

A photograph of three men in an office environment. One man is seated at a desk with a laptop, looking at the screen. Two other men stand behind him, looking on. The scene is brightly lit, likely from a window in the background. The overall tone is professional and collaborative.

# Fira

## ANNUAL REVIEW 2019

# CONTENT

## Fira 2019

Fira's year 2019 in numbers ..... 3  
CEO's review ..... 4  
Fira in brief ..... 6  
Key figures ..... 7

## Strategy

Fira's strategy ..... 8  
Business model ..... 9  
Case: Tesi ..... 10

## Construction Services

Business Review ..... 12  
Residential Construction ..... 13  
Business Premises ..... 14  
Modernisation ..... 15  
Pipe Renovations ..... 16

## Fira Modules

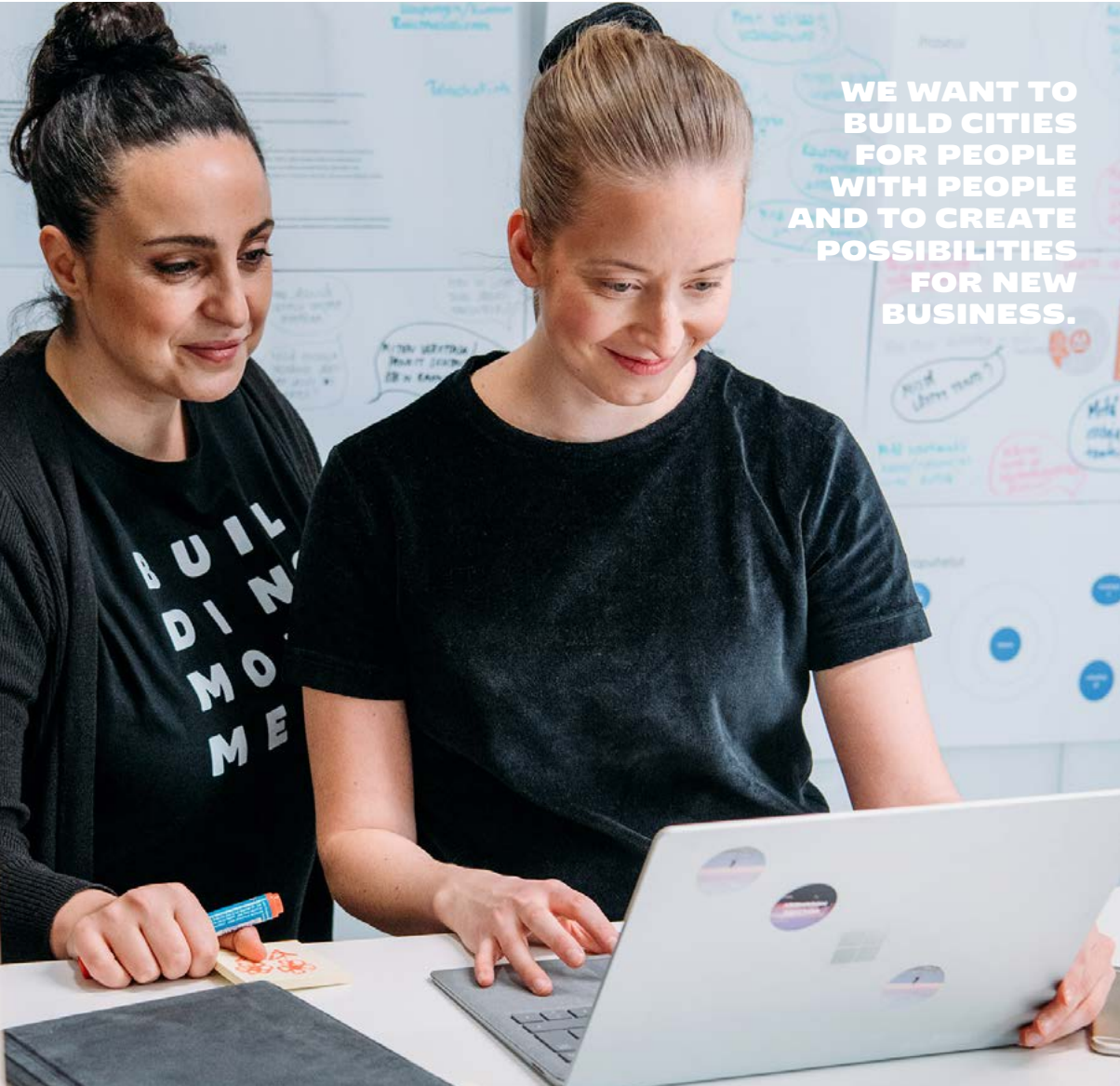
Business Review ..... 18

## Smart Services

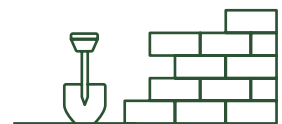
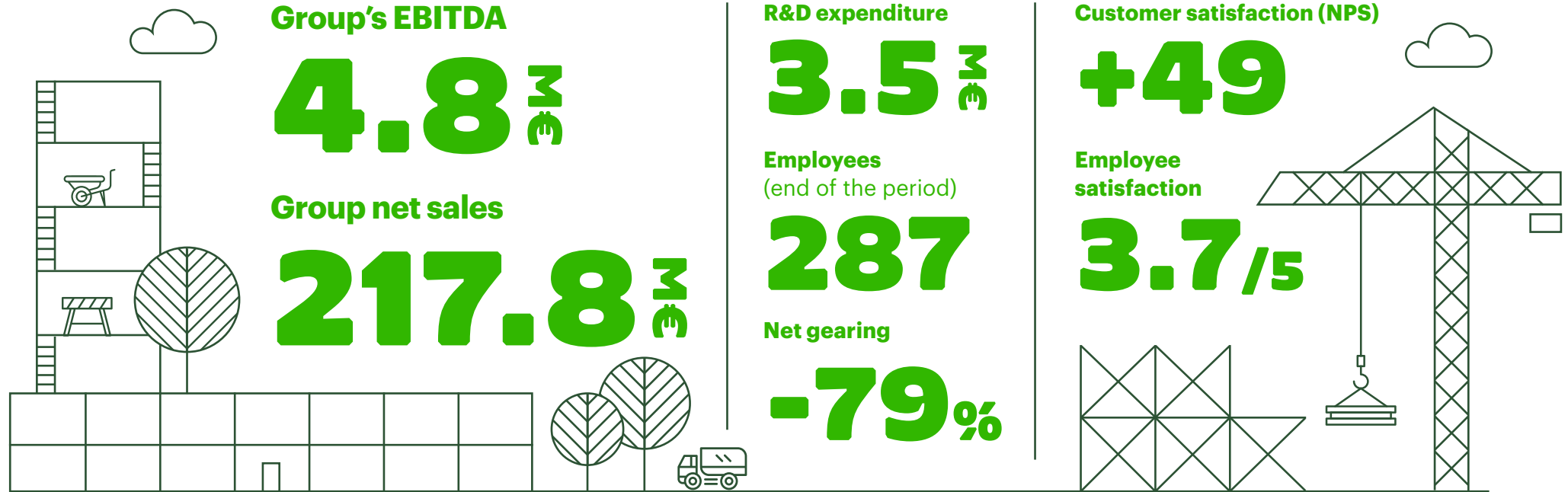
Business Review ..... 20

## Sustainability

Sustainability highlights 2019 ..... 22  
Case: Fira's culture ..... 24



# FIRA'S YEAR 2019 IN NUMBERS



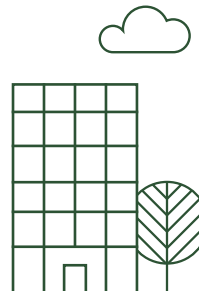
Sites

**68**

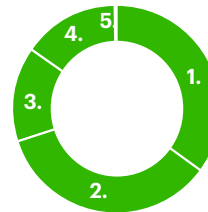


Delivered smart bathroom pods

**171 PCS**



Net sales by business segment, M€



- 1. Residential ..... **76.4**
- 2. Business Premises ..... **76.3**
- 3. Modernisation ..... **32.0**
- 4. Pipeline Renovations ..... **33.0**
- 5. Other ..... **0.2**



# WE ARE CREATING A NEW TYPE OF DEMAND AND IMPROVING THE FLOW OF CONSTRUCTION



Our company's performance is excellent, and I am particularly pleased with our result in construction in the second half of the year (EUR 4.8 million in EBIT in 2019). Our strong performance lays a solid foundation for our operations in 2020. We aim to make rapid progress towards our goal: we work to enable people to make the world a better place to live. We are guided by our 'Towards free housing' philosophy and the development of a scalable production system that makes it possible for us to implement our philosophy. People and the environment are at the core of our service development. We enable sustainability through new modular and digital technologies and verified ESG data. We are building a modern technological foundation, business model and philosophy to ensure Fira's success for decades to come.

A faster flow of construction is a key enabler of change. It arises from the combined impact of a production system based on interaction, modularity, digitalisation and takt time. Our vision is to strengthen our role as a service company that creates new demand through new solutions and has a positive impact on the living environments and quality of life of people and communities, as well as on global sustainability.

