnish Foundation for Share Promotion; and **Jyrki Mäkynen**, entrepreneur/managing director of Oy HM Profiili Ab.

The following persons were invited to the secretariat of the working group: Eeva Alho, Special Adviser (Ministry of Economic Affairs and Employment); Ilkka Harju, Special Adviser (Ministry of Finance); Tiina Ingman, Special Adviser (Ministry of Economic Affairs and Employment); Jenny Jääskeläinen, Planning Officer (Ministry of Economic Affairs and Employment); Paula Kirppu, Senior Adviser (Ministry of Finance); Jyrki Orpana, Special Adviser (Ministry of Economic Affairs and Employment); Rasmus Reinikainen, Senior Specialist (Ministry of Economic Affairs and Employment); Aki Tornberg, Senior Adviser (Ministry of Education and Culture); Kimmo Viertola, Senior Adviser (Prime Minister's Office); and Kai Virtanen, Senior Adviser (Ministry of Economic Affairs and Employment). The working group invited Investment Director Tero Luoma to serve as a permanent expert, and he was tasked with analysing the subsidiary economy and consulting the working group at different stages of the work.

The working group arranged three regional consultations titled 'Towards stronger domestic ownership' (in Kuopio, Turku, Tampere, Helsinki, Oulu and Vaasa) and consulted more than 100 experts. Written statements were also submitted by 24 parties (see Appendix 2). An international comparison of best practices was commissioned from 4Front Oy to support the work of the working group, a separate report on the subsidiary economy was prepared by Tero Luoma, and electronic surveys were carried out among key stakeholders (such as households and private equity investors). Furthermore, the focus in Yrityskatsaus (Business Review) 1/2021 of the Ministry of Economic Affairs and Employment was on responsible and competent domestic ownership. The material is available in the programme project window (the content is in Finnish): <https://tem.fi/hankesivu?tunnus=TEM094:00/2020>.

The working group presented its report to the Ministry of Economic Affairs and Employment on 24 March 2021.

1 Introduction

Finland is facing enormous challenges. Our GDP per capita is lagging behind other Nordic countries. According to a recent forecast by the Ministry of Finance (Publications of the Ministry of Finance 2021:6), Finland's GDP is projected to grow by only 10% between 2021 and 2030, while the GDP of Sweden, Norway and Denmark is estimated to grow by more than 20% during the same period. The difference in the growth rates is mainly explained by a faster growth in employment and labour productivity in the reference countries.

The Finnish economy must grow more rapidly than in the previous decade if we want to safeguard the financing base of our welfare society. Economic growth mainly depends on success in the export markets, amount of work and total factor productivity. Growth-oriented, responsible and competent domestic ownership may give a decisive boost to these factors.

Achieving an average GDP growth rate of 2% per capita during the 2020s would be an ambitious goal. If we want to narrow the GDP gap separating us from our competitors, the growth target should be set even higher. Meeting the target requires decisive action and it is up to us to make it possible. As productivity growth is largely created in companies, owners that are willing to invest in creating the conditions for growth must also contribute to the effort.

The working group has closely followed the impact of the COVID-19 pandemic on households and companies. Not all sectors of the economy have been hit equally hard. In some sectors, contraction has been so severe that bankruptcies can be expected, while in other sectors, the impact has been limited. However, it can be said with certainty that the bankruptcies caused by the crisis destroy know-how and capital without the destruction being in any way creative. Every job lost because of the crisis is also an unnecessary loss.

The pandemic has accelerated digitalisation and the green transformation. Never before has money been available at such low interest rates and households are now more interested in equity saving and responsibility than at any time in the past. In such an environment, rapid transition to future-proof structures and financing models is both attractive and necessary. Owners are important decision-makers and drivers of growth and making ownership and entrepreneurship more attractive to households would allow companies and individuals to embrace common values.

The role of a strong and efficient ownership society is highlighted in situations such as the COVID-19 crisis. Some of the proposals presented by the working group will ease the current ownership-related challenges facing companies and households. However, the main purpose of the proposals is to make the Finnish society and people better placed to meet the challenges of the future as well.

The massive sustainability gap facing general government finances in the coming years cannot be financed through spending cuts or tax increases alone. We need strong export growth and reforms on a broad front. Structural reforms in the economy should primarily be introduced to boost the employment rate, productivity, international competitiveness and the efficiency of the public sector. In these matters, Finland could learn from its most important reference countries, such as Germany and Sweden.

Added value, the factor at the core of wealth and welfare, is generated in companies. Most of the growth in total factor productivity derives from innovation. The working group expresses strong support for the target of raising GDP share of RDI funding to four per cent. Without significant inputs in R & D activities for several government terms, fundamental economic reforms and stronger domestic ownership, the funding base of our welfare society will be significantly eroded.

Growth and internationalisation of companies arise from owners. The working group believes that strong domestic ownership helps Finnish companies to succeed in tough global competition and the Finnish economy to grow. The operating environment of companies must encourage companies to invest in Finland. More responsible domestic ownership will give a boost to the investment and reform targets set out in the sustainable growth programme for Finland (Government publications 2020:35) and in this way promote the structural changes and reforms essential for economic growth.

The working group has set the following objectives for the domestic ownership programme: (1) Good, strong and committed domestic ownership; (2) Expanding and diversifying the domestic ownership base; and (3) More positive attitudes towards ownership.

Finland will also work to achieve the objectives by adopting best practices from the reference countries. A good example of this is the equity savings scheme introduced at the start of 2020, the popularity of which has exceeded all expectations. A total of 152,000 accounts were opened in 2020 and the number of equity savers increased by 13% during the year.

The working group warmly welcomes the professorship in ownership to be established in the Aalto University School of Business this year. The establishment of the professorship

and the centre of expertise for ownership are examples of the private sector initiatives that are needed to create a positive atmosphere for ownership in Finland. We need more research producing reliable information on ownership.

The working group has identified the characteristics of committed, responsible and competent ownership, the most serious problems facing ownership, and presented measures to strengthen ownership skills and the operating environment of ownership. Based on this work, we believe that the creation of wealth through domestic ownership will strengthen the funding base of Finland's welfare society in a sustainable manner.

The working group is of the view that domestic and foreign ownership are needed to complement each other. When Finns are working as owners actively investing in their own country, we can, in a credible manner and by setting examples, demonstrate that our country also provides a good operating environment for international investors and owners and for sustainable financing.

Finland must be significantly better prepared and more willing to attract and accept top experts from other countries. Developing world-class centres of expertise and strengthening the structures of ownership society will help to ensure that Finland is seen as a safe environment encouraging ownership.

Ultimately, long-term political will and positive attitudes towards ownership and creating wealth are crucial in this respect. The question has been in the air since 1952 and the working group puts the same question to current and future governments. Do we want Finland and Finns to become wealthier? Do we want to secure the funding base of the Finnish welfare society in a responsible and sustainable manner?

Juha Sipilä
Chairman of the working group

Philip Aminoff
Vice chairman of the working group

Kari Jussi Aho

Jenny Hasu

Johanna Ikäheimo

Sari Lounasmeri

Jyrki Mäkyinen

2 Vision 2030 – Towards a responsible and competent ownership society

'Ownership matters. It matters who owns what, why, how and when' (Tero Luoma, Taaleri Plc, 3 September 2020).

2.1 Starting point

Good and responsible ownership is closely connected with economic growth and total factor productivity. Competent ownership creates wealth, which provides a basis for growth and higher investment potential, while at the same time it boosts the nation's wealth allowing us to secure the future financing base of our welfare society.

Good ownership has a positive impact on the success of a company at different stages of its life cycle. Ownership means commitment and care that creates, builds and maintains business activities. Good owners act in a responsible manner, define the values for their company and expect the company to operate in accordance with them. A good owner knows the needs of the market. Ownership is also a continuously renewing process. Good ownership means responsible ownership.

Ownership means influencing developments. Owners are the supreme decision-makers in companies. A good owner takes the needs of different stakeholder groups into account. An owner can have a say on where a company is located and who holds key positions in the company and ensure that investments and growth are on a sustainable basis.

Good ownership creates globally competitive Finnish companies that are successfully integrated in global value chains. Successful companies create jobs and make investments while also building a new tax base and new sources of wealth. Productivity growth arises from expertise generating high added value and internationally successful companies. As companies grow, they invest in product development, commercialisation and international business. All this requires a large amount of competent capital, both domestic and foreign. Efficient capital markets also ensure better match between demand for and supply of funding, which drives economic growth.

Figure 2.1. Match between companies and capital

Ownership plays a key role in funding our welfare society, both directly and indirectly. Ownership also means social responsibility. Ownership means taking good care of the limited global resources. Ownership may be a value choice and it may also impact sustainable development and the combating of climate change. It can be used to channel capital and investments to develop new technologies and sustainable solutions.

Properly safeguarded ownership rights and protection of ownership are the cornerstone of a smoothly functioning legal system. By placing a high value on ownership, we can also provide a better operating environment for investments and sustainable economic growth. Strong domestic ownership is essential for our independence, security of supply, crisis resilience and security policy. Strategic ownership is in our national interests.

Traditionally, Finland has suffered from a shortage of capital. There is also room for improvement in ownership skills, attitudes and ownership culture. Alongside domestic ownership, Finland needs international capital and ownership skills, now and in the future. Many of the important Finnish companies have been created with foreign capital.

2.2 Responsible and competent ownership society

Ownership will play a key role in creating wealth for Finland and Finns. Finland is an ownership society in which everyone has a chance to become an owner. The culture of responsible ownership and accepting wealth creation will be part of the Finnish identity of the 2030s. Ownership is both accepted and encouraged. Ownership in its different forms concerns us all. A responsible and competent ownership society

1. is characterised by a vibrant entrepreneurship culture and the establishment of companies is actively encouraged. Entrepreneurship is held in high regard and new businesses are created at a rapid pace. Entrepreneurs are growth-oriented, and the incentives for growth, risk-taking and job-creation are in place. Changes of ownership are executed without problems.

