



2020
2030

The Y-Foundation's strategy 2020-2030



Y-FOUNDATION

Contents

- Foreword3
- Mission, vision and service promise.....4
- The Y-Foundation’s values.....5
- The Y-Foundation in figures6
- Sustainability at the Y-Foundation.....8
- The objectives of the strategy9
 - 1. The economic and social well-being of tenants 11
 - 2. A fair transition towards carbon neutral living 16
 - 3. Eradicating homelessness in Finland and reducing it internationally 21
- The preconditions for our success.....26

Y-Foundation 2020–2030

Our basic mission is to ensure that everyone in Finland has a home. Our strategy respects this mission. In this strategy period, we will contribute to the creation of a fair society where no-one is left behind.

Our strategy is connected to the UN Sustainable Development Goals, which guide the world's development efforts until 2030. This is why the strategy period is exceptionally long. Through the UN SDGs, our objectives are part of a greater whole.

Our day-to-day actions underscore our role as a leader in the eradication of homelessness. We develop anti-homelessness efforts together with our partners in Finland and internationally.

Everything we do is geared towards promoting the well-being of our tenants and sustainable lifestyles. During this strategy period, we will focus particularly on three spearhead objectives.

Our objective is the economic and social well-being of our tenants. We also aim for a fair transition towards carbon neutral living. We work to eradicate homelessness in Finland and reduce it internationally.

The success of these objectives will be ensured by our highly competent and motivated employees, solid financing base and effective digital tools.

The Y-Foundation's employees are highly committed to the organisation's values. They also played a strong role in putting together this strategy. We are shaping the future with courage together with our partners.

Mission, Vision & Service promise

Mission:

So that everyone can have a home.

Vision:

We are a leader in the eradication of homelessness and we promote well-being and sustainable lifestyles among our tenants.

Service promise:

We are here for you.

- We treat everyone equally
- We listen to our tenants
- We make daily life easier
- We provide functional and safe homes

The Y-Foundation's values

We are bold and trustworthy creators of housing with dignity.

Courage

We have the courage to be on your side even when others are not.

We lead the way, make decisions and put our plans into action with an open mind.

Trust

We do what we promise.

Our tenants can trust in the affordability, continuity and safety of their housing.

Housing with dignity

Dignity is the foundation of our work. We treat our tenants equally.

We provide affordable rental apartments. Everything we do starts from the Housing First principle.

The Y-Foundation in figures in 2020

6

regional offices

55

municipalities

17,300

apartments

Founded in

1985

160

employees

The Y-Foundation in figures in 2030*

*According to the strategic
objectives for 2030

22,800

apartments

20,000

new work opportunities for
tenants between 2020 and 2030

A recycling rate of

80%

for household waste

70%

reduction in the Group's
CO2 emissions

0

people experiencing
homelessness

Sustainability at the Y-Foundation

The UN Sustainable Development Goals are the starting point for the Y-Foundation's 10-year strategy. Our strategy is linked to 11 of the UN SDGs. We will reduce inequality between people, increase the well-being of our tenants and lead the way as part of the international community of homelessness organisations.



The objectives of the strategy

Objectives

1. The economic and social well-being of tenants



- Successful housing
- Work opportunities for tenants
- One Y-Foundation – one excellent customer experience
- Growing the housing portfolio

2. A fair transition towards carbon neutral living



- Carbon neutral Y-Foundation 2035
- Sustainable and convenient daily life for tenants

3. Eradicating homelessness in Finland and reducing it internationally



- Close cooperation with municipalities and NGOs
- The Y-Foundation as a leader in the international effort against homelessness
- Pursuing equality together with partners

Spearhead projects

The spearhead projects will help us achieve our objectives. We will work on these projects throughout the strategy period. The projects will be updated and specified further as progress is made with the strategy. Our success is ensured by our highly competent personnel, solid financing base and effective digital tools.