In the autumn of 2019, we welcomed a new investor, Finnish Industry Investment Ltd (Tesi). Overall, EUR 10 million was invested in the company during the year to facilitate our development and the materialisation of our vision. In 2020, we will work to develop our operations and implement our vision rapidly and with high quality, in addition to doubling or tripling external financing for development. We have set our sights on an international stock exchange listing in the near future.

## **We are increasing Fira's impact and the productivity of the construction industry**

Fira is not aiming to increase its net sales in the construction project business in the future. Our growth targets are related to increasing Fira's impact as a whole and the value of our operations, with a focus on our construction operations and how they enable learning and competence development. We are working to increase our network impacts and create scalable solutions within our networks to materialise

## CEO's review

our vision. In 2020, we are expecting to start several projects with our network of partners and customers in line with our 'Towards free housing' philosophy, irrespective of the main contractor.

In 2019, we made successful use of takt time production in residential construction, in addition to further developing schedule management on our flagship sites. The modular design philosophy that we have applied for a long time, particularly in parking facilities, has made a breakthrough in residential construction.

Significant developments during the year included the launch of Fira Modules' mass-customisable Bathroom 2.0 product family, as well as Fira Modules' partnership with Carinafour, a maritime industry company. This enables the construction industry to use the strong expertise in modular production that has accumulated in the maritime industry.

With the amount of data growing, digital tools are increasingly needed on construction sites for schedule and quality management, among other purposes. In late 2019, we partnered with Futurice, a company providing digitalisation as a service. Our goal is to cooperate on developing solutions that make use of digitalisation, data and artificial intelligence and help us reduce project implementation times and improve construction quality.

The construction of Koskelan Lehmus, the first Fira Osku housing cooperative, began in Helsinki in November. This cooperative housing model is the result of multiphase development work and offers urban residents an opportunity to acquire an apartment with a smaller initial investment than usual. They will also benefit from the fact that the life-cycle costs do not include automatic interest-on-interest mechanisms. Fira Osku and a joint building venture completed in the Jätkäsaari district of Helsinki are our

first steps towards our vision of people building cities in line with our 'Towards free housing' concept.