2. Finland has the world's best ecosystem for start-ups and growth companies, and our country is internationally known for innovations and expertise. Finland is an attractive, safe and open environment for international investors, experts and companies with significant growth potential. Domestic and international private equity investors and angel investors are funding and boosting growth in a large scale. There are success stories, unicorns and successful exits, from which capital and expertise is channelled to new companies.
3. A strong group of entrepreneur-owned and family-owned SMEs (Finnish Mittelstand) with a strong position in the international markets of its sector and in Finland's foreign trade, provides the foundation for the economy. Acquisition of foreign companies has strengthened the position of medium-sized companies. Generational changes are carried out smoothly without any negative impacts on business activities. Future generations are well-trained and willing to continue the business activities.
4. Finland has a vibrant stock exchange and strong capital markets channelling capital to the business sector. The listing market is active, the stock exchange's main list is extensive, and First North provides a serious alternative for growth companies. The financial sector is also a strong export sector channelling international capital to Finland.
5. Institutions, foundations and other major owners play a key role as providers of financing for long-term investments and as parties promoting good ownership practices and good governance. The proceeds of ownership have positive impacts in a wide range of different areas, for example through grants awarded by foundations. There is sufficient domestic and international capital in the market, and the size of the funds and their management competence are internationally competitive.
6. Ownership is becoming more democratic, and all Finns have the opportunity to own shares and exercise ownership rights. Households embrace saving, investment and ownership and the amount of assets invested by Finns will increase significantly. Investing in shares becomes a popular activity and a large proportion of the deposited assets will be channelled to productive ownership. Citizens' wealth has expanded from housing wealth to different types of investment wealth, and the equity saving culture has expanded and become stronger.
7. Voluntary pension saving is an everyday activity. Households identify ownership as a responsible long-term activity boosting their own wellbeing and the wellbeing of future generations. Wellbeing in all areas of society increases as citizens become wealthier.

8. Employee ownership models are a key part of companies' reward culture. Employee ownership has become more common, manifesting itself in direct holdings, options and personnel funds. Ownership and wealth generation are part of the working life, local agreement and labour market rhetoric of the 2030s.
9. The potential of cooperative-based long-term ownership as a form of joint ownership in the ownership of infrastructure and other societally important assets is effectively used in addition to other types of commercial cooperatives.
10. The primary task of the state is to provide a market-based and secure framework for entrepreneurship and ownership. The state also acts as a strategic owner in companies that are of key national interest. State ownership is based on appropriateness considerations, and it is long-term, active and productive. By owning shares in companies, the state takes good and effective care of our national assets.
11. Municipalities, regions and cities are major owners at local level. Municipal ownership structures and the productivity of assets will be improved through structural ownership arrangements and in a manner that enhances regional ownership skills and strengthens the position of private companies in the market.
12. Finnish society invests in ownership skills at all levels of education, from comprehensive school onwards. Finland provides as a model for competent ownership, and domestic ownership has also become a topic of academic discussion and research. Finland is home to an internationally recognised professorship of ownership and a centre of expertise for ownership, and ownership skills have developed into a successful Finnish export product. As part of ownership skills, efficient use is made of the opportunities created by digital financial markets alongside traditional financial instruments.
13. Competence is Finland's most valuable asset. Finland invests more in research and innovation than its competitors. Finland knows how to utilise intellectual capital and intellectual property rights as a key asset. We are good at turning innovations into assets.

3 Proposals for measures

The vision examines ownership extensively as a phenomenon concerning all Finns (households, entrepreneurs, businesses and institutions). For this reason, a wide range of measures is proposed. The proposals comprise a package that the working group considers essential so that the vision of the ownership society can become a reality.

Proposals for short-term and long-term measures are listed in Table 1. According to the working group, it would be realistic to assume that the short-term measures (43 in all) can already be implemented during the term of Prime Minister Sanna Marin's Government. At the same time, the 25 long-term measures could be given serious consideration when the programme of the next Government for the term 2023–2027 is prepared.

The working group also identified a number of large-scale structural measures (taxation, attitudes, economic and ownership skills), which are essential basic structures of an ownership society. However, these structural measures (examined in chapter 3.2) require a strong will and determined work across several government terms in order to become a reality.

3.1 Proposals for short-term and long-term measures

Table 1. Proposals for short-term and long-term measures

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>1) A responsible and competent ownership society is characterised by a vibrant entrepreneurship culture and the establishment of companies is actively encouraged.</p> <p>Entrepreneurship is held in high regard and new businesses are created at a rapid pace.</p> <p>Entrepreneurs are growth-oriented, and the incentives for growth, risk-taking and job-creation are in place. Changes of ownership are executed without problems.</p>	<ol style="list-style-type: none"> 1. Measures are taken to ensure that enterprises are provided with sufficient incentives and financing instruments at all stages of their life cycle (seamless path) (see Appendix 1). (Ministry of Economic Affairs and Employment, Ministry of Finance) 2. To ensure the continuity of business activities, legislation will be amended to enable the sale of shares in a non-listed company to senior management or a specific group of employees in a manner similar to what is provided on the formation of taxable earned income in employee share issues in section 66a of the Income Tax Act.² (Ministry of Finance) 3. Provision of services promoting change of ownership will be developed and established at national and regional level.³ Continuous funding for the services will be secured. (Ministry of Economic Affairs and Employment, ELY Centres) 4. Statistics on companies and changes of ownership will be developed in a manner that provides a basis for up-to-date and continuous assessment of ownership.⁴ (Statistics Finland) 5. An impact investing project on the promotion of change of ownership will be launched.⁵ (Ministry of Economic Affairs and Employment) 6. Regional ownership change forums will be established in the regions in which they do not yet exist. (Regional councils) 7. The maximum amount of Finnvera's entrepreneur loan⁶ (currently at EUR 100,000) will be significantly increased. (Finnvera) 8. Young owners are encouraged to continue the operations of existing companies through the '<i>Yrittäjäksi yritysostolla</i>' (Becoming entrepreneur through company acquisition) coaching programme. (Ministry of Education and Culture, Ministry of Economic Affairs and Employment) 	<ol style="list-style-type: none"> 1. The following long-term structural measures will be introduced: <ul style="list-style-type: none"> - incentive-based, predictable and neutral tax system - strengthening of financial and ownership skills - creating a positive attitude towards ownership (Ministry of Finance, Ministry of Education and Culture, other ministries) (See chapter 3.2 below). 2. Provision of continuous learning on the continuation of business operations will be expanded. (Ministry of Education and Culture)

1 The proposals for measures are consecutively numbered but they are not presented in any order of priority.

2 The buyer must have been in an employment relationship for at least three years during which at least the minimum wage specified in the collective agreement has been paid. The shares must be owned for at least three years.

3 The content of the service must be specified in sufficient detail. The responsible organisation is responsible for the provision, coordination and performance of the service as well as for the management of regional networks and for producing an overview of the existing service provision. The working group recommends that the German 'NexxtChange' company exchange operating model should be studied in the follow-up work.

4 Ownership statistics will be defined and any source material (particularly those relevant to ownership) should be examined separately. For companies operating in Finland, the data would cover statistics on ownership structure (including changes of ownership) and such matters as statistics on jobs, turnover and exports of companies with different ownership base. Consideration in the statistics should also be given to the balance sheet analysis of Finnish companies, for example from the perspective of changes in equity and liabilities.

5 A separately defined increase in central government (income) tax revenue and employment resulting from successful changes of ownership should be set as an objective in the project put out to tender by the Centre of Expertise for Impact Investing.

6 In 2019, more than 500 entrepreneurs received EUR 26.4 million in entrepreneur loans for changes of ownership. Funding is granted to one in three or four changes of ownership carried out each year.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>2) Finland home to the world's best ecosystem for start-ups and growth companies and our country is internationally known for innovations and expertise.</p> <p>Finland is an attractive, safe and open location for international investors, experts and companies with significant growth potential. Domestic and international private equity investors and angel investors are funding and boosting growth in a large scale.</p> <p>There are success stories, unicorns and successful exits, from which capital and expertise is channelled to new companies.</p>	<p>9. A model will be developed to support the processing and commercialisation of high-tech and expertise-based product development ideas and inventions created outside research organisations, universities and companies. (The processing and commercialisation will be based on the experiences of VTT Technical Research Centre of Finland and Spark Finland). (Ministry of Economic Affairs and Employment, Ministry of Education and Culture)</p> <p>10. A co-investment fund⁷ will be established to make investments alongside angel investor rounds. The fund's target size is EUR 100 million. (Ministry of Economic Affairs and Employment)</p> <p>11. The SME financing voucher scheme will be piloted for the planning of companies' capital and financial structure and changes of ownership.⁸ (Ministry of Economic Affairs and Employment, ELY Centres, Business Finland)</p> <p>12. Operating prerequisites and employment opportunities of self-employed persons⁹ will be improved, for example by securing access to the development services and support programmes provided by Business Finland. (Ministry of Economic Affairs and Employment, Business Finland, ELY Centres)</p> <p>13. Cities and municipalities are encouraged to develop cooperation models and start-up ecosystems promoting new business activities (such as Maria 01¹⁰, CampusMaria). (Municipalities, and Association of Finnish Local and Regional Authorities)</p> <p>14. The use of Finnvera's growth loan¹¹ ('junior loan') will be at least doubled. (Finnvera)</p>	<p>3. Support will be provided for the development of a nationally and internationally networked operating model to commercialise ideas created in higher education institutions and research institutes.¹² (Ministry of Economic Affairs and Employment, Ministry of Education and Culture, other ministries)</p>

⁷ The aim is to generate investments of between EUR 20 and 30 million each year. The fund must be profit-oriented, and the instruments used would also include subordinated loans. The working group recommends that in the follow-up work, a closer look should be taken at British co-investment funds, such as [AngelCoFund](#) and [Delta Fund](#).

⁸ The piloting would be by means of extending the scope of Business Finland's innovation voucher or the development assistance provided by ELY Centres. The service would be purchased from a private operator.

⁹ When public services and funding are developed, it should be remembered that many self-employed persons (such as coders) would like to work in networks rather than hiring outside employees. The prerequisites for the networking model must also be secured in the service and support programmes.

¹⁰ The Maria 01 campus is developing into a major European start-up centre with more than 150 companies already operating there. In 2020, the companies raised a total of EUR 172 million in funding.

¹¹ The growth loan is a junior loan, and its purpose is, by strengthening companies' balance sheets, to attract market-based financiers to projects that are deemed to be profitable and effective and that would otherwise not be realised due to high project risk.