The objectives of the strategy 2020–2030



1. The economic and social well-being of tenants



2. A fair transition towards carbon neutral living



3. Eradicating homelessness in Finland and reducing it internationally



Objective 1:

Economic and social well-being of tenants

The Y-Foundation's mission will continue to be the provision of safe and permanent housing for everyone. We support the eradication of homelessness in Finland by providing affordable housing and by supporting our tenants' success related to housing.

Everything we do is geared towards the comprehensive economic and social well-being of our tenants. We provide our tenants with housing counselling, employment opportunities and opportunities to be part of a community in the residential environment. We treat our customers equally in all circumstances. We want our tenants to be successful with regard to housing.

1. Economic and social well-being of tenants

Successful housing

The goal of this spearhead project is for our tenants to be successful with regard to housing. The conditions for successful housing are as follows:

A home of your own. It provides the best possible starting point for getting your life in order. Everything we do starts from the Housing First operating model.

Lively and community-driven tenant activities. The activities support the social well-being of tenants.

Diverse housing counselling services. We provide services that support housing together with our partners for target audiences such as people who have financial difficulties.

High-quality properties and apartments. Sustainability is underpinned by our own property management operations and continuous maintenance. We also keep our apartments in good condition through our renovation activities.

To provide further support, we will establish a crisis guarantee fund to mark our 35th anniversary. The fund will enable us to help those of our tenants who are in difficult financial circumstances.

1. Economic and social well-being of tenants

Work opportunities for tenants

In addition to providing homes, we want to provide our tenants with opportunities to develop and move forward in life. We offer work and training opportunities through our Uuras employment programme. Work opportunities may be available within Y-Foundation or in our partner organisations, and the jobs can be fixed-term or on-demand work. We also help our tenants on the path to employment by providing counselling services, apprenticeship opportunities and various training courses.

Work and training can help increase the participation and well-being of our tenants. They also support strengthening their financial situation.

1. Economic and social well-being of tenants

One Y-Foundation – one excellent customer experience

Y-Foundation Group owns apartments aimed at special groups (Y-Kodit) and affordable ARA rental apartments (M2-Kodit). In the future, all of our tenants will be served in accordance with the same service promise and a consistent service path.

Services for different life circumstances under one roof:

- **Our housing options** serve tenants flexibly in different life circumstances.
- **Our shared service promise** applies to our entire organisation and every one of our customers. We continuously monitor and improve the quality and effectiveness of our services as well as our tenant satisfaction.
- **We develop our digital services, housing benefits and tenant communications** based on our tenants' needs and feedback.

1. Economic and social well-being of tenants

Growing the housing portfolio

At the beginning of 2020, Y-Foundation Group owned more than 17,300 apartments. Approximately 6,700 of these are Y-Foundation apartments aimed at special groups (Y-Kodit) and approximately 10,600 are affordable ARA rental apartments (M2-Kodit).

We intend to acquire or build a total of 5,500 new apartments during the strategy period. This will be achieved by acquiring suitable existing apartments as well as increasing our new property development activities. An investment plan will be prepared, taking into account the homelessness situation and regional focus.

The plan will be based on active co-operation with municipalities and plot acquisition as well as the diverse use of financing models. The plan may also include divestments of the existing housing portfolio in areas where the demand and need for apartments is declining.

Objective 2:

A fair transition towards carbon neutral living

On average, the environmental impacts of our tenants are lower than the average person's in Finland. The reasonable size of the apartments, the use of public transport and reasonable consumption habits result in a lower environmental footprint. Nevertheless, the Y-Foundation's property portfolio and tenants are subject to the same pressure to reduce emissions as the rest of society.

We want to make environmental action easy for our tenants and transition towards carbon neutrality without creating significant financial pressure on our tenants.

2. A fair transition towards carbon neutral living

Carbon neutral Y-Foundation 2035

Finland has set the world's most ambitious climate target: carbon neutrality by 2035. We want to contribute to the achievement of this target. Our goal is to minimise our carbon footprint during the strategy period and achieve carbon neutrality by 2035.