### Learning experiences and positive developments

The first half of the year was characterised by low volumes. During the first half, we focused on fine-tuning our processes and operating models. Our full-year financial result in construction was generated during the second half of the year, very successfully.

In the autumn, Fira's order book reached an all-time high. Customer satisfaction developed favourably during the year. Our Net Promoter Score increased year-on-year and was 58%.

I feel that we have created favourable conditions for our success in 2020, and that we will be able to significantly improve productivity, sustainability and the related concepts in all of our four lines of construction. Our financial result from construction is expected to improve significantly this year, which will be reflected in the Group's result accordingly. We will continue to invest in the materialisation of our vision, and our new investment partners will accelerate the pace.

### Our success is based on highly competent and committed people

Fira is not a traditional construction company. We are an expert organisation of 300 people. We combine the Fira culture in a unique way with highly educated, competent and diverse personnel and top expertise in construction, design, operations management, marketing and technology. Our ability to use Fira's construction business operations as a platform for implementing our vision gives us a competitive edge. We only invest in intangible assets.

Future orientation and a desire for continuous development through new technologies were the key motives behind the establishment of Fira. At Fira, every



**OUR GROWTH TARGETS ARE RELATED TO INCREASING FIRA'S IMPACT AS A WHOLE AND THE VALUE OF OUR OPERATIONS, WITH A FOCUS ON OUR CONSTRUCTION OPERATIONS AND HOW THEY ENABLE LEARNING AND COMPETENCE DEVELOPMENT."**

employee and partner plays a key role in promoting the systemic development of the construction industry. Digitalisation and modularity are changing work on construction sites in many ways, and change is not always easy. This is why competence development is so important for us. Many of our employees attended the Fira Academy during the year, benefiting from a training portfolio that has been tailored to support our goals.

We established a personnel reward fund in late 2019 to strengthen commitment and reward employees for Fira's success. The reward fund is related to the reform of our long-term commitment system, and it enables all of our employees to become shareholders in Fira.

Our service-oriented business model is founded on a responsible and sustainable operating method that enables our success today and tomorrow. I would like to take this opportunity to thank every one of our employees, customers, partners, shareholders and Board members for their input in 2019. We have learned a great deal together and have achieved significant development. This lays an even stronger foundation for future cooperation and success.

### Jussi Aho

Managing Director  
Fira Group Oy

## **BUILDING MOVEMENT - A CONSTRUCTION COMPANY FOR A NEW ERA, CREATED BY PEOPLE**

A city never stops. It grows and evolves with its people. Construction affects our daily lives. Construction determines how we live, work and move and where we spend our free time. We need – and we deserve – better, human-oriented building.

We can create change in our field by listening to people and explaining how construction works. We want to build cities for people with people.

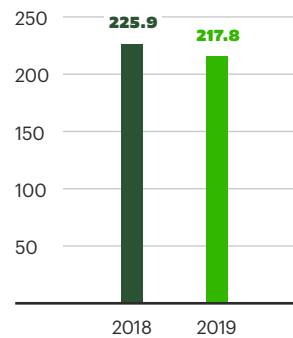
Fira Group consists of three units: Fira, Fira Modules and Smart Services. Fira serves as the main contractor in residential and commercial construction and in modernisations and pipe renovations. Fira Modules develops modular bathroom solutions, and the Fira Smart Services function develops digital services.



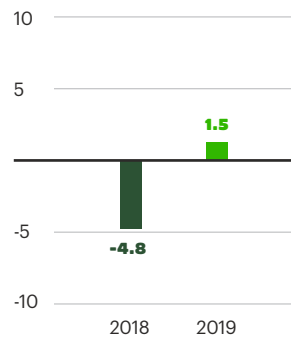
## Key figures

## FIRA'S KEY FIGURES

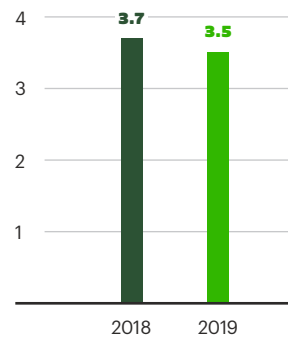
## Net sales (MEUR)



## EBIT (MEUR)



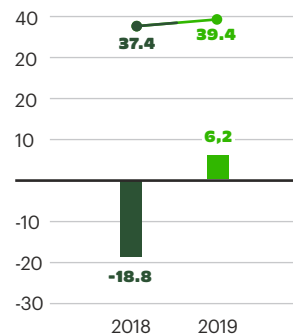
## R&amp;D expenditure (MEUR)



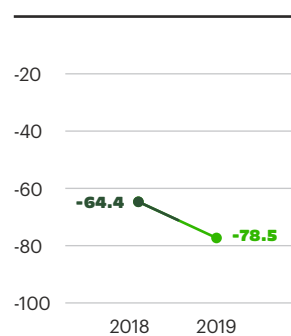
## Group's key figures

1,000 eur	2019	2018	Change, %
Order book	253,086	191,737	32.0%
Orders received	264,570	188,514	40.3%
Net sales	217,813	225,902	-3.6%
Operating profit	1,528	-4,768	
Operating profit, %	0.7%	-2.1%	
Sales margin	22,706	14,802	53.4%
Sales margin, %	10.4%	6.6%	
Cashflow from operations	4,836	-3,845	
Earnings per share	0.19	-0.60	
R&D expenditure	3,463	3,691	-6.2%
Fixed costs	-17,869	-17,930	-0.3%
Depreciation	-3,309	-1,641	101.7%
Net gearing, %	-78.5%	-64.4%	
Equity ratio, %	39.4%	37.4%	
Return on equity, %	6.2%	-18.8%	
Return on investment, %	6.9%	-21.2%	