¹² In particular, the proposal supports the implementation of the R & D roadmap partnership model and the future IPR strategy. The development work is partially based on the experiences of VTT Technical Research Centre of Finland and Spark Finland.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>3) A strong group of entrepreneur-owned and family-owned SMEs (Finnish Mittelstand) playing an important role in the international market of its own sector and in Finland's foreign trade provides the foundation for the economy.</p> <p>Acquisition of foreign companies has strengthened the position of medium-sized companies.</p> <p>Generational changes are carried out smoothly without any negative impacts on business operations.</p> <p>Future generations are well-trained and willing to continue the business activities.</p>	<p>15. A Finnish Mittelstand strategy¹³ will be prepared alongside the entrepreneurship strategy. (Ministry of Economic Affairs and Employment)</p> <p>16. A Nordic report on generational changes in family-owned businesses and the impacts of tax practices on ownership, business continuity and performance will be prepared. (Ministry of Finance)</p> <p>17. A working group will be set up to develop long-term funding for the growth and internationalisation of family businesses. (Finnish Family Firms Association, investment companies of family enterprises, Finnish Industry Investment, Finnish Venture Capital Association, pension insurance companies, Nasdaq)</p> <p>18. Financial products (such as direct exports credits) for SMEs for export purposes will be developed and their use will be encouraged. (Ministry of Economic Affairs and Employment, Finnvera)</p>	<p>4. The insolvency legislation reform (including the opportunity for a new start) will be speeded up. (Ministry of Justice)</p> <p>5. Legislative changes will be introduced to ensure that viable companies hit by temporary financial difficulties during economic emergencies could continue to operate with minimum interruption without protracted administrative processes¹⁴ causing unnecessary administrative burden. (Ministries)</p>
<p>4) Finland has a vibrant stock exchange and strong capital markets that channel capital to the business sector. The listing market is active, the stock exchange's main list is extensive, and First North offers a viable alternative for growth companies.</p> <p>The financial sector is also a strong export sector channelling international capital to Finland.</p>	<p>19. An action plan will be drawn up to reduce the listing threshold of companies and to evaluate</p> <ul style="list-style-type: none"> a) the costs of listing b) regulatory burden of listed companies (considering investor protection) c) proposals of the capital market union d) practices related to voting shares e) tax treatment. (Ministry of Finance, Nasdaq) 	<p>6. Companies will be familiarised with the use of stock exchange as a listing channel, and this will include</p> <ul style="list-style-type: none"> a) more extensive listing training (Nasdaq, Federation of Finnish Enterprises) b) students at upper secondary level and in higher education will be provided with more in-depth training in stock exchange practices. (Ministry of Education and Culture) <p>7. Measures will be taken to promote transparent stock exchange trading (analysis of dark pool markets). (Ministry of Justice, Ministry of Economic Affairs and Employment, Ministry of Finance)</p>

13 In particular, the working group recommends the examination of the German Mittelstand programme and the Irish entrepreneurship strategy.

14 For example, liquidation and enterprise restructuring procedure.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>5) Institutions, foundations and other major owners play a key role as providers of financing for long-term investments and as parties promoting good ownership practices and good governance. Proceeds of ownership have positive impacts in a wide range of different areas, for example through grants awarded by foundations. There is sufficient domestic and international capital in the market, and the size of the funds and their management competence are internationally competitive.</p>	<p>20. Equity financing provided by the EU¹⁵ (such as sustainable financing, including climate and energy infrastructure) will be used more effectively. (Ministry of Economic Affairs and Employment, Ministry of Transport and Communications, Ministry of the Environment)</p> <p>21. It will be examined whether legislation can be changed to allow foundations and non-profit corporations to make tax-neutral investments in Finnish private equity and impact investing funds operating as limited partnerships. (Ministry of Finance)</p> <p>22. Measures will be taken to develop private and public operating models to attract international capital and competence to Finland and to make Finnish management teams more international.¹⁶ (Finnish Venture Capital Association, Ministry of Economic Affairs and Employment)</p> <p>23. Large and medium-sized enterprises are encouraged to establish venture capital companies. (Ministry of Economic Affairs and Employment)</p>	<p>8. It will be examined how domestic institutional investors can invest more in Finnish listed and non-listed shares, private equity funds and initial public offerings. (Ministry of Economic Affairs and Employment, Ministry of Finance, Ministry of Social Affairs and Health)</p> <p>9. Growth fund programme will continue¹⁷ (KRR V and VI). (Ministry of Economic Affairs and Employment, Finnish Industry Investment)</p> <p>10. An overall evaluation of the Finnish equity investment market will be carried out¹⁸ to ensure substantial growth of the sector and to boost the competence of the sector's actors. (Ministry of Economic Affairs and Employment)</p>
<p>6) Ownership is becoming more democratic, and all Finns have the opportunity to own shares and exercise ownership rights.</p> <p>Households embrace saving, investing and ownership and the amount of assets invested by Finns will increase significantly.</p> <p>Investing in shares will become a popular day-to-day activity and a large proportion of the deposited assets will be channelled to productive ownership.</p> <p>Citizens' wealth has expanded from housing assets to different types of investment wealth, and the equity saving culture has expanded and become stronger.</p>	<p>24. The maximum amount that can be deposited in equity savings accounts will be increased to EUR 100,000. (Ministry of Finance)</p> <p>25. It will be examined whether the equity savings account can be made part of the maternity package. State of Finland will open a 'child's equity savings account' for each new-born resident of Finland and donate EUR 300 to each account. Investing the funds will be at the discretion of the child's guardians who are given independent investment material at the maternity clinic and as part of the maternity package.¹⁹ (Ministry of Finance)</p> <p>26. Listed companies are encouraged to arrange their general meetings as hybrid events, taking into account the restrictions arising from the COVID-19 pandemic, so that all participants can use their rights in real time irrespective of the location. (Listed companies, Ministry of Justice)</p> <p>27. The ability of all owners to use their rights in company acquisitions and share issues carried out in the stock exchange will be examined. (Ministry of Justice)</p>	<p>11. As part of the long-term promotion of equity saving, it will be examined how to develop such instruments as the equity savings account. (Ministry of Finance)</p>

15 In particular, InvestEU budget guarantee, EIB Group financing and the European Innovation Council instruments.

16 Measures will be taken to strengthen the Finland brand at investor meetings and by systematically marketing both success stories and the Finnish start-up ecosystem. The aim is for make Finland attractive, safe and open to international investors, experts and growth companies.

17 The model has leveraged a total of about EUR 350 million in institutional investors' assets to non-listed companies.

18 To support this objective, challenges and development prospects of the domestic capital market will be assessed. As part of the project, the role and industrial policy objectives of various public equity investors will also be assessed.

19 The child receives the right to use the equity savings account at the age of 15, which means that an entire age group can jointly familiarise itself with the use of the equity savings account at school.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>7) Voluntary pension saving is an everyday activity.</p> <p>Households identify ownership as a responsible long-term activity boosting their own wellbeing and the wellbeing of future generations.</p> <p>Wellbeing in all areas of society increases as citizens become wealthier.</p>	<p>28. Pension insurance companies are encouraged to provide information on their investment policies and ownership in conjunction with the annual earnings-related pension record. (Ministry of Social Affairs and Health, pension insurance companies, Finnish Centre for Pensions)</p>	<p>12. Citizens are encouraged to save for retirement on a voluntary basis by owning shares. (Ministry of Social Affairs and Health)</p> <p>13. Finnish actors in the sector are encouraged to utilise the opportunities provided by the European pension insurance product tailored to individual needs.²⁰ (Ministry of Social Affairs and Health, Finance Finland)</p>
<p>8) Employee ownership models are a key part of companies' reward culture.</p> <p>Employee ownership has become more common, manifesting itself in direct holdings, options and personnel funds.</p> <p>Ownership and wealth generation are part of the working life, local agreement and labour market rhetoric of the 2030s.</p>	<p>29. Section 5 of the Act on Personnel Funds²¹ is changed so that a personnel fund can be established if the number of employees is at least five, and the company's net sales or comparable revenue is at least EUR 100,000 at the time when the fund is established. (Ministry of Economic Affairs and Employment)</p>	<p>14. The role of options in attracting international experts will be taken into account. Measures will be taken to ensure that the competitiveness of the Finnish option system is taken into account when new legislation is introduced. (Ministry of Economic Affairs and Employment, Ministry of Finance)</p> <p>15. Workability of the tax reform of employee share issues by non-listed companies (Act 1071/2020) will be monitored, and the criteria will be revised if necessary.²² (Ministry of Finance)</p>
<p>9) The potential of cooperative-based long-term ownership as a form of joint ownership in the ownership of infrastructure and other societally important assets will be effectively used in addition to other types of commercial cooperatives.</p>	<p>30. The key role of cooperatives in promoting domestic ownership is recognised in industrial policy decisions. (Ministry of Economic Affairs and Employment)</p>	<p>16. Equal consideration will be given to different company forms and business models in the regulation of business activities.²³ (Ministry of Justice, Ministry of Economic Affairs and Employment, Ministry of Finance)</p>

20 Pan-European Personal Pension Product (PEPP).

21 Under section 5 of the act (1158/2015), a personnel fund can be established if the number of employees is at least ten, and the company's net sales or comparable revenue is at least EUR 200,000 at the time when the fund is established.

22 For example, the functioning of thresholds and taking the employees of group companies into account.

23 For example, equal development of legislation on corporations, accounting legislation and the ability to identify the cooperative model in competition policy.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>10) The primary task of the state is to provide a secure market-based framework for entrepreneurship and ownership.</p> <p>The state also acts as a strategic owner in companies that are of key national interest.</p> <p>State ownership is based on appropriateness considerations, and it is long-term, active and productive. By owning shares in companies, the state takes good and effective care of our national assets.</p>	<p>31. State-owned companies are listed on the stock exchange more actively. (Prime Minister's Office)</p> <p>32. Permit procedures are streamlined (processing time guarantee, including shorter consultation rounds and one-stop shop principle). (Ministries)</p> <p>33. The obligation to assess the impacts on ownership²⁴ as part of the business impact assessment will be added to the Bill Drafting Instructions. (Ministry of Justice)</p>	<p>17. The public service provision will be expanded by systematically promoting large-scale investments in Finland. (Ministries)</p> <p>18. A strategy on ownership of basic infrastructure critical at regional and national level will be prepared. (Prime Minister's Office)</p>
<p>11) Municipalities, regions and cities are major owners at local level.</p> <p>Municipal ownership structures and productivity of assets will be improved through structural ownership arrangements and in a manner boosting regional ownership skills and enhancing the position of private companies in the market.</p>	<p>34. A fund specialising in the ownership of key domestic infrastructure will be established to promote mergers of municipal companies and ownership arrangements in them. (Municipalities, pension insurance companies, market actors)</p> <p>35. Ownership structures of municipal companies will be made more efficient, and municipalities and regions will take a more professional approach to their ownership skills. CBM (Certified Board Member) or similar training is recommended for board members of companies owned by municipalities. (Municipalities, Association of Finnish Local and Regional Authorities)</p> <p>36. Municipalities are encouraged to prepare ownership strategies, which</p> <ul style="list-style-type: none"> a) define ownerships critical to the municipality b) ensure competition neutrality between public and private companies c) give consideration to safeguarding and respecting property rights, especially in municipal expropriations d) where applicable, give consideration to the Government resolution on ownership policy. (Municipalities, Association of Finnish Local and Regional Authorities) 	

²⁴ Impact assessments will be developed so that the impact of legislation (both national and EU legislation) on different groups of owners and entrepreneurs and changes of ownership will be assessed thoroughly and in a manner that best supports growth.

