



# CSC owner strategy 2025–2028

## 1. Background and purpose

This owner strategy of CSC - IT Center for Science Ltd was approved by the company's council on 11 December 2024. The strategy is valid from 1 January 2025 to 31 December 2028. The owner strategy is a steering tool for CSC's owners for jointly defining the objectives of the company's operations and ownership as well as the company's key tasks.

The council has prepared the owner strategy to uphold the entries of CSC's Articles of Association and the Shareholders' Agreement. The Articles of Association and the Shareholders' Agreement define the company's sector, tasks and policies on a general level. The owner strategy specifies these entries and makes them more concrete. In addition, the guidelines of the Government Resolution on Ownership Policy issued in 2024 has been taken into account in the preparation of this owner strategy.

CSC's Board of Directors and executive management must take into account the owners' wishes expressed in the owner strategy in the preparation of the company's strategy, in the definition of the company's operational priorities and in other company operations. The company's strategy, drawn up jointly by the Board of Directors and the executive management, implements the owner strategy while taking into account the company's resources and operating environment.

## 2. Objectives and central operating principles of the company

### Operational objectives

According to the Government Resolution on Ownership Policy 2024, CSC's special task is to maintain and develop the centralised ICT infrastructure of the administrative branch of the Ministry of Education and Culture, including the national scientific computing environment and research data network (Funet) and to produce national ICT expert services for research, education, culture and other public administration. In addition, the company administers the joint European EuroHPC-supercomputer.

The needs of the administrative branch of the Ministry of Education and Culture and state research institutes take precedence over other service offerings. The company can secondarily offer its services to other administrative branches and, lastly, to the commercial market. When the company offers services for purposes which are secondary to its special tasks, this must take place without jeopardising the fulfilment of its special tasks and while ensuring that there is sufficient expertise for the owners' projects and services. The company may sell any additional capacity to the commercial market within the limits permitted by law.

All operations of the company must achieve sufficient added value for the owners compared to the services available on the market (customer orientation, cost-effectiveness, overall economic efficiency, positive attitude to development and leading the way). The company is a procurement and tendering organisation operating on the principles of the service integrator and is responsible for the services it provides throughout their life cycle. The company develops and coordinates interoperability within its field (including data and system architecture, open interfaces) and promotes the potential utilisation and cross-use of data resources.

The company observes the following principles in its operations, taking security aspects into account:

- openness of service documentation and technical interfaces,
- transparency and clear reporting on service utilisation rate, costs and customer satisfaction,
- usability of data resources in teaching, research and general data access (open science) and
- compliance with the ethical principles of good scientific practice and research.

The aim of the company's international cooperation is to ensure new expertise and pioneering role needed for development.

### **Pricing**

The owner-customers pay cost price for the services they buy plus a margin which is set in the Shareholders' Agreement. Customers other than the state, state research institutes and higher education institutions pay market price for the services they purchase.

The owners require that the company's pricing be assessed regularly in relation to companies operating in the market, at least twice during the strategy period. The assessment is carried out by an external expert community. The company must develop its pricing models in cooperation with the owner-customers, taking into account the needs of the owner-customers and the life cycle of services.

Some of the profit/financial buffer accumulated by the company is allocated to finance the preliminary investigation stage of new services to facilitate the development of more agile services that benefit the customer base extensively.

### **Risk management, security and preparedness**

The Government Resolution on Ownership Policy 2024 requires active risk assessment and consideration of the changing security environment and the security of supply aspects in state-owned companies. Risk management is supervised by the company's Board of Directors and the executive management.

The company must identify the security situation that has changed in its operations and subsequent requirements related to preparedness, risk management and protection of critical infrastructure. The company must ensure the reliability of its services during disruptions and emergencies as well as the data security of the information assets it manages, taking technological developments into account. In the company's operations, considerations related to national security must be taken into account, including international cooperation.

Executive management regularly reports on risk management and preparedness measures and significant security observations to owners. The Annual General Meeting must annually present the owners with a description of the company's risk management and the key risks identified.

### **Responsibility**

Responsibility aspects must be taken into account as part of CSC's strategy and business operations and, where possible, management rewards. In its responsibility work, the company takes into account the Government Resolution on Ownership Policy and the State owner's sustainability programme drawn up on

the basis of it. The Board of Directors manages the company's responsibility and sustainability.

In line with the State owner's sustainability programme, key responsibility themes during the strategy period are:

- sustainability of value chains (ethical business principles, human rights),
- social responsibility (employer role, diversity) and
- biodiversity and the green transition.

In addition, the company promotes accessibility in its operations and services.

The Board of Directors must assess how responsibility issues can be taken into account appropriately in the remuneration of management.

### **3. Core tasks of the company during the strategy period**

This section expresses the views of the company's owners on the company's core tasks during the strategy period. The company fulfils its special task by providing the following service packages:

Data management and scientific computing;

- an internationally high-quality actor in the field of data management and data-intensive scientific computing that meets the needs of Finnish higher education and research. This task also includes the EuroHPC project entity.

Research administration and education services;

- running the National Research and Education Network in Finland and being Finland's representative in international contexts
- Education and research administration services (including data flows, data resources and digital services in higher education that are not available on the commercial market)

Data management services for cultural heritage organisations;

- Development and maintenance of long-term retention and availability solutions that meet the needs of the administrative branch of the Ministry of Education and Culture

New technologies (e.g. artificial intelligence, quantum technology);

- Taking into account its entire service offering, the company participates in new technology development projects that benefit and support customers and the implementation of the company's special task.

### **4. Customer orientation**

The company must develop its customer orientation as follows:

- The owners and the company jointly assess the appropriateness of the company's service portfolio during the strategy period.

- The company draws up a steering and management model for service production, which enables owner-customers to participate in and influence services at different stages of their life cycle.
- The company develops its customer relationship management model so that the company has more in-depth knowledge of the joint development needs of owner-customers. The company actively facilitates the identification of joint development needs, reporting to owner-customers systematically.
- The company develops its customer satisfaction monitoring model together with the customers. The model includes annual reporting to owner-customers.
- The company invests systematically in the competence development of its personnel to ensure high-quality and agile operating models and solutions.

## **5. Monitoring of the owner strategy and reporting by the company to the council**

This strategy is intended for 2025–2028. Updating the strategy follows these principles:

- An interim review of the up-to-datedness of the strategy will be carried out in 2026, at which point changes will be made if the operating environment so requires.
- The new owner strategy will be prepared in 2028 and used from the start of 2029.

The implementation of the owner strategy is monitored annually by the council. The new council to be appointed in 2025 will work with the company to determine monitoring indicators to form the basis of reporting to the council. The objective of the indicators is to assess both the company's success in its special task and the implementation of the owner strategy.

The company and its Board of Directors draw up an implementation plan for the ownership strategy, containing clear milestones for achieving the objectives of the strategy.