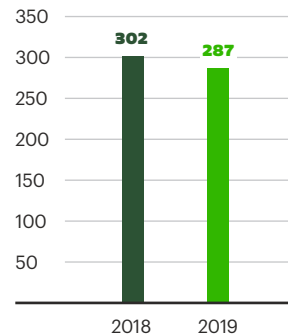
## Equity ratio and ROE (%)



## Net Gearing (%)



## Number of Employees 31 Dec 2019



— Equity ratio  
 ■ Return on Equity



# GROUP STRATEGY

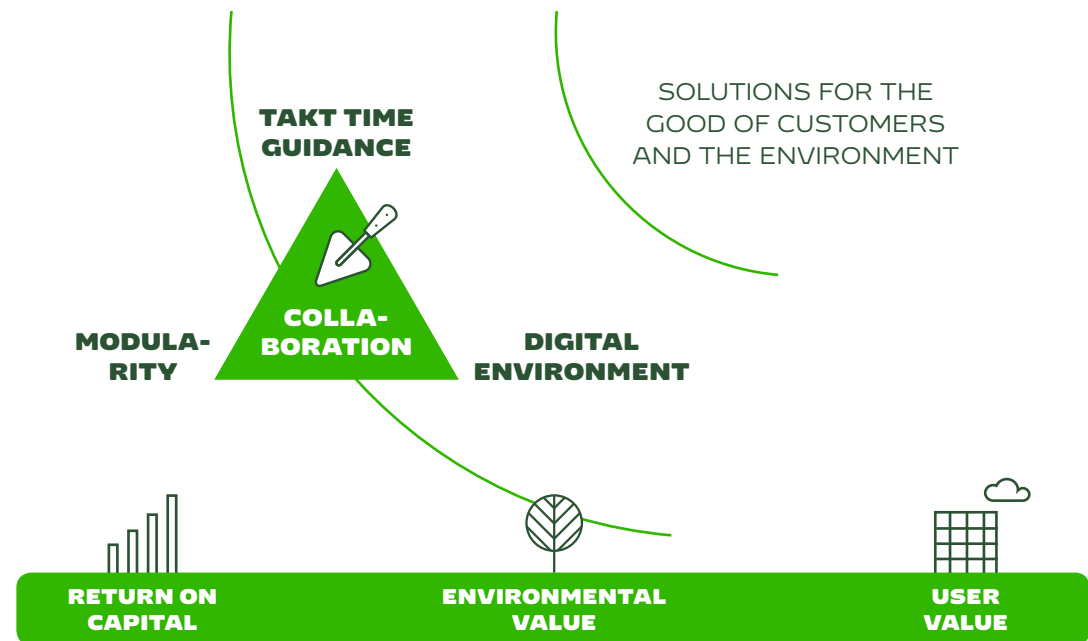
Fira's strategy focuses on people and the environment. We work to enable people to make the world a better place to live. We create demand for new solutions, guided by our 'Towards free housing' philosophy. Our key goal is to accelerate project implementation through our scalable production system, which is based on modularity, digitalisation and takt time.

1. For us, modularity means the development and use of standardised solutions. This enables mass customisation in design and a transition towards industrial assembly in production. For customers, this means better quality and cost-effectiveness.
2. Digitalisation makes it easier to access the right information at the right time. This improves predictability and risk management, in addition to reducing transaction costs. Digitalisation also enables new business models over the long term.
3. Takt time brings together key aspects of project management – quality, budget and resources – by improving communication and coordination between various parties.

We systemically improve value creation for users, the environment and capital. Fira's values lay the foundation for its business operations. Transparency, trust and caring allow us to succeed with our customers and partners every day.

## FIRA AIMS

TO CREATE THE BEST FLOW OF CONSTRUCTION AND NEW DEMAND THROUGH NEW SOLUTIONS.







## BUSINESS MODEL

Fira has a service-oriented business model. We focus on areas of expertise where we can improve our competitiveness. We create value for customers and partners by using and developing new technologies that enable solutions with a focus on individuals and the environment.

In construction, we have deliberately set a limit for net sales, and we seek growth by improving the flow

of construction and focusing on project development based on our own concepts. Fira's business model is not capital intensive, which enables us to develop our business operations flexibly. We invest in intellectual capital that improves our competitive advantage.

With our partners, we develop our ability to combine expertise in construction and technology to create new value. Insight gained and connections made

through cooperation take us towards achieving the network impacts that we are seeking. Our strong reputation as a leader obligates and inspires us to operate sustainably and create a new type of value.

# TESI SEES FIRA AS A PROVIDER OF NEW SOLUTIONS AND AS A SOLVER OF THE CONSTRUCTION PRODUCTIVITY ISSUE

## What do investors think about Fira?

“For investors, Fira is not a traditional construction company. Fira consists of experts in engineering, project management and technology, and is a unique company in one respect: it has considerable in-house innovation capabilities arising from a start-up-like spirit. Fira is able to test new innovations rapidly in its own construction operations before more extensive commercialisation and scaling. Ensuring the effectiveness of digital solutions in the company’s own operations also paves the way for international expansion.”

## Why did Tesi invest in Fira?

“Profitability in the construction industry has been weak for decades, both in Finland and globally. We see Fira as a company with real possibilities to create solutions for the productivity issue in the domestic and international markets. This is an ambitious goal, but Fira has the competence, will and vision needed for major changes.”