Vision	Proposals for short-term measures ¹	Proposals for long-term measures ¹
<p>12) Finnish society invests in ownership skills at all levels of education, from comprehensive school onwards.</p> <p>Finland serves as a model for competent ownership, and domestic ownership has also become a topic of academic discussion and research.</p> <p>Finland is home to an internationally recognised ownership professorship and a centre of expertise for ownership, and ownership skills have developed into a successful Finnish export product.</p> <p>As part of ownership skills, efficient use is made of the opportunities created by digital financial markets alongside traditional financial instruments.</p>	<p>37. Measures will be taken to ensure that key elements of financial and ownership skills will also be taken into account in the implementation and updating of the national financial literacy strategy launched by the Bank of Finland. (Ministry of Justice, Ministry of Education and Culture, Bank of Finland)</p> <p>38. It is proposed that Finnish business organisations should jointly establish the Finnish ownership advisory board to develop responsible domestic ownership. (Confederation of Finnish Industries, Federation of Finnish Enterprises, PL, K3, Finnish Foundation for Share Promotion, Finnish Venture Capital Association, other relevant actors)</p> <p>39. Practices of good domestic ownership are disseminated.²⁵ (Confederation of Finnish Industries, Federation of Finnish Enterprises, PL, K3, Finnish Foundation for Share Promotion, Finnish Shareholders' Association, other relevant actors)</p> <p>40. The perspective of responsible ownership will be integrated into the sustainable economic policy courses arranged by Sitra. (Sitra)</p> <p>41. Use of digital material and games boosting financial skills, investment and responsible ownership in teaching and education will be encouraged. (Ministry of Education and Culture)</p>	<p>19. More academic research will be carried out to investigate the effects of ownership impact mechanisms on economic and productivity growth. (Ministry of Finance, VATT, ETLA, Academy of Finland, Sitra, other research institutes)</p> <p>20. Financial skills of young people will be regularly monitored. Adequacy and timeliness of the contents of financial skills will be examined in connection with the updating of curricula. (Ministry of Education and Culture)</p> <p>21. Measures will be taken to achieve closer cooperation between private and public sector actors to promote financial skills. (Organisations, Ministry of Justice, Bank of Finland, Ministry of Education and Culture)</p> <p>22. Finland will seek a role in the project included in the capital market union of the EU in which the European Commission will carry out a feasibility study to develop a European financial literacy framework. (Ministry of Finance)</p> <p>23. In the implementation of the development guidelines of the Government education policy report, consideration will be given to opportunities to enhance financial literacy in suitable contexts. (Ministry of Education and Culture)</p> <p>24. Measures will be taken to strengthen IPR competence training at different stages of companies' life cycles. (Ministry of Education and Culture)</p>
<p>13) Competence is Finland's most valuable asset.</p> <p>Finland invests more in research and innovation than its competitors. Finland knows how to utilise intellectual capital and intellectual property rights as a key asset.</p> <p>We are good at turning innovations into assets.</p>	<p>42. Incentives will be provided to implement the roadmap under which GDP share of RDI funding will be increased to 4%. (Ministry of Economic Affairs and Employment, Ministry of Education and Culture, other ministries)²⁶</p> <p>43. Support will be given to the measures presented by the working group on sustainable growth to attract international talent and, consequently, capital to Finland. (Ministries)</p>	<p>25. The use of intellectual property as a source of new business and new companies will be enhanced. This will be done by identifying IPRs (patents, copyrights, trademarks, design) as significant corporate assets and as strategically important owner value for Finland in ministries' key projects (strategies, road maps) as well as in the evaluation criteria of business projects of public providers of financing. (Ministries)</p>

²⁵ For example, HHL ownership practices of the Finnish Family Firms Association.

²⁶ The commitment should be on a parliamentary basis and should thus also cover the Government Programmes of future government coalitions.

3.2 Structural measures

“Finland does not want to be the country with the lowest costs and Finland can hardly be the country with the highest level of competence. However, Finland can be the most efficient country with the lowest risks - from the viewpoint of owners, companies and citizens” (Juha Peltola, Vaaka Partners, 12 November 2020).

In the coming years, to close the sustainability gap, Finland needs strong export growth and substantial investments, especially in RDI activities, digitalisation and green transformation. To ensure that as many companies as possible are prepared to invest in sustainable growth on a long-term basis, our country must have a stable administrative, political and fiscal operating environment that supports long-term business activities and investments. Strong participation of domestic entrepreneurs and owners in investments also creates a solid platform for foreign capital and know-how.

There is still much room for improvement in Finnish ownership skills, attitudes and ownership culture. Finns could learn from Swedish attitudes towards investments and wealth creation. Positive attitudes in Sweden towards ownership reflect the willingness of households to invest in shares and the efficient financing ecosystem for growth companies.

3.2.1 Tax system encouraging domestic ownership

To ensure smoothly functioning business dynamics, the tax system must encourage the bearing of entrepreneurial risk at all stages of the company’s life cycle. In this connection, there should be awareness of the role of equity capital as a facilitator of growth funding.

Below is a description of the key features of a taxation environment encouraging a long-term approach to business activities. There should be broad-based consensus in Finland on these features, which would set the path for developing taxation on entrepreneurship and ownership across parliamentary terms.

Key features of the neutrality of capital income taxation:

- total tax rate on capital income is the same, regardless of the type of capital; in particular, equity should not be taxed more heavily than the principal amount
- total tax rate on capital income is the same, regardless of whether the returns are generated directly or through capital gains

- tax rate on capital income is the same at all income levels regardless of whether the owner is an institution or a household
- capital income of all income earners is taxed on the same basis but the principle of common good can be used as a criterion for separate provisions
- household capital income is taxed only once
- total tax rate on capital income earned by Finnish households in Finland is not higher than the total tax rate on capital income earned in Finland by households of countries adjacent to Finland

Key features of the neutrality of taxation on business assets:

- equity of companies engaged in business activities is not subject to direct or indirect taxation that would vary depending on whether the owner is an institution or a household
- generational changes in Finnish companies owned by Finnish households do to lead to a higher tax burden than generational changes in Finnish companies owned by households in countries adjacent to Finland

3.2.2 Ownership competence is a skill of the future

Sustainable economic growth is built on well-functioning financial markets and active owners. The owners fund the growth of companies and, at the same time, act as key decision-makers. When citizens act directly as owners of companies, their values are reflected in business activities through responsible investment decisions and the exercise of ownership power.

In an ownership society, anybody can purchase shares in a company. There are many types of ownership, for example there are entrepreneurs owning their companies, while other individuals own shares in listed companies. Awareness of the opportunities arising from ownership and the ability to exercise ownership power require financial and ownership skills. The foundation for this ownership competence is already built in childhood and it continues as lifelong learning.

Ownership skills include numerical competence, personal competence and sector-specific competence. Owners must be familiar with their company's finances and the workings of the national economy. Knowing people can be useful when analysing investor behaviour and when selecting new board members. The owner must also possess the ability to understand the operating environment and development trends.

According to the vision of the national financial literacy strategy prepared by the Bank of Finland, Finland should be the world's top nation in terms of financial literacy in

2030. Investment and ownership are also mentioned as areas of financial literacy in the document. High level of ownership skills requires strong inputs in teaching and research at all levels. The development path described below will be created to boost ownership skills.

Life-long growth path of financial and ownership skills:

- The path towards ownership starts with the maternity package. The written material and invitations to events contained in the maternity package and provided at maternity clinics support parents in their financial education work.
- In addition to literacy and numeracy, financial skills are also among the civic skills of the future. The foundation for competence ensuring diverse and equal ownership is created in comprehensive school attended by everyone. More financial education will be provided within the framework of lessons and contents dealing with ownership skills will be introduced. Financial skills will also play a more important role in teacher education.
- Every young person will prepare a personal savings and investment plan. Equity saving will be trained in virtual environments. Young people are familiarised with entrepreneurship and ownership in concrete projects and in cooperation with organisations. Successor training will be arranged to ensure smooth changes of ownership.
- Finland needs high-quality competence. More higher education study places will be provided and students in different fields can opt for basic studies in financial and ownership skills.
- Promoting financial and ownership skills is largely based on the programmes of organisations, foundations and companies. Coordination between these programmes will be enhanced in the spirit of the national financial literacy strategy. Extent and scope of the programmes will be ensured and overlaps between them will be avoided.
- Progress in financial and ownership skills will be monitored on a regular basis.

3.2.3 Positive attitudes towards ownership arise from concrete action

Attitudes towards wealth creation and ownership are time-specific and situation-specific. Today, entrepreneurship is seen as an acceptable and highly regarded activity, which is largely thanks to entrepreneurship education and Slush. The era of domestic ownership has arrived.

An ownership society should be characterised by an open and encouraging atmosphere. A great deal has been achieved when it is generally accepted that ownership in its various

forms is something that concerns all Finns. In Finland, too, ownership should be regarded as competence and work.

A more visible role for owners as key figures in their companies has also been highlighted during the consultations arranged by the working group. In Finland, professional management members usually act as the spokespersons of their companies. A more visible role played by owners would be one way of strengthening understanding and appreciation of ownership.

The crucial thing is that ownership and wealth creation should be seen as part of the identity of the Finnish welfare society. Ownership is an everyman's and everywoman's right. Moreover, each of us is responsible for our own future. Positive attitudes towards wealth creation and responsibility are key to the ownership society of the future. There is still a long way to go before we reach this goal, and we should also recognise that attitudes will not change overnight.²⁷

The working group's proposals for short-term and long-term measures will take us closer to positive attitudes towards ownership, step by step. The attitudes are shaped by acts and words. For example, the feedback on the regional consultations suggests that continuous debate on the willingness to change taxation on ownership and entrepreneurship has a negative impact on attitudes. An incentive-based, predictable and neutral tax system and long-term work to strengthen ownership skills play a crucial role in the creation of positive attitudes.

Changing attitudes starts with children and young people. In a survey conducted by the Ministry of Economic Affairs and Employment (sample 3,200 households), 71% of the respondents felt that financial education should already start in comprehensive school.

Finland should quickly carry out a nationwide information campaign to promote the theme of domestic ownership, and the campaign should also be repeated on a regular basis. The campaign should be tailored to different target groups (such as young people, students, households and senior citizens) from the perspective of its objectives. The campaign could utilise role models, individuals associated with brands and the social media. The methods should be selected in accordance with the target group.