Carbon neutrality calls for significant changes in the way we operate. These changes will enable us to not only reduce emissions but also to increase living comfort and reduce the environmental footprint of everyone who lives in our apartments. During the strategy period, we will pursue our low-carbon objective through emissions reduction rather than compensation. We view our emissions through three different categories.

The three categories of emissions:

- **Construction, renovation and demolition.** In new construction, we build Energy Class A residential properties that are implemented with a high level of material efficiency. In our existing properties, we improve energy efficiency through renovations and upgrades focused on energy consumption. For properties that are demolished, we are committed to the sustainable demolition green deal agreement between the Ministry of the Environment and the Finnish Association of Building Owners and Construction Clients. This means that the recovery rate of non-hazardous construction and demolition waste will increase to 70 per cent by the end of 2020.
- **Energy consumption in properties.** We will change our heating agreements to renewable district heating or geothermal heating, depending on availability, by 2030. We will make use of solar power whenever possible. We will make use of smart solutions in improving energy efficiency.
- **The Y-Foundation's own operations.** We are committed to reducing the environmental impact of our operations. We prioritise ecology, ethics and sustainable development in all of our procurement activities. We increase awareness among our personnel through communications and training.

2. A fair transition towards carbon neutral living

Sustainable and convenient daily life for tenants

We will minimise the carbon footprint of housing. We will also support our tenants in minimising their carbon footprint. In accordance with the principle of a fair transition, reducing environmental impacts must not create an unreasonable financial or other burden on the tenants. We are on this journey together with our tenants.

Y-Foundation Group's principles for a fair transition:

- **We provide** affordable low-carbon housing.
- **We support** our tenants' efforts to reduce energy consumption, transport emissions and consumption emissions, which means that climate action does not present an additional burden to the tenants.
- **We engage** our tenants in planning climate action through our tenant activities.

We provide our tenants with a wide range of solutions for reducing their carbon footprint. We want living in a Y-Foundation Group apartment to be characterised by the following:

- **A home** with good transport links.
- **Zero-emission** electricity and heating agreements.
- **Extensive** recycling opportunities for all tenants.
- **Counselling** and encouragement to promote sustainable lifestyle choices.
- **Monitoring** one's own housing-related carbon footprint.

Objective 3:

Eradicating homelessness in Finland and reducing it internationally

We contribute to the eradication of homelessness in Finland and internationally. We see our role as that of an expert and a creator of networks as well as a developer and experimenter. We work to increase awareness of the homelessness problem in society. We aim to influence people's attitudes and we produce research to support anti-homelessness efforts.

3. Eradicating homelessness in Finland and reducing it internationally

Close cooperation with municipalities and NGOs

The Y-Foundation was established in 1985 to solve the difficult problem of homelessness. The starting point for the Y-Foundation's operations is national cooperation, in which our partners include major cities, NGOs and the state administration.

Homelessness has been significantly reduced in Finland, but there is still a lot more work to be done in the Y-Foundation's field of activity. During this strategy period, we will strengthen our cooperation with municipalities and NGOs with regard to the provision of housing solutions for people who need special support and affordable housing. We will also create new cooperation models.

3. Eradicating homelessness in Finland and reducing it internationally

The Y-Foundation as a leader in the international effort against homelessness

We will export the Housing First concept developed in Finland by sharing our knowledge and providing training on the concept's operating principles. We will serve as an example to other countries on how to solve the problem of homelessness. We will create hope that eradicating homelessness is also a realistic goal for other countries.

We coordinate the European Housing First Europe Hub co-creation platform. It supports the dissemination of anti-homelessness efforts based on the Housing First principle and the continued development of methods and practices. We will spread the idea of systemic change that leads to the permanent eradication of homelessness.