## What does Tesi expect from its investment in Fira?

“Through its investments, Tesi seeks to achieve not only high returns, but also a high impact. We invest in companies that create growth and resolve challenges through their business operations and have a positive impact on the economy, people’s living environments and sustainable development, for example. We are an active, highly competent and consistent owner over the long term. We hold discussions with the management, and also often participate in the board of directors’ work. We believe that Fira has what it takes to lead the way in boosting profitability in the construction industry by creating new, scalable solutions for the global market.”

## Juuso Puolanne

Investment Director, Finnish Industry Investment Ltd (Tesi)



# CONSTRUCTION SERVICES

Fira's construction business consists of four lines: residential construction, commercial construction, modernisation and pipe renovations. We operate mainly in the Helsinki metropolitan area.



## Construction net sales, MEUR

2019

217.7

2018

222.7

## EBIT 2019

4.7 M€



## Sites

68



## Order Book 31 Dec 2019

253.1 M€

grew by 32%





# A GOOD YEAR FOR THE CONSTRUCTION BUSINESS



**WE ARE INVESTING IN MODULARITY, DIGITALISATION AND TAKT TIME IN AN EFFORT TO IMPROVE THE FLOW OF CONSTRUCTION.”**

In early 2019, the result of our construction business was burdened by individual loss-making projects implemented during the previous year. Through systematic development work and stronger risk management, we regained profitability in early autumn, which was our most significant success in 2019. In modernisation, we again recorded an excellent result, and commercial construction activity remained at a good level. We made good progress in pipe renovations, but we need to continue our work to improve profitability.

We are investing in modularity, digitalisation and takt time in an effort to improve the flow of construction. The benefits of modularity and standardised design have been evident in our parking facility solutions for a long time. In 2019, our modular design philosophy also made a breakthrough in residential construction. This is ground-breaking: the quality of the designs is even higher than usual, and the design process takes considerably less time.

Takt time production and the related digital tools played a major role in our success in the Kontula district of Helsinki, where we handed over the Keinlaudankuja site as a zero-error project ahead of schedule. In 2020, we will further develop takt time production in commercial construction as well, in addition to investing in making conditions data visible. To support knowledge-based management, we have established the Situation Room, where we will collect data generated by our systems. Based on the data, we will further develop proactive management, for example. Our future goal is to make data more visible, in addition to making use of data among clients and contractor partners.

We reinvented housing by introducing the Fira OSKU housing cooperative in the spring. The construction of its first site began in the Koskela district of Helsinki in November. By creating new types of housing solutions and services, we can have a positive impact on people's daily lives and living environments in cities and towns.

**Jari Koivu**  
CEO



# WE REINVENTED HOUSING AND BUILT HOMES FOR URBAN RESIDENTS

In residential construction, we further developed our operations systematically and reinvented housing in 2019. In early 2019, our result was burdened by individual loss-making projects from the previous year, but we regained profitability through consistent work in autumn 2019 and are now on the right track.

We reinvented housing by introducing the Fira OSKU housing cooperative. The construction of its first site began in the Koskela district of Helsinki in November. This housing cooperative model combines the benefits of home ownership with trouble-free rental housing.

Ensuring reliable high-quality implementation was our main goal for 2019. We paid special attention to the project selection: the more favourable the conditions are for starting a project, the more likely the project will smoothly, with reliable high-quality production. We also continued to fine-tune our technical concept for residential construction. Being able to apply the concept in the

planning phase will be an increasingly important criterion for project selection.

We further developed the entire residential construction process. We adopted a gate model that improves risk management and makes our operations more systematic. A project will not proceed to the next phase until certain work phases have been documented and the profitability level of the whole project has been confirmed.

All our sites are takt time sites, and we manage each site in line with our schedule management model. During the year, we began closer cooperation with Fira's smart services to ensure that digital tools serve the needs of construction sites, as well as the needs of schedule and quality management, even better than before. One of our focus areas for 2020 is the development of predictive models based on conditions data.

## Topi Laine

Director, Residential Construction



Photo: Arkkitehtitoimisto Kanttia2

## CASE: KEINULAUDANKUJA

A total of 79 Lumo rental apartments were completed on Keinulaudankuja, next to the Kontula shopping centre and metro station in Helsinki, in autumn 2019. The site was handed over to the customer as a zero-error project two months ahead of schedule. The project was developed in cooperation with the customer, and the interior construction phase the takt time lessons were utilized. The schedule and quality management was extremely successful in the project, supported by digital applications such as SiteDrive scheduling software developed by Fira.

# THE POSITIVE TREND CONTINUED IN COMMERCIAL CONSTRUCTION

Our business operations developed favourably, and we began and completed many significant projects during the year. We handed over the extension to Terminal 1 at Helsinki Airport to Finavia in April. Helsinki Outlet, the first shopping village in the Helsinki metropolitan area, was opened in Porttipuisto in Vantaa in late 2019.

In March, we began the construction of the Lounavoima ecological power plant in Salo. During the year, we also implemented a number of parking facility projects – we have broad and varied experience and strong expertise in the planning and implementing of such projects. In commercial construction, we continued our excellent cooperation on Innopoli 4 in Espoo with Technopolis, one of our long-term customers. The Espoon Raitinkartano project is Fira's all-time largest project. This project is being implemented by an alliance of companies, and it progressed very well in 2019. We also implemented school and day-care centre projects during the year.

Our solution development relies on strong design expertise, which provides our customers with many benefits, such as cost awareness and better technical solutions. We produce accurate cost estimates rapidly as early as the project planning phase. We achieve cost benefits by making use of tried-and-tested standard solutions and modular construction. We also offer project development as a service to our customers in line with our Verstas workshop concept.