²⁷ Growing popularity of investing among Finns can be considered a positive development, because more money is spent on gambling in Finland than in any other European country (more than two billion euros each year). Moreover, lottery is considered a more likely way to become rich than putting money aside on a regular basis and observing strict spending discipline (Source: Taloudellinen mielenrauha 2020, Danske Bank).

Among other things, it would be important to embed *'investing is saving'* thinking in Finns. *'Ownership belongs to everyone'* and *'investing means being influential and responsible'* are great messages that will certainly resonate with Finns. Attitudes towards ownership also change over time. Good concrete examples speak for themselves. These include the equity savings account and personnel funds.²⁸

Likewise, the Bourse Ambassadors of the Finnish Foundation for Share Promotion will continue to play a key role in shaping attitudes. Positive attitudes towards responsible investing among young people are already bearing fruit. Young people are Finnish owners of the future.

Responsibility and impact investing are two phenomena of our time. In recent years, a number of what are called responsible ETF funds²⁹ investing in such commodities as renewable energy or clean water have been introduced. Impact investing means channelling private capital to activities that generate both financial returns and measurable societal and environmental benefits. The phenomenon is still marginal in Finland, but it should be closely watched as something that will assume increasing importance in the near future. When ownership is increasingly perceived as a way of sharing responsibility and as responsible action influencing future developments that arise from a strong value base,³⁰ we are one step closer to a responsible and competent ownership society as set out in the vision.

It is highly likely that the lessons learned from the COVID-19 pandemic will also shape the behaviour of both investors and companies. For this reason, Finnish attitudes towards ownership should also be examined against the background of phenomena and megatrends that will gain strength in the post-corona period.

Positive attitudes arise from concrete action. Ultimately, long-term political will and positive attitudes towards ownership and wealth creation arising from it are crucial in this respect. We must build trust in ownership as a viable option in Finland.

28 In a survey conducted by the Ministry of Economic Affairs and Employment (n = 1,207), 70% of the respondents said that they might participate in personnel funds if their employer offered such an opportunity.

29 ETF investment funds are funds listed on the stock exchange. Their shares are also traded on the stock exchange in the same manner as companies' shares. They may be ordinary or specialised investment funds, such as funds meeting responsibility criteria.

30 Only six per of the Finns who invest in shares, always check whether the company concerned is combating the climate change when making their investment decisions. Nearly one in four of all investors never give any consideration to the matter (sample size 3,022 persons). (Source: Taloudellinen mielenrauha 2020, Danske Bank).

4 Competent capital

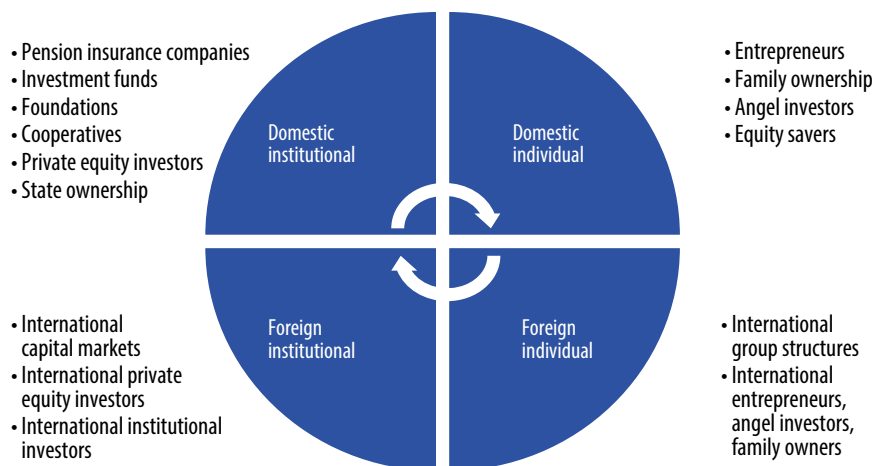
4.1 Importance of equity

In this report, ownership means the ownership of equity in the balance sheet, in which the equivalent is a share of the company's assets and financial performance, and in most cases also of the voting rights. Equity is capital invested in the company for an indefinite period. The key sources of equity financing are share issues and the profits from the company's business operations.

As equity is subordinated to liabilities, the owner will only receive the return on the invested capital after the company has fulfilled its obligations to all other stakeholders. In return for risk-taking, the owner is given the opportunity to contribute to the increase in the company's value. For this reason, equity plays a particularly important role as a financing instrument in the technological transitions in which risk capital aimed at boosting growth is needed.

Equity is the difference between the company's assets and liabilities. High equity ratio also means high solvency ratio. Equity is like the keel keeping the company steady. Sufficient equity is generally a prerequisite for access to debt capital, such as bank financing, which means that there is no debt capital without equity and there is no equity without owners. Sufficient access to equity financing is essential for the growth of the company at all stages of its life cycle. This funding comes from the owners. Companies need different types of capital and different types of owner at different stages of their life cycle.

Figure 4.1. Individual and institutional owners



Ownership rights (such as voting rights, right to appoint board members) arise from equity. The task of the owner is to ensure that the company has enough equity at different stages of its life cycle. Equity serves as the basis for all investments.

The capital available to the company depends on its owners. Ultimately, the owners decide how much and where the company invests. A good owner invests in the company's expertise, growth and output over the long term. Successful investments are a key means of boosting the productivity of the company and the national economy. The task of the capital markets and owners is to channel the capital to the most profitable investments and to reject the unattractive ones. This is because not all investments generate returns. Productivity can only increase if resources are channelled to the most competent actors, as the increase in capital and investments does not automatically lead to higher productivity. Good ownership (competent capital) and efficient capital markets are thus closely linked to rise in economic productivity.

A well-functioning capital market and financing system boost economic growth. The business financing system works effectively when it channels external funding to projects with the most promising return-risk ratio. Companies acquire funding for investments and growth as debt, share capital and solutions between these two types of financing. In the following, the focus is on access to equity financing at different stages of companies' life cycle.

4.2 Access to equity financing³¹ at different stages of companies' life cycle

In recent years, equity financing has become extensively available for *seed and start-up phases*. New funds have been established, and in addition to new financing channels (such as crowdfunding), private angel investors are increasingly acting as providers of risk financing for companies.³²

Despite these positive developments, competent domestic equity is also increasingly needed at the earliest stages. For example, more start-up funding would be needed so that the number of companies with growth potential and the size of investment

31 Sources: SME barometer 1/2021, Report by the Ministry of Economic Affairs and Employment 3/2020 (InvestEU: Selvitystyö rahoitusvälineiden käyttöönotosta ohjelmakaudella 2021–2027. Osa 1: Rahoituskapeikot); Survey by Finnish Industry Investment, BFVC, FIBAN, BF and 4Front (Growth funding in Finland – The utilisation and opportunities of the InvestEU programme; to be published on 25 March 2021).

32 Early-stage funding totalled more than EUR 500 million in 2019, and 58% of it came from international investors.

rounds could be increased. Competent capital is important so that start-ups can enter the market as quickly as possible. There are also sectors in which the domestic supply of private risk funding is limited, and additional funding must be sought from abroad (these sectors include biotechnology, medicine, environmental and health technology, and deep technology³³). Institutional investors prefer venture funds in which the key persons possess extensive entrepreneurial or investor experience in the fund's investment theme.

Growth stage of established companies. In many cases, access to equity financing is also limited during the stages of later growth and internationalisation, when companies would need funding for business development and knowledge investments. Not all investors possess experience and expertise in investments and ownership aimed at intangible growth. Finland also lacks³⁴ the critical mass of scalable growth companies seeking a presence in international markets; in other words, the Finnish 'Mittelstand' is very narrow. Competent ownership inputs are needed to expand the size of this company category.

In European comparisons, Finnish private equity funds are small and rely largely on domestic capital. Over the past 30 years, Finnish private equity companies have fallen significantly behind their Swedish counterparts. There are growing internationalisation-related funding needs among micro-enterprises, large industrial investment projects and export sectors. In the later stages of companies' life cycle, the need for financing will increase in company acquisitions and changes of ownership, for example due to the age structure of entrepreneurs or due to the limited risk-taking capacity of the company's main owners.

Situational picture of equity financing:

- There are few innovative new companies with growth potential emerging from universities and research institutes. According to statistics on *business to research* funding, a total of 150 companies were created in Finland³⁵ in projects carried out in universities or research institutes between 2012 and 2020. Overall, an average of 30 research-based companies are created each year.
- Despite positive trends, there is more need for competent domestic equity in the earliest stages.
- Industrial start-ups aimed at strong growth and scaling require a solid long-term funding base and few Finnish actors are able to provide it. Gaps have been identified in the funding of reference and pilot plants.

33 Deep technology usually refers to a growth company whose business idea is based on scientific or otherwise highly advanced technology expertise (such as artificial intelligence).

34 According to an analysis produced by ETLA in 2018, about 100 start-ups are created in Finland each year.

35 These 150 start-ups attracted 26% of all venture capital funding of seed and start-up companies and 16% of all venture capital funding in 2012-H1/ 2020.

- As the start-up field develops and an increasing number of the companies are growing, it seems that the gap has also moved to later and larger growth funding rounds (minority holdings of +10 million euros). Few funds in Finland are capable of major venture rounds that are internationally competitive. There are practically no growth funds of this size making minority investments.
- Moreover, Finland has no buyout funds with large-scale international operations though it should be remembered that Finland is a fairly small market. In Sweden, the funds have grown since 1990s and they now have extensive international operations.
- The fact that Finland is a peripheral market and thus vulnerable to market disruptions is the key risk facing companies and the market.
- Companies developing new types of business may pose challenges to financiers and as a result, financing may not be easily available to them. In particular, innovative growth companies and companies with business operations involving exceptional uncertainty and information asymmetry that do not have real collateral, are likely to encounter financing problems.
- In certain situations, lack of access to commercialisation and internationalisation funding may become an obstacle to growth.
- There are between 100 and 200 family-owned businesses in Finland that are potentially attractive to investors and could grow faster and expand more rapidly in the international markets if they had access to more equity financing and external expertise to support them in the process.
- The field of family offices in Finland is fragmented. There are new actors in the sector that are still seeking their investment focus.³⁶
- At the moment, financing provided by institutional investors is primarily of complementary nature.
- With foreign ownership, there is also a growing danger that companies (including their head offices, jobs, expertise, returns and IPR) will move to countries outside Finland.
- The need for financing and/or changes of ownership is higher in company acquisitions and as a result of the age structure of entrepreneurs.³⁷
- The Finnish listing market is still in its initial stages.³⁸

36 Family office investment activities carried out as part of equity investments is a growing trend in Finland, even though only one per cent of Finnish family-owned businesses have a separate family office. (Eeva Kovanen, 17 January 2020)

37 Nearly 40% of all SMEs are planning to carry out a change of ownership over the next ten years. In the next two years, a change of ownership is planned in 12% of the companies. Roughly speaking, this means that approximately 30,000 SMEs are planning a change of ownership over the next two years. (SME barometer 1/2021).