We will strengthen cooperation with international operators in the field. Our goal is to build permanent and effective expert networks. We will disseminate information and develop evaluation methods as well as build an internationally effective model for eradicating homelessness. At the same time, we will bring new knowledge back to Finland.

3. Eradicating homelessness in Finland and reducing it internationally

Pursuing equality together with partners

Our efforts to eradicate homelessness are aimed at achieving equality in society. We increase equality by providing high-quality rental housing, offering employment opportunities and influencing people's attitudes to eliminate the stigma of homelessness. We produce and disseminate information on homelessness and the importance of pursuing equality in society.

We conduct experiments and projects aimed at increasing equality together with our partner network. We will develop solutions for community-oriented and decentralised housing that can be used by various parties around the world. We will integrate the Y-Foundation's approach to sustainability and the principles of a fair transition into these models. We will engage in bold initiatives to promote public discussion on inequality and the solutions needed for eliminating inequality in Finland and internationally.

In Finland, we coordinate the Housing First Development Network, which is a national co-creation platform used in the programmes to halve and eradicate homelessness. We develop practices for preventing homelessness and reducing inequality through extensive network cooperation.

The impacts of the strategy 2020–2030

Homelessness will be eradicated in Finland by 2027.

The Housing First model contributes to the eradication of homelessness in Finland and internationally.

Tenants feel that their well-being is cared for.

The Y-Foundation and M2-Kodit have reduced their emissions and are on the path towards carbon neutrality in 2035.

The preconditions for success

Our foundation is a non-profit organisation with a stable financial position. Our highly competent personnel, solid financing base and effective digital tools enable our shared success in the eradication of homelessness.

The preconditions for success

Highly competent personnel

At the beginning of the strategy period, the Y-Foundation has 160 employees. We are experts in various fields, from property managers to social workers and from customer service representatives to the developers of digital solutions. High-quality housing services are created through multidisciplinary cooperation.

Our goal is for the Y-Foundation Group to be an attractive employer with highly competent employees now and in the future. This attractiveness is supported by a positive workplace culture that helps attract new applicants.

Our employees have opportunities to influence the content and practices of their work. We ensure the competence development of our employees by providing opportunities for participation in training and self-driven learning. We encourage and promote systematic job rotation and career paths. We investigate opportunities for employee exchange through our partner network. We experiment with new and innovative work arrangements that provide flexibility in different life circumstances. We also provide motivating and equal remote work opportunities.

The number of personnel will grow at a conservative rate during the strategy period. To keep costs reasonable for our tenants, our aim is to moderately increase the efficiency of operations so that the number of personnel will increase more slowly, in relative terms, than the number of apartments.

The preconditions for success

Solid financing base and new financing opportunities

We finance the production and acquisition of apartments through cooperation with our partners. The Housing Finance and Development Centre of Finland ARA and the Funding Centre for Social Welfare and Health Organisations STEA have been our main partners throughout our existence. Municipalities are especially important partners in providing plots and arranging services based on need.

During the strategy period, we will develop new housing models and expand our cooperation with regard to the financing of new property development. We have already issued our first social investment bond and we see it as a pilot in the development of future financing models.

As the demand for housing focuses on large cities, we need new solutions for municipalities where market rents are declining and the supply of apartments exceeds the demand. In such cases, we will look for new property investors with whom the transfer of the housing assets can be conducted in a manner that is favourable to the tenants.

International financing models may also be part of our operations in the future. Our goal is to find international financing solutions in the future to strengthen the foundation's operations and results. Our work may also be linked to new kinds of ideas and concepts that help eradicate homelessness or make housing more affordable.

The preconditions for success

Effective digital tools

Our work is supported by smart digital solutions. They enable a better customer experience, increase the efficiency of our work and create cost savings. During the strategy period, we will focus particularly on the use of robotisation and artificial intelligence. We will ensure that we have the best available technological solutions at our disposal in all of our operations.

Home for All.