We will begin to develop takt time production on our commercial construction sites in 2020. Takt time enables us to improve the flow of construction – that is, to reduce the time required for construction while also improving quality.

## **Mikko Järvinen**

Director, Commercial Construction



Photo: Jaakko Kilpainen

## **CASE: HELSINKI OUTLET**

Helsinki Outlet, the first shopping village in the Helsinki metropolitan area, opened in Porttipuisto in Vantaa, near the Ring III highway, in November. The construction of Helsinki Outlet was completed perfectly in time for the holiday season. The shopping village attracted a great deal of positive attention, and its 40 Finnish and international shops have been highly popular among customers. In addition to offering excellent shopping opportunities, the shopping village has restaurants and an outdoor activity park for children.

## Modernisation

# THE MOST SATISFIED CUSTOMERS IN THE MARKET IN MODERNISATION

We had another excellent year in modernisation. We have succeeded in creating a very good service concept that produces excellent results in terms of both customer satisfaction and profitability.

We have used collaboration-based contract forms for years. They create many benefits for the client not only in terms of costs and schedules, but also in terms of quality. We engage in active interaction with clients and users, and their needs and wishes are heard throughout the project. Fira's service philosophy is strongly present in modernisation. We measure customer satisfaction regularly, and its level ultimately determines how much we will be paid.

We are continuously developing our operations. In 2019, we began to make use of modular design in our modernisation projects. This enables us to accelerate implementation

and create savings for property owners. We also significantly developed our systems and the related expertise during the year, which lays a good foundation for the future.

We always work openly with our customers and partners. Fira's values – transparency, caring and trust – are ideal starting points for projects.

### **Mikko Järvinen**

Director, Modernisation



## **CASE: VALIMO PARK, FUJITSU HEADQUARTERS**

The first phase of the Valimo Park modernisation project (23,000 square metres) in Helsinki was completed successfully on a tight schedule. Employees continued to work at the Fujitsu headquarters in Valimo Park throughout the construction project, and user satisfaction was at a high level.

# AGILE PIPE RENOVATIONS ARE IMPLEMENTED IN TUNE WITH CUSTOMERS

During the year, we further developed our operations successfully on many fronts. We made major progress in design in particular. We appointed a design manager and further specified our design-related processes under their supervision, in addition to developing more advanced standard solutions. By further developing our design work, we were able to create additional value for our customers, as well as ensuring smoother implementation.

We also automated our information system processes and made our logistics more efficient, which enables us to deliver materials to construction sites more smoothly. In the autumn, our logistics centre was selected as the winner of the LOGY award for the best internal logistics in 2019.

The Fira Agile pipe renovation concept has a well-established market position, and it generated good results in terms of both customer satisfaction and profitability. Our

interaction with customers at our Verstas workshops was highly successful, which was one of the reasons why the combined Net Promoter Score for the Agile projects that we implemented during the year was high: 4 on a scale of 1–5.

In terms of profitability, our pipe renovation operations failed to meet expectations in 2019. This was because of individual loss-making projects recorded for the first quarter of the year. However, we succeeded in improving profitability and are now on the right track. Our employee and customer satisfaction developed favourably during the year. This lays an excellent foundation for improving profitability, which is our main goal for 2020.

## **Sami Kokkonen**

Director, Pipe Renovations



## **CASE: “KOSKELAN VELJESTUPA” HOUSING COMPANY**

Fira used its Agile concept to implement a pipe renovation project at a housing cooperative in the Koskela district of Helsinki. During the project, Fira made use of inclusive project planning and the Big Room implementation design concept. Fira’s participation as early as the project planning phase brought many benefits, such as cost awareness, from the onset of the project. Project implementation was excellent on all indicators. The total cost was lower than the target price, customer satisfaction was at a good level, the inconvenience caused to the residents was short, and little additional work was needed after project completion.



# FIRA MODULES

Fira Modules provides innovative technology, design and intelligence in the heart of living with mass-customisable modular solutions that are produced and equipped with technical building systems at the factory.



**171**

delivered smart  
bathroom pods



Modules

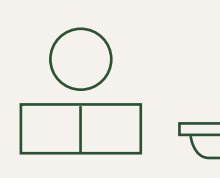
**2.0**

production  
started

Goal 2020

**1,500**

modules' sales  
pipeline



# FIRA MODULES CONTINUED TO INVEST STRONGLY IN PRODUCT DEVELOPMENT



**WE STARTED THE PRODUCTION OF THE SECOND-GENERATION BATHROOM MODULE BASED ON THE PARTNERSHIP AGREEMENT THAT WE SIGNED WITH THE CARINAFOUR MARITIME INDUSTRY COMPANY.”**

Our mission is to create experiences for residents, designers, developers, builders and property owners around the world. Our mass-customisable modular solutions provide innovative technologies, design and intelligence that fundamentally improve the quality of housing and living.

Our bathroom module is an intelligent modular element that is produced and equipped with technical building systems at the factory. The most significant benefit is that this reduces the need and time required for interior and technical building system work on the construction site by up to 50%.

In 2019, we produced 170 Fira Modules 1.0 bathroom modules and completed the manufacture of the first-generation product family towards the end of the year as planned.

We continued to invest strongly in product development in line with our strategy. We launched the first model in the mass-customisable Bathroom Series 2.0 product family. The product met with a good reception at the RecoTech trade fair in November, and is a prime example of cooperation within a development consortium consisting of designers from various fields and key construction operators.