38 In Sweden, more than 600 companies are listed in the junior market, such as Nasdaq First North, Nordic Growth Market and Spotlight, and each year between 60 and 80 companies join the market. For comparison, the Finnish junior market has fewer than 40 companies. (Lauri Rosendahl, Yrityskatsaus 1/2021).

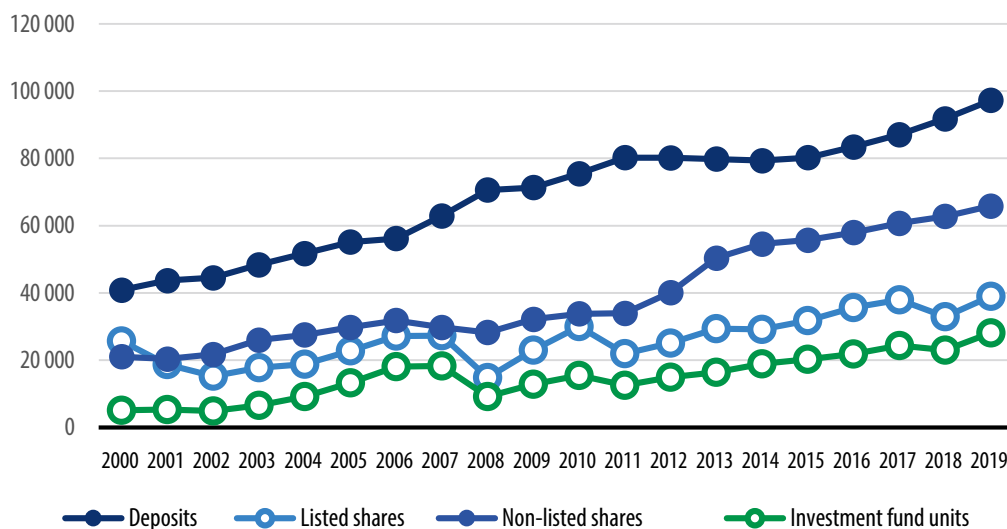
5 Overview of domestic ownership environment

5.1 Current state of ownership in Finland

Homes are the most important asset item of Finnish households, accounting for about half of their total net wealth. On average, each Finnish household had a net wealth of EUR 206,000 in 2016. In 2019, the value of residential buildings totalled EUR 319 billion (land EUR 115 billion).

Financial assets of Finnish households grew steadily between 2012 and 2020, totalling EUR 335 billion in 2020. The same year, Finns had deposits totalling about EUR 103 billion and their value has grown each year. Shareholdings and fund unit holdings have also increased in recent years. The growth may partly be explained by an increase in the value of shares, but also by low interest rates, which encourages people to seek returns from shares and investment funds. The number of limited liability companies and their combined net sales increased in the 2010s, which probably explains why the value of non-listed shares has doubled (see Figure 5.1).

Figure 5.1. Deposits, shares and fund units owned by private persons 2000-2019 (EUR million)

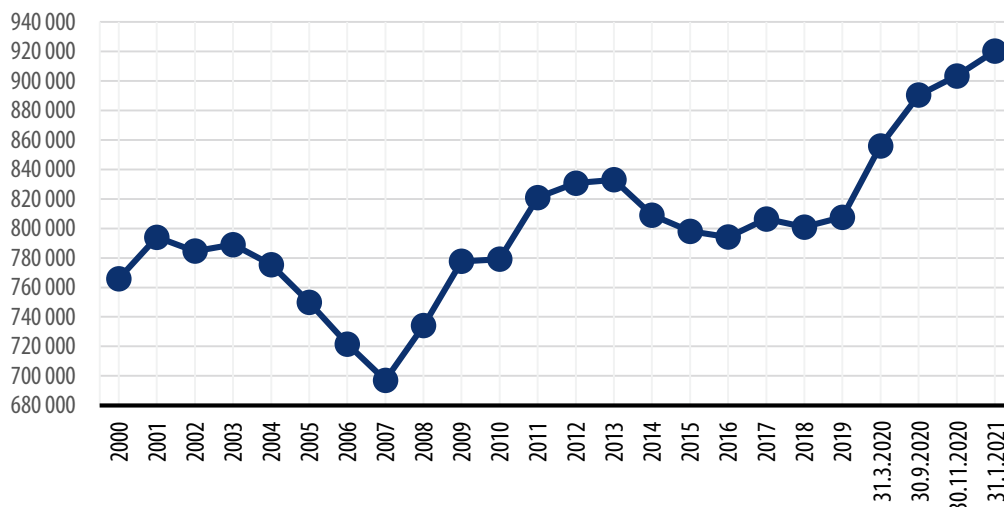


Source: Statistics Finland, financial accounts,

The number of households owning listed shares has grown rapidly in recent years. In 2013, shares were owned by 833,000 individuals, while in January 2021, the figure stood at 920,000. In 2019, shares of domestic companies accounted for more than 90% of the stock market investments in Finland. The value of listed shares owned by households totalled EUR 41 billion (9/2020), and domestic shares accounted for EUR 37 billion of this total.

The equity savings scheme launched in January 2020 has been a huge success. The number of private investors increased by nearly 13% during a period of one year. A total of 167,000 equity savings accounts were opened in the book-entry system over a period of 12 months. Equity savings accounts have become especially popular among young adults aged between 18 and 29. Even though there is growing interest in equity saving, the value of equity savings accounts (EUR 779 million) is still less than one per cent of the assets kept by households in deposit accounts.

Figure 5.2. Number of domestic owners (private individuals) in Finland in 2001–2020.



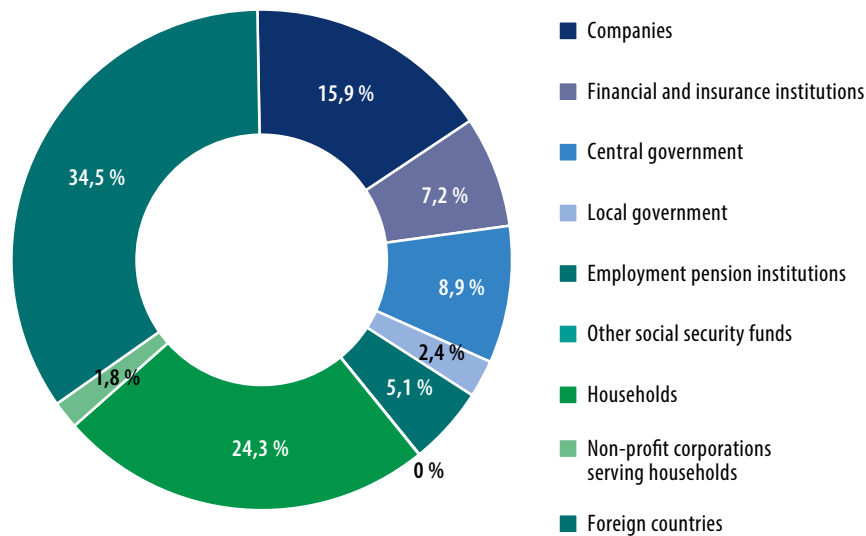
Finnish private individuals who have owned shares kept in the Euroclear Finland's book-entry system are included in the figure. Source: Finnish Foundation for Share Promotion

The impacts and role of ownership cannot always be fully explained with economic theories. However, according to a number of studies, family-owned businesses are at least as profitable as foreign-owned companies, which, like domestically owned companies, are also important to the Finnish economy, as experience has shown that they are more productive.³⁹

³⁹ Source: Pajarinen, M. 2006. Omistajuus ja yritysten menestyminen. Kansantaloudellinen aikakauskirja -102. vsk. 1/2006

The value of shares in domestic companies totalled about EUR 430 billion in 2020. Domestic owners accounted for 65.5% of all owners of Finnish companies. Foreign countries were the largest single ownership sector, accounting for 34.5% of all owners in 2020. Households came second, followed by other companies.

Figure 5.3. Owners of company shares by sector in 2020.



Source: Statistics Finland, financial accounts. Domestic companies excluding housing corporations. Shares and fund units in the third quarter of 2020 are given in the figures.

Finland needs more employer companies to secure the financing of its welfare society. The number of self-employed persons has increased substantially in Finland in recent years. Only about 13% of all Finns are self-employed, while at the same time, the 682 large companies operating in our country employ more than one third of all Finns. SMEs are important to the Finnish economy and account for 64% of all employed persons in our country. According to Statistics Finland, there were only 382 companies in Finland in the category 250–499 employees (Finnish Mittelstand) in 2019.

Table 5.1. Company structure in Finland by size class in 2017–2019.

	2017	2018	2019	Of employed persons, % (2019)	Of all companies, % (2019)
Micro enterprises (1–9 employees)	267,447	265,894	271,851	21.2%	93%
<i>of whom self-employed persons, approx.</i>	171,000	183,000	187,000	approx. 13%	64%
Small enterprises (10–49 employees)	15,989	16,498	16,630	22.1%	5.7%
Medium-sized enterprises (50–249 employees)	2,883	2,995	3,214	20.6%	1.1%
<i>All SMEs</i>	286,319	285,387	291,695	63.9%	99.8%
Large enterprises (at least 250 employees)	615	655	682	36.1%	0.2%

Source: Federation of Finnish Enterprises 2021 and Statistics Finland.

5.2 Policy programmes promoting ownership in reference countries⁴⁰

The report commissioned to support the work of the working group examined political programmes and projects and those launched by the public sector aimed at strengthening domestic ownership. The focus was on analysing the Swedish system and practices, and practices in the Netherlands, United Kingdom Israel, Norway, France, Germany, Denmark and Estonia were also reviewed. In addition, practices used in Ireland were also highlighted.

The focus in the report was on the following areas: (a) taxation (such as tax incentives for individuals, other taxation of ownership); (b) promoting access to business financing (including equity financing); (c) listing incentives (such as market places providing alternatives to the stock exchange); (d) programmes boosting growth and internationalisation of SMEs and advisory services for SMEs; and (e) programmes and national training schemes launched to boost ownership skills (including financial skills).

