22.2.2016

INFRA RY STRATEGY 2016–2019

BUILDING BLOCKS

- •The association's constitution provides the framework and purpose for the operations.
- •The principles governing the operations are clarified in the values.

Purpose and Values

Mission

- Implementation of the purpose:Why do we exist?What are our basic tasks?
- •Vision 2019 measurable and concrete.
- •Strategic goals are derived from the mission and basic tasks.

Vision

VALUES

INFRA's operations are guided by three values: profitability, fair play and the utilization of networks. The values are reflected in the work culture and all the activities of INFRA's employees, elected officials and members.

Profitability

- "Our activities have a purpose, we generate results."
- •High rate of achievement, concreteness, measurability: €, %, pcs
- Success, achieving targets
- Advancing progress

"All the operators in my contract chain win."

Fair Play

- . Doing the right thing
- •Ensuring win-win
- Responsibility, environmental matters
- Sustainable solutions
- Complying with agreements
- Fulfilling promises
- Fairness
- Ethicality

"I systematically improve matters that are my responsibility. My actions are goal-oriented and productive."

Utilization of Networks

- Cooperation partners
- •Networking between member companies
- •Collaboration between member companies and districts
- •Utilization of the members' know-how
- Visibility

"I actively utilize my networks in the promotion of strategic objects. I don't build fences."

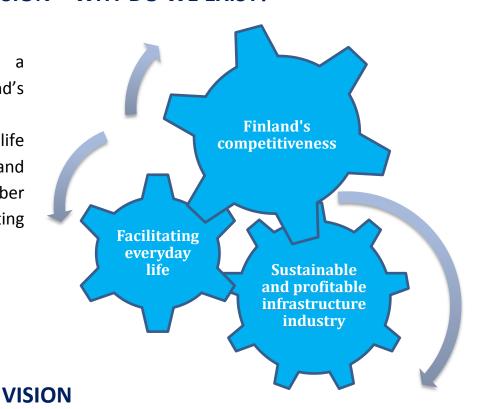


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Improvement of the prerequisites of business operations	 Advocacy work, industrial policy, labour market policy, smooth processes, legislation Safety, environment, profitability EU legislation, international operations
Dissemination of information, communication	 External and internal communication Production of information, analysis, mediation Journal, web sites, newsletters etc.
Development and maintenance of know-how Networking	 Training, events Development, research and product development Member events, interest group assemblies Improvement of collaboration and business
Association activities and member services	 opportunities Advice on legal matters and collective labour agreements
	 Joint purchase agreements, membership benefits, member acquisition Organization (personnel, elected officials)

MISSION – WHY DO WE EXIST?

"We are building a foundation for Finland's competitiveness, facilitating everyday life for the citizens, and improving our member companies' operating conditions."



- 1) In 2019, our members' market share of infrastructure acquisitions will have risen from the level of 2014.
- 2) INFRA has created prerequisites for the improvement of our member companies' competitiveness.
- 3) Infrastructure is developed and financed in Finland on a long-term basis.