We started the production of the second-generation bathroom module based on the partnership agreement that we signed with the Carinafour maritime industry company in late 2019. The company has broad and varied experience in producing and developing cabins for ships. Through the partnership, the construction industry will benefit from the strong expertise in concept design and production systems that the maritime industry has in the manufacture of modules. As a result of the agreement, our module factory in Hämeenlinna was transferred to Carinafour.

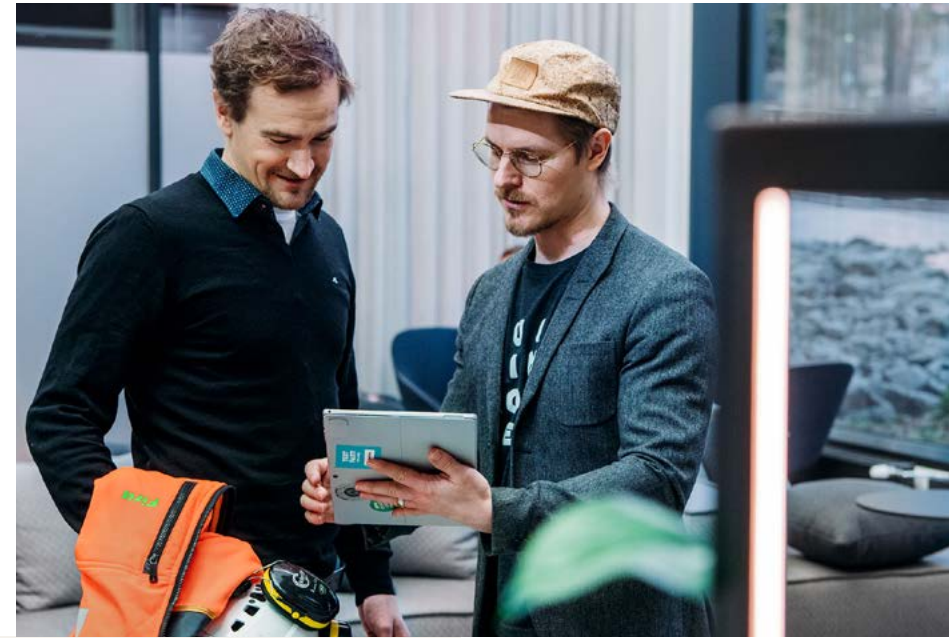
Fira Modules will focus on business development, product development and installation services, while Carinafour will be responsible for the manufacture of the bathroom product family and the further development of the supply chain.

We have strengthened our sales team, and our goal is to sell 1,500 modules in 2020 and improve the profitability of our business operations. We will continue to productise and further develop our services and products. Our goal is to have Mini Bathroom, the next product in the Bathroom Series 2.0 family, ready for production in the summer of 2020, and Heat Bathroom at the end of 2020.

**Sami Purtola**  
Business director  
Fira Modules Oy

# SMART SERVICES

Fira uses digitalisation and artificial intelligence in developing solutions that improve the flow of daily work on construction sites.



We began cooperating with the Futurice technology company



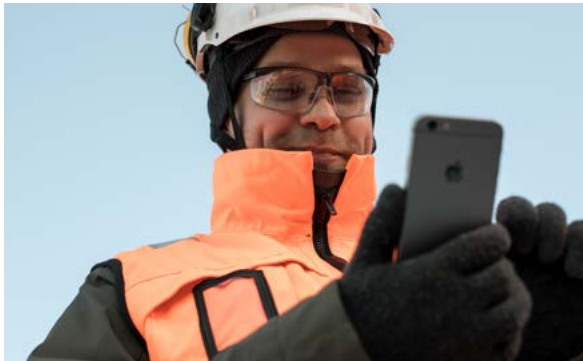
At the end of 2019, 15 people worked in Smart Services

Sitedrive's sales (to external customers) increased by

**145%**



# DIGITAL DEVELOPMENT IN THE CONSTRUCTION SECTOR IS DRIVEN BY PEOPLE



**WE CREATE SOLUTIONS THAT MEET USERS' ACTUAL NEEDS, IN ADDITION TO ENSURING THAT THE USER EXPERIENCE IS AS STREAMLINED AS POSSIBLE."**

Our development work focuses on people – construction professionals and users of buildings alike. We are aiming for solutions that improve the flow of construction work, create better living environments and contribute to the development of the construction industry as a whole.

Fira combines construction know-how with technological expertise in a unique way. In 2019, we further developed digital services by making more effective use of the user experiences gained through Fira's own construction activities.

Digitalisation is changing construction work in many ways, and adjusting to change is not always easy. This is why the development of our digital services always focuses on people. We create solutions that meet users' actual needs, in addition to ensuring that the user experience is as streamlined as possible. In 2019, we invested in the user experience by recruiting two specialists and by conducting user research to support our development work. In addition, we began cooper-

ating with the Futurice technology company in order to accelerate digital development in the construction sector.

All development work generates massive amounts of new information, which calls for improved capabilities to manage and use data in the future. We convert data into information that benefits various operators during construction, as well as the entire life cycle of the building. One of our focus areas is the development of predictive models based on conditions data.

Sitedrive scheduling software developed by Fira is being used extensively on our own construction sites. SiteDrive is being further developed actively, based on both external and internal customers' experiences and needs.

In 2020, we will continue our close cooperation on developing construction operations and digital services to further improve the user experience, in addition to making digital services easier to use.

## **Mervi Leikas**

Chief Operating Officer, HR and communication



# SUSTAINABILITY


Sustainability at Fira is based on a service-oriented business model. In cooperation with our customers and partners, we promote sustainability across society and have a positive impact on people's living environments and quality of life.