The key findings and conclusions of the report are described below. The results are described in more detail in the final report (published on 24 March 2021).

⁴⁰ Cooperating with KPMG, 4Front prepared a report for the Ministry of Economic Affairs and Employment on policy measures and practices promoting international ownership to support the work of the working group preparing a domestic ownership programme.

Tax incentives and schemes for individuals

Many of the reference countries have introduced a variety of different practices and incentives encouraging individuals to own shares and invest in companies. Based on the report, the following are the most interesting of the reference countries and the practices used in them:

- **Sweden:** According to the report, households and individuals in Sweden are significantly more active investors than their Finnish counterparts. Examples of the practices include the long-standing personnel fund schemes ([vinstandelsstiftelsen](#)) and the voluntary pension savings scheme. An [investment savings account \(in Swedish\)](#) has also been in use in Sweden since 2012.
- **United Kingdom:** The schemes introduced in the United Kingdom are the most extensive and the most frequently referenced of the schemes used in the reference countries, and they include a broad range of different [tax incentives intended for employees and individuals](#).
- **Ireland:** Like the United Kingdom, Ireland, too, has a [range of different incentives](#) for investment.

Other taxes on ownership and incentives for ownership: As regards taxation, there are major differences between operating environments in the reference countries. We are talking about a wide range of different solutions, and they cannot be examined in detail in this report. Examples of differences between the systems include the abolition of inheritance tax and gift tax in Sweden in 2004, the Estonian corporate tax model⁴¹ and the legislation and taxation on commercial foundations in Denmark.⁴² In addition, many reference countries have also introduced a range of different incentives for investment and ownership, such as:

- **United Kingdom:** [Enterprise Investment Scheme \(EIS\)](#) and [Seed Enterprise Investment Scheme \(SEIS\)](#) tax incentives
- **Germany:** Grants and tax incentives available to investors under the [INVEST scheme](#).

41 Both corporate income and earned income are subject to a flat tax rate of 20%. In the model, the company must only pay taxes on the profit that is distributed to the shareholders and not on its net profits. The expert group on business taxation analysed the Estonian corporate tax model in 2017. Yritysverotuksen asiantuntijatyöryhmän raportti (Report of the expert group on business taxation). Ministry of Finance publications 12/2017

42 See for example, Thomson, S. et al. (2015) Denmark Country Report. EUFORI Study. European Commission.

Incentives for listing

Statistics show that in many reference countries, such as Sweden, companies are more eager to have their shares listed on the stock exchange than in Finland. In Sweden, individuals are more active investors (in shares), which is one factor boosting the volumes and attractiveness of the stock exchange. Moreover, having one strong blockholder has been more typical of listed companies in Sweden than in Finland, although institutional investors are also assuming a more important role in Sweden. Listing and trading activities are regulated at EU level, and the room for manoeuvre at national level mainly concerns taxation.

Business financing and developing equity investment markets

With regard to public business financing, the systems in different countries are broadly similar. Like Finland, all reference countries offer different types of public financing instruments for loans, guarantees and equity investments. However, there are differences between the structures and volumes of the schemes. The following equity investment market development schemes were highlighted as particularly interesting in the comparison:

- **United Kingdom:** Equity investment market development programmes managed by British Business Bank (BBB), which cover a wide range of different schemes and funds (including co-investment funds), such as [Angel CoFund](#) (focusing on angel investments), [Enterprise Capital Fund](#) (ECF; which combines public and private investments), and [British Patient Capital Fund](#) (focusing on innovative growth companies). Innovate UK also provides financing for the [Angel Investment Accelerator](#) scheme carried out in cooperation with the British angel investors' association.
- **The Netherlands:** [InvestNL](#), which was launched in 2020 and has its focus on sustainable growth companies, and the EUR 300 million [Dutch Future Fund](#), which was jointly launched by InvestNL and the European Investment Fund (EIF) in autumn 2020.
- **France:** The [private equity funds of Bpifrance](#), one example of which is the [International Build-Up \(FBI\) Fund](#). It specialises in financing company acquisitions carried out by French SMEs outside France. The scheme also provides companies with support in the identification of potential acquisitions and supply of expertise.

Programmes promoting growth and internationalisation of SMEs

All reference countries have introduced a wide range of different measures and schemes promoting growth and internationalisation of SMEs. Like Finland, nearly all reference countries have services for promoting innovation and exports and for promoting expertise in SMEs. The following of them are particularly interesting from the Finnish perspective:

- **Denmark:** Networks and programmes promoting the internationalisation of SMEs, such as the [network of innovation centres](#) and the [DenmarkBridge](#) -programme, set up as a private-public partnership, which works to boost cooperation between Danish companies and actors in the Silicon Valley ecosystem.
- **Germany:** Ownership change services and programmes carried out in cooperation with a range of different partners (such as [Nachfolge-in-Deutschland \(in German\)](#) and [Nexxt-Change \(in German\)](#)) as well as the German [Mittelstand strategy](#) comprising a wide range of different measures.
- **Ireland:** [SME strategy and action plan](#) and [Skillnet](#), an extensive programme to enhance competence in SMEs, and as part of it, [MentorWorks](#), a free programme intended for owners and management members.

Ownership and investment training

Like Finland, reference countries have integrated themes concerning general financial skills and entrepreneurship into their education systems and national curricula. However, it seems that ownership and investments are not a high priority. One interesting exception is the Swedish *Ung Privatekonomi (in Swedish)* programme, which is intended for general upper secondary students and deals extensively with investment matters.

5.3 Proposals for immediate action to address the COVID-19 pandemic

The main aim of the working group's proposals is to ensure that Finnish companies and households are significantly better placed economically to meet the challenges of the future. Some of the proposals are also intended to ease the challenges arising from the COVID-19 pandemic.

The working group takes a positive view on the extension of the COVID-19 subsidies, especially in cases where restrictions on business activities have also been prompted by the emergency arrangements imposed by the authorities. The support should be channelled to both self-employed persons and employer companies facing difficulties.

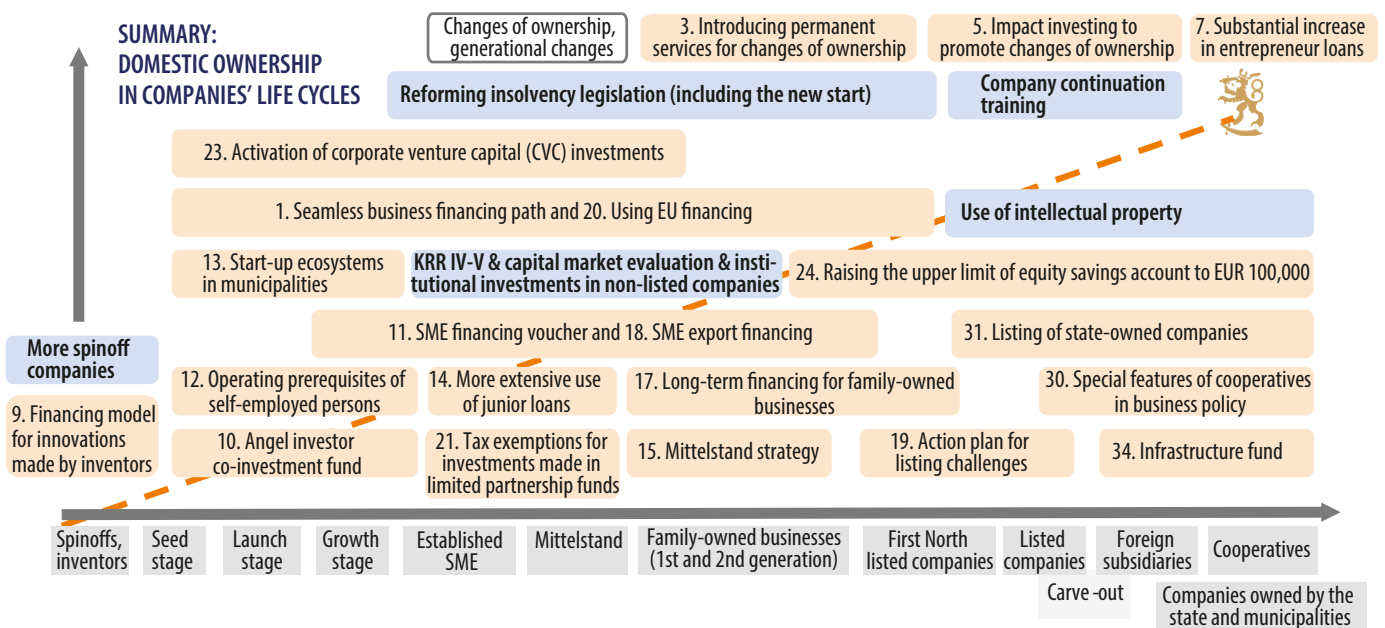
The working group also considers it important that the public sector is prepared for the potential challenges of the equity investment market by for example ensuring adequate capitalisation of Finnish Industry Investment Ltd. The working group also supports the idea of broadening the range of corona assistance products approved by the EU Commission to equity instruments. They now comprise subsidies, loans and guarantees.

Central government resources are also limited. Regardless of the severity of the crisis that may face Finland, the state cannot bear all the risks and responsibilities alone. The role of domestic owners as responsible partners is also highlighted in situations such as the COVID-19 pandemic.

APPENDIX 1. Key proposals for measures at different stages of enterprises' life cycle

With a review based on the life cycle model, it can be ensured that companies have access to sufficient and correctly measured incentives and financial instruments at every stage of their life cycle. Different types of owner are also needed during different stages of companies' life cycles. The working group has given particular consideration to the challenges associated with equity financing (see chapter 4.2). The key proposals made by the working group are listed in the figure below.

Figure 1. Measures strengthening domestic ownership during companies' life cycles



SEAMLESS FINANCING PATH – RESPONSIBLE AND COMPETENT OWNERSHIP – POSITIVE ATTITUDES – OWNERSHIP SKILLS
INCENTIVE-BASED, PREDICTABLE AND NEUTRAL TAXATION & OPERATING ENVIRONMENT

The life-cycle model is often used as a theoretical review framework, in which the focus is usually on the birth, growth and maturity stages of a company and the termination of business activities. In the proposals contained in this report, consideration has been given to companies originating from higher education institutions or research institutes ('spinoff'), seed and start-up companies, growth-stage companies and listings as stages of companies' life cycles. The working group's proposals also concern entrepreneurs and companies in different size categories, such as self-employed persons, small enterprises in the start-up stage and the SME sector in general. In some of the measures, the focus is on owners specialising in financing different stages of the life cycle (such as angel investors, private equity investors, foundations and institutional investors).

Mittelstand companies are considered as a special category in the measures. There are also proposals concerning family-owned businesses, cooperatives and companies owned by the state and municipalities. A company's life cycle does not necessarily end at a certain age or size category. Entrepreneurs and owners change and get older, but the company's life expectancy is not limited by the 'best before date'. Old companies can also prosper provided that measures are taken to ensure their growth and renewal. Good and solid ownership has a positive impact on the success of a company at different stages of its life cycle.

Changes of ownership (such as generational changes) have been highlighted as special life cycle situations, and many of the working group's proposals concern these situations. According to an analysis produced by Finnvera, about 30% of the companies that have undergone change of ownership continue to operate as a growth company. Subsidiaries of foreign companies and the phenomena of subsidiary economy has been examined separately in a report prepared by Tero Luoma.

APPENDIX 2. Experts heard by the working group and on the regional tour and written statements submitted for the report

Experts heard by the working group on the domestic ownership programme 3 September 2020
–14 January 2021

Name	Title	Organisation	date
Tero Luoma	Investment Director, writer	Taaleri Plc	3 September 2020 1 October 2020
Eeva Ahdekivi	Partner	Pilotos Ltd	3 September 2020
Vesa Puttonen	Professor of Finance	Aalto University School of Business, Department of Finance	17 September 2020
Matti Keloharju	Professor of Finance	Aalto University School of Business, Department of Finance	17 September 2020
Saga Forss	Partner and Board Member of FiBAN	Broadius Partners Oy	17 September 2020
Pia Santavirta	Managing Director	Finnish Venture Capital Association	17 September 2020
Risto Murto	President and CEO	Varma Mutual Pension Insurance Company	1 October 2020
Anu Rajjas	Senior Adviser	Bank of Finland	1 October 2020
Jannica Fagerholm	Managing Director	Signe and Ane Gyllenberg Foundation	1 October 2020
Ralf Sunell	Chief Investment Officer	Finnish Cultural Foundation	1 October 2020
Eero Lehti	Chair of the Board	Taloustutkimus Oy	15 October 2020
Annika Paasikivi	President and CEO	Oras Invest Ltd	15 October 2020
Mika Ihamuotila	Chair of the Board and principal owner	Marimekko	15 October 2020
Mika Haavisto	Project Manager	Federation of Finnish Enterprises, ownership transfer forum	15 October 2020
Timo Korpijärvi	Chief Investment Officer	Industrial Union	29 October 2020
Johanna Sipola	Director	Finland Chamber of Commerce	29 October 2020
Sami Karhu	Managing Director	Pellervo Coop Center	29 October 2020
Jaana Lappi	Ministerial Adviser	Ministry of Economic Affairs and Employment, entrepreneurship strategy	29 October 2020
Sampsa Nissinen	Senior Ministerial Adviser	Ministry of Economic Affairs and Employment, programme for export and international growth	29 October 2020

**Experts heard by the working group on the domestic ownership programme 3 September 2020
–14 January 2021**

Name	Title	Organisation	date
Ilkka Kivimäki	Partner	Maki.vc	12 November 2020
Juha Peltola	Managing Partner	Vaaka Partners Oy	12 November 2020
Leena Niemistö	Angel investor, board professional, Deputy CEO	Pihlajalinna Oyj	12 November 2020
Katriina Juntunen	CEO	Kasvuryhmä	12 November 2020
Lauri Rosendahl	Chair of the Board for Nasdaq exchanges in	Helsinki, Copenhagen, Iceland and Oslo (Commodity Exchange)	12 November 2020
Mikko Huuskonen	Senior Ministerial Adviser	Ministry of Economic Affairs and Employment, IPR issues	12 November 2020
Timo Kietäväinen	CEO	Keva	26 November 2020
Henri Grundstén	Development Director	Finnish Industry Investment Ltd	26 November 2020
Pekka Ala-Pietilä	Chair of the Board	Huhtamäki Oyj, Sanoma Corporation	26 November 2020
Kimmo Viertola	Director General	Prime Minister's Office, Ownership Steering Department	26 November 2020
Timo Pihkala	Professor, Entrepreneurship	LUT University	3 December 2020
Taru Lindeman	Managing Director	Boardman Ltd	3 December 2020
Leena Linnainmaa	Secretary General, Managing Director	DIF, Directors' Institute Finland - Boardview Oy	3.12.2020
Kim Lindström	Chair of the Board	Cardia Invest Oy Ab	9 December 2020
Otto Kukkonen	Investment Professional, Partner	DevCo Partners Oy	9 December 2020
Björn Wahlroos	Chair of the Board	Sampo Plc and UPM-Kymmene Plc	9 December 2020
Gunnar Brock	Board professional, Member of the Board	ABB, Investor AB	14 January 2021
Vesa Salminen	Managing Director, Partner	4Front Oy	9 December 2020, 14 January, 28 January, 18 February 2021
Valtteri Härmälä	Project Manager	4Front Oy	14 January 2021
Natalia Härkin	Ministerial Adviser	Ministry of Economic Affairs and Employment, report on the retail sector's future	21 January 2021

**Keynote speakers of the regional tour⁴³ 'Towards stronger domestic ownership'
30 September 2020–11 November 2020**

	Name	Title	Organisation	date
KUOPIO	Jussi Linnaranta	Chairman of the Board of Directors	Metsäliitto Cooperative	30 September 2020
	Anssi Lehikoinen	Managing Director	KPY Novapolis Oy	30 September 2020
	Essi Sarkakari-Kosamo	Vice Chair of the Board, Pohjois-Savon osakesäästäjät	Pohjois-Savon osakesäästäjät	30 September 2020
	Mia Mantsinen	CEO	Mantsinen Group Ltd Oy	30 September 2020
	Pasi Patrikainen	Director General	ELY Centre for North Savo	30 September 2020
TURKU	Ari Salmi	Board Member, Chair of the Board	Rauma Marine Constructions (RMC Finland Oy), Logistikas Oy	14 October 2020
	Heikki Ajanko	Former CEO	Stera Technologies Oy	14 October 2020
	Pekka Heikonen	CEO	Pemamek Oy	14 October 2020
	Karri Salmi	Chairman	Varsinais-Suomen osakesäästäjät ry	14 October 2020
	Esa Lindqvist	Project Manager	Business Finland	14 October 2020
TAMPERE	Matti Apunen	Professor of Practice	Tampere University, Faculty of Information Technology and Communication Sciences	16 October 2020
	Ville Laine	CEO	Lojer Group, Lojer Oy Finland	16 October 2020
	Aku Syrjä	Managing Director	Oy Aku's Factory Ltd	16 October 2020
	Mari Rajala	Director	ELY Centre for Pirkanmaa	16 October 2020
HELSINKI	Marjo Miettinen	Chair of the Board	Ensto Group	30 October 2020
	Kustaa Piha	CEO, Medical Director	Athensmed Oy, City of Helsinki	30 October 2020
	Samuli Sipilä	Managing Director, Partner	Juuri Partners Oy	30 October 2020
	Jim Koskinen	Bourse Ambassador	Finnish Foundation for Share Promotion	30 October 2020
	Petri Knaapinen	Director General	ELY Centre for Uusimaa	30 October 2020

43 The working group and the Ministry of Economic Affairs and Employment would like to extend warm thanks to the personnel of the ELY Centres for arranging the regional consultation tour. In addition to the keynote speakers, a total of 51 experts also gave comments during the regional tour.

**Keynote speakers of the regional tour⁴³ 'Towards stronger domestic ownership'
30 September 2020–11 November 2020**

	Name	Title	Organisation	date
OULU	Juha-Pekka Kallunki	Professor of Accounting	University of Oulu, Oulu Business School, Oulunseudun osakesäästäjät	9 November 2020
	Jarkko Takanen	Managing Director	Jussi Capital Ltd	9 November 2020
	Jussi Lemiläinen	CEO	Qon Oy	9 November 2020
	Ilkka Länkinen	Managing Director	Santapark Ltd	9 November 2020
	Tommi Ruha	Managing Director	Kuhmo Oy	9 November 2020
	Petri Keränen	Director	ELY Centre for North Ostrobothnia	9 November 2020
VAASA	Timo Rothovius	Professor of Accounting and Finance, Chair of the Board	University of Vaasa, School of Accounting and Finance, Finnish Shareholders' Association	11 November 2020
	Kaj Rönnlund	Investor, angel investor, entrepreneur	FiBAN Coastal Ostrobothnia	11 November 2020
	Henri Kinnunen	CEO	Woima Corporation	11 November 2020
	Emilia Vuorenmaa	Managing Director	Vuorenmaa yhtiöt Oy	11 November 2020
	Annamari Jukkola	CEO	Mö Foods Oy	11 November 2020
	Timo Saari	Director General	ELY Centre for Ostrobothnia	11 November 2020

Written statements

Name	Date
FIBAN	20 November 2020
POKELY	24 November 2020
Grannenfelt Finance Oy	27 November 2020
Confederation of Unions for Professional and Managerial Staff in Finland (Akava)	30 November 2020
Federation of Finnish Enterprises	2 December 2020
Confederation of Finnish Industries (EK)	3 December 2020
Business and industry areas of responsibility of ELY Centres	3 December 2020
ELY Centre for Uusimaa	3 December 2020
STTK ry	3 December 2020
Business Finland	3 December 2020
Finance Finland	3 December 2020
Finnish Family Firms Association	3 December 2020
Taxpayers Association of Finland	4 December 2020
Suomen henkilöstörahasot ry	4 December 2020
Finnvera Group	4 December 2020
Finnish Industry Investment Ltd	4 December 2020
Talous ja nuoret TAT ry	8 December 2020
Business Finland Venture Capital Ltd	8 December 2020
Finnish Foundation for Share Promotion	11 December 2020
Association of Finnish Foundations	14 December 2020
Finnish Shareholders' Association	14 December 2020
Finnish Publishers Association	14 December 2020
Central Organisation of Finnish Trade Unions	17 December 2020
Foundation for Finnish Inventions and Finnish Inventors National Federation	17 December 2020

Vision 2030

Towards a responsible and competent ownership society

Ownership is a responsible and risk-bearing activity, which has a strong impact on economic growth, investments and productivity. Good ownership has a positive impact on the success of a company at different stages of its life cycle. Success creates jobs, income and wealth, which help to safeguard the financial basis of the welfare society in the future. Good ownership is responsible ownership.

The purpose of the proposals set out in the report is to make Finland and Finns better placed to meet the challenges of the future. Finland's GDP is only expected to grow by 10% by the year 2030. Stronger growth is necessary to ensure the current standard of living and level of services.

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