Customer satisfaction 

**+49**

(NPS)

Construction site register included more than 

**21,000**

employees

Waste reuse rate 

**94%**

# SUSTAINABILITY HIGHLIGHTS 2019

## SOCIAL RESPONSIBILITY

# 13.5

### Accident frequency rate.

The accident frequency rate among Fira's subcontractors and own employees was 13.5 accidents per million hours worked in 2019. Our target rate is under 10, and we are continuously working to prevent accidents. We achieved excellent results in pipe renovations, where we began an occupational safety programme in early 2019 and succeeded in reducing accidents by 50%.

### We encourage development.

Fira encourages its employees to further develop their knowledge and skills, and we support their development. The Fira Academy offered around 75 training programmes, events or sessions in 2019.

# 3.7/5

### Employee satisfaction.

Fira's employees appreciate their colleagues and the company's development-driven culture. Development needs were related to the smoother use of various systems and having a clearer division of responsibilities. The employee experience is an important focus for us, which we develop continuously and measure twice a year.

### A reward fund for employees.

We established a reward fund to strengthen commitment and reward employees for Fira's successes. Since the beginning of 2020, all our employees have had the opportunity to become shareholders in Fira.

## ENVIRONMENTAL RESPONSIBILITY

### A certified and audited environmental management system.

Our operations are considerate of the environment, and we promote sustainable development in cooperation with our partners. All of Fira's companies operate in accordance with a certified ISO 14001:2015 environmental management system. Its first interim audits were conducted in 2019, with good results.



## ENVIRONMENTAL RESPONSIBILITY

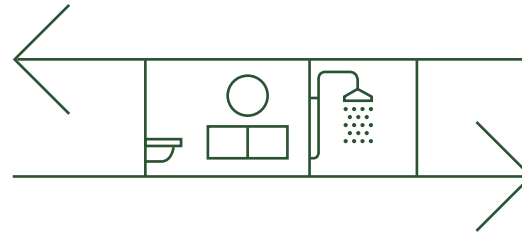
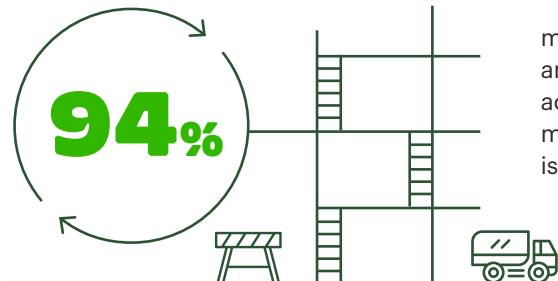
Our recycling rate improved by

**15%**

and our waste reuse rate increased by

**2%**

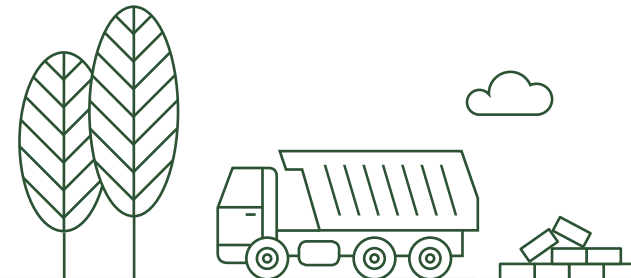
In cooperation with our largest waste management partner, Remeo, we improved our construction and demolition waste recycling rate by around 15% compared with 2018. At the same time, our waste reuse rate improved by 2 percentage points to 94% in 2019.



### Less waste.

Fira was selected as the winner of the LOGY award for best internal logistics in 2019. The award was granted by the Finnish Association of Purchasing and Logistics. The decisive factor was the logistics system developed for pipe renovation sites by Fira and Carina-four. The system has significantly decreased material waste. Through the logistics process, Fira has been able to improve the timeliness of various work phases, compliance with schedules and the availability of materials on construction sites. This has improved the productivity of work and the quality of construction.

Fira Modules 2.0 bathroom solutions are made from sustainable materials. Life-cycle and environmental aspects are taken into account in their product development, and mass customisation ensures that little material is wasted.



## ECONOMIC SUSTAINABILITY

We provided work to more than

**21,000**

people and some

**1,000**

subcontractor companies.

Tackling the shadow economy is an important focus for Fira. During the year, we continued to develop our risk management and the related systems in close cooperation with the authorities and our partners and contractors.

In 2019, Fira's construction site register included more than 21,000 employees, who were working for some 1,000 subcontractor and partner companies.

# FIRA'S CULTURE IS BASED ON COLLABORATION AND CONTINUOUS LEARNING

## What does Fira stand for?

"Fira's culture is based on collaboration and continuous learning. Learning involves a strong desire for development, which has been integral to Fira since its establishment. These continue to lay the foundation for Fira's strong culture."

## How does Fira support its employees' development?

"Supporting our employees' development and growth is one of our key goals. Everyone at Fira has the opportunity to develop, regardless of their role. We invest in quality, schedule and financial management. We provide our supervisors with training in management and supervisory work. A seamless induction programme is also important.

We want our employees to feel that together we can renew and transform the entire construction industry. Fira combines top expertise in construction and technology, which creates favourable conditions for successful change."

## How will work in the construction sector change in the future?

"Technology and digital tools will be used increasingly in construction. The data collected in the process will improve predictability and facilitate faster learning from mistakes. Construction sites are among the most complex management and working environments. Technological solutions have the potential to reduce complexity and improve efficiency significantly."

**Mervi Leikas,**  
Chief Operating Officer,  
HR and communication





**AS WE LIKE TO SAY HERE AT FIRA:**  
**"IF YOU WANT TO GO FAST, GO ALONE.  
IF YOU WANT TO GO FAR, GO TOGETHER."**

**Fira**

[www.fira.fi/en](http://www.fira.fi/en)